

# Focus on Fit: A Cultural Blueprint for Successful Physician Recruitment



## Presented by



Tony Stajduhar  
President, Jackson Physician Search  
Alpharetta, GA



Kathy Cooperman  
President, KC Leadership Consulting  
Saint Louis, MO



# LEARNING OBJECTIVES

**ONE**

Analyze the motivations and personal needs of physicians, advanced practice providers and their families

**TWO**

Outline a blueprint for a sustainable culture that accelerates recruitment and fosters retention

**THREE**

Differentiate their organization in the marketplace through recognition as a best place to work

# Today's Presentation





# CULTURAL BLUEPRINT



# Pathway to Culture as a Competitive Advantage

Align

Assess

Design

Evolve

Sustain

Apply for  
Certification as a  
Great Place to  
Work

Survey  
Employees  
  
Get Results

Interpret results

Share results with  
leaders

Reflect & respond  
to employees

Confirm focus  
areas

Take action



Tie quantitative business results to outcomes



Set up an Executive Insights Session to help your leaders understand results and align around next steps



Execute a communication plan that builds trust



Collect additional insight through focus groups, interviews, or a customized full census or pulse survey



Design a support and accountability plan to drive change



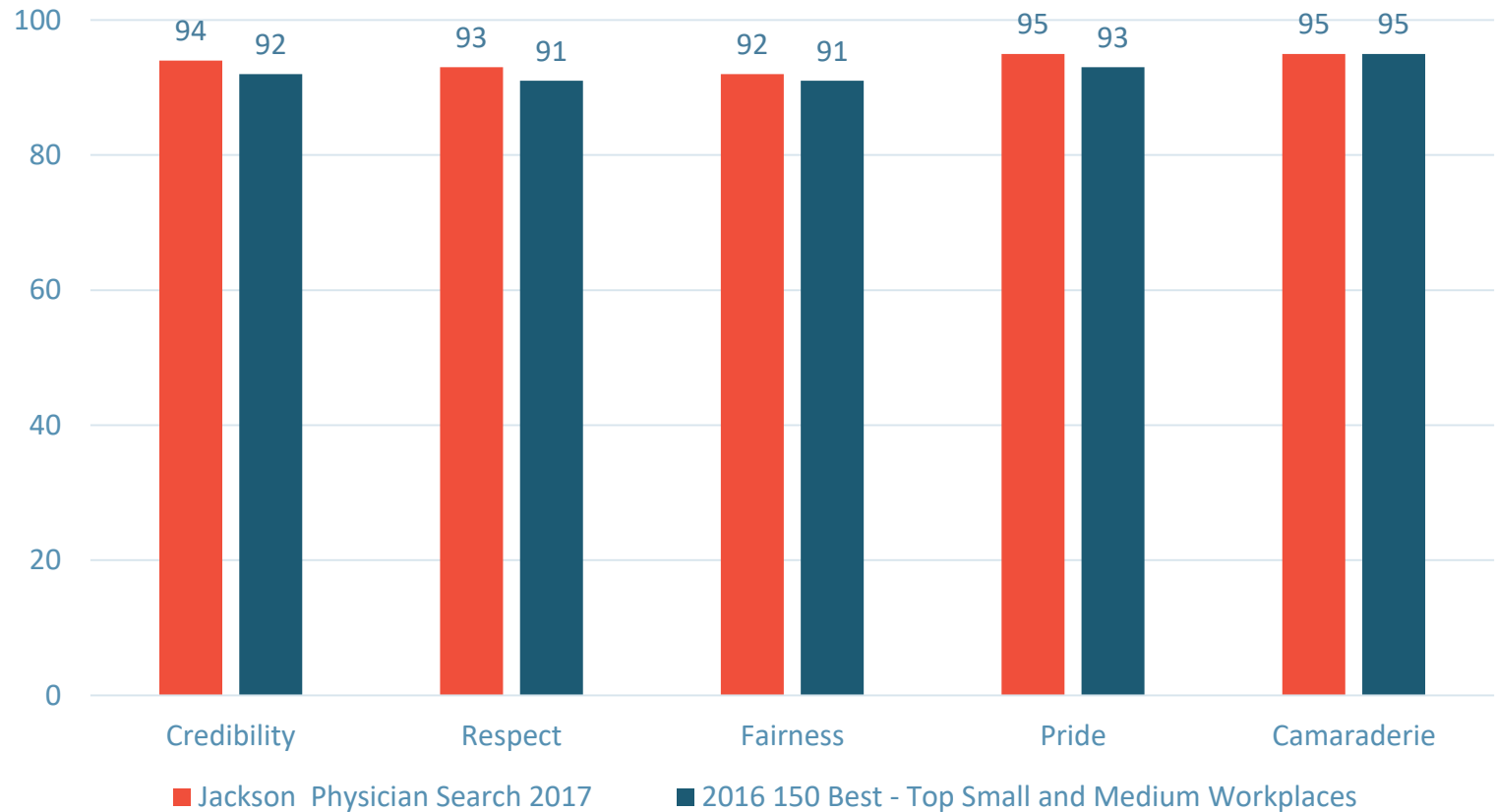
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# Jackson Physician Search: Focused on Culture



