

RECRUITMENT IN ACTION

Understand, Focus, Persist

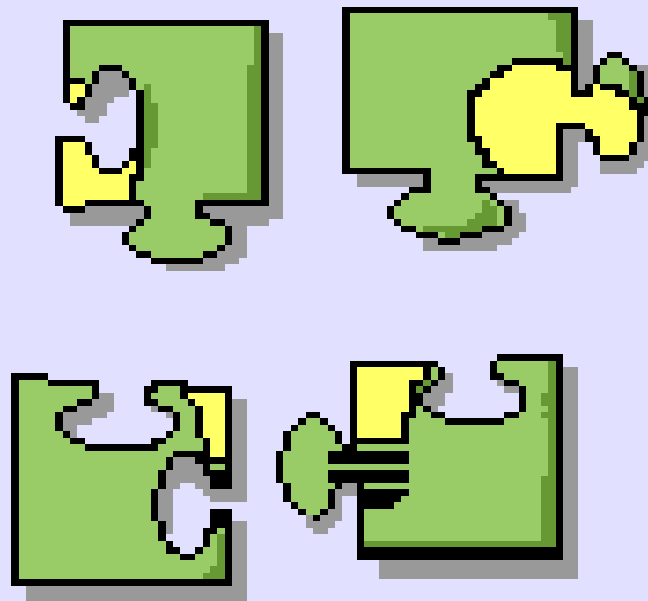
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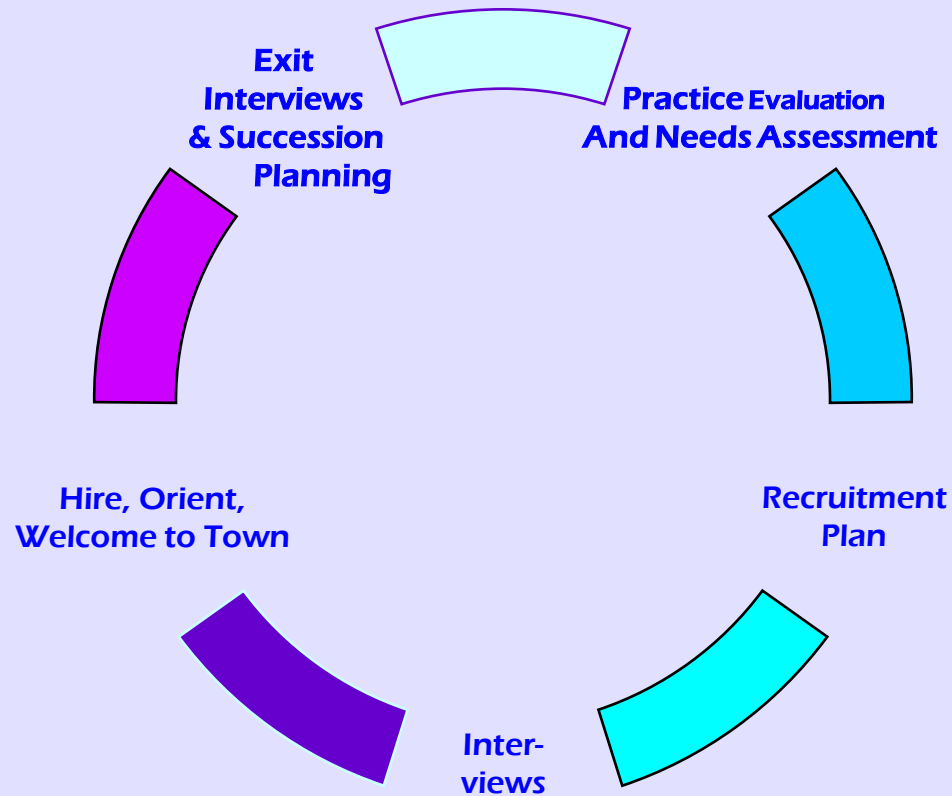
Understand



