



Recruiting Process Support

Sharron Bradford

Physician Services

PeaceHealth Medical Group



Set up Processes to Support Recruiting

- Define recruiting strategy within organization
 - Needs assessments-1,3,5 years
 - Physician profile-fit into organization
 - Financial pro forma's for practices
- Define the owners/decision makers of the recruiting process-who do you need to approve candidate?
 - Marketing, Finance, HR, Clinic Managers, VP of Medical Group. Legal etc,



PeaceHealth

Set up Processes to Support Recruiting

- Establish ground rules for access to decision makers
 - VP reviews CV's as presented, schedules clinical screens within 48 hours of employment screen
- Establish Process for recruiting-checklist of events to support the on-boarding process
 - Interviewing, hiring/HR, credentialing/privileging, immigration, relocation, etc-will be different for candidates from residency, J-1's, experienced physicians
- Establish gold standards for recruiting timeline
 - Need for continuous improvement-do not be satisfied with current on-boarding process, search for ways to reduce process time



Set up Processes to Support Recruiting

- Develop bi-monthly review meetings with decision makers of recruiting process
 - Recruitment status and needs updated
 - Barrier identification and removal
- Celebrate successes 😊
- Retention-how to ensure successful integration into organization



Retention

Recruit for fit into practice and community

- Locums to perm
- Hospitalist share clinic practice
- Adapt employment contract to meet needs of physician and patient-is fulltime position considered 1 FTE, can it be .75-FTE or .6-FTE?
- Identify right candidate
- Prepare candidate for relocation
- Assist candidate and family in community integration

Balance the workloads-

- What can you do to manage call in your organization- hospitalist programs, temporary coverage during projected high volume patient load
- Utilize scheduling experts-determine parameters for weeks and days physicians have CME, vacations etc.

Ensure physician shares control over work environment

- Administration and the physicians must work together to build a professional community within the organization that supports its cultural values



PeaceHealth

Retention

- Turn over rate 10%- trailing 12 months, has decreased from 25% (trailing 60 months)
 - Hired dedicated recruiter
 - Streamlined recruiting and credentialing process, reduced from 120 plus days to 80-95 days-Gold standard defined as 90 or less days
 - Hire for fit in community-medical, organizational and local town
 - Continuous review and improvement of hiring and med staff processes: on board survey, exit survey



PeaceHealth

Q&A