Rural Recruitment (and Retention) Playbook

Practical Ways to Attract and Keep Physicians

INTRODUCTION

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JACKSON
Physician Search

Solves Physician Workforce Challenges •
Builds on Successful Track Record • Drives Growth

"Jackson Physician Search has led the way in utilizing technology to place physicians who meet the needs of our clients, and I am fortunate to be a part of a leader in recruitment innovation."

JACKSON PHYSICIAN SEARCH: FAST FACTS

- **Serving clients nationwide for 40 years**
  - Headquartered in Atlanta
  - Main regional offices in Dallas, Denver and St. Louis
  - 5 satellite offices
- **Modern Healthcare's Best Places to Work:**
  - #9 overall in supplier category
  - #4 in best places for Millennials
- **Great Place to Work®**
  - Certified by independent analysts
- **Fortune's 25 top small workplaces in the U.S.**

AGENDA: RURAL RECRUITMENT PLAYBOOK

State of the **industry** and **trends** in rural **physician recruitment**

Emerging strategies for recruitment into rural communities

Examples of optimized recruitment & retention **outcomes**

Key takeaways for your recruitment & retention **playbook**

THE

PHYSICIAN SHORTAGE

RANKS IN THE

TOP THREE CONCERNS

FOR HOSPITAL CEOS

ACUTE SHORTAGE OUTSIDE OF MAJOR CITIES

About 20%

of Americans live in rural areas where many do not have easy access to primary care or specialist services

Less than 8%

of physicians practice in rural areas

Source: Trend Watch, American Hospital Association; Doximity

IMPACT

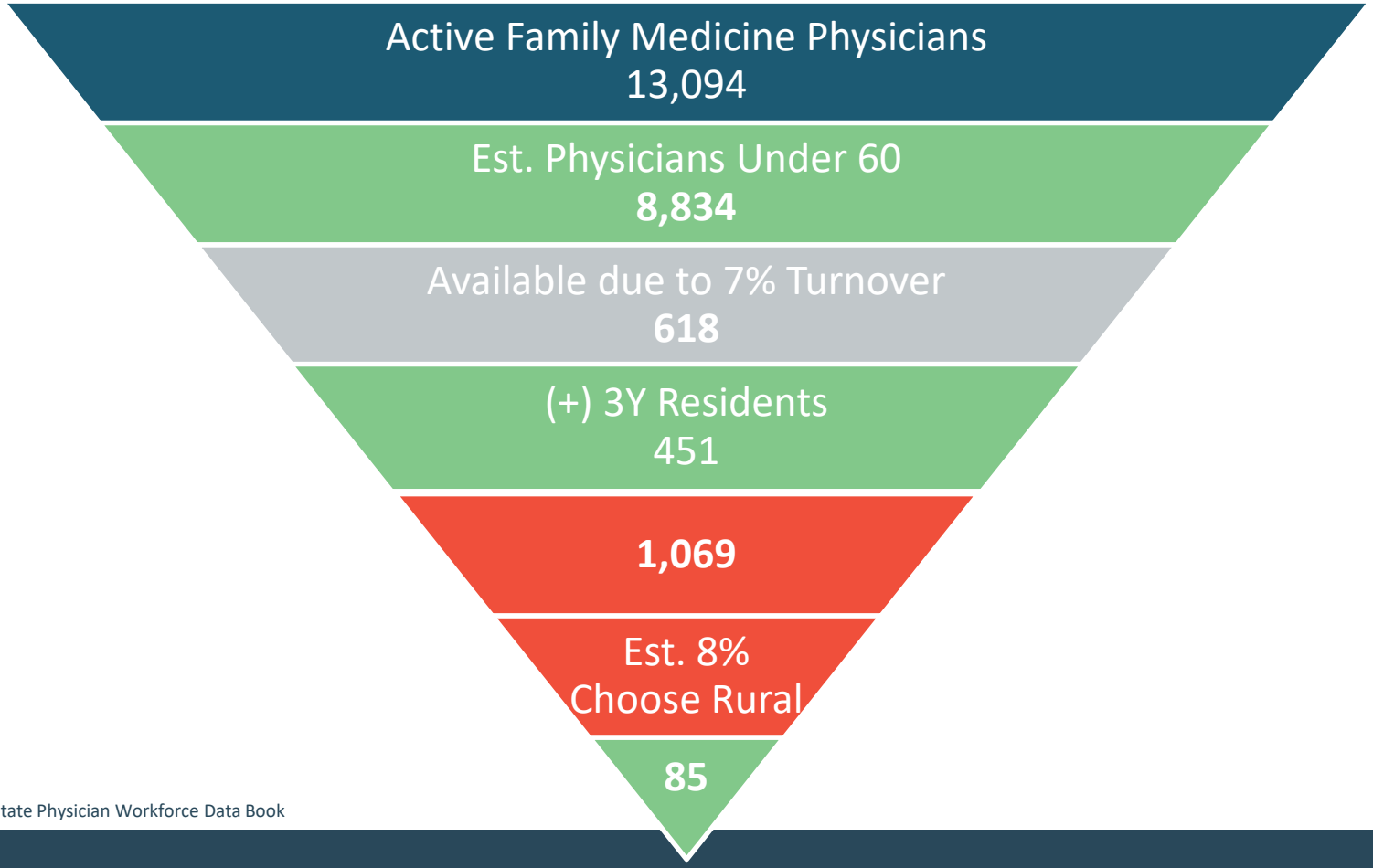
Adding one physician to a community of 10,000 people is associated with a 5.3% reduction in average mortality.

