

SOCIETY FOR SAMBA ULATORY ANESTHESIA
Outpatient • Office Based • Non-Operating Room

ASC and OBA Medical Directors' Meeting Friday, October 18th, 2024 • Philadelphia, PA



Recruitment and Retention

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Disclosures

- I have no real or potential conflicts of interest to disclose.

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Learning Objectives



- At the conclusion of this session, the participant will be able to
 - List factors important to candidates during recruitment
 - Apply these factors when developing recruitment and retention strategies
 - Plan improved recruitment and retention processes

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Who Are You Recruiting?



- Physicians
 - Specialty?
- Advanced Practice Providers
- Nurses
- Medical Assistants
- Front Office
- Back Office

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Real costs of physician recruiting



- Salary
- Bonuses
- Benefits costs
- Health insurance
- Relocation costs
- Continuing medical education
- Trainings/onboarding
- Recruitment fees
 - Recruiter 15-30% or more of annual salary
- Attorneys' and accountants' fees
- Malpractice insurance
 - Anything in the history that would result in a surcharge?
- The interview process
- Office space (depending on subspecialty)
- Software, office and medical supplies
- Hidden costs
 - Lost referrals
 - Pain medicine vs ORs not covered
 - Gaps in patient care
 - Interrupted work flow
 - Low employee morale from high turnover

<https://www.healthcareers.com/employer-resources/physician-recruitment/the-real-costs-of-hiring-a-new-physician>
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Provider credentialing and privileging



- 7% say credentialing and privileging takes less than a month;
- 67% say it takes 1-3 months;
- 24% say it takes 4-6 months; and
- 2% say it takes six months or more.
- It takes an average of 120 days after acceptance to get a physician started

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Pay Transparency Laws



- Actualizing equal pay for equal work across genders, races, and nationalities is to pass laws requiring disclosure of pay scales
- California, Colorado, Connecticut, Maryland, Nevada, Rhode Island, and Washington.
- Cincinnati, Ohio, Westchester County, New York, Ithaca, New York, Jersey City, New Jersey, New York City, Toledo, OH
 - document retention obligations
 - pay equity reporting
 - requirements for equal pay regardless of gender.
- National Labor Relations Act (NLRA)
 - Covered employees have the right to communicate with their coworkers about their wages

<https://www.klgates.com/Help/Articles/What-Employers-Need-to-Know-About-Pay-Transparency-Requirements-in-Job-Postings-10-28-2022>

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Recruiting Strategies



- Treat candidates like customers
 - Be respectful of their time
 - Be hospitable
 - Make yourself available
- Use social media
- Utilizing Job Boards
- Implement an employee referral program
- Create compelling job descriptions
 - Make titles as specific as possible
 - Open with a captivating summary
 - Include the essentials: core responsibilities, hard and soft skills, day-to-day responsibilities
 - Highlight your culture
- Streamlining Your Hiring Process
- Consider past candidates
 - May be a better fit now

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Recruiting Strategies continued



- Industry networking
 - Professional society meetings, training programs
 - Building Partnerships
- Include peers in the interview process
- Participating in Recruitment Events
 - Build rapport with the closest residency and fellowship programs
 - offer career-focused guidance
 - career services at local colleges and universities
 - Connect with potential candidates
 - Identify new talent for open positions
 - Ensure access to a diverse pool of candidates
 - Establish a strong presence on college campuses
 - Enhance recruitment efforts

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Approaches to Improve Recruitment



- Use Data Driven Approaches
 - identify the most effective recruitment channels, such as job boards or social media platform
- Create a Targeted Candidate Pool
 - Analyze Previous Candidates: what motivates a physician to seriously consider your organization.
 - Segment and Target: Use data to segment your target candidate pool
 - Source of Hire Analysis: Analyze which recruitment channels and capture the % yield of each
- Identify Recruitment Bottlenecks and Process Inefficiencies
 - Collect and Organize Relevant Data: Gather data related to your organization's recruitment process.
 - Utilize Applicant Tracking Systems (ATS)
 - Identify Recruitment Bottlenecks
 - Feedback Analysis: Gather feedback from both successful recruits and those who didn't join your organization.

