



# THE PHYSICIAN RECRUITING MAKEOVER: HOW TO MAKE YOUR COMMUNITY HEALTH CENTER A DOCTOR MAGNET



# CHCs AND PHYSICIAN RECRUITING

**THERE'S A GOOD NEWS**



# FIRST, THE BAD NEWS

**THE PHYSICIAN SHORTAGE IS LIKELY TO GET WORSE BEFORE IT GETS BETTER**



# RISING DEMAND

50 million more people from 2000 to 2020

(we will be  
adding the  
population of  
England)

# RISING DEMAND

**150,000,000 Additional Physician Visits Per Year  
By 2020 Based On Population Growth Alone**  
(3.0 visit per/pop X 50 million population growth)

**Does not factor  
in age  
demographic**

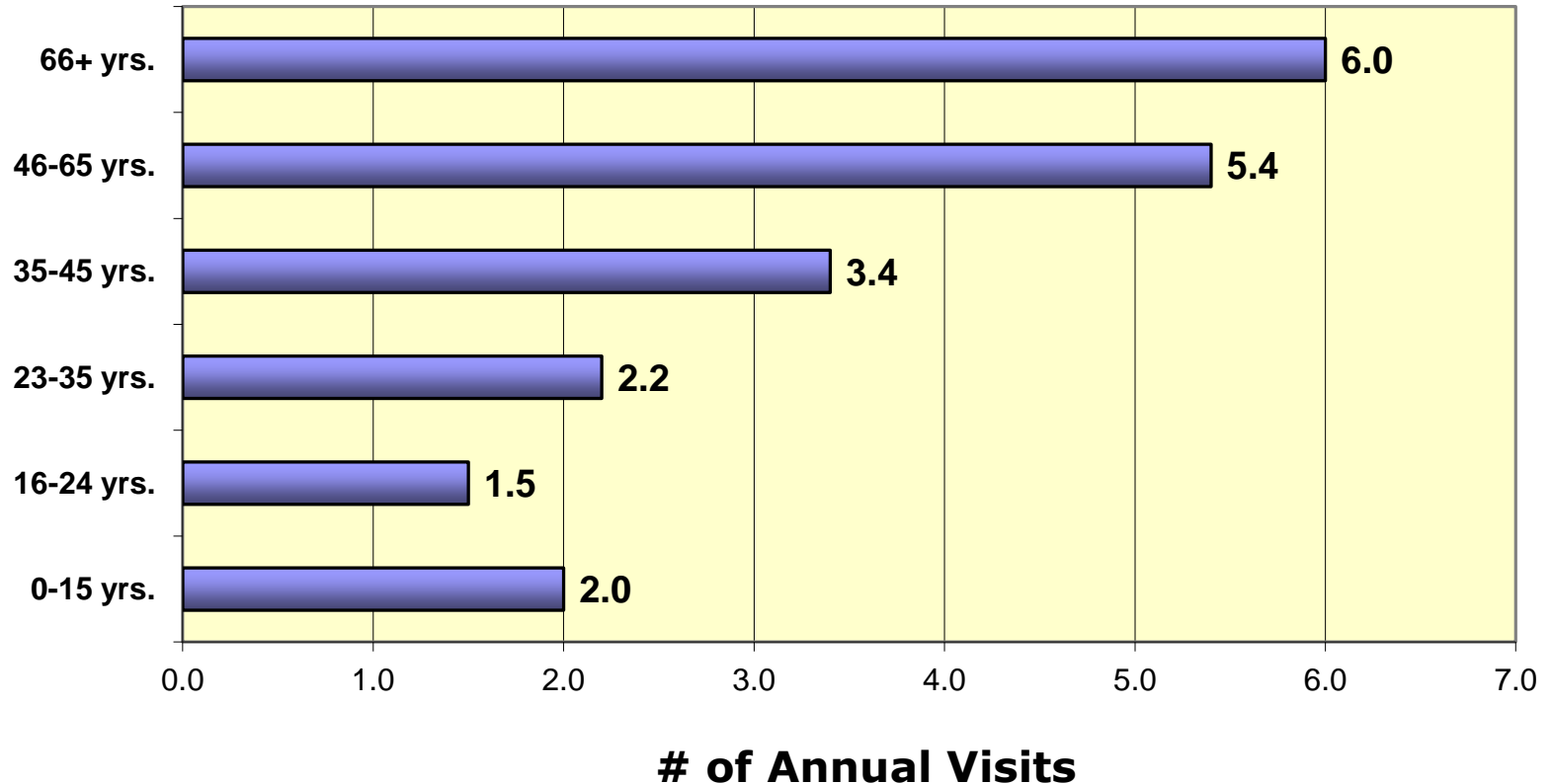


# 75 MILLION BABY BOOMERS BEGAN TURNING 65 IN 2011



# PATIENT VISITS BY AGE

## Physician Visits By Age



Source: National Ambulatory Medical Care Survey; [www.cdc.gov](http://www.cdc.gov)

# FLORIDA IS OUR FUTURE

By 2030, the entire country will be as old, on average, as Florida is now.



Source: U.S. Census Bureau



## PHYSICIAN SUPPLY HAS BEEN STATIC FOR ABOUT 20 YEARS

24,000 – 25,000 new doctors per year

# MEDICAL STUDENTS ARE TAKING THE ROAD TO SUCCESS

**R**adiology  
**O**phthalmology  
**A**nesthesiology  
**D**ermatology



# SHRINKING FTEs

The Physicians Foundation reports physicians are working 6% fewer hours versus four years ago...

**A loss of 44,000 FTEs**



Source: The Physicians Foundation/ Merritt Hawkins 2012 Survey of America's Physicians

# HEALTH REFORM IS UPON US

## THE GOAL:

EXPAND ACCESS  
TO 32 MILLION  
PEOPLE



# HEALTH REFORM: HOW MANY MORE PCs?



32 million newly insured patients  
**X**  
2 additional patients visits per year  
**=**

**64 million patient visits**

divided by