**FORTUNE**  
**100**  
**BEST**  
COMPANIES  
TO WORK FOR®  
2017



**JACKSON**  
Physician Search



# Best Places to Work 2017 Rankings

## Provider Category:



 <b>01</b> TEXAS HEALTH FLOWER MOUND	 <b>02</b> SPINENEVADA MINIMALLY INVASIVE SPINE INSTITUTE	 <b>03</b> MARATHON HEALTH	 <b>04</b> THE WOMEN'S HOSPITAL	 <b>05</b> BLACK RIVER MEMORIAL HOSPITAL
 <b>06</b> BEACH CITIES HEALTH DISTRICT	 <b>07</b> DOCTORS HOSPITAL OF SARASOTA	 <b>08</b> SOUTHERN TENNESSEE REGIONAL HEALTH SYSTEM- PULASKI	 <b>09</b> WOMAN'S HOSPITAL	 <b>10</b> TEXAS ORTHOPEDIC HOSPITAL

## Supplier Category:

 <b>02</b> COMPHEALTH	 <b>09</b> JACKSON PHYSICIAN SEARCH	 <b>29</b> MEDICUS HEALTHCARE SOLUTIONS	 <b>38</b> WEATHERBY HEALTHCARE
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# Jackson Physician Search: Focused on Culture