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Readiness of the Candidate

- Personal—such as feelings of anxiety or exclusion, and individual control around work.
- Workplace—such as company culture and management.
- Environmental—such as worries about flexible working/hybrid working, a lack of job opportunities, general health and safety (such as COVID-19) concerns, and the impact of automation on jobs.
 - For physicians, “wellness” and scope-of-practice expansion
- Organizations need to ensure younger employees are given opportunities to build stronger relationships with their managers, peers and employers
 - Mentoring of new graduates who have less clinical experience than decades ago
- One-on-one coaching is one way to bridge this confidence and readiness gap

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Use of AI in Recruiting

- Targeted Advertising:
 - can help physician recruiters create targeted advertisements to attract the right candidates.
- Candidate Screening:
 - can help recruiters screen candidates to identify the most qualified and suitable ones for the job.
 - can help recruiters identify candidates who may be a good fit for the job but may not have the exact experience or qualifications listed in the job description.
- Chatbot for Candidate Engagement:
 - can help physician recruiters create a chatbot that engages with candidates and answers their questions.
 - can help recruiters save time and resources by automating the candidate engagement process and ensuring that candidates have access to the information they need to make informed decisions about the job.
- Social Media Marketing:
 - can help physician recruiters create social media marketing campaigns
- Content Creation:
 - can help physician recruiters create relevant and engaging content for their recruitment marketing efforts...create blog posts or articles that provide insights into the job or industry trends

<https://www.practicenurse.com/employers/employersresources/recruitment-and-hiring/chatbot-for-physician-recruitment.cfm>

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AI Disruption in Recruiting

- use of AI to create resumes and have bots rapidly submit them, which has increased the number of resumes submitted
- use of AI in interviews — such as using technology to receive answers to questions in live time — has allowed unqualified candidates to be hired
- Make mandatory previously optional questions on applications, such as asking candidates to list why they are interested in the role.
- The ability to articulate in an interview your competencies and your skills still is what's driving a lot of hiring.
- Requiring candidates record a video answering preliminary questions to weed out applicants who might not actually be interested in the role.
- “... what is most important is what is someone looking for from a perspective of growth and development? Are they looking for an organization that's very mission driven?” Maria Zangardi, SVP HR, Universal Health Services

[https://www.beckershospitalreview.com/workforce/how-ai-is-disrupting-the-hiring-](https://www.beckershospitalreview.com/workforce/how-ai-is-disrupting-the-hiring-process.html)

[process.html](https://www.beckershospitalreview.com/workforce/how-ai-is-disrupting-the-hiring-process.html) • ASC and OBA Medical Directors' Meeting • Friday, October 18th, 2024 • Philadelphia, PA

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AI Lowers the Cost of Entry for Candidates

- AI and virtual interviews have lowered the cost of applying to programs/jobs
 - This may be good or bad
 - Increased number of residency applications but not an increased number of interviews
 - Meyer AM, Hart AA, Keith JN. COVID-19 Increased Residency Applications and How Virtual Interviews Impacted Applicants. *Cureus*. 2022 Jun 19;14(6):e26096. doi: 10.7759/cureus.26096. PMID: 35875277; PMCID: PMC9298600.

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Lost Candidates



- Most smaller businesses are not prepared to move quickly
- If they don't offer the job fast enough, the candidates are snapped up by another employer.
- Do you wait for the ideal candidate or take the first one who fits your needs?

