

Recruit To Retain

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“When you need the goodwill of your employees, it is too late to create it. Get ahead of the competition by having a really good relationship with them from the very beginning.”





Health Care Workforce: A New Era

- By 2018 more than 1.4 million new professional and related jobs will increase in the health care industry.
- 19.8 million health care jobs projected by 2018.
- Health care support occupations are expected to grow by 29%.
- Among the 20 occupations projected to grow the fastest from 2008 to 2018, 15 of them are healthcare related.
- The Association of American Medical Colleges (AAMC) forecasts that in 15 years the United States will face a deficit of up to 159,300 physicians.
- HRSA projects it would take 17,000 additional primary care clinicians to achieve a ratio of one primary care giver per 2,000 patients in the nation's 6,200-plus HPSAs.
- While some 20 percent of Americans live in rural areas, only nine percent of physicians practice in rural areas.

Before you begin the recruitment process.....



Consider.....



How will your organization leverage its resources to Hire and Retain a talented workforce?

Why would a group of top-notch professionals want to work at your organization?



What will “Supply”, Demand?



- Effective Leadership
- Skilled Management
- Training
- Respect
- Adequate Compensation
- Reasonable Workload
- Work-Life Balance
- Tools and Resources
- Teamwork
- Career Advancement
- Communication
- Desirable Work Environment

The “opposite” of this list are the primary reasons organizations experience high turnover.

Demonstrate to your potential candidates that the organizations’ leadership **value** and **incorporate** these philosophies as part of the company culture.

Let’s take it one step further.....



Secrets For Physician Retention

Shhhhhhhh.....

- **Understand the Physician's Perspective-** the number one stress factor is anxiety to provide QUALITYcare while meeting productivity.
- **Set appropriate expectations-** physicians usually make a move due to their dissatisfaction at their current work environment, not because they were “persuaded” or “stolen.” They expected an entirely different experience.
- **Conduct annual physician satisfaction/retention survey-**a survey will elicit pain points, marketing needs, equipment needs, provider morale, and desired support.
- **Invest time in the initial interviewing steps-be thorough instead of desperate. The recruiter AND the physician will state what the other wants to hear, so an opportunity isn't missed. Recruit based on objective data driven needs.**
- **Standardize Follow-Ups-** create an inviting one-on-one meeting at 30,90,180, and 365 days, where an attempt to learn how the provider is adjusting to their new role. ***Clarify that the meeting is not a performance evaluation!***



10 Keys to Physician Retention

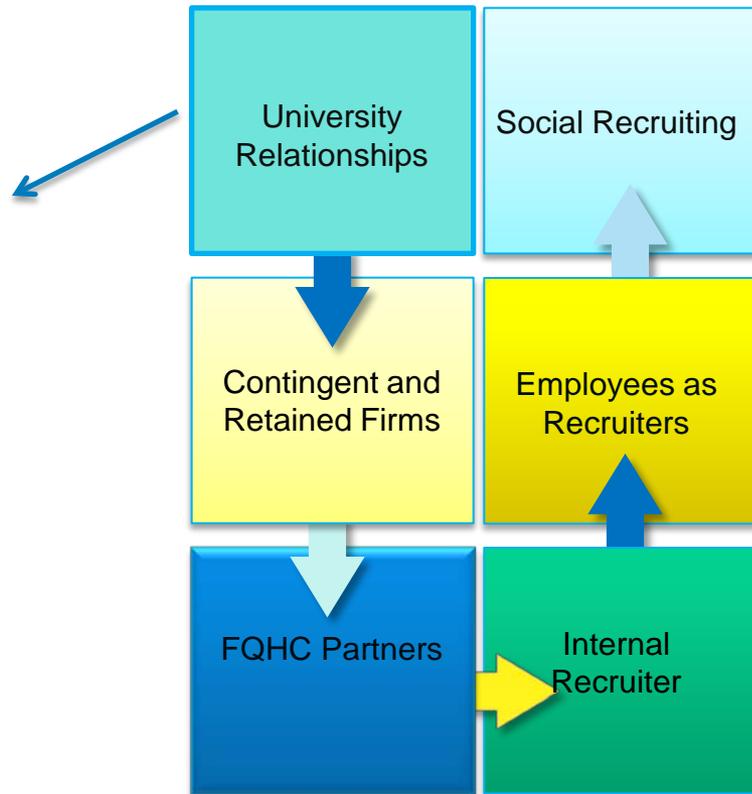
- **Provide an appealing environment-** you have the responsibility and ability to control the quality of the medical practice environment. An "unappealing" clinic will create poor morale.
- **Embrace Integration Employment-** the future in health care is moving towards integrated delivery systems (ACO's/Medical Home). Provide an opportunity for physician leadership and development.
- **Value and Practice COMMUNICATION-** Formal and informal, including new initiatives, expectations and changes. Open communication will create clarity, transparency and trust; but will also diminish rumors, fear and ambiguity.
- Listen **"BEFORE"** they leave- a doctor's departure is a costly disappointment. Schedule exit interviews to gain insight on their motivation to leave. A simple adjustment in policy or processes could make a difference.
- **The three C's- COMPENSATION, COMPENSATION, COMPENSATION!!**



Meet the Demand!