4,000

**=**

**16,000 additional  
primary care doctors**

Source: The Lewin Group

**WE HAVE SEEN THIS MOVIE BEFORE**



**MERRITT HAWKINS**   
an AMN Healthcare company

# A TEST CASE: MASSACHUSETTS

98% of residents covered

**RESULT:**



SOURCE: \*UPI, July 27, 2007

\*\* New York Times, April 4, 2008

# REFORMED MASSACHUSETTS

- 40% of family physicians in Massachusetts no longer accept new patients, up from 30% in 2007.
- Almost 60% of general internists have stopped taking new patients, up from 49% in 2007
- Yet Massachusetts has 108 primary care physicians per 100,000 population, third highest in the country (the national rate is 79 per 100,000 pop.)

Source: Massachusetts Medical Society



# A GROWING GAP

The Coming Gap Between  
Physician Supply & Demand  
(2020)

**Demand**  
**1.1 Million**



**Supply**  
**0.9 Million**

Source: Council on Physician and Nurse Supply

# PROJECTED SHORTAGE OF PHYSICIANS BY SPECIALTY BY 2025

## Doctor Deficits

<b>Primary care.....</b>	<b>46,000</b>	<b>(37% deficit)</b>
<b>Surgery.....</b>	<b>41,000</b>	<b>(33% deficit)</b>
<b>Other patient care...</b>	<b>29,000</b>	<b>(23% deficit)</b>
<b>Medical specialties....</b>	<b>8,000</b>	<b>(7% deficit)</b>



Source: Association of American Medical Colleges/Modern Healthcare/December 1, 2008

# NOW, THE GOOD NEWS

## **CHCs ARE IN THE SPOTLIGHT**

- ✓ \$2 billion from the recovery act
- ✓ \$11.5 billion from Health Reform
- ✓ Teaching Health Centers (THCs) to train physicians
- ✓ \$1.5 billion for National Health Services Corp
- ✓ 10% bump in Medicare fees for primary care and general surgeons working in HPSAs