Each physician supports 14 jobs and $2.2 million in economic input for a community.

Each physician vacancy costs an average of $1 million in lost revenue per year.

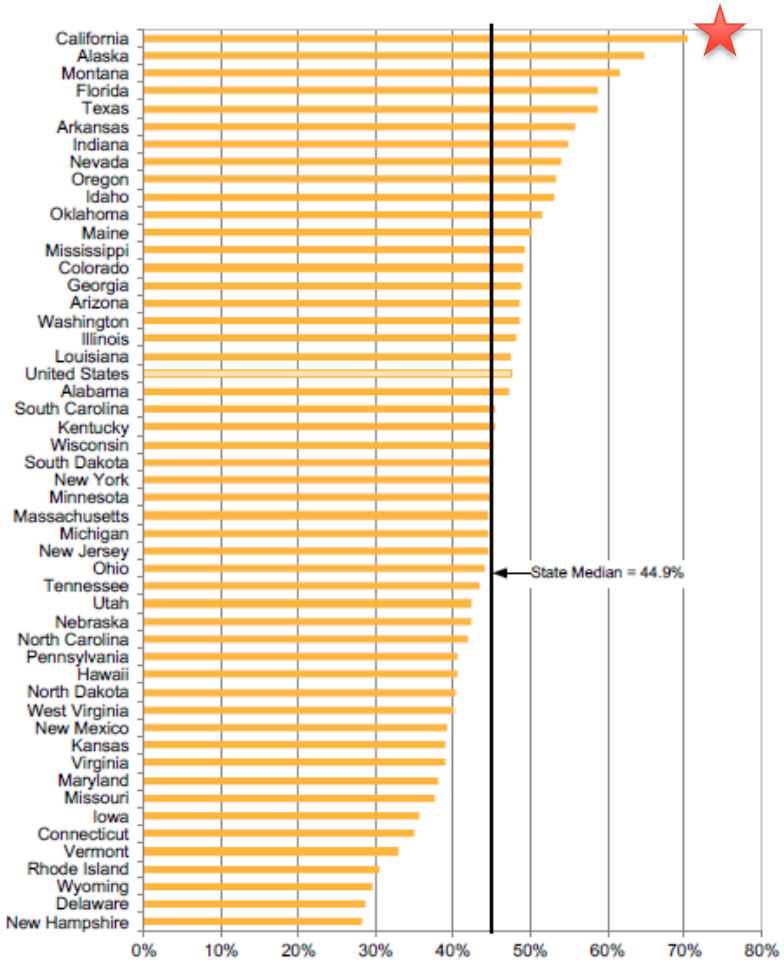
Source: National Center for Rural Health Works, www.ruralhealthworks.org; MGMA Compensation Report