# Evaluating Best Workplaces



**“For All”** - *a great workplace for everyone regardless of who you are or what you do in your company.*

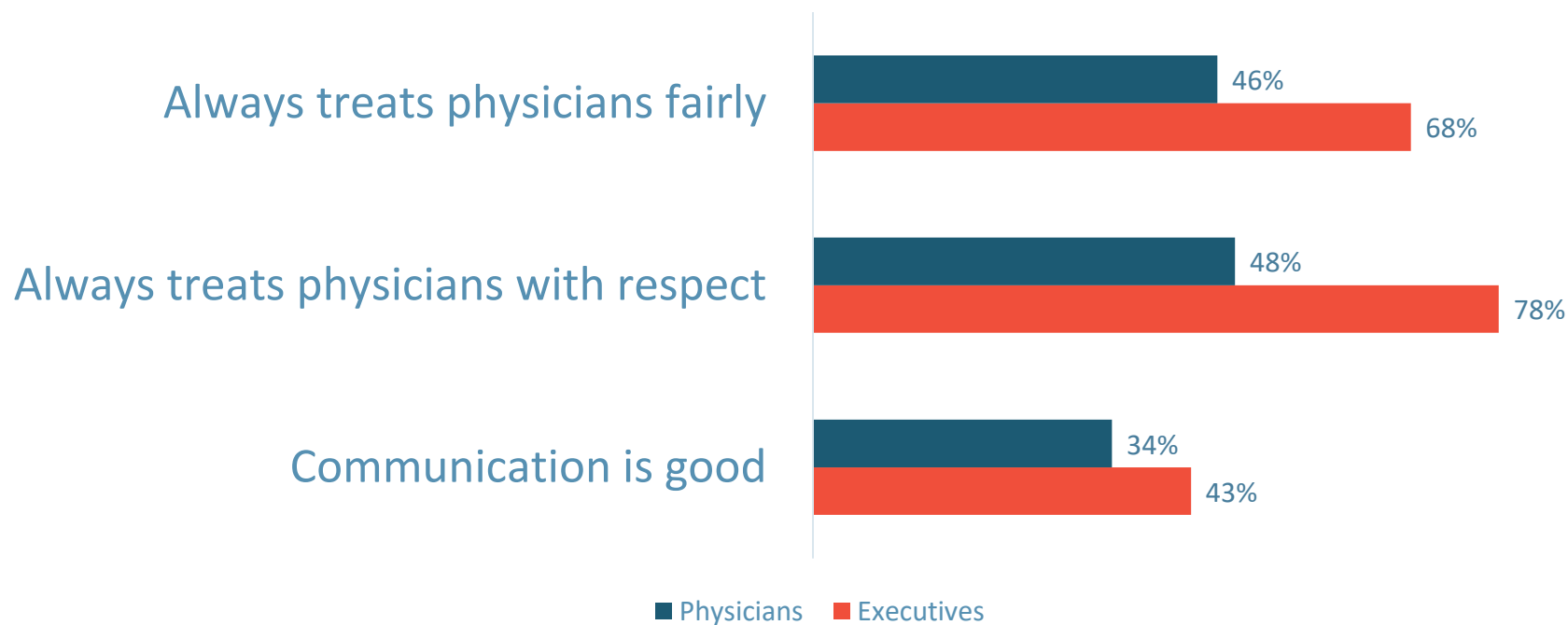


**Innovation** - *A culture that enables a company to continuously improve, adapt quickly, and generate game-changing opportunities.*



**Executive Team Effectiveness** - *An high-functioning executive leadership team that inspires followership and strategic cohesion at every level of the business.*

## Challenge: Gaps Between What Physicians and Executives Believe



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

# Link Between Culture and Business Health



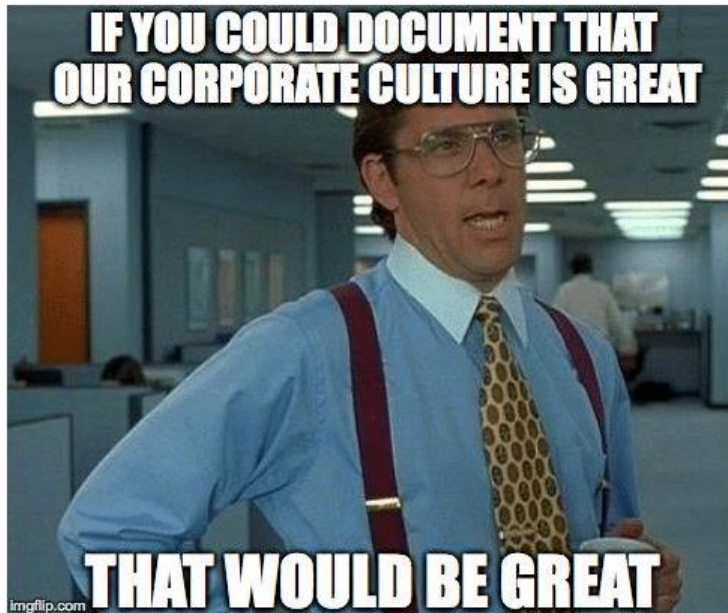
**80%**

“The mission or purpose of my company makes me feel my job is important.”

- ✓ **33% improvement in quality**
- ✓ **41% reduction in absenteeism**
- ✓ **50% drop in patient safety incidents**

Source: “Gallup’s Approach to Culture | Building a Culture That Drives Performance”

# #1 Reason for Physician Turnover



Literally 5 minutes into work



*Lack of Cultural Fit*

# How To: Group Exercise



## How To: Group Exercise

### ORGANIZATIONAL CULTURE

- ✓ Polling questions
- ✓ Group discussion
- ✓ 10 steps for a successful culture assessment



**#1 In this organization, it is usually better to err on the side of being:**

Blunt

Excitable

Pushy

## #2 When in a group, a leader here is likely to:

Ask for ideas of  
others

Enjoy being the one  
in charge

Encourage  
experimental (novel)  
approaches

### #3 In order to reach their objectives in this organization, leaders must:

Genuinely care about  
people

Show poise when  
under pressure

Keep track of  
delegated assignments

## #4 Use one word to describe your culture.

# 10 STEPS FOR A SUCCESSFUL CULTURE ASSESSMENT

1. Identify sponsor and/or culture project team
2. Executive Team defines the leadership practices critical for achieving the mission
3. Select culture assessment
4. Communicate to all what's coming and how they'll be involved
5. Administer online culture assessment

