Growing Our Own: Long Term Strategy for Recruiting and Retaining Providers

ASPR Annual Conference
August 14, 2012

John S Shonyo, M.Ed., SPHR
Mayo Clinic Health System Administration
Growing Our Own Means Touching All Elements of “Life Cycle”

- K–12
- Post Secondary
- Retired Physicians
- Emeritus Staff
- Mayo Clinic Career Education Program
- Mayo School of Health Sciences
- Mayo Clinic School of Grad Medicine
- Residency
- Medical School

OPPORTUNITIES
STARTING THE “QUEST” EARLY
We Start Early…Mayo Clinic Career Education Program

Career Awareness
- 6th grade
  - E-mentoring
  - Career Speakers
  - Career Awareness Website
  - High School Tours

- 7th - 10th grade
  - Career Awareness Website

- 11th-12th grade
  - Career Speakers
  - Website
  - H.C. Careers Festival
  - MC-COP
  - HOSA
  - Adv. E-mentoring
  - Work-Study
  - High School Tours
  - Apprenticeships
  - HS Mentorships

Interest Confirmation

College
- Career Awareness Website
- Summer
- Employee Mini-Career Festival
- Career Services Relationships
- On-Campus Activity
- Membership in College Associations
- Students on Mayo’s Campus

Other Tools:
- Explorer Program (BSA), Teacher Externship
- Special Department efforts (Celebration of Research)
We Start Early…

- **Career Speaker Program:** Provide trained speakers to area K-12 school classrooms to provide information on healthcare careers.

- **Career Awareness Website:** Provide an avenue for career awareness research for area students, parents and educators. [www.mayoclinic.org/careerawareness](http://www.mayoclinic.org/careerawareness)

- **High School Student Visits:** Match students with their career interest in an effort to focus on career options in healthcare.

- **Career Observation Program:** Provide an interesting, educational, hands-on, behind the scenes look at a healthcare career field of choice.

- **High School Mentorship:** Educate area Gifted & Talented students about healthcare careers and provide the opportunity to complete a career specific project developed by the student & a Mayo Clinic Mentor.
Health Science Careers Center (HSCC)

- **Partners:** Rochester Public Schools, Rochester Community and Technical College, and Mayo Clinic

- **Objective:** To maximize community resources that will lead to addressing the growing demand for medical professionals

- **Mayo Benefits:** developing relationships with local and diverse students, better prepared students for post-secondary education, and community relations

- **Students take two semesters:** 1<sup>st</sup>—Intro to Health Science Careers; 2<sup>nd</sup>—Choose an interest Pathway: Nursing Assistant, Therapeutic Medicine, Biomedical Science and Pharmacy Tech
Mobile Science Lab

- Partnership between Southeast Service Cooperative, Mayo Clinic and Rochester Area Math Science Partnership
- Funded by HealthForce Minnesota and Mayo Clinic
- $75,000 ($50,000 in science equipment)
- Teachers go through 40 hrs. of training and then can bring the lab to their classroom
Data & Metrics

• **Student raw data:** enrollment & diversity
  - Enrollment: 2007=158; 2011=228
  - Diversity/Minority: 2007=30%; 2011=42%
  - Diversity/Female: 2007=75%; 2011=71%

• **Academic measures:** % of students passing courses (includes CNA completion)
  - Passed the course: 2007=98.8%; 2011=98.2%
  - CNA Obtainment: 2009=96.1%; 2011=87.34%

Survey of 2007–2011 Health Careers Resources Student Participants: All Programs:
• 68% of the students are heading into health care
• 47 grads connected to Mayo: 36 employees, 10 Mayo School of Health Sciences or Nursing students
• 21.3 % of those connections are diverse students
Mayo School of Health Sciences

- Over 1500 students enrolled annually
- 133 programs
  - Represents 60 health sciences careers
  - 484 faculty members (practicing clinicians—no fulltime faculty)
- Selecting program offerings is a dynamic process
  - Driven by practice needs
  - Programs are continually being added, removed, or “paused”
    - Addition of PA specialty fellowships
    - Addition of alternative medicine programs
Mayo School of Health Sciences

• “High Value” Programs (excludes Nursing Education)
  • Nurse Practitioner (95%+ placement at a Mayo site)
    • All students are Mayo employees
  • Physician Assistant (60%+ placement)
  • Nurse Anesthesia (75%+ placement)

