

Recruitment & Retention of Specialty Physicians

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First Steps

- Meet with other physicians that may be impacted
- Assess need and balance against number of recruitments needed
- Prioritize
- Define the job before the Recruitment
- Get fiscal agreement on an offer



Needs Assessment

- Often obvious, sometimes not
- Communication with Medical Staff
 - Regular monitoring
 - A quiet group of docs is not necessarily a happy group of docs



Needs Assessment

- Monitor wait times for clinic consults
- Consult backlog
- OR case back log

Recruitment takes time



Search Committee vs. No Committee

- Time intensive process
- High profile positions
- Controversial positions
- Medical & Administrative representation



Finding Candidates

- Grow your own, if possible
 - See Residents as future Attendings
 - Meet with Housestaff
 - Are they happy?
 - Do they enjoy the environment?
 - What would they change?
 - Cultivate relationships
 - Provide Dinner with Leadership for Residents in Final Year



Finding Candidates

- Communicate with Residencies
 - Residency Director
 - Direct Mailer
- Word of mouth
 - Recently recruited physicians
 - Old graduates
- Private practitioners



Finding Candidates

- Your website
 - Attractive, cutting edge
 - Job opportunities listed
- Advertise
 - Websites
 - Journals
- Professional Recruiters



Interviewers- give this a lot of thought

- Hand picked
- Coordinate interviewer talking points
- Avoid picking only Chiefs
- Meet their future colleagues
- Meet with Administrative & Medical Leadership together – solidarity, shared mission



Interview Day

- Well organized day
- Make it a stress free day
 - Give enough time to be on time
- Serve a meal
- Good representation across institution
 - Bonding & strengthens leadership team



Interview Day – some goals

Try to understand their needs & circumstances

- Single
- Spouse
- Family
- Hobbies
- Dreams
- Debts



Interview Day – last contact/wrap up

- Give feedback on interview
- Discuss your core values
- Describe process and detail the follow up
- Be prepared to talk money
- Do not say no to anything
- Agree on a definite time for follow up



Closing the Recruitment

- Follow up when agreed upon
- Listen carefully
- Don't be shy, ask about other opportunities
- Ask about concerns or other information that might be helpful
- Be prepared with financial details and benefits
- Be prepared with a written offer



Retention Begins with the “Welcome”

- Business cards
- Embroidered coat
- Dictaphone
- Prescription pads
- Desk, phone, computer & bookcase
- Clinic & Hospital Staff aware of doctor
- Banner



Retention — show personal interest

- Consider a mentor or buddy in the system
- Nurture individual physician growth by Leadership
 - Personal Growth
 - time off
 - avocations
 - Meeting other docs
 - Homeless programs
 - Medical missions
 - Serving those in need



Retention

- **Orientation Period**
 - Standard employee information
 - Tour with leadership
 - Meet the docs
 - Get to know each other
 - Meet with Residency Director & Chief Residents
 - Days with little or no assigned clinical work
 - Gentle introduction to call - proctoring



Retention

- **Professional Growth** – know what interests them
 - **Leadership** opportunities
 - **Teaching** – support time away for teaching
 - **Clinical care** - HIV Care, clinical practice guidelines
 - **Quality of Care** – SEED Project for Diabetes
 - **Health Care Delivery** – Clinic visit re-design
 - **Financial management** – OR costs, lab testing



Retention

- **Help them improve/develop their C.V.**
 - Develop new programs
 - Add clinical skills
 - Meetings
 - Equipment
 - Support re-certification
 - Encourage tracking of accomplishments



Retention

- Invasive specialties – Surgery, GI, Cardiology
 - OR Time or Specialty Suite access
 - Equipment
 - Support
 - Nursing
 - Ancillary Departments
 - Special needs



Our Experience

- Past 15 months
 - Neurosurgeon
 - Neurologists – two part-time
 - Rheumatologist
 - Infectious disease
 - Orthopedics – two
 - General surgery – two
 - Endocrinologist
 - Geriatrics – two
 - Oncologist



Our Challenges

- A changing physician marketplace
 - Number of docs
 - Compensation
 - Competition for docs
- Geography/Cost of Housing
- Money & Specialty Physicians