Put the pieces together



RECRUITMENT - a Process in Action





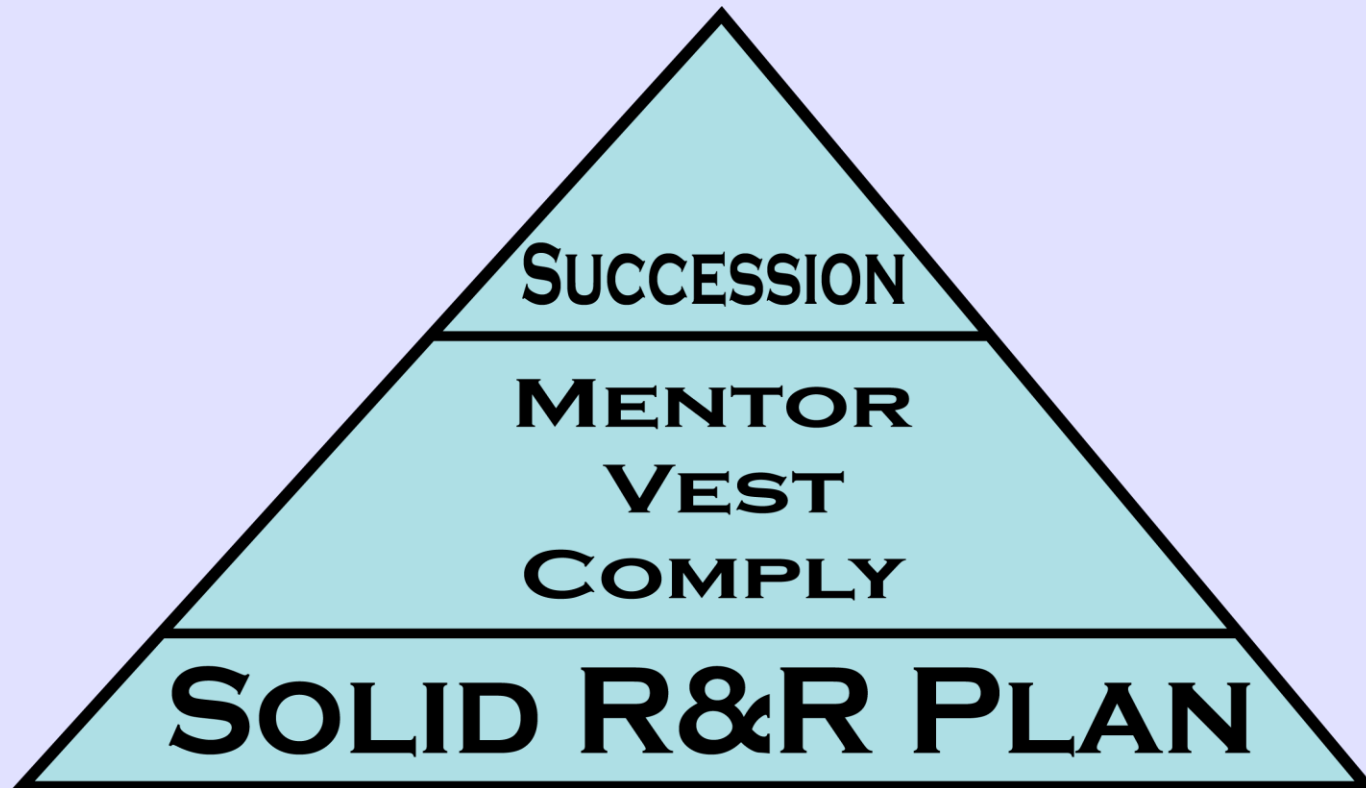
The Retention Factor

- **Provides community with continuity of care**
- **Maintains office and community morale**
- **Stabilizes clinic funds flow and productivity**
- **Allows ample time for planning**
- **Maintains community reputation and support**
- **Prevents out-migration of patient care**
- **Less expensive to keep who you have than to try to recruit additional practitioners from a shrinking pool of candidates**
- **You know who you have and how to work with them**

RECRUITMENT



What does this mean????