• Current Mayo employees who take educational leave
  • Remain benefit eligible
  • Have no service break (pension, PTO, etc.)
  • Provided tuition assistance
  • Provided significant job protection upon program completion
Mayo Medical School

• Stats
  • 50 students per year selected (out ~3900 applications)
  • ~40% match with a Mayo residency
    • Bad news for MCHS, vast majority are in areas other than primary care
    • Worst news for MCHS, most will go onto sub-specialty fellowships
    • Still worse news, very few of those that stay with Mayo end up at MCHS sites (more on that later)
Mayo Medical School

• **Grow Our Own initiative**
  - Family Medicine Community Physician Apprenticeship Program (CPAP)
    - Up to 10 third or fourth year MMS students do a five to seven month clinical apprenticeship at a MCHS site
  - Promote community-based clerkships at MCHS sites
  - MCHS seat on the MMS student selection committee
    - Seek students who are interested in community medicine (regardless of specialty interests)
Mayo School of Graduate Medicine

- Stats
  - 1500 residents and fellows
  - 256 residency and fellowship programs
  - 350 graduates per year

- The very bad news: on average only 10 to 12 graduates come to MCHS each year
  - Why?
    - Historically Mayo gives preference to residents interested in academic medicine (heavy on research)
    - Significant number of residents come from outside the Midwest
    - ~50% of fellows are IMGs with visas (mostly J-1)
    - Program directors dissuade residents from going to MCHS sites (“quality issues”, “waste of skills”)
    - MCHS has not done well with telling our story
Mayo School of Graduate Medicine

• Survey of Mayo Clinic Residents:
  • 14% (“very”) and 68% (“somewhat”) of respondents were aware of practice opportunities in MCHS.
  • MCHS or Mayo Clinic recruitment website main source for practice opportunities information
  • Favorability of opportunity to do rotation in MCHS (by awareness):

Source: Mayo Clinic Survey of Residents
Mayo School of Graduate Medicine

• **Growing Our Own initiative**
  • **Mayo Resident Incentive Plan**
    • **Eligibility:** Mayo-trained and within two years of graduation (residents & fellows)
    • **Incentive:** $40,000 (1/2 on signing; 1/2 when start)
    • **Requirement:** Practice and live in Mayo Clinic Health System community (stay three years)

• **Application Process:**
  • Submission of Curriculum Vitae
  • Reference from Residency Program Director
  • M-RIP oversight committee reviews and approves/denies
  • Approximate average time to approval: **Five days after applying**
Irritant Factor

- Recruitment Emails
- Recruitment "Snail" Mail
- Recruitment Phone Calls
What a Little Promotion Does: “Have You Heard of the Resident Incentive Plan?”

2008
- Yes: 30%
- No: 70%

2011
- No: 36.5%
- Yes: 63.5%

Source: Mayo Clinic Survey of Residents
How Important is Bonus to Practice Decision?

- Critical—it will drive my decision: 53%
- Very important: 27%
- Somewhat important: 19%
- Minimal impact: 2%
- It will play no part: 1%

Source: Mayo Clinic Survey of Residents
What is More Important Than a Bonus When Making Practice Decision? (multiple answers allowed)

- Geographic location: 77%
- Location near family: 72%
- Size of community: 60%
- Total compensation: 68%
- Type of practice: 33%
- Practice reputation: 49%

Source: Mayo Clinic Survey of Residents
Mayo School of Graduate Medicine

Growing Our Own initiative (continued)

• Two receptions per year for all residents
  • Including one with family members
• Direct mail contacts
• Residency program presentations
• Ongoing communications with Education Coordinators: updated openings list
• Future
  • More involved with Program Directors
Mayo School of Graduate Medicine

Growing Our Own initiative (continued)

• EnhanceMed Supplemental Staffing (Moonlighting)
  • Mayo owned and managed
  • Mayo residents and fellows only
  • Supports MCHS sites for Emergency Department, Hospitalist, & Urgent Care coverage
    • Provides ~45,000 coverage hours per year
    • ~150 residents and fellows on roster
  • Will seek seat for resident interviews prior to match
EMERITUS STAFF
Baby Boom Bonanza

- Grow Our Own Initiative—In Progress
  - Hired retired physician to manage “Emeritus” relations
- TTD List
  - Direct mailing
  - Reception
  - Incentives beyond money for working
  - Engage physicians pre-retirement
So, What Are You Doing to “Grow Your Own?”

Discussion and Questions
THANK YOU!
AND HAPPY HUNTING!