Collaborate and Build Relationships

Establish Residency Programs
Provider Liaison/SME



- Strong Sales Skills
- Ability to cultivate and build strong relationships
- Hunter Mentality
- Personable and Approachable
- Consultative
- Exceptional Follow-Through
- Develop long-term relationships with candidates.

Are these partnerships part of your recruiting strategy?



Are your physicians recruiting for you?

It's great when your employees think highly enough of the company that they want to talk about it and invite people to work there!~

73% of recruiters have successfully hire a candidate who was identified or introduced through a social net work or media.~

Turn a competitive relationship into a **partnership!**~

Employees as Recruiters:

- Build a corporate culture of referrals and incentivize them to save you money.
- Educate employees about job openings.

Social Recruiting :

- Allows an organization to tap into expanded networks for candidates that would not be found otherwise.
- Recruiting passive candidates is the most popular tactic in competitive recruiting.
- Promote your company branding to a mass audience- (instant **and** cost effective)
- **FQHC Partnerships:**
 - We are strong in numbers! There are more than 1250 FQHC's and more than 8000 service sites nationally.
 - Support Networks exists at a national and states levels (NAACHC, AACHC).
 - Share knowledge, best practices, and improve the industry! Reach out to FQHC Leadership!!!!



Contingency and Retained Firms

Caution: Utilize ONLY if you are willing to PARTNER!



Contingency Firms

- Take your job order via 5 to 10 minute phone call
- Search job boards and internal database for buzzwords
- Run ad on job boards
- Screen candidates focused on key words
- Get as many candidates in front of the client as possible (focus is to place candidate, secure fee)
- Allow the client to do most of the screening
- Submit the same candidates to as many clients as possible
- Negotiate the highest possible salary for the highest possible fee
- Work with a marketing representative instead of with a recruiter

Retained Firms

- Development of a concise search profile based on culture, desired business outcomes and competencies (the focus is to find great talent and make sure that it is a good fit for both the client and the candidate)
- Targeted research with a focus on competitors, similar industries, associations, user groups, etc
- Unlimited networking to identify industry and functional leaders
- Marketing and selling of the client story, opportunity and growth potential
- Thorough hard skills and soft skills screening
- Written presentation of candidates
- Real-time reporting on marketplace reality and competitive intelligence
- Weekly status updates that keep you in the know

*Set Expectations *Limit the number of Partnerships *Demand Quality *Negotiate Guarantee Payment Options





The True Cost of Recruiting a Physician

- **Staff and Recruiter Time and Fees**-Recruiter Salary, man-hours in sourcing, screening, interviewing. . A recent MGMA (Medical Group Management Association) study found that it can take up to 350 man-hours for the recruiting process.
- **Recruiting Sources**- Networking, advertising, journals, job boards, staffing firms, letters, mailers. The expense can range from \$2,500-\$10,000.
- **Interviews**- The more candidates you interview the higher the cost. –Car rental, hotel, flights, entertainment, man hours of busy administrators. Travel costs can range from \$1,500 to \$3,000 hours.
- **Relocation**- Most organizations provide relocation assistance ranging from \$5,000-\$10,000
- **Salary Guarantees**- Can include loan-repayment, sign on bonuses, salary guarantees, providers need time to build their practice.
- **Time-to-Fill**- Loss of revenue while the position is vacant. ***The cost of INACTION is the highest cost.***



Activity

MVP: Most Valuable Physician



Activity

Collaborate and Build Relationships



The Real Cost of Replacing an Employee

Separation Costs

Exit Interview

Termination Administration

Separation/Severance Pay

Increase in Unemployment Compensation

Vacancy Costs

Loss of Productivity

Cost of Additional Overtime

Cost of Temporary Help

Minus wages + Benefits Saved Due to Vacancy

Replacement Costs

Pre-employment Administrative

Recruiting Costs

Replacement Costs cont....

Medical Exams

Background Investigation

On boarding and Orientation

Administrative, Benefit Enrollment, etc

Orientation

Training

Formal Training and Literature Cost

Informal Training

Ramp-Up Cost

Management Attention

Productivity Differential

Minimum Cost for an Employee: \$10,500



Summary

“When you need the goodwill of your employees, it is too late to create it. Get ahead of the competition by having a really good relationship with them from the very beginning.”

Recruit to Retain:

- o There is a critical projected shortage of health care professionals -Plan
- o Demonstrate why you are the obvious choice as an employer from the beginning
- o Physician retention **IS** attainable
- o Collaborate and Build Relationships
- o Value Employee Retention.....It COSTS not to!!

Thank you for your participation and feedback!

