



The physician shortage continues to be a growing concern for hospital CEOs and executives, and consistently ranks in the top 5 concerns along with financial challenges and governmental mandates.

According to various studies including this one by the American College of Healthcare Executives.





To combat your own physician shortage, whether real or perceived, it is critical to develop a strategic recruitment plan in order to





Recruiting top physicians can be an expensive and timeconsuming process for hospitals and health systems, which is even more reason to do it efficiently.

This can seem like a daunting task for even the most proficient hospital recruiting team.

"Having worked on both sides of the table in physician recruiting—for hospitals and recruitment firms—I've learned how some hospitals consistently outperform all others when it comes to recruiting physicians."

- Tony Stajduhar, President



We've developed this guide as a support tool for our clients as well as those hospitals who are still exploring their strategy for physician recruitment.

Our four decades of experience in partnering with hospitals and healthcare organizations across the country to develop strategic recruitment plans helps us have a unique perspective and wide knowledge base, which we are eager to share here.

From the hospital CEO to the physician recruiter, this broad-spectrum guide offers you a clear path toward optimizing your efforts and your investment in physician recruitment. And, if you find you need additional assistance at any point, we are available for an in-person consultation.







# TOP 5 Indicators You Need a Strategic Recruiting Plan.



#### Lost revenue can equal over a million dollars

Each day you are recruiting is thousands of dollars in lost revenue. Hiring more quickly will benefit your hospital's bottom line as well as productivity, morale and patient loyalty. This starts by having a plan that enables you to fill that vacancy as quickly as possible.





## 2 It takes too long to find hirable physicians

According to a recent report from ASPR, the average placement time for physicians (by in-house physicians) is between 109 and 128 days – This time can be much longer for rural or hard-to-fill specialties. For this reason, you need to know your own facility's benchmarks including time-to-fill and average revenue per specialty, and look for ways to improve them.

### **3** You are turning away new patients

This is a major concern when it comes to your patients' care and the bottom line. If you are having to turn away patients because you don't have the capacity to see them, then your recruitment needs are critical... And, those recruitment needs are critically affecting your ROI.





## You are left scrambling when a physician resigns

Few hospitals and healthcare groups have physicians in que ready to start. If you are backfilling a position, particularly a hard-tofill specialty or location, you are most likely experiencing the patient rejection mentioned previously, along with the subsequent revenue drop.

## You are competing with another hospital or facility

Competition, whether nearby or not, creates the urgent and essential need for strategy and effective marketing of your open positions. Especially if patients are having to leave the market to receive the care they need.



If any of these statements describes your situation, your facility would benefit from a strategic recruiting plan to optimize patient care and ROI.

Every hospital and facility will benefit from a guided plan empowering them to recruit physicians who will fit, succeed, and stay. Because you don't want just any doctor – YOU NEED THE RIGHT DOCTOR.



### Defining a Strategic Recruitment Plan



A strategic recruitment plan is simply a road map to assess, create, and launch effective recruitment for your physicians and other providers.



Whether the CEO or the physician recruiter, you and your team need to be able to critically evaluate the needs of your system and obtain buy-in from key stakeholders and decision makers to develop and execute an optimal recruitment strategy that benefits your whole organization.

#### A strategic recruitment plan is part of a well-designed medical staff development plan encompassing...

- ✓ Physician Alignment
- ✓ A Community Needs Assessment
- ✓ Population Analysis
- ✓ A Five-Year Strategic Plan
- ✓ Input From Key Stakeholders
- ✓ Metrics And Benchmarks To Analyze Effectiveness

## How to Add Strategy to a Recruiting Plan



#### Mapping your route -

Being strategic in your recruiting helps save your organization time and money while ensuring you find the right physicians and advanced practice professionals to grow your business.

It took an average of 128 days to fill positions across all specialties in 2016, according to the 2016 Association of Staff Physician Recruiters report. An internist, for example, brings in average revenue of \$823,900 for a facility each year, Jackson Physician Search found in its annual Physician Salary Calculator. That adds up to nearly half a million dollars in lost revenue for your hospital while you're looking for a new hire.



It's increasingly important to not just recruit quickly, but to recruit the right doctors. Estimated turnover costs are as much as \$1 million per physician after factoring in recruitment, start-up and lost revenue costs.

A solid recruitment plan will enable you to find the right doctors for the right positions at the right time.



Remember, there is no other resource in your hospital that will give you a greater return on investment than a physician.

For that reason, we encourage you to recruit and retain these professionals carefully and strategically.