# 10 STEPS FOR A SUCCESSFUL CULTURE ASSESSMENT

6. Review results with executive team
7. Plan roll-out of results to all (group feedback sessions)
8. Explain next steps (action teams to address issues)
9. Close gaps
10. Re-survey 12 – 18 months

# Examples: Best Places and Best Practices





## Example: Award Winning Culture



Serving **communities as large as Lubbock** (population 225,000) to as **small as Post and Earth** (populations < 1,000)



# Culture of Transparency

Visits/Procedures

Expenses

Practice Overhead

Profit/(Loss)

Charges

Work RVUs: RVUs & Expense (Cost) per Visit

Expenses as % of Collections

Patient Collections

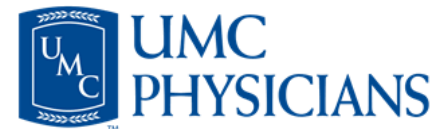
Gross Collection %

Accounts Receivable

Staffing

Payer Mix Based on Encounters

Visits / Procedures		Charges		Patient Collections	
<b>Visits</b>					
Current Month	513	Current Month	\$100,318	Current Month	\$48,640
Previous Month	\$100,341	Previous Month	\$100,341	Previous Month	\$43,541
Current Month Previous Year	508	Current Month Previous Year	\$107,437	Current Month Previous Year	\$45,234
YTD	5,258	YTD	\$956,627	YTD	\$425,886
Prior YTD	5,733	Prior YTD	\$1,129,882	Prior YTD	\$465,620
YTD Annualized	5,736	YTD Annualized	\$1,043,594	YTD Annualized	\$484,384
<b>Total Procedures</b>					
Current Month	1,432				
Previous Month	1,481				
Current Month Previous Year	1,333				
YTD	12,234				
Prior YTD	14,328				
YTD Annualized	13,348				
<b>Expenses</b>					
Current Month	\$42,120				
Previous Month	\$29,441				
Current Month Previous Year	\$41,401				
YTD	\$431,814				
Prior YTD	\$489,043				
YTD Annualized	\$471,069				
<b>Practice Overhead % *</b>					
Current Month	63.55%				
Previous Month	63.36%				
YTD	73.84%				
Prior YTD	74.14%				
<b>Profit / (Loss)</b>					
Current Month	\$4,529				
Previous Month	\$5,342				
Current Month Previous Year	\$4,683				
YTD	\$5,916				
Prior YTD	(33,043)				
YTD Annualized	\$6,454				
		<b>Work RVUs</b>		<b>Gross Collection %</b>	
		Current Month	519	Current Month	68.42%
		Previous Month	523	Previous Month	43.39%
		Current Month Previous Year	596	Current Month Previous Year	44.50%
		YTD	5,429	YTD	41.21%
		Prior YTD	6,002	Prior YTD	41.21%
		YTD Annualized	5,922	YTD Annualized	41.21%
		<b>RVUs per FTE</b>		<b>Accounts Receivable</b>	
		Current Month	1.01	Current Month	\$294
		Previous Month	0.98	Current Month Quickbooks	\$29,720
		Current Month Previous Year	1.11	Current Month GPMS	\$27,014
		YTD	1.03	Previous Month Quickbooks	\$3,191
		Prior YTD	1.05	Previous Month GPMS	\$28,543
		YTD Annualized	1.03	YTD	\$28,552
		<b>Revenue (Cost) per Visit</b>		Current Month Previous Year	\$24,371
		Current Month	\$80.11	<b>Staffing</b>	
		Previous Month	\$73.72	Direct Support Staff FTEs	3.80
		Current Month Previous Year	\$81.50	Total Support Staff FTEs	4.29
		YTD	\$82.13		
		Prior YTD	\$81.92		
		YTD Annualized	\$82.13		
		<b>Expenses as % of Collections</b>		<b>Payer Mix based on Encounters</b>	
		Support Staff - Current Month	27.41%	Jan-July 2017	% change
		- Previous Month	27.79%	Blue Cross/Blue Shield	20%
		- YTD	31.98%	Medicare	21%
		- Prior YTD	32.31%	Medicaid	28%
		Management Fee - Current Month	12.00%	Medi	8%
		Management Fee - YTD	11.65%	Other Insurance	21%
				Self	2%
				NOTE: This is based upon payer type at Date of Service	