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The Best Recruitment is Retention



- Make the job worth keeping
- Build retention into your recruiting strategy
- 50% of hourly employees quit before their 100-day anniversary. For non-hourly or salaried employees, it's 20%.
- (9%) leave because of money
 - <https://www.forbes.com/sites/shephyken/2023/07/09/beyond-money-the-real-reasons-employees-stay-or-leave/>

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Cost to Value of an Employee


Economic Value of an Employee to the Organization over Time (C) Bersin by Deloitte

<https://www.linkedin.com/pulse/20130816200159-131079-employee-retention-now-a-big-issue-why-the-tide-has-turned/>



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Top Reasons Why Employees Will Leave Their Jobs in 2024

1. Lack of career growth opportunities
2. Inadequate compensation and benefits
3. Issues with company culture
4. Burnout, overworked, or overstressed
5. Unhealthy work environment
6. Insufficient recognition and appreciation
7. Ineffective and poor leadership
8. Lack of work-life balance
9. Issues with commutes
10. Absence of training and development
11. Other “good” employees are leaving
12. Organization’s instability or restructuring
13. Unfulfilled (or bored) in current role
14. There’s a change in their personal life
15. They feel a lack of trust and independence

<https://www.keystonepartners.com/resources/reasons-why-employees-leave/>

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Cost of Turnover

- The cost of replacing an employee = one-half to two times the annual salary
- Fifty-two percent of voluntarily exiting employees say their manager or organization could have done something to prevent them from leaving their job.
- Over half of exiting employees (51%) say that in the three months before they left, neither their manager nor any other leader spoke with them about their job satisfaction or future with the organization.
 - <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>
- “the cost to train, credential, market and onboard a physician” at \$200,000 to \$300,000
 - Frenz DA. The staggering costs of physician turnover. Today’s Hospitalist. 2016
- voluntary turnover is highest during the first three years of a physician joining a practice, amounting to an aggregate turnover of 25 percent
 - <https://www.nejmcareercenter.org/minisites/rpt/physician-recruitment-trends-that-can-help-shape-a/>

What Matters in Keeping Employees



It's the Job, Stupid!

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The New Focus in Recruiting



- Growth
- Impact
- Care

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Growth



- Growth is fundamental to human happiness
 - The hedonic treadmill - the observed tendency of humans to quickly return to a relatively stable level of happiness despite major positive or negative events or life changes.
- Younger workers are more easily able to prioritize things like personal growth and career opportunity over income and job security.
 - Have you had conversations with your employees about their long-term personal goals?
 - When a capable person on your team wants a role bigger than her past experience, do you give her a shot or do you simply hire someone with more experience?
 - When people need to acquire new skills to advance their careers, what do you do to help them?

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Impact



- People want to know that what their company is working on matters
 - For-profit vs Not-For-Profit
 - Payer mix (charitable care)

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Care



- creating a workplace that cares
- build a culture where people respect and appreciate each other
 - doesn't mean throwing around constant, meaningless praise
- surrounded by people who don't just want something out of them, but want something for them

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Physician Recruitment



- ranging from \$180,000 to \$250,000 and encompassing both direct and optional expenses
- replacing a physician can cost anywhere from \$1.8 million to \$2.8 million, depending on the specialty
 - <https://www.practicematch.com/employers/employer-resources/recruitment-articles/the-actual-cost-to-recruit-a-physician-in-2024.cfm#:~:text=The%20cost%20of%20recruiting%20a,both%20direct%20and%20optional%20expenses.>

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Emotional Intelligence in Physician Recruitment



- Practice Active Listening
 - listening more than you are speaking which makes the other person feel as if you are fully engaged instead of simply waiting for an opportunity to reply.
- Study Body Language
 - Body language, facial expressions and tone of voice can reveal far more about what an individual is truly feeling.
- Trust Your Instinct
 - If something about their demeanor seems to be disconnected, trust your instincts.
- Empathy
 - taking an interest in other people. Build stronger, more meaningful relationships ... manifest a more authentic personality

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Emotional Intelligence in Physician Recruitment continued



- **Self-Awareness**
 - Be in touch with your own behavior
- **Welcome Constructive Criticism**
 - The ability to process and improve upon constructive criticism is indicative of an individual grounded in emotional intelligence
- **Accountability**
 - personal accountability allows for future correction of past mistakes
- **Source for Emotionally Intelligent Candidates**
 - Include key elements of emotional intelligence in the job description such as explaining your company culture and how it is based on compassion for patients or rooted in empathy.
 - observing the candidate outside of any professional setting such as how they interact with staff at a restaurant

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Physician Recruitment and Stark Law



- **Fair Market Value (FMV)**
 - compensation offered to physicians should reflect the fair market value for the services provided and must not exceed what is commercially reasonable.
- **Commercially Reasonable Terms:**
 - recruitment arrangements be commercially reasonable, taking into account the specific needs and circumstances of the healthcare organization.
 - recruitment incentives are justifiable from a business perspective.
- **Written Agreements:**
 - recruitment arrangement in writing.
 - services to be provided
 - compensation structure
- **Exemptions and Safe Harbors:**
 - certain exemptions and safe harbors that allow for specific financial relationships without violating the law.