# A NEW MANDATE, A NEW CHALLENGE



- From 20 million patients per year to 40 million



- 1,750 current physician openings



- 5,000 current clinicians openings



- Number of centers / delivery sites to increase

# MORE GOOD NEWS

- Physicians are seeking alternatives to traditional practice
- Part-time, employment, locum tenens, independent
- One size does not fit all
- Between 2000 and 2007, the number of patients seen at the nation's community health centers grew by 67%

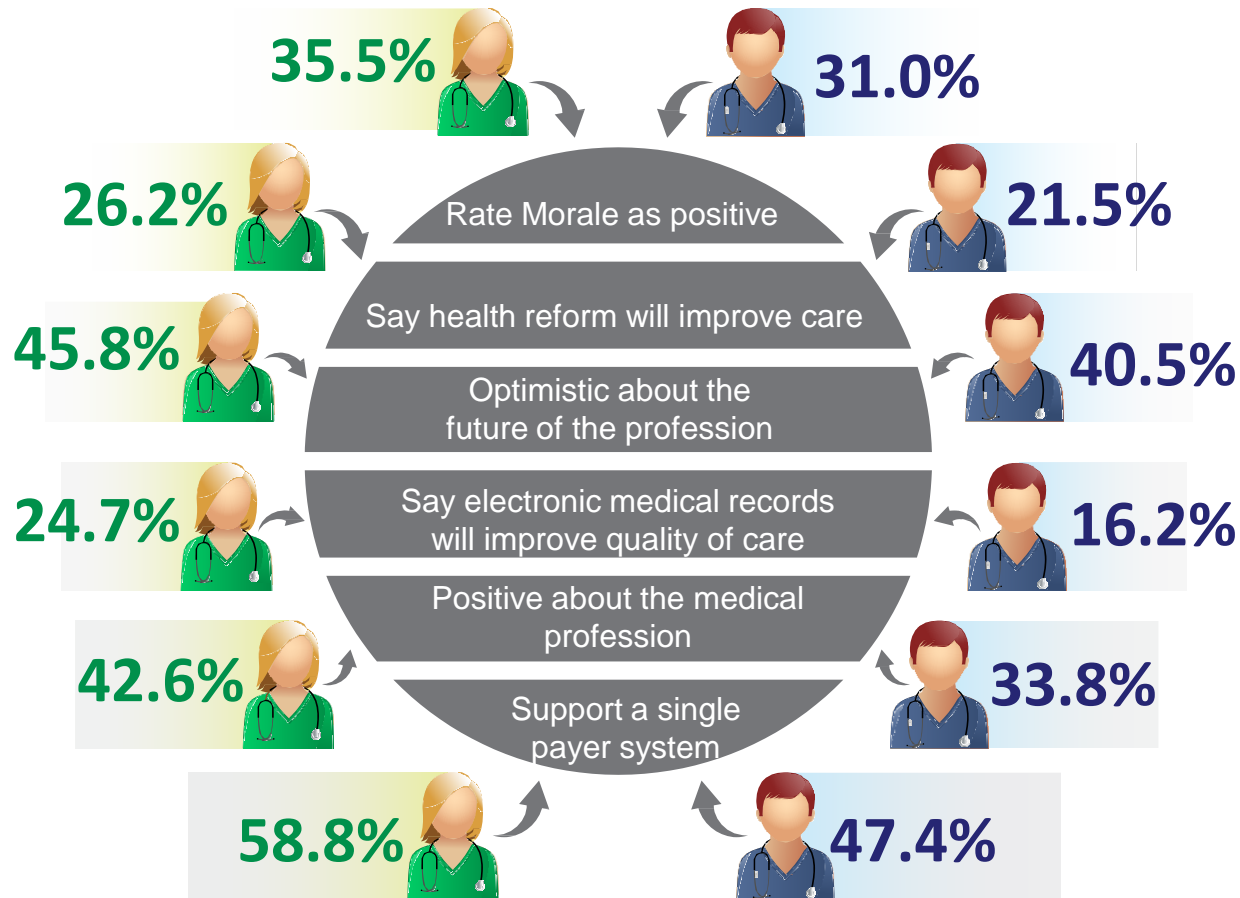
# WHAT TO YOU PLAN TO DO IN THE NEXT ONE TO THREE YEARS?