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## Example: Cultural Transitions

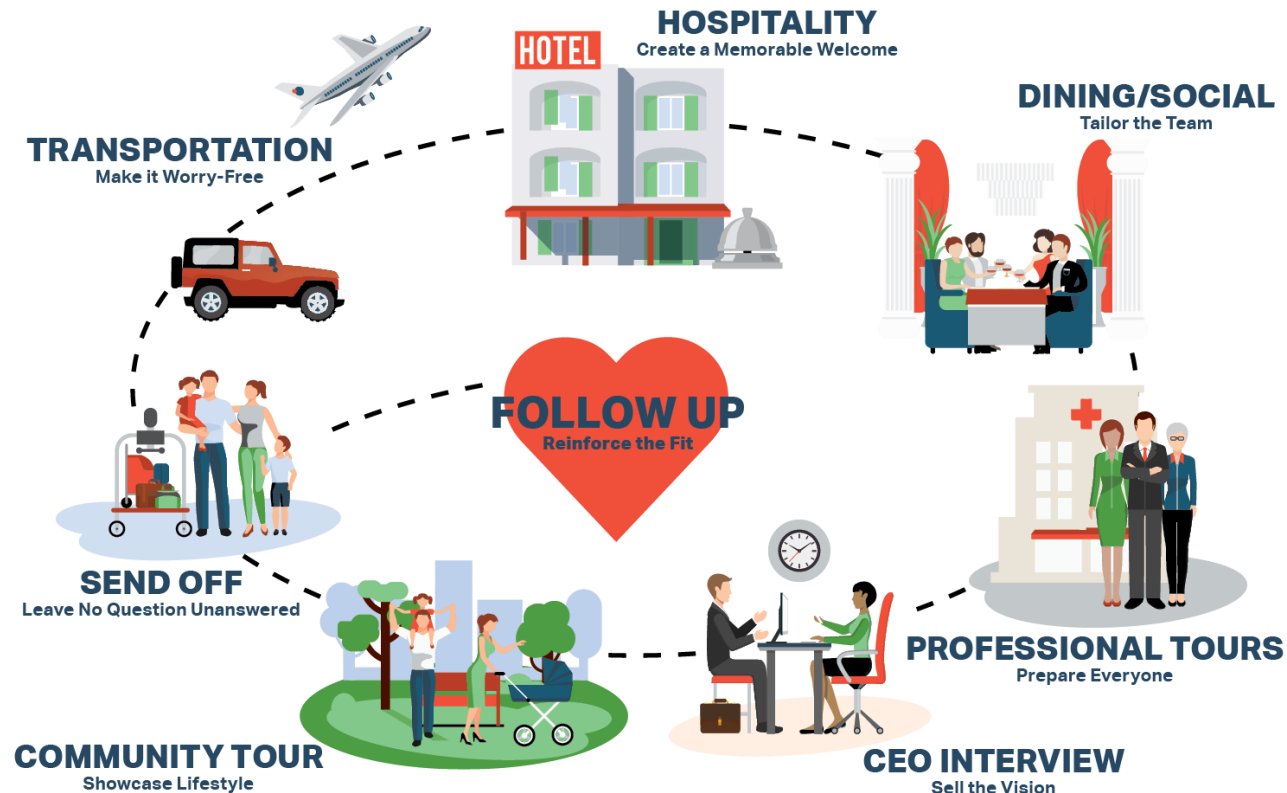


Dr. Joseph Dean opened a small practice in  
Madison, Wisconsin



Dean Medical Group joined the SSM Health system  
with 60 clinics and approximately 500 physicians

# Display Healthy Culture During Recruitment and Beyond



# Key Takeaways

## What Culture Is

- Shared mission
- Behaviors that align with values
- Top reason for turnover

## Why You Benefit

- Competitive advantage
- Improved performance
- Successful recruitment and retention

## How to Build

- Assess your baseline
- Follow a plan to close the gaps
- Continuously measure and improve
- Provide strong leadership and clear communication

