

Keeping Your Staffing/Recruitment Plans on Track in Today's Reality



Kyle Knox
Senior Consultant
Jackson Physician Search



LEARNING OBJECTIVES

ONE

Understand how the pandemic has changed the face of physician & provider recruitment

TWO

Learn the motivations and personal needs of providers who are considering new roles and how to align your cultural strengths with their expectations

THREE

Develop a methodology to not only effectively attract candidates, but also retain them to reduce turnover rates

A top-down view of a person in a white lab coat and headset working on a laptop at a desk. The desk is cluttered with various items including a smartphone, a pen, a notepad, a lamp, and some papers. The entire image is overlaid with a semi-transparent green filter.

OUR NEW REALITY

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TODAY'S REALITY

Projected physician shortfall between 54,100 and 139,000 by 2033 may increase

Boom in telehealth is changing candidate requests for new roles

Financial impact will be felt for years, not months

Uncertainty in regulation on when and how to open...start/stop

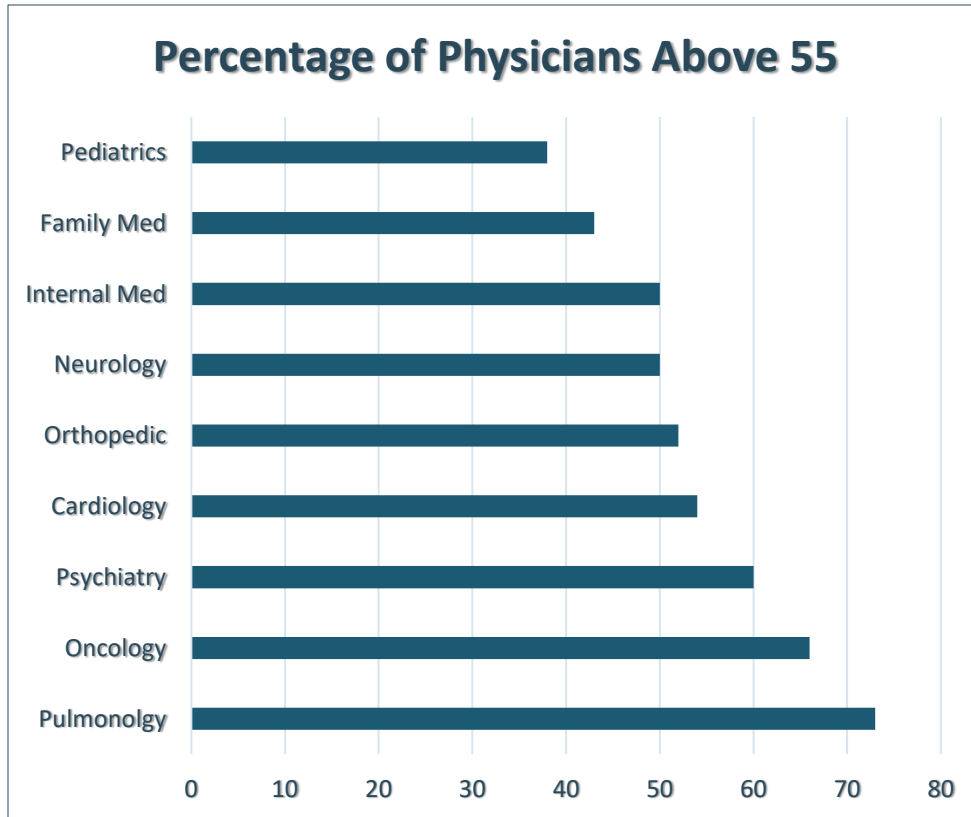
Burnout has been increased due to COVID-19

Patient volumes in some areas have not spiked back up as expected

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

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ONE CONSTANT: AGING PHYSICIAN WORKFORCE



- In the next decade, two of every five physicians will turn 65
- 5%+ said they are considering retirement due to COVID
- Physicians considering “pseudo retirement” or non-patient care roles
- Shifting patient delivery patterns
- Locum tenens as a full-time job

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.

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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CANDIDATES: WHO ARE THEY AND WHAT MOTIVATES THEM?

WHAT MAKES THEM TICK?