Continue as I am	48.8%
Cut back on hours	22.0%
Retire	13.4%
Switch to concierge practice	6.8%
Relocate	10.9%
Cut back on patients seen	9.6%
Seek a non-clinical job in healthcare	9.9%
Seek employment within a hospital	5.6%
Work part-time	6.5%
Work locum tenens	6.4%
Seek a non-clinical job	6.4%
Close my practice to new patients	4.0%



Source: The Physicians Foundation/ Merritt Hawkins 2012 Survey of America's Physicians

# ARE FEMALE PHYSICIANS MORE OPTIMISTIC THAN MALE DOCTORS?



Source: *A Survey of America's Physicians: Practice Patterns and Perspectives*, The Physicians Foundation/Merritt Hawkins, 2012

# A HAMBURGER IS STILL

***A meat patty and lettuce on a bun***

*1970.....25 cents*

*2010.....\$1*





# HEALTHCARE: NO LONGER "TAKE TWO ASPRIN..."



- ✓ Close to 200 Board Certified Specialties
- ✓ Over 10,000 prescription drugs
- ✓ Organ Transplants
- ✓ Face Transplants
- ✓ Teleradiology/Telemedicine
- ✓ Non-invasive Techniques
- ✓ Gene Therapy
- ✓ Qualcomm Tricorder X Prize, a \$10 million global competition

## ***THE RIGHT MODEL AT THE RIGHT TIME?***



Source: The Physicians Foundation, Health Reform and the Decline of Physician Private Practice

# CASE HISTORY: UNITED HEALTH CENTERS OF SAN JOAQUIN VALLEY

- ✓ 7 sites, 25 doctors, 5 PAs, 2 NPs
- ✓ Salary with production bonus, full benefits
- ✓ 23 appointments, \$17,000 bonus
- ✓ 25 appointments, \$29,000 bonus
- ✓ \$200,000 income achievable
- ✓ Pay for call (not obligatory) and hospital duties
- ✓ Retention bonus
- ✓ Loan forgiveness through NHSC



**United Health Centers**  
*of the San Joaquin Valley*

Source: The Physicians Foundation, Health Reform and the Decline of Physician Private Practice

# CASE HISTORY: UNITED HEALTH CENTERS OF SAN JOAQUIN VALLEY

- ✓ No overhead, staffing worries
- ✓ 7 weeks of leave, 9 paid holidays
- ✓ 40 hours, no fixed schedule, tailored practice
- ✓ 10 doctors work part-time
- ✓ Can teach medical students



Source: The Physicians Foundation, Health Reform and the Decline of Physician Private Practice

# THE COMMUNITY HEALTH CENTER “BRAND”

- ❖ **Service Driven**
- ❖ **Intellectually Stimulating**
- ❖ **Minimal Administration**
- ❖ **Loan Forgiveness**
- ❖ **Fair Compensation**
- ❖ **Quality of Life**
- ❖ **Secure Patient Base / No Practice Marketing**



A “medical mission” without the need for a passport

# BECOMING A DOCTOR MAGNET: A SOUND MODEL IS A GOOD BEGINNING

## **JUST AS IMPORTANT:** *A SENSE OF URGENCY*

*Hospitals, medical groups, other CHCs –  
all are looking for the same doctor you are*

# THE RIGHT MINDSET

**PHYSICIANS ARE THE KEY  
TO CARE AND REVENUE**



# MORAL: VALUE YOUR PHYSICIANS

Despite the growing number of providers, physicians are at the center of the system and control 87 percent of all spending on personal health.

Quality

Cost  
Effectiveness

And  
Alignment

Are largely in their hands

(Clinicians generate between \$1,800 and \$2,300 per day in net revenues for their affiliated community health centers.)