SOLID PLANNING

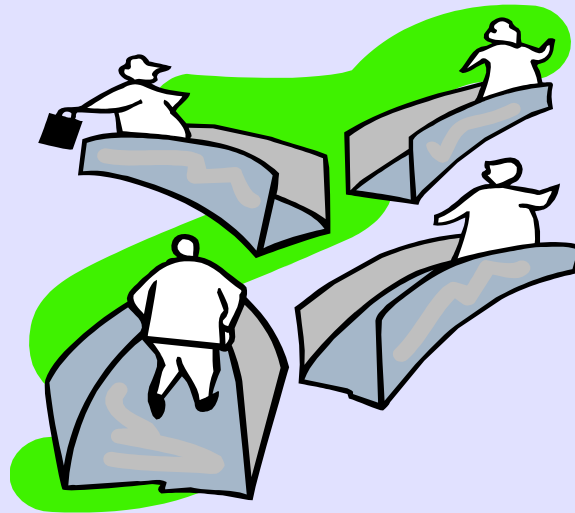


- Organization & Organizer
- Strategic Plan – Vision
- Current needs assessment
- Allocation of Resources (people, time & money)
- Support System – internal & external
- Written documents
- Built in flexibility

Strategic Plan?



If you don't know where you're going, any road will get you there and you won't know when you've arrived.





Bring 'em & Keep 'em

Physicians go where they are welcomed

Physicians stay where they are respected

Physicians grow where they are nurtured

Bill Leaver, Ohio Health Systems

Roger Bonds & Kimberly Pulliam –

Physician Recruitment and Retention:

Practical Techniques for Exceptional Results, 1991

Your PLAN

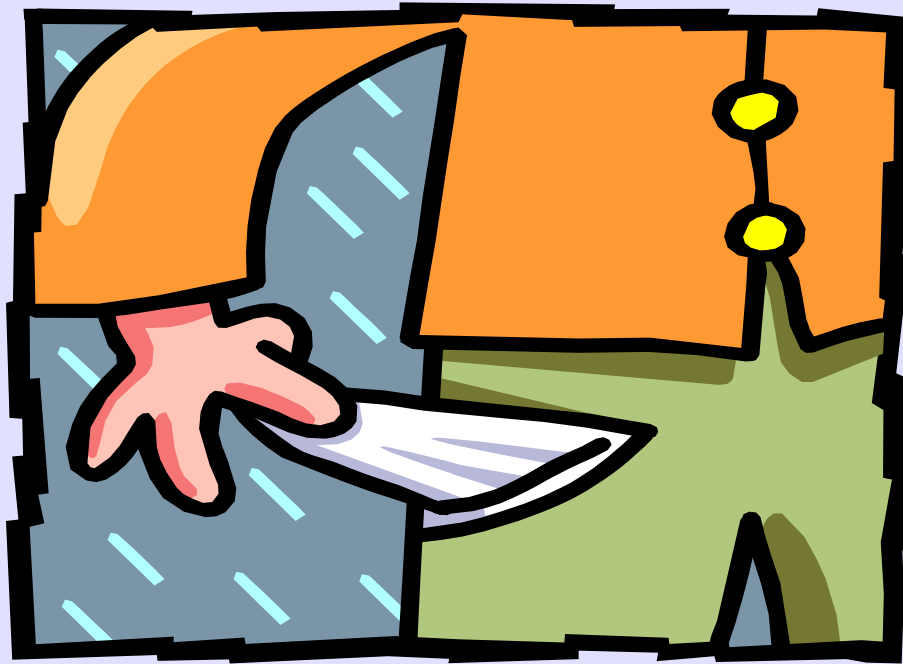


- Builds WELCOME, RESPECT and NURTURE into the R&R process
- Includes 'Golden Handcuffs' – incentives that aid retention
- Community engagement, appreciation, and support provide the 'icing on the cake'
- Your CEO is the KEY – R&R must be a Top Priority for success
- Outlines the basics – expectations for practitioner and resulting compensation
- Everything must be in writing, including draft contract ready to share with visiting candidate