CALIFORNIA FAMILY MEDICINE CANDIDATE POOL



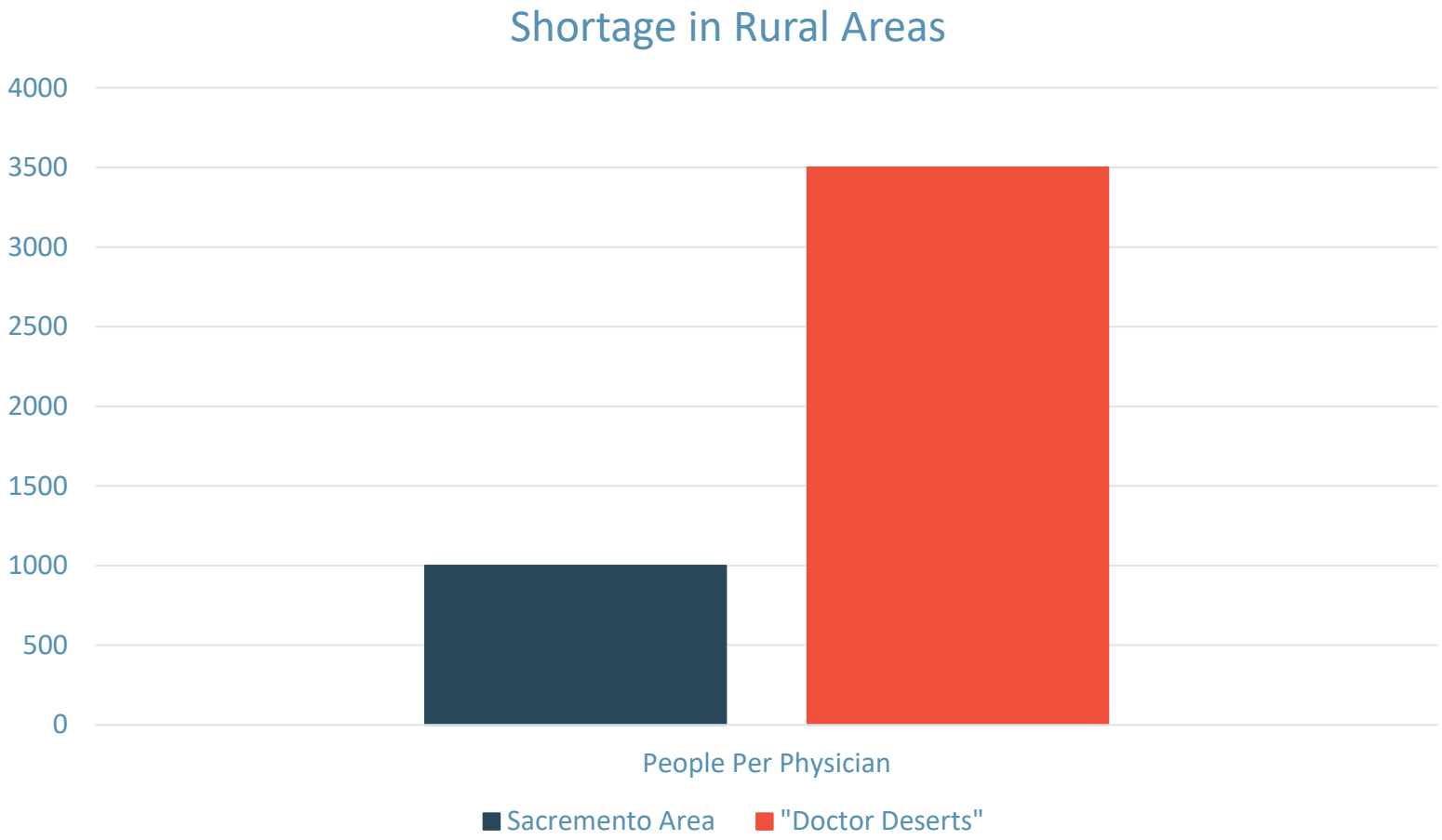
Source: 2017 AAMC State Physician Workforce Data Book