*Source: Boston University School of Public Health, Feb. 2009, NACHC*



# RECRUITMENT AND RETENTION

RECRUITMENT  
AND RETENTION



TWO SIDES OF  
THE SAME COIN

# A CHANGING MINDSET

In a matter of two years:

1. The recruitment process
2. The focus on retention
3. Financial considerations

# ENHANCE THE “WORKSHOP”

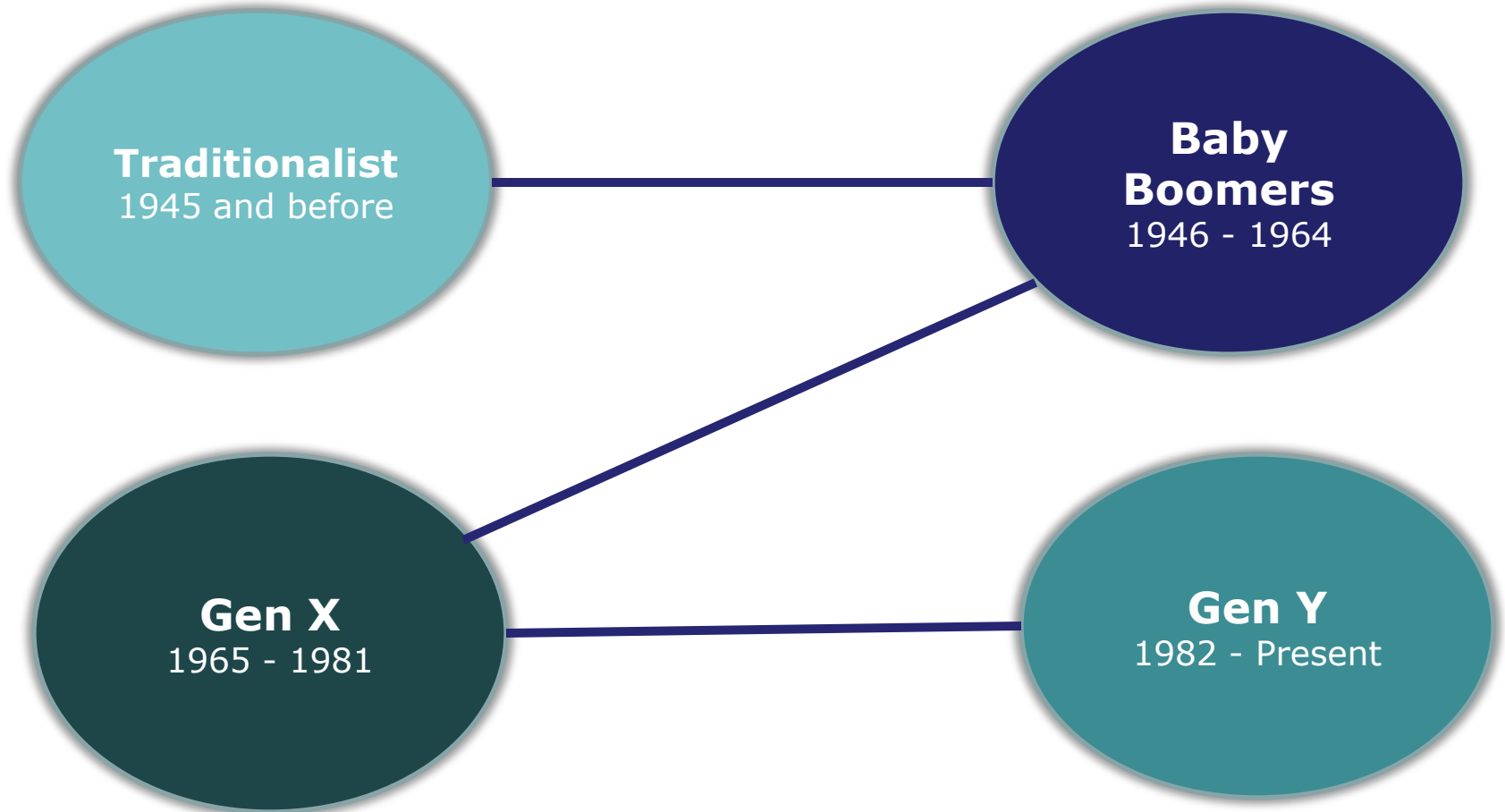
First and foremost consider the “primacy of the workshop”.

Give physicians a haven.