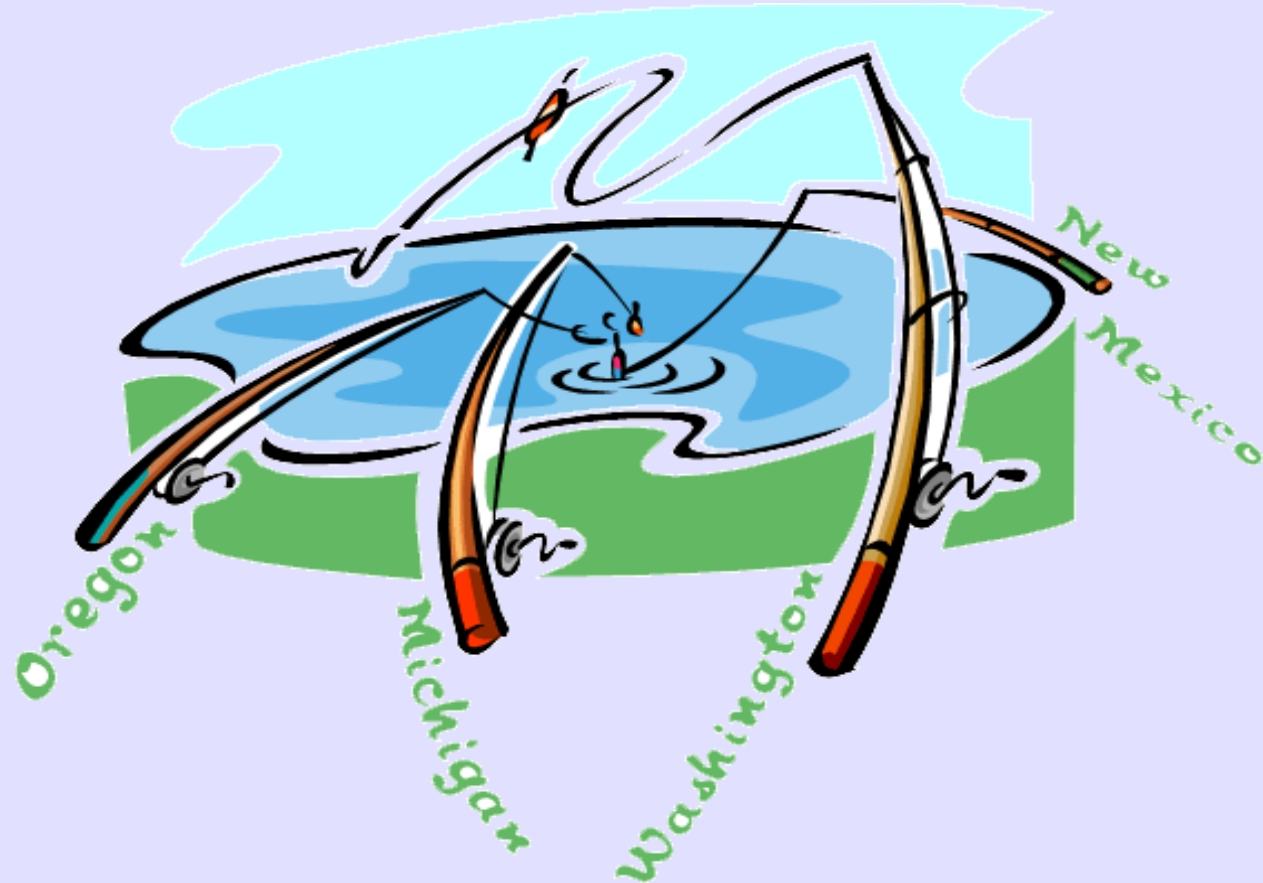
NO CONTRACT???



Like showing up to buy a house with no money!
You have nothing to negotiate!



