

How to Deliver an Exceptional On-site Physician Interview

A Step-by-Step Guide to Win Over
More Physicians



Includes Data from the
2020 Physician Interview Experience Survey

JACKSON
Physician Search

The Enduring Challenge in Physician Recruitment Remains: Mastering the On-site Interview.

Why is it so important to nail the first interview?

It comes down to the **power of the first impression.**

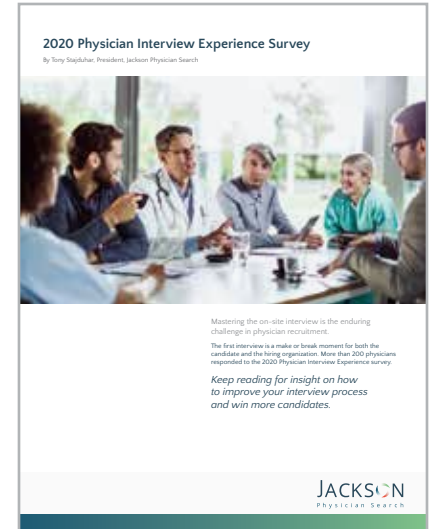
It may seem counterintuitive, but follow-up interviews do not necessarily increase the likelihood that a physician will accept your offer. Plus, **multiple interviews drive up your cost per hire, prolong your time-to-fill** and negatively affect your interview-to-hire ratio, ultimately **impacting your ability to meet patient demand and revenue goals.**

Jackson Physician Search recently conducted a survey of physicians to learn which elements of the on-site interview influenced their decision to accept or reject a job offer.

The 2020 Physician Interview Experience Survey showed that physician candidates who decided to accept a position after the first interview report the fulfillment of their needs on three levels: emotional well-being, informational and alignment of values.

Specifically, we found that the majority of candidates who decided to accept their jobs felt:

- ✓ Welcomed and excited about the organization and community.
- ✓ Assured they had all information in hand and all their questions answered.
- ✓ Aligned closely with the organization's mission and values.



"With more than 30 years of physician recruitment experience, I can unequivocally say that the on-site interview is the make or break moment for the physician and the organization. And some organizations simply outperform others when it comes to sealing the deal."

- Tony Stajduhar,
President



No two physicians are alike and neither are their needs when considering a new position, especially when it includes a relocation.

A highly customized experience is essential for the physician and their family, and every on-site interview should have two parts:

1. Interviews with all key stakeholders.
2. A personalized community tour.

After you've done everything in your power to **identify a physician who will fit in your culture** and is interested in the opportunity, you'll want to **create a welcoming interview experience** that reflects your organization's unique strengths.

Start by planning the **interview for greatest impact**. Structure a **comprehensive, well-organized interview** that leaves no questions unanswered, and have your A-players **demonstrate alignment with organizational mission and values**.

Healthcare administrators and recruiters who coordinate a well-planned, efficiently delivered, on-site interview experience will be more successful in influencing a candidate's decision to accept a job offer. You'll also position your organization to:

Rise above the competition

Earn the trust of the physician and spouse

Become their number one choice

Your organization will achieve an improved interview-to-hire ratio, faster time-to-fill, lower recruitment costs, as well as improved patient access to care and increased revenue potential.



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Most organizations understand the high costs of conducting multiple interviews with a candidate. But since **only 27% of candidates we surveyed decided to accept the position** on the way home from the first interview, it appears that few **deliver an interview experience that will improve speedy offer acceptance.**

Candidates who decided to accept on the way home reported:

- ✓ 89% had all questions answered.
- ✓ 61% received a written offer within a week.
- ✓ 80% felt excited and 82% felt welcomed.
- ✓ Ranked alignment with the organization's mission and values at a 9.2/10.

Overcome the "Practice Utopia" Expectation

Most physicians understand there is no perfect job in the perfect place. Their mindset is both:



OPTIMISTIC
Hoping to Fulfill their
Needs and Wants



CAUTIOUS
Looking Out for
Risks or Challenges

Bad News: You Can't Control Your Location

Good News: You Can Control Your Interview Experience

Once a physician accepts the location, they focus on fit and the fulfillment of their needs: informational, alignment of values and emotional well-being.



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Set Expectations Before the Site Visit

