

Strategic Recruitment Planning: What's in your Medical Staff Recruitment Tool Box?

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The Medical Staff Recruitment Tool Box

- › One person on your team who "owns" Medical Staff Recruitment
- › A fully developed program
- › List of current providers including medical school & training program
- › One Page Recruitment document
 - Primary care physicians
 - NP or PA
- › One Page Benefits Summary for Providers
- › Loan Repayment Programs available (Federal & State)
- › Applicant tracking form
- › Site Visit Check List
- › Standard Itinerary
- › List of local realtors who have been interviewed & meet your expectations
- › List of local hotels with negotiated rates
- › Interview Questions
- › Interview evaluation form (for staff)
- › Interview/site visit evaluation form (for candidate)
- › On-boarding process including a comprehensive orientation program
- › Orientation evaluation form
- › Exit Interview form

Who "owns" the process?

- › Is it a Medical Staff Recruiter?
- › If not, who takes responsibility for coordinating all of the pieces of the process?
- › Has this person been given the authority to fully execute the program?
- › Do they pay attention to detail?
- › Good at follow up and follow through?
- › See projects through to completion?
- › Can they "close the deal"?
- › Does he/she have the respect of the medical staff?

Medical Staff Recruitment Program Development

- Policies & Procedures
- Marketing
- Identity
- Branding
- Corporate website, with easy to find page for provider recruitment
- Sourcing
 - Advertising
 - Mass E-mailings Mailings
 - Social Networking Sites
 - Cold Calling
 - Conferences
 - Job Fairs
 - Training Programs
 - Employee Referral Programs
- Networking

Internet Sourcing

- PracticeLink
 - www.practicelink.com
- PracticeMatch
 - www.practicematch.com
- 3R Net-National Rural Recruitment & Retention Network
 - www.3RNet.org
- AAFP Career Center
 - www.aafpcareerlink.org
- JAMA Career Center
 - <http://jama.careers.adicio.com/careers/employer>
- NEJM Career Center
 - www.nejmjobs.org

Is your CHC on the Social Networking Sites?

- www.Facebook.com
- www.Linkedin.com
- www.Twitter.com
- www.Plaxo.com

Existing Providers

- ▶ Ask your credentialing staff to run a simple Excel spreadsheet including medical school, nursing school, residency, etc. for all providers.
- ▶ Use this list to help you gain access to certain programs and to “match-make” during a site visit or mentor process.
- ▶ Recruitment/Retention is all about relationship building; this list can be invaluable.

alumni ●

One Pagers

- ▶ Highlights of the Practice/CHC and community.
- ▶ Keep it at one page.
- ▶ Address most commonly asked questions.
- ▶ Can be used as a mailing, flyer, handout at residency presentations, or attached to an e-mail.
- ▶ Can be adapted by specialty/department/site.

Loan Repayment Programs

- ▶ Federal Loan Repayment Programs (FLRP)
- ▶ State Loan Repayment Programs (SLRP)
- ▶ Know your resources, both national and state:
 - <http://nhsc.bhpr.hrsa.gov/applications/lrp/>
 - http://services.aamc.org/fed_loan_pub/index.cfm?fuseaction=public.welcome&CF

Simple Benefits Summary

- ▶ Just the highlights...
 - Health insurance
 - Dental insurance
 - Life insurance
 - Retirement (i.e. 401K, 403B, etc.)
 - Vision
 - Paid time off
 - CME (if separate from PTO)
 - Malpractice Insurance
 - Relocation
 - Student Loan Repayment

Applicant Tracking Form

- ▶ Can be as simple as an Excel Spreadsheet; include:
 - Date CV received
 - Name
 - Specialty
 - Source
 - Date of first contact
 - Medical School
 - Residency
 - Board Status
 - Lives
 - License
 - Date available
 - Special circumstances
 - Visa status
 - Dual physician family
 - Actions taken

** pre-screen*

Site Visit Check List

- ▶ Mutually agreed upon date
 - Make sure 'key' decision makers are available
 - Book your realtor for community tour
- ▶ Travel arrangements
 - Hotel/negotiated rates & direct bill-postcard?
 - Airfare
 - Rental Car-GPS, car seat?
- ▶ Itinerary
 - Share with candidate and staff
 - Include names, places, e-mail & phone numbers
 - Allow time for clinic/hospital/site tour
- ▶ Confirmations to all (including copies of CV and interview evaluation to all staff involved)
- ▶ Day of arrival
 - Check on flight
 - Arrival GRT & itinerary at hotel
 - Welcome message
- ▶ Day of Interview
 - Pick up at hotel.
 - Play "tour guide" all day
 - Leave rental car for spouse/significant other
- ▶ Post Interview follow up
 - Determine Candidate interest
 - Determine Group Interest
 - Express intent to offer or decline within 48 hours

Standard Itinerary

- ▶ Travel information (flights, rental car, hotel w/ address)
- ▶ Titles and contact information for all staff involved
- ▶ Medical Staff Recruiter's cell phone #
- ▶ Breakfast with recruiter at hotel to start the day and outline the schedule.
- ▶ Drive to campus
- ▶ Group lunch with department (have it brought in; more casual and invite staff to stop by).
- ▶ One group dinner (include spouses/sig o, only if candidate has spouse or sig o)
- ▶ Leave some free time for candidate to explore community on their own.