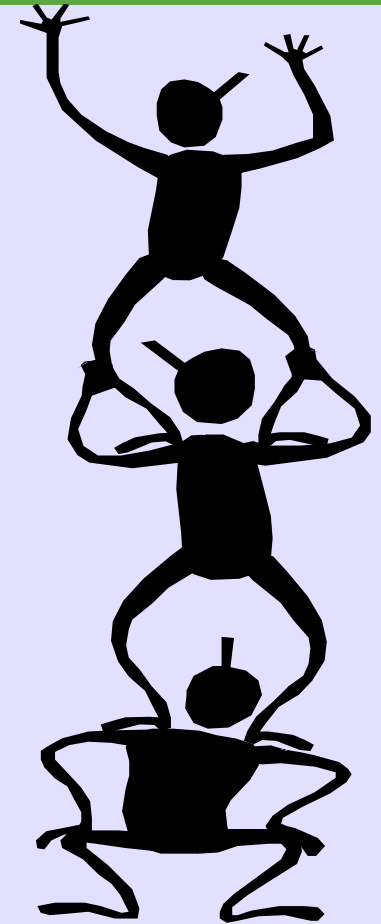
Which of these will catch the PRIZE?



Essential Components



- Recruitment Coordinator
- Recruitment Awareness



Guaranteed...



The one with someone paying attention to the pole!



FOCUS



- When you understand the 'PLAN' - where you need to focus becomes more clear...
- Communication – on-going and in all directions
- Time – for assisting the process and the candidate search
- Your part of the 'bargin' – orientation, mentoring, community engagement
- Continuing assessment of the community climate, national market, and candidate pool
- Retention of current providers

Example: 2005 Cejka Search and AMGA Physician Retention Survey



Half of physicians voluntarily leaving a practice did so because of practice issues...in the west

Poor cultural fit – 21%

Work Pressure/Hours/Lifestyle – 15%

Pressure for High Pt. Volume – 12%

Dissatisfied with Group Practice – 15%

Conflict with Leadership – 9%

Unresolved Administrative Concerns – 9%

Misunderstanding of Performance – 7%

Inadequate Call Schedule – 3%

Example: 2005 Cejka Search and AMGA Physician Retention Survey



Compensation was stated as the reason for leaving a practice for 24% of respondents

Disappointment in Compensation – 44%

Recruited Away with Better Compensation – 19%

Other – 3%

Poor Reimbursement – 16%

Increased Competition/Declining Pt. Base – 3%

Cost of Living Too High – 9%

Poor Benefits – 6%

Example: 2005 Cejka Search and AMGA Physician Retention Survey



Location was a factor 15% of the time and Spouse reasons 11%

So WHAT???

FOCUS



How is this information relevant to your situation – and – is it appropriate to make changes in YOUR PLAN??

Have you maximized the compensation?

Have you maximized your facilities and communities ability to incentivize?

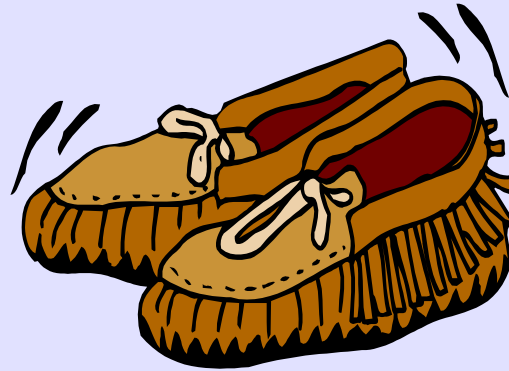
Have you developed plans for an extended honeymoon – what keeps the new relationship healthy?

Have you kept the extended community involved?

Have you continued to consider the family?

Have You -

- Taken the time to FOCUS from the candidate's perspective?



- After 'walking a mile in their moccasins' are you doing all you can.

