

Tips for Recruiting and Retention
Beaver Medical Group Experience
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Physician Shortage: Predicted 200,000 by 2020. Recruiting and retention progressively more competitive, challenging, and important. Cost of turnover estimated 200K.

Quality and Patient Experience linked to successful staffing and retention

1. Strive to achieve a good match. Requires time and involvement of many physicians
2. Enhance the interview process
 - a. More detail demanded by Gen X and Gen Y. Few deals closed on a handshake (Boomers). Very clear expectations are required.
 - b. Close contact with rank and file physicians
 - c. Involve the spouses of recruits and physicians in same department. Recruit the spouse.
 - d. Tour all relevant facilities- alone time with physicians.
 - e. Recruiting dinner with department and candidate and family
3. Beware of generational perspectives, adapt, and adjust expectations
 - a. Boomers: Relatively easy hire. Expect to pay their dues. Respond well to support, strokes, and positive feedback. Rarely use lawyers. Many recent hires > 50 years old.
 - b. Gen X 29-43 View idealism with suspicion. Distrustful of organizations. More likely to bond to individuals and be loyal to them. Looking for autonomy and balance in life. Sometimes have trouble adapting to rules in groups.
 - c. Gen Y. Entered work force 1995-2005. More positive. Generally better team players than Gen X. Flexible work hours a high priority. Tend to focus on equal productivity, not equivalent hours. Professional development high priority.
 - d. Millennium. Similar to Gen Y, but weaned on technology and connection. Demand and use constant information sources- blackberry, internet, messaging. Multitasking. Uncomfortable in organizations that do not embrace technology
To be competitive: flexible work hours, allowances for professional advancement, concurrent teaching activity. Foster development of relationships. Support use of technology. Tail insurance
4. Promote word of mouth referral. Usually the individuals have already determined "good match" issues. BMG: \$5000 recruiting stipend for successful word of mouth physician recruits, and \$2500 for successful extender recruits.
5. Enhance feedback and support during first year.
 - a. Departmental mentor
 - b. Meet with recruiting associate every 3 months, Medical Director annually.

c. Address specific needs that are reasonable.

6. Recognize physicians for contributions, peer support, and longevity. Plaques (best for Boomers), gift certificates (good for all); at education meetings.

6. Promote relationships and sense of community

a. Recruiting and retention committee address physician specific needs, and brainstorm events for the group. \$15,000 annual budget.

b. Near loss of group of primaries: identified lack of connection

c. Promote social, artistic, and sports events including bus transportation with goal of getting different groups of physicians together

d. Very well received

e. Example of events: Plays, hockey games, baseball, bicycle rides (10-30 mi), barbeque, "Pump it Up", Race track, Jazz festival, mixers.

7. Major Recruiting and retention activities started in 2006; some in 2005. US average turnover for multispecialty groups is 9.2 %.

Effect on Turnover (excluding retirement)

Year	Turnover percentage
2004	8.4%
2005	6.2%
2006	5.2%
2007	4.3%

Conclusion: Important to understand the needs and perspectives of new physicians, which is different (not better or worse) than our own, promote relationships, professional development, and flexibility to compete in milieu of substantial physician shortage.