- Work/Life balance
- Employment with autonomy
- Community involvement
- Ability to make a difference
- Stability



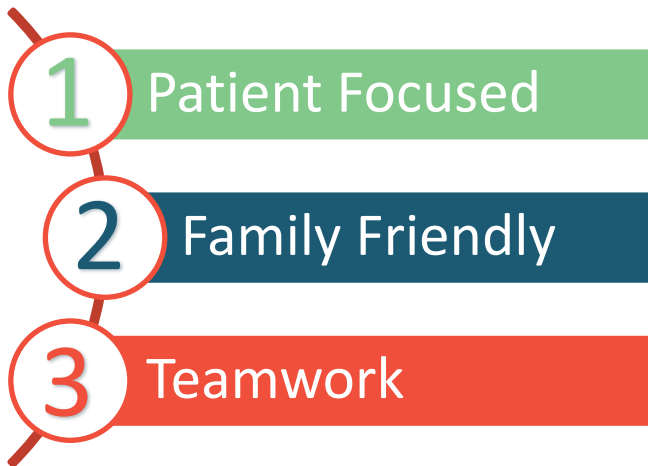
CHANGING CANDIDATE POOL



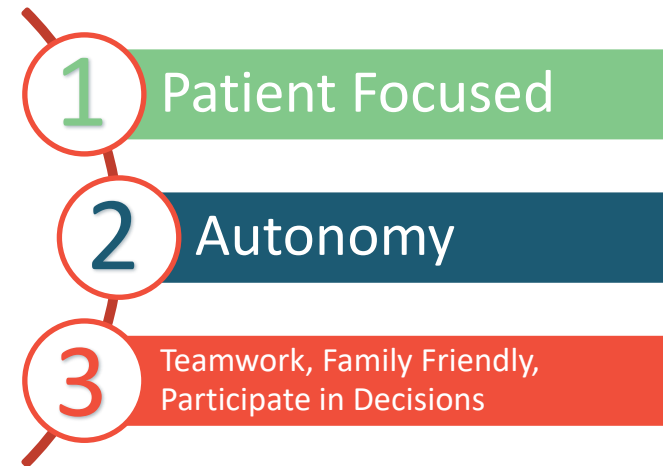
ALIGNMENT MATTERS

Top Attributes of Your Organization

Administrators



Clinicians



Source: "Jackson Physician Search, Rural Recruitment: Results from our Rural Physician and Administration Survey"

ALIGNMENT MATTERS

Top 3 Factors on Choosing the Position

Administrators

- 1 Compensation
- 2 Needs of Spouse
- 3 Loan Repayment

Clinicians

- 1 Community Culture
- 2 Compensation
- 3 Proximity to Family/Friends

Source: "Jackson Physician Search, Rural Recruitment: Results from our Rural Physician and Administration Survey"

A top-down view of a person in a white lab coat and headset working on a laptop at a desk. The desk is cluttered with various items including a smartphone, a pen, a notepad, a water bottle, and some papers. The entire image has a green tint.

EVALUATE AND PLAN, BUT DON'T STOP

EVALUATE RECRUITMENT READINESS

Organizational Attributes

- Sell the vision
- Impressive leadership
- Engaged staff
- Know your strengths and weaknesses

Think Outside Of The Box

- Remove obstacles
- What can we do?
- Eliminate “we can’t”
- Focus on how



BEFORE YOU LAUNCH, ARE YOU READY?

Pre-search Checklist:

- ✓ Where will the new provider practice?
- ✓ Is the position full time? Or is there some flexibility?
- ✓ What are ideal characteristics of candidates? (e.g. Spanish speaking)
- ✓ Is this position approved in the budget?
- ✓ Is there organizational support for the new hire?
- ✓ Are the other providers in agreement with the recruitment plan?
- ✓ When is the ideal start date?
- ✓ How long will it take to complete credentialing?
- ✓ Is there a clearly defined compensation plan for the new provider including base salary, signing bonus, student loan repayment, other recruitment incentives, and a well-defined productivity bonus?
- ✓ Is there an approved letter of intent and/or employment contract ready?

RECRUITMENT STRATEGIES

Use a Holistic Approach to be Fast *AND* Strategic



A top-down view of a person wearing a white lab coat and a headset, sitting at a desk and typing on a laptop. The desk is cluttered with various items: a smartphone, a pen, a notepad, a small lamp, a water bottle, and some papers. The entire image has a green tint.

START WITH A GREAT INTERVIEW

INTERVIEW SURVEY RESULTS

Make the Right Impression

- Avg candidate does 4.24 interviews
- Avg candidate interviews with 2.68 employers
- Only 27% decide to take job on way home