PERSISTENCE



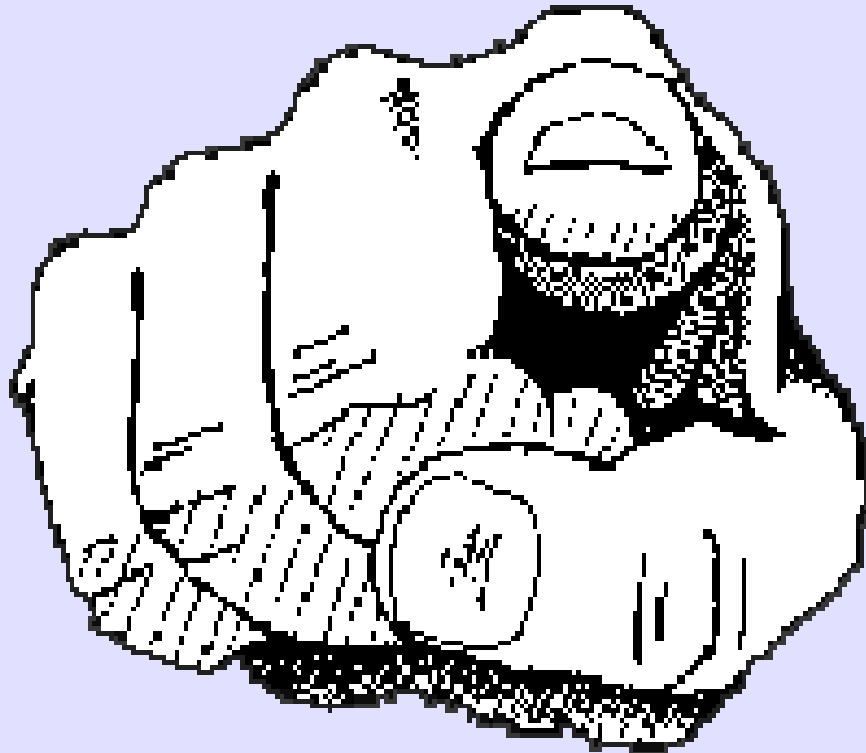
- **Relates to all aspects of the R&R process**

The development and implementation of
your PLAN

The pursuit and evaluation of information to
assure knowledgeable decisions/choices –
external and internal

The sourcing and 'courting' of candidates
QI in all arenas – patient care highest priority –
'people care' next

MOST IMPORTANT





ORH Recruitment Service

- Posting opportunity information at www.3RNet.org



Posting Charges

- 1-2 Postings - \$500
- 3-5 Postings - \$1,000
- 6-8 Postings - \$1,500
- 9+ Postings - \$2,000

Note: This is our first year introductory fee, and may be subject to change

*Annual Fee (calendar year) – Earlier in the year you post the more exposure you get for your money.