- ✓Physician communication (formal and informal)
- ✓Physician employment
- ✓Pay for ED call
- ✓Hospitalist program
- ✓Gain Sharing/Joint Ventures
- ✓Appropriate nurse staffing
- ✓Timely test turnaround
- ✓Access to patient data
- ✓Consistent OR availability
- ✓Enhanced ER triage
- ✓Convenient parking
- ✓Marketing/Contracting



# 4 GENERATIONS OF DOCTORS



# ARE PA'S AND NP'S THE ANSWER?

**83,000 Physicians Assistants**  
**2/3 in specialties**  
**1/3 in primary care**  
**Median salary: \$91,000**

**155,000 Nurse practitioners**  
**75% in primary care**  
**25% in specialties**  
**Mean salary: \$93,310**

**A 20% deficit of by 2025**



*Source: American Academy of Physician Assistants, American Academy of Nurse Practitioners, "Physician shortage isn't the only looming one," Advance for Nurse Practitioners & Physician Assistants, July 28, 2011*

# SETTING THE STAGE

- **WHO IS WRITING YOUR GRANT APPLICATIONS?**
- **IS PHYSICIAN STAFFING PART OF THE EQUATION?**
- **NACHC CAN ASSIST YOU!**

# INCENTIVES / CONTRACTS

## STANDARD RECRUITING CONTRACTS TODAY TYPICALLY WILL COVER...

- ✓ **Salary and production bonus**
- ✓ **Income guarantee**
- ✓ **Educational loan forgiveness**
- ✓ **Continuing Medical Education**
- ✓ **Duties/Patient Encounters**
- ✓ **Hours/Schedule**
- ✓ **Vacation**
- ✓ **Benefits**
- ✓ **Termination**

I have read and understand the terms of this contract and I am fully familiar with the contents and my heirs, legal representatives, and



# INCENTIVES SHOULD BE "IN THE BALL PARK"

## CHC RANGES FOR FAMILY PRACTICE

\$90,000 to \$220,000



# INCENTIVES / CONTRACTS

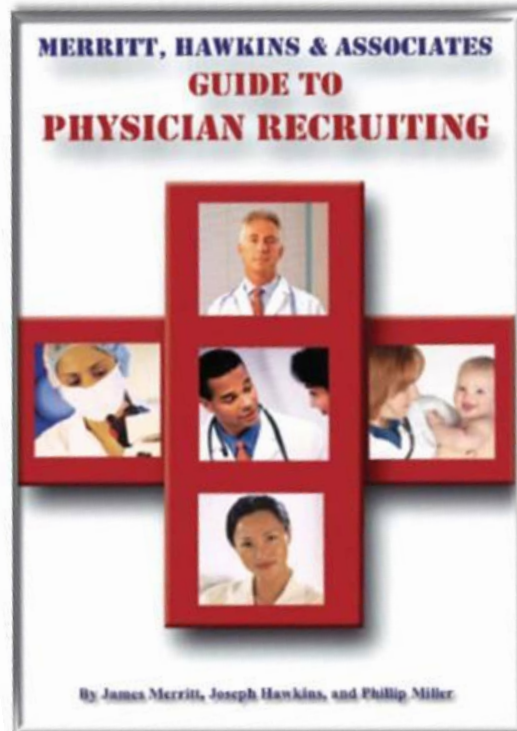
## Family Practice Compensation Surveys

Community Health Centers	\$168,500
Medical Group Management Association (MGMA)	\$200,701
Hospital & Healthcare Compensation Services (HHCS)	\$191,835
American Medical Group Association (AMGA)	\$231,318
Hay Group	\$168,700
Merritt Hawkins	\$189,000
NACHC	\$158,550



# THE BOARD MUST BUY-IN

## EDUCATION IS KEY



# UNDERSTAND LEVELS OF LOAN REPAYMENT AVAILABLE

The Loan Repayment Program offers two levels of funding, based upon the need of the community in which a provider works. The LRP will provide up to \$60,000 to primary care providers practicing at an NHSC-approved site with a HPSA score of 14 or above and those practicing at an NHSC-approved site with a HPSA score of 13 and below, up to \$40,000.