Realtor

- ▶ Not just a sales person
- ▶ Realtor represents your CHC...choose wisely
- ▶ Interview all interested realtors
- ▶ Share your expectations
- ▶ Match realtor personality to candidate/family
- ▶ Must understand confidentiality of the interview
- ▶ Must understand that this is a "site" visit; no guarantee of a sale
- ▶ If candidate does not want a realtor to contact them, respect their wishes
- ▶ Stay away from realtors who have relatives in your CHC!

Local Hotels

- ▶ Clean—have you checked out the rooms?
- ▶ Have more than one option
- ▶ Negotiate a corporate rate
- ▶ Arrange for direct bill
- ▶ Match the hotel to the candidate; a quaint B&B may not work for a candidate who is arriving late at night, or with an infant
- ▶ Services—small refrigerator, portacrib, etc.
- ▶ High level of customer service, again, they represent your CHC

Interview Questions

- ▶ Put together a list of questions and share them with your staff.
- ▶ If multiple interviews involved, assign topics to each interviewer.
- ▶ In a group setting, ask one person to describe the clinic and another to talk about the hospital, or relationship with specialists in town.
- ▶ Run this list by Human Resources prior to distribution.

Interview Evaluations

- ▶ Put together an interview evaluation form for all staff involved in the interview
- ▶ Put together an evaluation form for the candidate to evaluate you, your process and the interview.
- ▶ Wrap up with the candidate at the end of the trip; determine interest level.
- ▶ Wrap up with staff prior to candidate leaving town. If group is interested, let candidate know before they get on the plane to depart.

The Offer

- ▶ Letter of intent?
- ▶ Contract?
- ▶ Verbal?
- ▶ Whichever it is, get it done ASAP. If you know it takes legal a while to get the contract together, get out a letter of intent ASAP.
- ▶ I like to get a verbal acceptance prior to issuing a contract.

On-boarding & Orientation

- ▶ Check list for on-boarding
- ▶ Assign an escort for day 1 & week 1
- ▶ Check list/itinerary for orientation
- ▶ Company orientation
- ▶ Facility orientation
- ▶ Department Orientation
- ▶ Assign a mentor—one can be clinical and one non-clinical
- ▶ Create an evaluation form for your on-boarding and orientation process.

Additional Recruitment Resources

- ▶ FREIDA—listing of US residency programs
 - www.ama-assn.org/go/freida
- ▶ Association of American Medical Colleges (accredited)
 - www.aamc.org
- ▶ Association of Staff Physician Recruiters (ASPR)—in-house
 - www.aspr.org
- ▶ Medical Group Management Association (MGMA)
 - www.mgma.org
- ▶ American Medical Group Association (AMGA)
 - www.amga.org
- ▶ Institute for Healthcare Improvement (IHI)
 - www.ihl.org
- ▶ National Association of Locum Tenens Organizations (NALTO)
 - www.nalto.org
- ▶ National Association of Physician Recruiters (NAPR)—agencies
 - www.napr.org

Sample forms for your tool box

1. Applicant tracking form
2. Site visit check list
3. List of interview questions
4. Interview evaluation form for staff
5. Post interview comment form for candidate/significant other
6. Orientation check list
7. Orientation evaluation form
8. Exit interview form

One Recruiters Point of View: Christine Meyer, BJC

- › Timeliness to all follow up – from the top down and from the 1st contact to the last.
- › Being Prepared – having the position and parameters of the position defined and signed off on. I would also add the recruitment process should also be defined.
- › Knowledge – A knowledgeable recruiter is much better prepared to handle any situation that presents. Know the hospital/medical group, know the area/market, know your contract, parameters of the offer, know all the individuals on the interview committee by name and title. Learn about the EMR that your group is using. Understand basic questions that a physician may ask from an operational stand point.
- › Lastly...
- › Nice Shoes – we all know that the shoes make the outfit!

Medical Staff Recruitment: David Letterman's Top Ten List

- › A cell phone/BlackBerry—a recruiter's right arm!
- › Business cards in your pocket at all times—you never know where/when you may meet a candidate.
- › Lots of good stories—car time, community tour time, interview team is running late, everyone on the medical staff cancels on you for dinner.
- › A contingency plan for that unexpected/last minute "block of time" in the interview schedule.
- › A group of "go to" people for your interview process (phone & on-site).
- › Reliable, ethical realtors –who will not tell tales out of school and will not push the candidate to buy a house before a job offer has been extended!
- › Thick skin...get ready for lots of rejection; don't take it personally.
- › A smile & a sense of humor –don't leave home without these!
- › Patience—the day of an interview or any search for that matter, will never go according to plan.
- › Stick-to-it-tive-ness—once you fill one position, the cycle starts all over again.