CALIFORNIA CANDIDATE POOL



70% resident retention rate in-state

CALIFORNIA CANDIDATE POOL



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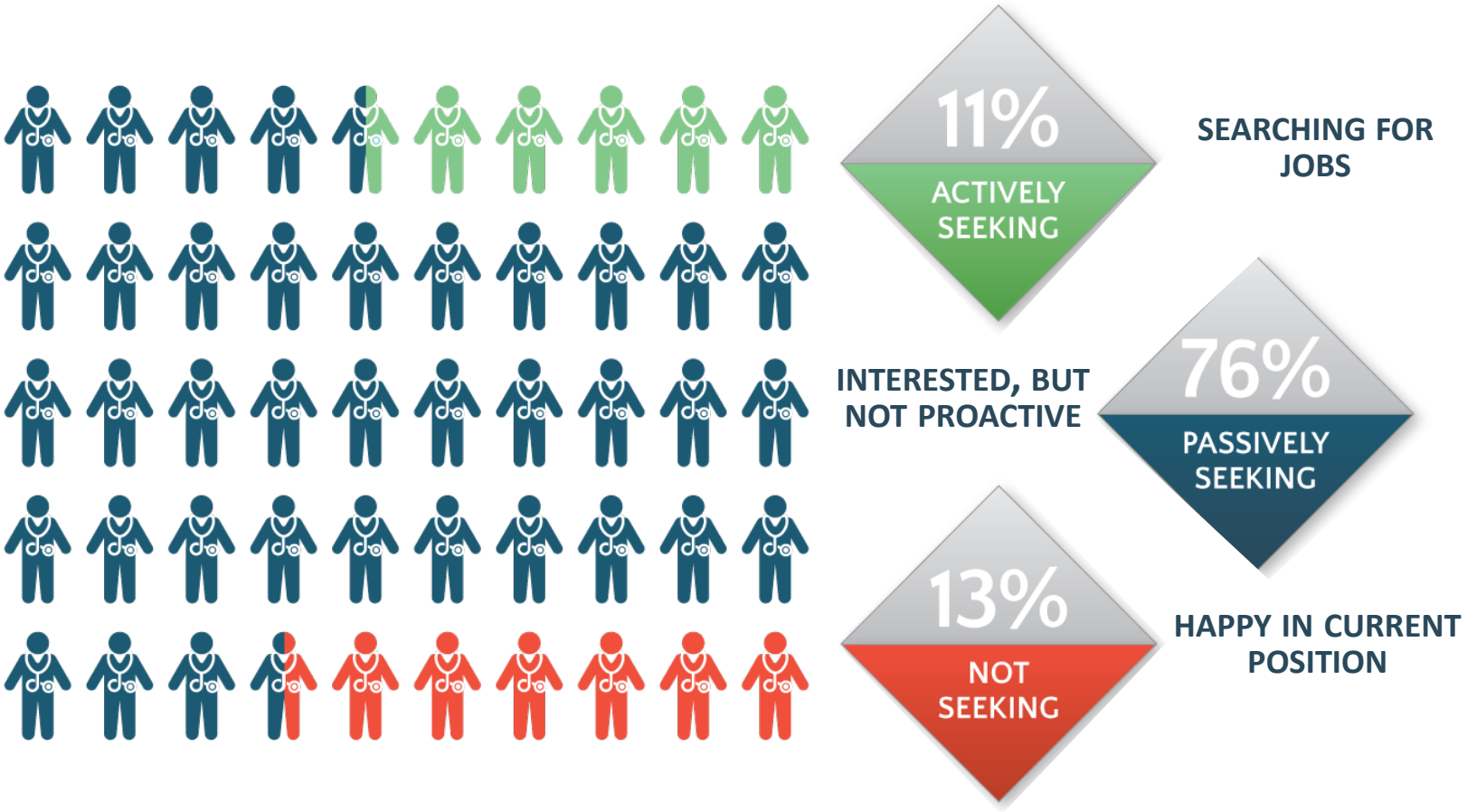
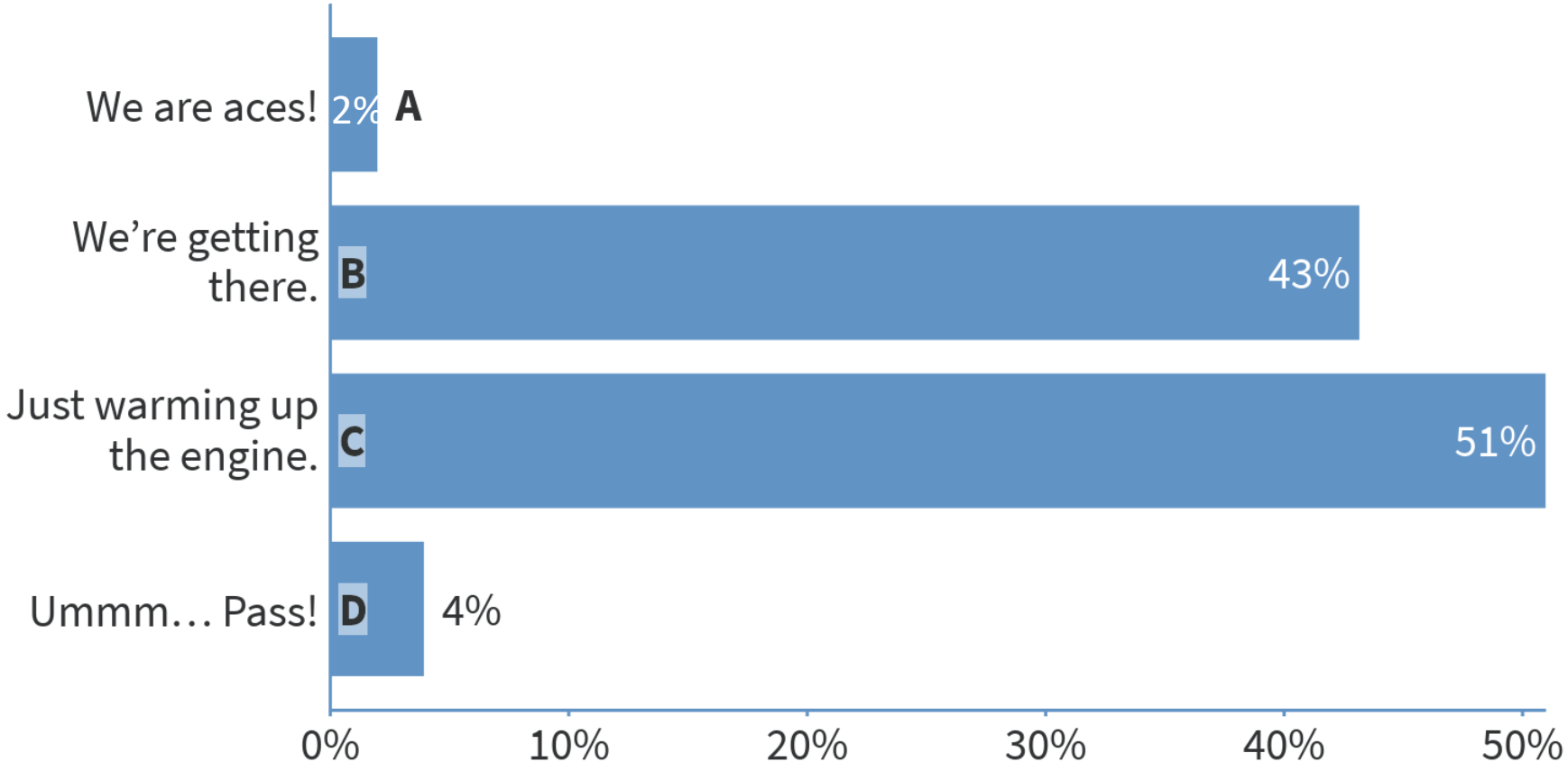
REACHING PASSIVE CANDIDATES



