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# Innovative Strategies in Physician Recruitment & Retention

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# Introduction

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- Speaker background
- Body of evidence
- Summary of takeaways

# Speaker Background & Experiences

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What has shaped my perspectives?

- 35 years in the health industry as a hospital executive, medical group practice administrator and consultant & advisor
- 3<sup>rd</sup> generation healthcare executive
- National experiences in markets across the country
- Record of successes in business, healthcare, and athletics

## Bo Schembechler “The Team, The Team, The Team” Speech



1. Improving physician recruitment results
2. Differentiating your opportunity to prospective candidates
3. Most important considerations for candidate on the opportunity
4. Factors heavily influencing physician retention
5. Issues that cause physicians to seek new alternatives
6. Case Study: Physician recruitment & retention - Extraordinary results
7. Summary of takeaways
8. Questions and Answers Forum

# Improving Physician Recruitment Results

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- Define the organizational needs and ideal candidate
- Develop a well-orchestrated recruitment process – need an in-house physician recruitment leader
- Utilize social media platforms – Facebook, Twitter, LinkedIn
- Be selective in the screening process
- Recruit for fit – culture matters!

# Improving Physician Recruitment Results

(Continued)



- Concisely describe the position opportunity
- Utilize hospital/organization web site as a recruitment tool
- Engage the candidate, spouse/significant other & family
- Include broad constituency during the on-site visit –  
Board members, CEO, physicians
- Make the experience personalized



- Ask the candidate if the organization is a “good fit” for them
- Candidate follow-up communication from the CEO
- If a fit, present a highly competitive offer
- Set clear expectations on the process, timing, and communication
- Recruit the spouse, significant other, and family members as well



# Improving Physician Recruitment Results

(Continued)



- Recruitment representative stays in touch on a regular basis
- Upon acceptance of the offer, begin credentialing for medical staff and payors
- Implement a seamless on-boarding process to the hospital, medical staff, group practice and community
- Ease the burden of relocation for candidate, spouse, and family

# Improving Physician Recruitment Results

(Continued)



- Introduce new physician at Board meeting and Medical Staff meeting
- Assign a “Navigator” provider to help new physician in orientation on-boarding, and assimilation to the community
- CEO communicates and stays in touch on a regular basis
- Document common themes in both successful & unsuccessful candidate recruitments

# Differentiating your Opportunity to Candidates

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- Describe and demonstrate what makes your opportunity different
- Organization culture matters – show it in action
- Governance, management and physician representation structure
- Community and lifestyle

# Differentiating your Opportunity to Candidates

(Continued)

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- Opportunities for spouse/significant other and family
- Location – rural, small town, urban
- Natural resources
- Work and life balance

# Most Important Considerations for Candidates



- Clinical practice opportunity
- Geographic location
- Compensation and benefit package offer
- Proximity and easy access to family and friends
- Hospital/health system resources and services

# Most Important Considerations for Candidates

(Continued)

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- Spouse, significant other and family happiness in the community
- Clinical practice site environment
- Reputation and quality of care perception at affiliated hospital
- Overall cost of living compared to alternatives

## Factors Heavily Influencing Physician Retention

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- Commitments and promises kept to the physician
- Consistent communication with physician from leadership
- Spouse, significant other and family relocation and assimilation to a new community
- Clinical practice and colleague working relationships
- Ability to build and grow patient volumes

# Issues Influencing a Physician to Leave

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- Perceived or real lack of delivering on commitments by employer
- Gap between earnings potential and actual compensation received
- Position responsibilities different than physician anticipated
- Unhappy home or family members due to relocation



# Strategies to Improve Retention and Strengthen Relationships

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- Regular “check-in” conversations and meetings with the physician – gather feedback, both good & bad
- Never stop recruiting the physician – things change over time
- Identify a career track with the physician and develop a plan to monitor progress towards the goals
- Involve physician in leadership and new initiatives in the organization