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Attracting Top Talent

- An attractive salary
- Loan repayment incentives
- An equitable and sustainable workload
- Available access to community based colleagues and specialists for consultation
- Community educational opportunities for their children
- Local available opportunities for spousal employment
- Adequate clinical coverage and staffing
- Opportunities for professional development
- Practice autonomy
- Community need and appreciation for its healthcare providers
- Community activities and a more relaxed lifestyle

Mbemba, G. I. C., Gagnon, M. P., & Hamelin-Brabant, L. (2016). Factors Influencing Recruitment and Retention of Healthcare Workers in Rural and Remote Areas. *Journal of Rural Health*, 31(4), 444-454.

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What New Physicians Want

- Geographic location
- Call schedule
- Practice setting
- Compensation
- Professional growth/opportunities
- Spouse/family opportunities

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Rural vs. Urban

- 3% of “newly trained physicians prefer a community of 25,000 or less, while the majority (84%) prefer a community of 100,000 or more

<https://www.asa.com/ASA/leaders/Directors-Meeting-Friday,October16th,2024/Philadelphia,PA>

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Rural Recruiting

- nine in 10 physicians surveyed said they would consider a rural position
 - 64% higher compensation, bonuses and benefits;
 - 47% ability to work part-time or flexible hours;
 - 46% improved work/life balance;
 - 33% strong organizational culture;
 - 29% affordable cost of living;
 - 20% additional paid time off;
 - 18% offer of loan repayment;
 - 17% ability to use telehealth;
 - 15% to meet preferences of family/better place for children;
 - 15% ability to spend more time with patients;
 - 14% proximity to family/friends;
 - 14% increased access to hobbies/interests;
 - 10% leadership opportunities.
 - 10% nothing would prompt me to consider;

[2022 Rural Physician Recruitment and Staffing Survey Results](#) via Jackson Physician Search and LocumTenens.com

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Advocacy and Recruitment



- Impact of Residency Slot Limitations
 - stagnation in residency slots, primarily due to funding limitations
 - significant barrier to entry for new physicians
 - cap on federal funding for physician residency training programs since 1997
- The Resident Physician Shortage Reduction Act
 - Providing 14,000 new Medicare-supported GME positions over seven years
 - Increasing the number of trained physicians entering the workforce
 - Ultimately improving access to healthcare services across the country
- Proactive Measures for Recruitment
 - Engagement with educational institutions and advocacy for increased funding
 - work closely with policymakers to address the healthcare needs of the population.

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Some Strategies for Retention and Recruitment



- Offering flexible working conditions, such as
 - part-time positions and customizable schedules,
 - retain aging physicians
 - appealing to the new generation's work-life balance preferences.
- Embracing the Four-Day Workweek Trend
 - four-day workweek is gaining traction
 - improved work-life balance
 - increased productivity
 - enhances job satisfaction among healthcare providers
 - positions organizations as forward-thinking and adaptable employers.
 - promotes a culture of wellness and efficiency.

