Focus on Fit: A Cultural Blueprint for Successful Physician Recruitment
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

Culture: What and Why?
Examples
How To’s
Q&A
CULTURAL BLUEPRINT

CREDIBILITY  FAIRNESS  ETHICS  INNOVATION

CAMARADERIE  PRIDE  GROWTH  TRUST
Pathway to Culture as a Competitive Advantage

Align

Apply for Certification as a Great Place to Work

Assess

Survey Employees
Get Results

Design

Interpret results
Share results with leaders
Reflect & respond to employees
Confirm focus areas
Take action

Evolve

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

Sustain

Get Results

Interpret results
Share results with leaders
Reflect & respond to employees
Confirm focus areas
Take action

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Jackson Physician Search: Focused on Culture

![Bar Chart]

- Credibility: 94, 92
- Respect: 93, 91
- Fairness: 92, 91
- Pride: 95, 93
- Camaraderie: 95, 95

**Legend:**
- Red: Jackson Physician Search 2017
- Blue: 2016 150 Best - Top Small and Medium Workplaces

**Certifications:**
- Great Place to Work Certified 2017
- FORTUNE 100 Best Companies to Work For® 2017

**Note:** The numbers indicate the percentage scores for each category.
Best Places to Work 2017 Rankings

Provider Category:

1. Texas Health Flower Mound
2. Spine Nevada - Minimally Invasive Spine Institute
3. Marathon Health
4. The Women's Hospital
5. Black River Memorial Hospital
6. Beach Cities Health District
7. Doctors Hospital of Sarasota
8. Southern Tennessee Regional Health System-Pulaski
9. Woman's Hospital
10. Texas Orthopedic Hospital

Supplier Category:

1. CompHealth
2. Jackson Physician Search
3. Medicus Healthcare Solutions
4. Weatherby Healthcare
#9 Overall in supplier category

#4 Best places for Millennials
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

- **Always treats physicians fairly**: 46% (Physicians) vs. 68% (Executives)
- **Always treats physicians with respect**: 48% (Physicians) vs. 78% (Executives)
- **Communication is good**: 34% (Physicians) vs. 43% (Executives)

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

- 80% 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

Lack of Cultural Fit

IF YOU COULD DOCUMENT THAT OUR CORPORATE CULTURE IS GREAT

THAT WOULD BE GREAT

Literally 5 minutes into work

I gotta get out of here. I think I'm going to lose it.
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
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
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

- Transportation: Make it Worry-Free
- Hotel: Create a Memorable Welcome
- Dining/Social: Tailor the Team
- Follow Up: Reinforce the Fit
- Community Tour: Showcase Lifestyle
- Send Off: Leave No Question Unanswered
- Professional Tours: Prepare Everyone
- CEO Interview: Sell the Vision
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