### Creating a Strategic Recruitment Plan



#### Steps to a Strategic Recruitment Plan

An effective plan takes time. To ensure you have enough time to select the right candidate, you should be planning for each new physician position at least two to three years in advance.

#### Steps to a Strategic Recruitment Plan



**Conduct Physician Needs Analysis** 



Stay Compliant With Stark Law



Determine Organizational Goals And Needs



Secure Organizational Approval



Recruit And Hire Physicians That Fit



Measure Your Success

### Physician Needs Analysis

Your organization will need to have an **outside party conduct a physician needs analysis**. This will give you an idea of what kind of physicians your hospital and community will support and helps validate your recruitment for various positions. A physician needs analysis is also an important part of staying compliant with Stark regulations.

6.8%

AVERAGE
TURNOVER
RATE FOR
PHYSICIANS
NATIONWIDE

\*according to AMGA

## **Stay Compliant with Stark Law**

The Stark law was created with the intention of keeping hospitals from competing with each other by buying referrals. For recruiters, this means there are specific guidelines that affect the specialists you recruit and what incentives you might offer them. It's important to stay in compliance with Stark regulations, because violations can result in hefty penalties.

You'll need to analyze the physician-to-population ratio your community supports, as well as determine what specialists your area lacks to analyze if you can fill those needs.

If you prove that your community has inadequate coverage, you can look into programs such as the National Health Service Corps loan repayment program, state loan repayment programs, J-1 visa waivers and Conrad 30 programs that offer incentives to physicians working in underserved areas.

## **Determine Organizational Goals & Needs**

Next, customize your plan to your organization's unique needs. Here are some things to consider:

#### **Growth Plan:**

Do you have an upcoming hospital expansion? Will you be adding a new cancer center or women's wing?

#### **Patient Needs:**

Are your patients getting the access to healthcare they need? Assess the ease of physician referrals, how much call coverage is required for your existing physicians and the legally required physician-to-population ratio.

#### **Demand:**

Are your patients moving to competing practices? Determine why and consider how hiring new or different physicians could prevent this.

#### **Determine Organizational Goals & Needs**

#### Succession:

Be prepared for the possibility that any of your current physicians may leave at any time for unforeseen circumstances. Examine the average age of your physicians to determine how much of your workforce is nearing retirement.

#### **Turnover Rate:**

Assess your turnover rate per service area and department to look for patterns.

#### **Organizational Priorities:**

Your recruitment plan always needs to be aligned with your organization's broader priorities. Coordinate with the C-suite to make sure you're all on the same page.

Having an open line of communication and remaining transparent are both key to every step in the planning process. Thereby, the support of your team is vital in attracting and retaining the right physicians for your practice.

## **Secure Organizational Approval to Hire**

Form your recruitment team to include **everyone** who has a vested interest in physician recruitment decisions. Include your organization's top administrators who have the final approval over hiring which could include board members and other physicians. Different positions may require different individuals to be involved in the process. Additionally, the level of individual contribution will vary depending on organization structure and size.

# **Recruit and Hire Physicians Who Fit**

The most common mistakes made in executing a strategic recruitment plan are:



A lack of organizational buy-in or support



No accountability for success of the recruiting plan



Not planning for your team's and facility's unique needs



Neglecting to set a recruitment budget -- and accurately calculate ROI



Not optimizing the interview process

In order to avoid these issues, you must prepare to recruit and hire the physician who will fit with the position, your organization, and the community.

#### **Recruit and Hire Physicians Who Fit**

You should know your organization's culture and what type of individual will make the best fit in your community.

To a relocating physician, the lifestyle your community offers can be just as important as your facility. Before the on-site visit, find out more about the physician's interests and those of his or her family.

The entire interview process needs to be highly personalized. Roll out the red carpet for the physician and their family to help them feel at ease in every moment. Transportation, lodging, meals and the hospital and community tours should be carefully choreographed.

Carefully select your interview team who will meet with the physician. Be prepared for any tough questions or concerns, and prepare your interview team accordingly.

Always hire for fit.



#### 6 Measure and Benchmark Your Success

Any good plan needs a system to measure its results. Otherwise, how will you know if you're maximizing your efforts...and your ROI? Be sure that you or your team is analyzing these key metrics and results:

This will keep you accountable and reveal what is and isn't working.



Time to Fill



Interviews to Hire



Acceptance Rate



Physicians' Satisfaction Scores



**Hospital Team Satisfaction Scores** 



Number of new and returning patients



Your three- and five-year retention rates

Use These
Standard
Recruitment
Metrics to
Measure Your
Success and
Progress.



If you would like to discuss your recruitment strategy, we are here to assist with your unique challenges.

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