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The Essence of Personal Interaction



- Nothing beats the efficacy of direct communication
 - merit to be found in phone calls, video chats, and face-to-face meetings
 - one-to-one interactions significantly enhance candidate engagement
 - maximize any opportunity to be in front of your candidate audience.
 - specialty conferences and in-person career fairs to build valuable rapport in person
 - Host happy hours and cocktail parties before or after these events to maximize your time with your desired candidate audience.
- Getting in front of early-career residents and fellows
 - Residents and fellows remember who helped them.
 - career guidance, advice, and resources when it comes time to search for their first opportunity
 - didactic courses where you can offer education on career pathing, interviewing skills, CV writing, financial management, and any other topic you can gather expertise and create content on
 - Partner with local resume writers or financial planners if you need assistance developing content

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Retain Important Members of Your Team



- Functional hospital management and infrastructure support
- Access to social and professional networking opportunities
- Community safety
- Easy access to larger cities or attractions

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Getting Rid of Stupid Stuff

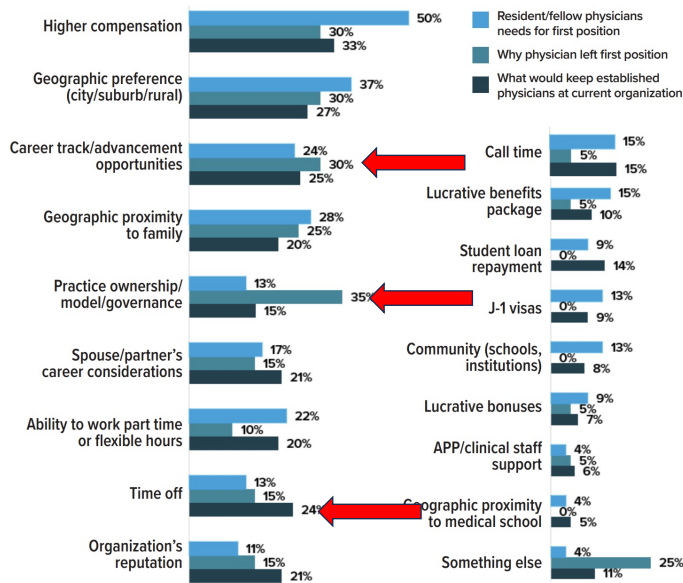
<https://edhub.ama-assn.org/steps-forward/module/2757858>

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Department	Role	Potential "Stupid Stuff" That Can Be Addressed
Information Technology (IT)	Design, build, and maintain/improve the EHR	EHR inefficiencies
Risk Management	Advocate for liability reduction	Processes implemented to mitigate risk that may be well-intentioned but not useful
Legal	Oversee compliance and risk management activity	Processes implemented to mitigate risk that may be well-intentioned but not useful
Compliance	Interpret regulatory requirements	Misunderstandings about regulatory requirements
Quality	Provide expertise on process improvement and understanding regulatory requirements	Misunderstandings about regulatory requirements
Health Information Management (HIM)	Provide information on documentation, coding requirements, and coding	Overinterpretation of requirements (especially HIPAA rules)
Revenue Cycle	Provide information on payer requirements	Misunderstandings about requirements for accurate billing
Mandatory education	Provide mandatory physician (and other clinician) training	Irrelevant training requirements
Nursing leadership	Represent nurses and provide expertise on nursing workflow	Documentation requirements that are variably determined by managers, rather than standardized. Documentation of nurse activities, rather than patient care provided.
Physician executive leadership	Represent physicians and provide expertise on physician workflow	Medical executive committee requirements that create extra work
Specific departmental leadership (eg, radiology, ER, hospitalist, OB/GYN, pediatrics, surgery, pharmacy)	Provide expertise on specialty-specific workflow	Specialty-specific requirements that create extra work (often thought to be necessary for that specialty, but may not actually be)
Laboratory services	Provide expertise on appropriate lab ordering practices	Unnecessary clicks to accomplish appropriate ordering

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TOP THREE FACTORS FOR PHYSICIANS LOOKING FOR THEIR FIRST JOB, WHEN LEAVING A FIRST POSITION, AND WHAT WOULD KEEP THEM AT THEIR CURRENT ORGANIZATION



It's the job, not the money!

<https://www.jacksonphysiciansearch.com/white-papers/white-paper-early-career-physician-recruiting-and-retention-playbook/>

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Summary



- We have discussed
 - What factors are important to candidates during recruitment
 - How to apply these factors when developing recruitment and retention strategies
 - Issues to address when planning improved recruitment and retention processes

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Questions?



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