Source: [nhsc.hrsa.gov](http://nhsc.hrsa.gov)

# SOURCING CANDIDATES

## LEAVE NO STONE UNTURNED



**Networking with staff/community/residencies**

**The Internet** (your site, employment sites, the Chamber site)

**Direct mail** (for "passive" candidates)

**Journal ads** (focus on residents)

**Physician conventions**

**High-need doctors** (residents, military, J-1s)

# SOURCING CANDIDATES

Basic Recruiter  
Truths 101

**MEASURABLE ACTIVITY  
=  
MEASURABLE RESULTS**

This is the "science" of physician recruiting

# SOURCING CANDIDATES



**SOMEONE HAS TO GET ON THE PHONE**  
**Usually after hours or on weekends**

## ***Suggested Telephone Metrics/In-House Recruiters***

- ✓ 100 dials per week
- ✓ 10 physician contacts per week
- ✓ 3 Healthcare Center opportunity presentations
- ✓ 1-2 candidate referrals from physicians contacted
- ✓ 1 potential candidate sourced per week

**A CANDIDATE IS ON THE PHONE**

**NOW, WHAT DO YOU SAY?**

**THE "SCREEN" IS THE "ART" OF PHYSICIAN  
RECRUITING, AND A KEY PART OF THE "ICEBERG"**

## THE ARC OF PERSUASION





# THE INTERVIEW

**NOW, THE STAGE IS SET**

**You've got a lot of sweat equity in this search, BUT...**

- ✓ **You know your candidate (written profile, professional and personal)**
- ✓ **The candidate knows you (setting, hours, finances, mission, etc.)**
- ✓ **Your offer is ready**
- ✓ **Your team is ready**
- ✓ **The interview itinerary is ready**

***EXPECTATIONS ARE CLEAR*** on both sides.

# THE INTERVIEW

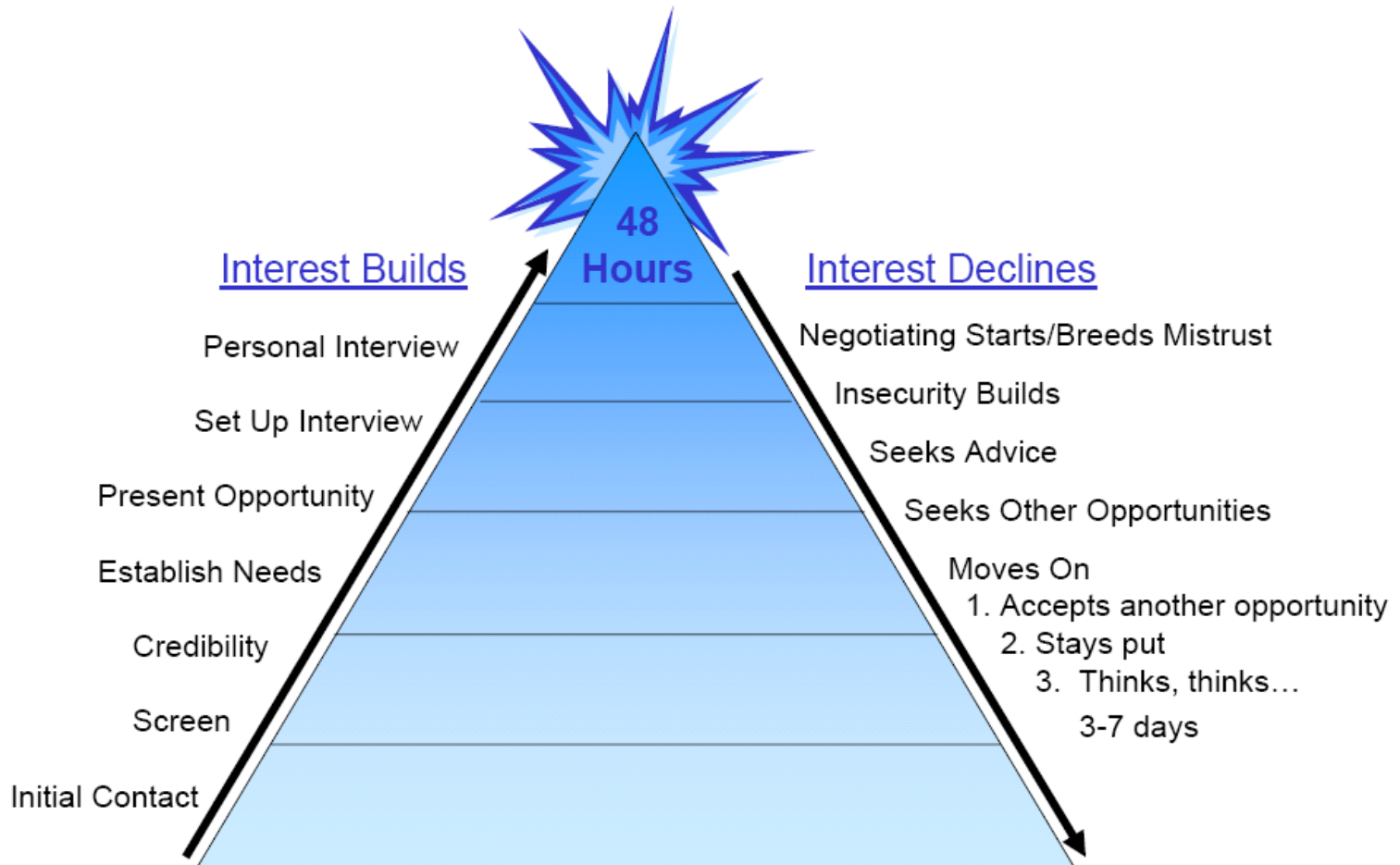
## WHAT IS THE INTERVIEW FOR?