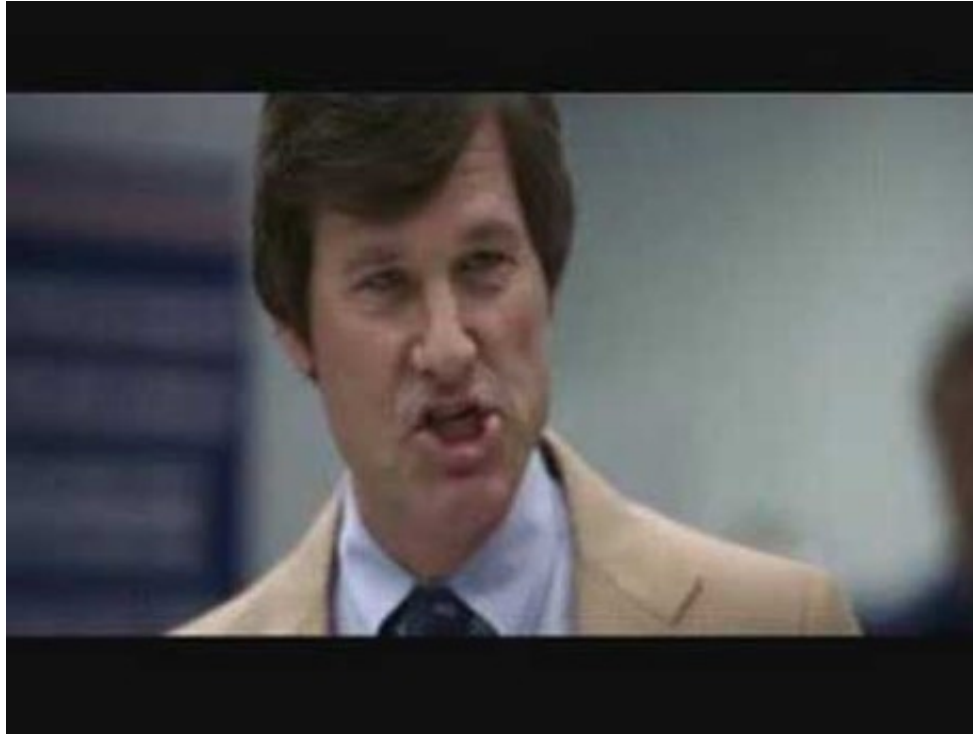
# Strategies to Improve Retention and Strengthen Relationships (Continued)

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- Nurture and support high potential physicians with mentors
- Proactively solicit new ideas to improve all aspects of the practice
- Routinely provide meaningful performance and growth information
- Involve physicians in the recruitment process to help attract new providers

## Kurt Russell “The Miracle on Ice” Motivational Speech



# Case Study: Physician Recruitment & Retention



## Background

- Small town hospital in the mountain states
- Poor community support and low opinions about quality of care
- Patients left the community and traveled 2 ½ hours to major city for primary care services
- Overall a 46% outmigration for medical care prior to new CEO arrival

# Case Study: Physician Recruitment & Retention - Extraordinary Results

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- Successfully recruited 51 providers in a 5-year span:  
Family Medicine (10), Hospitalists (5), Internal Medicine (4).  
Pediatrics (4), OB/GYN (4), Occupational Medicine (4)  
Orthopedic Surgery (2), Nephrology (2), Urology (2)  
Cardiology, Anesthesia, ENT, Radiology (2), Pathology  
Psychiatry (2), Medical Oncology, Radiation Oncology (2),  
Pulmonary, Oral Surgery, Addiction Medicine



**Physician Retention rate in that 5-year span = 99%**



## Success Factors in Physician Recruiting Process

1. Stop recruiting warm bodies - be selective with candidates
2. Recruit for fit to the organization – culture matters
3. On-site visit with candidate and family is crucial
4. Ask candidate if the hospital/organization are a good fit
5. Employment offer must be highly competitive and generous
6. If offer is accepted, stay in touch regularly



## Success Factors in Physician Retention

1. Ensure credentialing with Medical Staff and Payors is completed prior to arrival
2. Stay engaged upon arrival with candidate and spouse to ease the burden of relocation
3. On-boarding at the hospital & facilities, attend a Board meeting to be introduced, orientation to the community for physician & spouse
4. CEO needs to personally follow-up regularly until candidate feels comfortable in the organization



# Summary of Takeaways

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- Physician recruitment is both art and science – customize your approach
- Clear communication and clarity of expectations is crucial
- Very few hospital/health system leaders have ever treated a patient – listen to what is best for patients and providers
- Two reasons executives get fired: 1) poor relationships with the physicians, and 2) lack of ability to successfully recruit physicians

# Open Forum for Questions & Answers

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- What is your most successful physician recruiting story?
- What is your greatest recruiting challenge for your organization?
- How has your team attempted to address these issues?

Thank you for sharing part of your day!

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