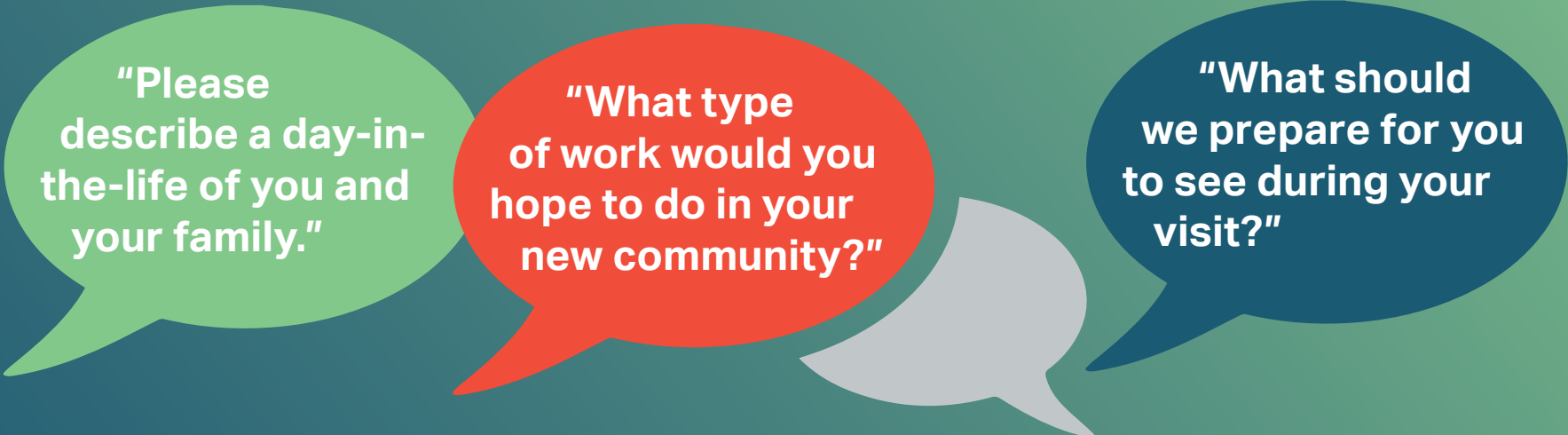
- ✓ **Do:** Listen for both work and family needs.
- ✓ **Do:** Uncover and address issues in advance.
- ✓ **Do:** Strongly advise that the spouse or significant other join the physician on the trip.



Don't: Bring a physician in for an interview if deal-breakers exist.

Speak with the Spouse/Significant Other

- Gain insight into how involved they will be in the decision.
- Understand their expectations.
- Explore the family's needs with open-ended questions.
- Foster connections.



"Please describe a day-in-the-life of you and your family."

"What type of work would you hope to do in your new community?"

"What should we prepare for you to see during your visit?"



Part One: The On-site Interview...

Key time to **determine cultural, operational and philosophical fit.**

Engage your A-team in the interview process from the CEO to colleagues to nursing staff and **anyone else who will be part of their team.**

Opportunity to **engender feelings** towards your organization that are **most linked to offer acceptance** such as excitement, sense of being welcomed and happiness.

TRANSPORTATION

Make it Worry-Free



HOTEL

HOSPITALITY
Create a Memorable Welcome



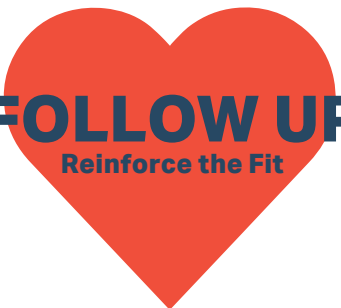
DINING/SOCIAL

Tailor the Team



FOLLOW UP

Reinforce the Fit



SEND OFF

Leave No Question Unanswered



PROFESSIONAL TOURS

Prepare Everyone



CEO INTERVIEW

Sell the Vision



COMMUNITY TOUR

Showcase Lifestyle

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Pre-planning and Communication Sets the Foundation for a Successful Experience

Starting with Transportation Always Make it Worry-Free

Never Let them Feel Uncertain About What's Next

- ✓ Track their movement from the time they leave home.
- ✓ Adapt to obstacles and delays in real-time.
- ✓ Pick them up to begin building the face-to-face connection.
- ✓ Choose the most attractive routes and avoid rush hour.



Hospitality

Create a Memorable Welcome

Handpick the best rooms in the best hotels in the best locations.

- ✓ Have a welcome basket waiting for them.
- ✓ Include a mix of items that satisfy their immediate needs and an age-appropriate gift for their children.



Key people:

- Hospital Executives
- Medical Staff Members
- Clinical Ancillary Teams

Professional Tours

Prepare Everyone at the Hospital

An ideal hospital tour should last about an hour.

- ✓ Make everyone aware of the visit.
- ✓ Select your best advocates and influencers.
- ✓ Keep meetings short and sincere - 30 to 60 minutes.



Professional Tours

Prepare Everyone at the Medical Office

Maximize time with people they will work with every day.

- ✓ Show how they would work and how productive they would be.
- ✓ Introduce them to a similar physician practicing successfully.
- ✓ Talk about how you will help them:
 - ✓ Set up their office
 - ✓ Recruit support staff
 - ✓ Market their practice
 - ✓ Grow patient volume
 - ✓ Connect with other physicians



CEO Interview

Sell the Vision

Explore their Motivations and Priorities:

- ✓ Show how your culture reflects their values.
- ✓ Clarify expectations - both ways.
- ✓ Highlight their important impact on the community.
- ✓ Listen more, talk less.
- ✓ Invite the spouse or significant other.