***Confirmation*** not ***Exploration***  
**THE "70/30" RULE**



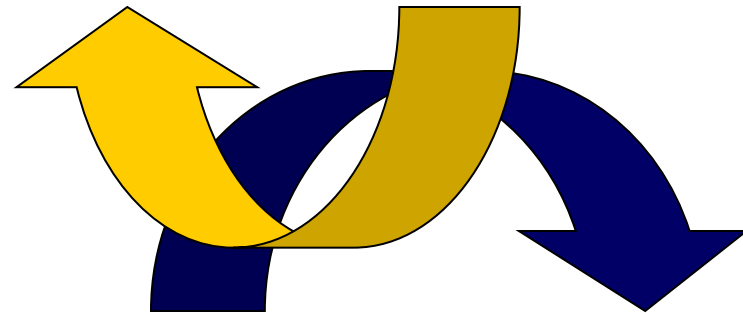
ONE INTERVIEW ONLY, PHYSICIAN AND SPOUSE

## THE PYRAMID OF INTEREST



# SUCCESS!

Now, it is time to incorporate the new physician into the ***Retention Program*** while the ***Recruitment Cycle*** begins again.



# 2014 PRO BONO PHYSICIAN SEARCH



Our unique Pro Bono Physician Search Program was developed in part to acknowledge our gratitude to the healthcare industry and to help fulfill our commitment to community service.

In addition, the Pro Bono Physician Search Program is intended to highlight a longstanding and persistent problem – the shortage of physicians in thousands of communities throughout the country.

Through our Pro Bono Physician Search initiative, Merritt Hawkins provides a full service physician recruitment program to a medically underserved community, waiving our customary retainer and fees. The program saves the selected community or hospital recruitment costs. Of more significance, the program provides a qualified physician to provide care where medical services are urgently needed.

Look for 2014 Pro Bono Physician Search Application on  
[www.merritthawkins.com](http://www.merritthawkins.com) in April 2013.

# FOR FURTHER INFORMATION AND DISCUSSION...



***A Raised Hand*** – Blog by Kurt Mosley

<http://www.merrithawkins.com/clients/ask-experts-blog.aspx>

Follow on Twitter:  
**@Kurt\_Mosley**



If you would like a copy of the Physicians Foundation survey or "10 Keys to Physician Retention" whitepaper, email me at: [Kurt.Mosley@amnhealthcare.com](mailto:Kurt.Mosley@amnhealthcare.com)

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