**We are posting physicians (primary care and specialists), NP & PAs, nursing staff, allied health, administrative.

***3RNet has an annual advertising budget of \$ - this allows us to gain some of the benefit.

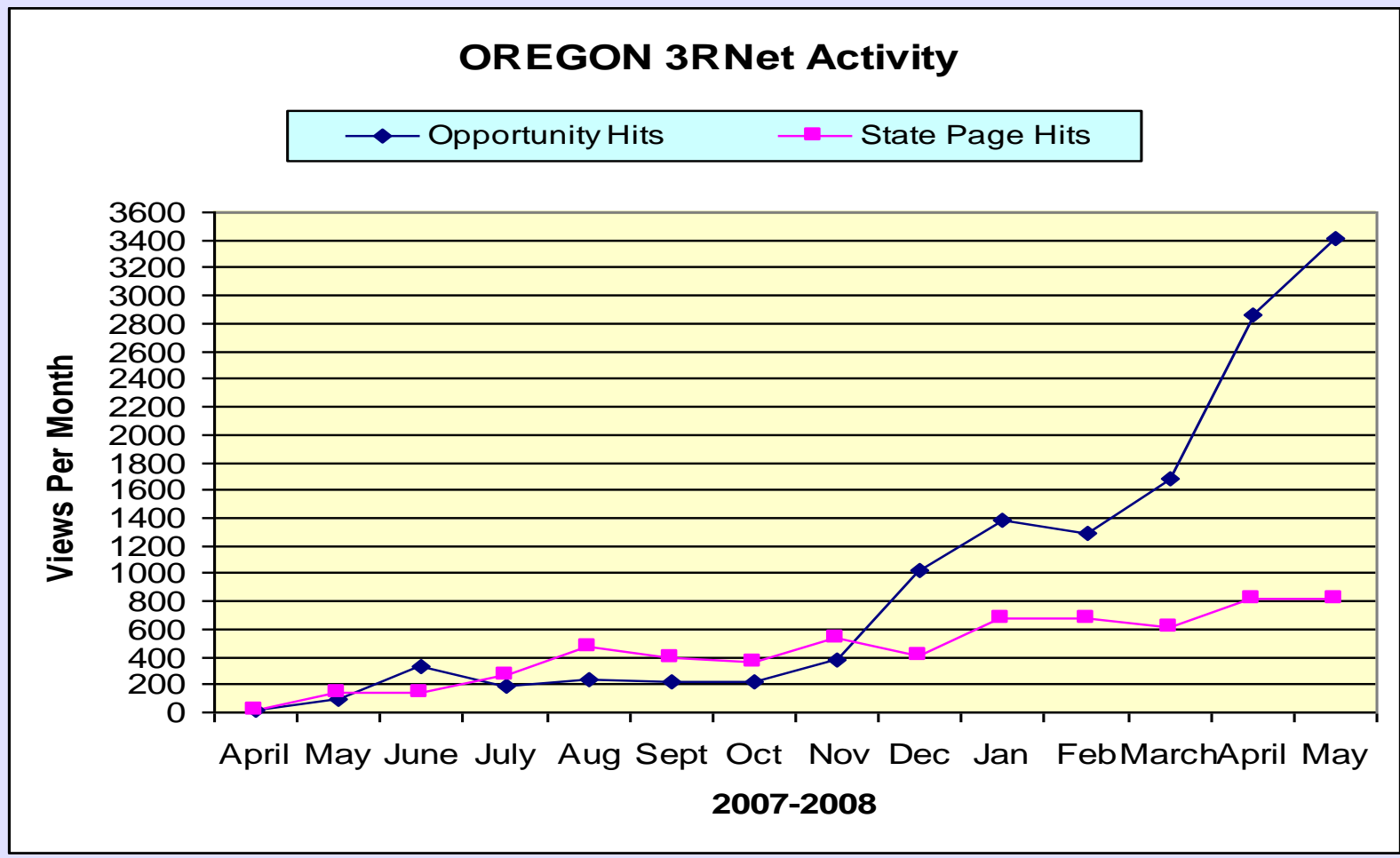
Head's Up...



- 1) 40-minute time out on system – develop narratives for position, community highlights, economy and hospital in a format that allows you to cut and paste into the form
- 2) When submitting for posting – you must Preview Opportunity and then Scroll to the top of the page and Submit Opportunity. If you miss the second step, you loose the information.



Website Activity through May 2008



Success Requires FOCUS & PERSISTENCE



- Know your competition
- Tell the potential candidate what is important to them – what they will be doing – who they will be working with – where they will be working – and **WHAT THEY WILL EARN.**
- Include information on Potential – i.e., potential partnership, potential bonus, etc.
- Include information on incentives
- Use 'tag lines' - "Be a part of the best" rather than "Seeking Internal Medicine" – which has more appeal to you.



PERSISTENCE

- Stay involved in the process – listen to the questions an interested candidate has...should your posting be edited to provide more appropriate information?
- Contact every potential candidate possible! Reports of candidates from the ORH/3RNet database. Flyers to residency programs. Direct mailings.
- Until you hear the words – “I am not interested”, keep working your line. Keep the relationship open.
- Be creative and innovative and use every mechanism available that supports your recruitment effort.
- Keep your information and web site fresh!

Formula for Consideration



***Experience > Expectation =
Higher Level of Satisfaction***