Be Cohesive and Comprehensive

- 39% felt anxious
- 23% felt stressed and confused

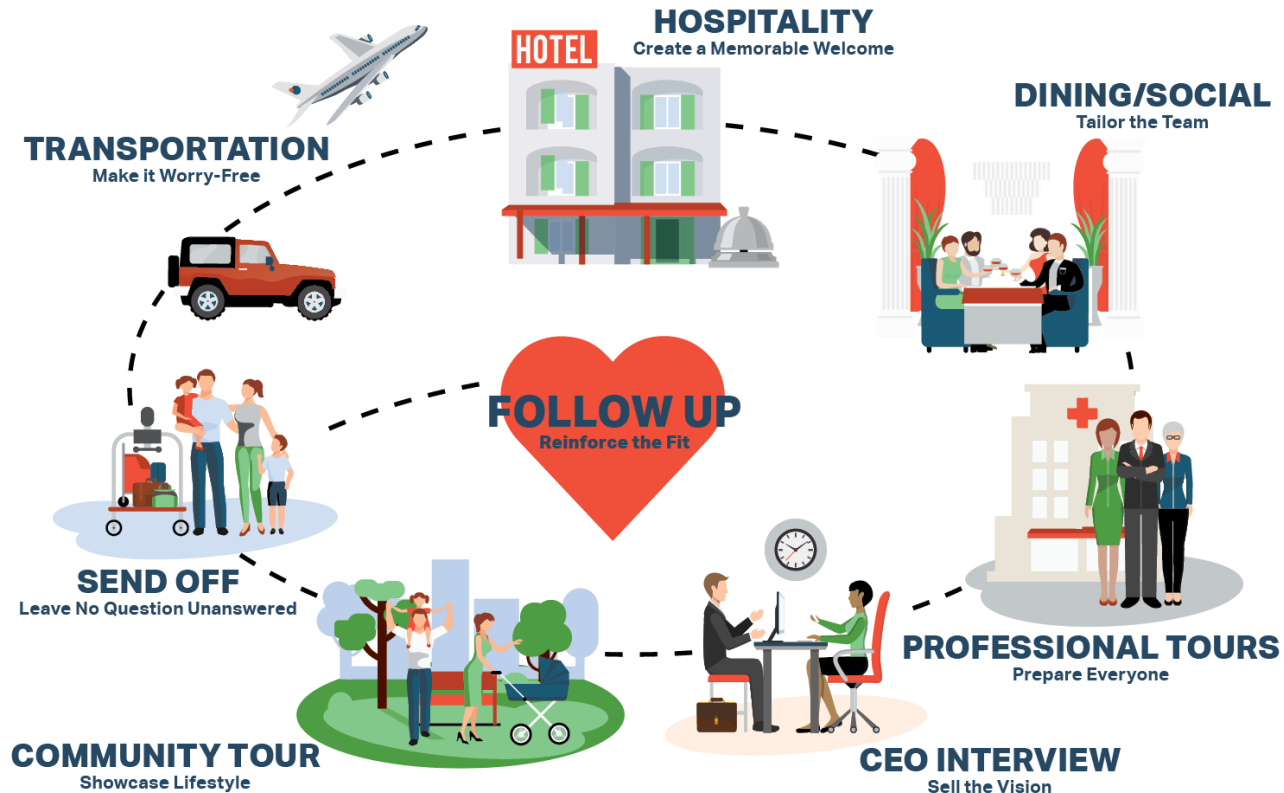


READY TO RECRUIT CHECKLIST

Interview Checklist:

- ✓ Which medical staff member will take the lead on the new provider recruitment?
 - Make initial contact
 - Point person for the interview
 - Provide feedback to candidate within 48 hours and on-going contact after the interview
- ✓ Who will comprise your interview team and what role will they play?
- ✓ Who will be responsible for the spouse/significant other and family during the visit?
- ✓ Who will show the candidate the very best your community has to offer?
- ✓ Where will the candidate stay, and which airport would be the best for their trip?
- ✓ Will a rental car be needed, or will they be accompanied by your staff and greeted at the airport?
- ✓ Who will be responsible for the candidate itinerary?
- ✓ Who will be responsible for discussing salary and benefits?
- ✓ Who will share the vision and mission of the organization?
- ✓ What role will other medical staff members play during the interview process?

HIGHLIGHTING YOUR CULTURE DURING SITE VISITS (AND BEYOND...)





RETENTION: DON'T LOSE FOCUS

WHY DOES IT MATTER?

Favorable Workplace Culture Drives:

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

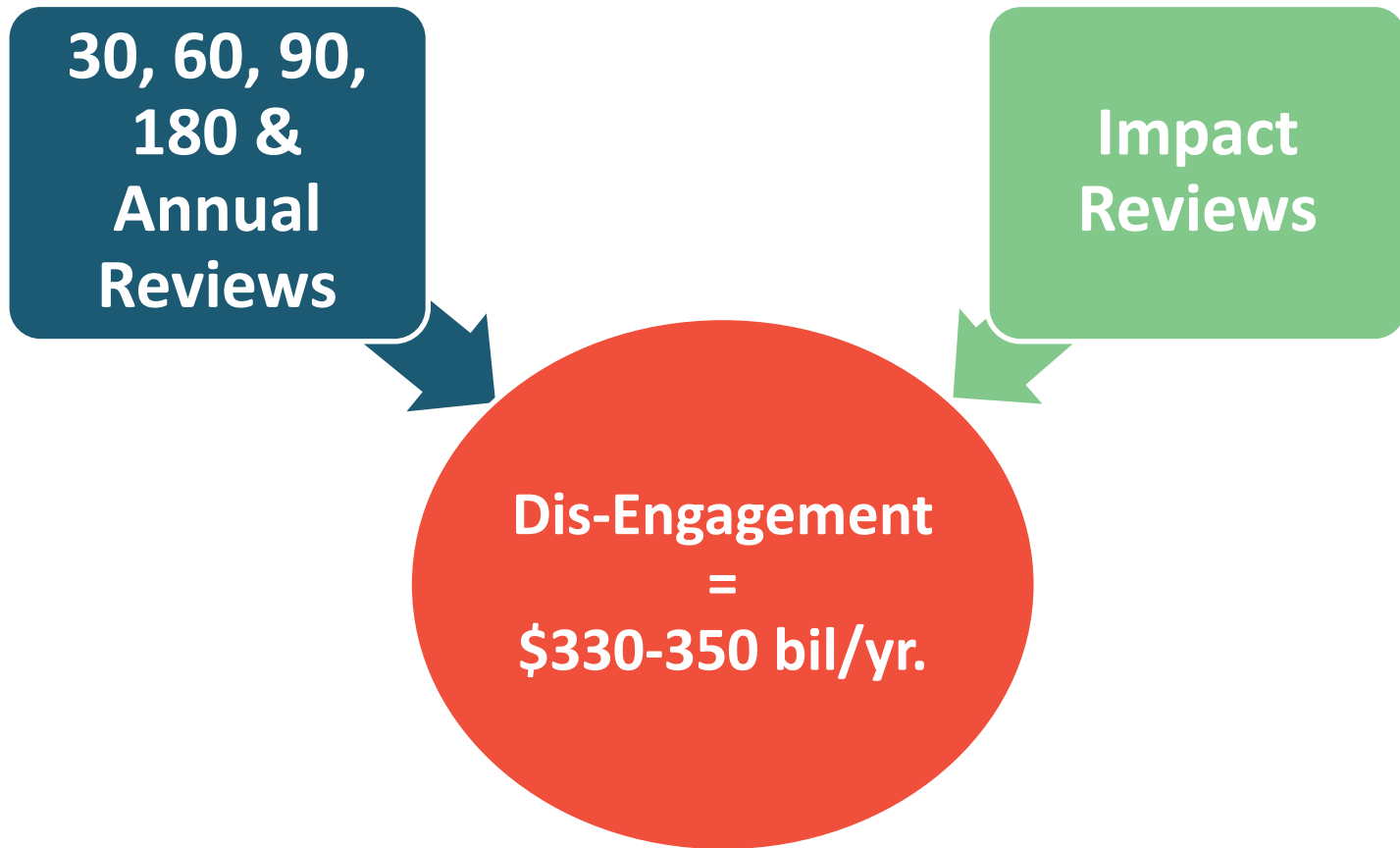
80% of employees say

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

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

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ENGAGEMENT MATTERS



Source: Gallup

EVALUATING GREAT WORKPLACE CULTURE



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.

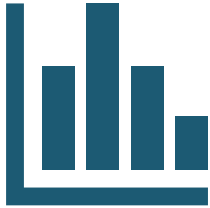


Executive Team Effectiveness - A high-functioning executive leadership team that inspires followership and strategic cohesion at every level of the business.



ROI OF RECRUITMENT & RETENTION

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.



Each physician vacancy costs an average of \$1 million in lost revenue per year.

BE CONSISTENT AND STRATEGIC

How to Lower the Cost of Hire and Maximize Revenue

**Reduce
Interview-to-Hire
Ratio from
5:1 to 3:1
for Cost Savings of
\$18,000**

** Estimating \$6,000 per Interview in travel
and team hours*

**Improve
Acceptance Rate
from 70% to 90%
for Cost Savings of
\$24,000**

** Estimating \$24,000 to restart search
and resume interviews for declined offer*

KEY TAKEAWAYS



Evaluate your recruitment readiness and **think outside of the box**



Learn the motivators of providers and **be as transparent as possible** regarding how the compensation formula works



Use digital and social media to be **fast and strategic**



Asses your organizational culture and **build a retention program** that increases physician engagement

Kyle Knox
Senior Consultant
Jackson Physician Search

Jacksonphysiciansearch.com

kknox@jpsearch.com

(O) 678.501.2414

(M) 518.937.7961