Part Two: The Community Tour Showcase Lifestyle

Our research shows that a community tour was included in just **56%** of interviews, but **82%** of candidates who decided to accept on the way home said it positively influenced their decision.

- ✓ Provide guided tours for the spouse and family, including real estate and schools.
- ✓ Arrange reservations at restaurants featuring their favorite cuisine.
- ✓ Find out what kinds of entertainment or hobbies the family enjoys and plan at least one activity.
- ✓ Share information about cultural activities, sports, shopping and nearby getaways.



Community Tour

Showcase Lifestyle

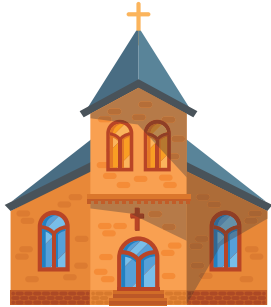
Handpick and prepare the Realtor or other community tour point person:

- ✓ Showcase your community's best features.
- ✓ Introduce others with similar professional, civic and personal interests.
- ✓ Help them resolve any concerns about relocating.
- ✓ Sell the community, NOT a house (just yet).

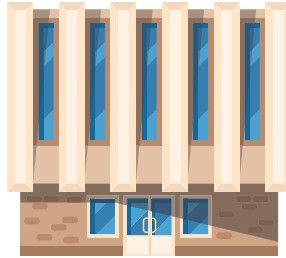


Community Tour

Showcase Lifestyle



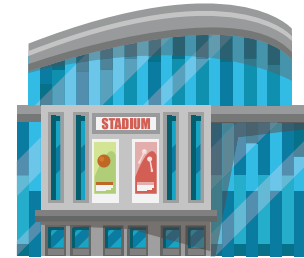
**PLACES OF
WORSHIP**



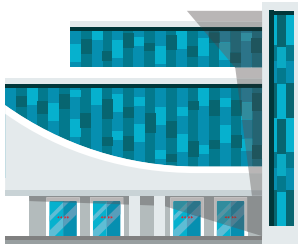
**SCHOOLS &
CHILDCARE**



**GROCERY &
MARKETS**



**SPORTS &
FITNESS**



**RETAIL
SHOPPING**



**PARKS &
RECREATION**



**RESTAURANTS &
CAFES**



**THEATER &
THE ARTS**

Send Off

Leave No Questions Unanswered

You will not get a second chance to make a first impression.

- ✓ Are the practice model, anticipated hours and compensation package clear?
- ✓ Did you establish several strong personal and professional connections?
- ✓ Did you show them how to cultivate a lifestyle within the community?
- ✓ Have you established a firm, mutual timeline for next steps toward an offer or acceptance?
- ✓ Do something special to show you've gone the extra mile to make them feel welcomed.



Follow Up

Reinforce the Fit

Continue to keep the physician and spouse feeling special and connected.

- ✓ Send the hospital newsletter.
- ✓ Connect key physicians to them on social media.
- ✓ Send a small, memorable gift with a personal note.
- ✓ Confirm alignment with organization's mission and values. **Research shows those that said yes to the job were aligned at a level of 9.2/10.**

Send an offer as soon as possible. Our research shows that more than 50% of candidates who ultimately accepted the job received the offer at the conclusion of the interview or within seven days.





The Take-Away

Most organizations **don't go far enough** in planning and executing the physician and family experience before, during and after the site visit.

It doesn't matter if you think you're going far enough to make them **feel welcome and connected**.

It only matters if **the physician believes** you've gone far enough.

The **distinguishing factor** will be the **trust you earn** and the **fit they feel**.

Connection

Comfort

Confidence



A Best-in-Class On-site Physician Interview Checklist

- ✓ Commit to a single, **comprehensive on-site interview** that is customized for the candidate and family. Don't shy away from scheduling a **two or even three-day interview** if needed to seal the deal.
- ✓ **Include your A-team** who can sell the vision to peers who will make the candidate feel welcomed to community partners who can ease the transition for the physician's family.
- ✓ Engender feelings of **collegiality, excitement** and a **sense of being welcomed**.
- ✓ Clearly **communicate your organization's values and mission** and ensure candidate alignment.
- ✓ Tailor the community tour to the **candidate and family's personal needs**, hobbies and desires. **Reduce the anxiety** that comes with being the "new people in town."
- ✓ **Deliver an offer within a week** of the interview – if not the same day. Any longer, and you risk losing the candidate to a competitor.
- ✓ **Solicit feedback** from candidates with a **post-interview survey**, so your team can practice continuous improvement.

Take a deeper dive into the **2020 Physician Interview Experience Survey** to learn which aspects of the interview process influences a candidate's decision to accept or reject your job offer.

If you would like to discuss your recruitment and interview strategy, please contact us. We're here to help with your toughest physician recruitment challenges.

Visit JacksonPhysicianSearch.com or call 866.284.3328.