How far up the social/digital curve is your recruiting strategy?

How far up the social/digital media curve is your recruitment strategy?

Respond at **PollEv.com/jacksonphys** Text **JACKSONPHYS** to **22333** once to join, then **A, B, C, or D**



FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay

31% of *all* physicians use **social media** for **professional** networking

Source: Maximizing Multi-Screen Engagement Among Clinicians, Epocrates, Inc. 2013; MedTech Media 2015

FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay

70% of U.S. physicians are on Doximity – a ***"Top 5" smartphone app*** *used by the American College of Physicians*

Source: Doximity; American College of Physicians

FIND PASSIVE CANDIDATES ONLINE

Digital Recruitment is a Trend that is Here to Stay

95% of *all* physicians prefer to receive info about **job opportunities via email.**

Source: MMS Job Opportunity Preferences

SOURCING CANDIDATES

over

95%

of physicians prefer to receive information about **job opportunities via email.**

49% of healthcare professionals read job opportunity emails **after 6 p.m.**

Source: MMS Job Opportunity Preferences

BEWARE...YOU MUST BE RELEVANT

16%
contacted
once
per week

55%
of physicians get
weekly
job
opportunities

Less than
10%
of **recruiter**
communications are
relevant

39%
multiple
contacts
per week

Source: Doximity Physician Survey

EMERGING STRATEGIES

Use Digital and Social Media to be Fast *AND* Strategic

CULTURE AND ENGAGEMENT

The Interview: Window to Your Culture

CULTURE AND ENGAGEMENT

The Interview: Selling the Vision

Personalize and Strategize *Every* Interview

Involve the Spouse and Family

Community and Culture Should Match Physician's Values

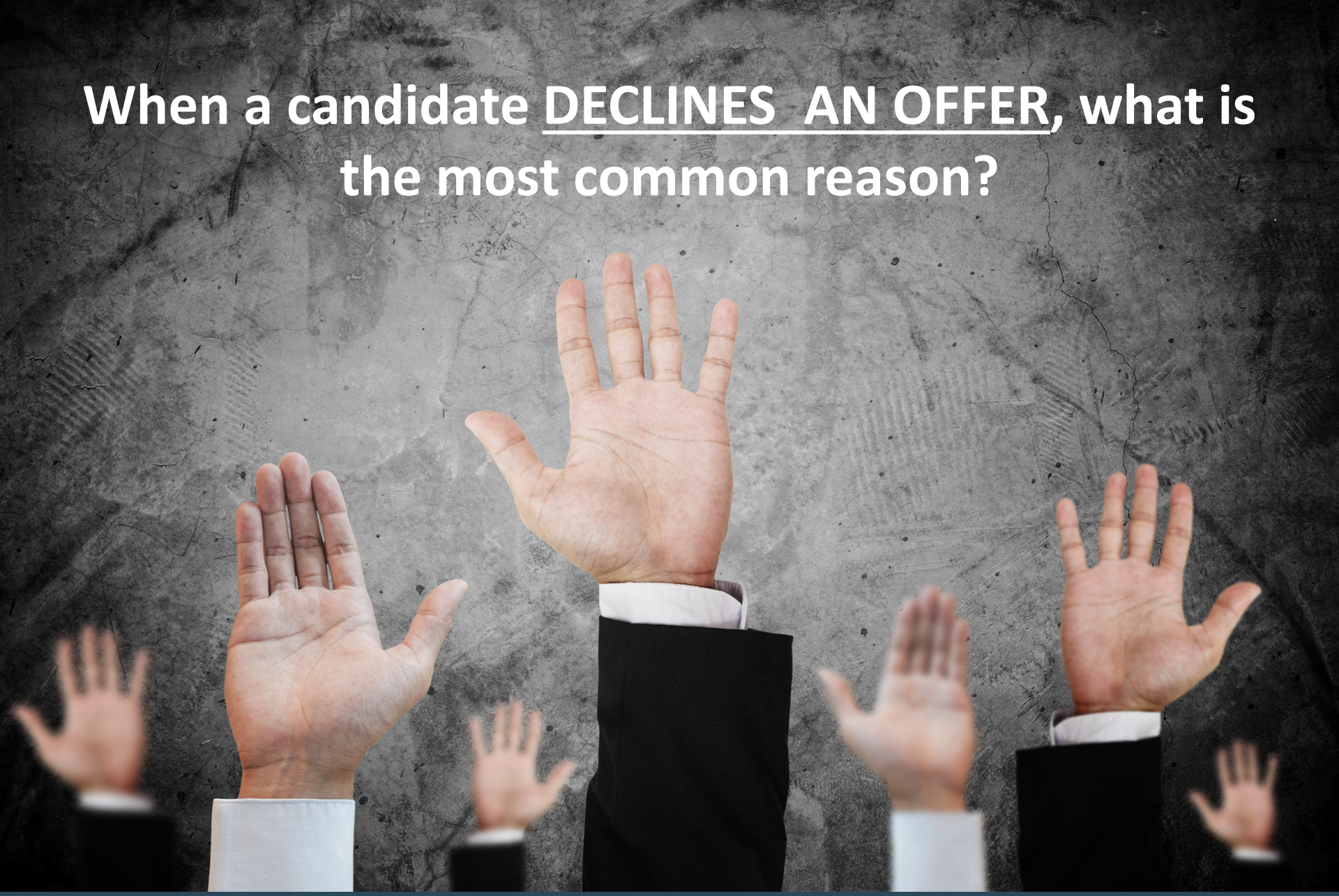
Share Your Vision and Community Impact

What attribute of your organizational culture is most appealing to new providers?

What attribute of your organizational culture is most appealing to new providers? [Connect-phrase-with-hyphens)

When poll is active, respond at **PollEv.com/jacksonphys** Text **JACKSONPHYS** to **22333** once to join

When a candidate DECLINES AN OFFER, what is the most common reason?



MORE IMPORTANT THAN MONEY

Two elements have the strongest relationship to satisfaction:

Trust in the hospital / health system's leadership team	Quality of communication across the hospital or health system

Source: "The Engagement Gap," Jackson Healthcare, 2016

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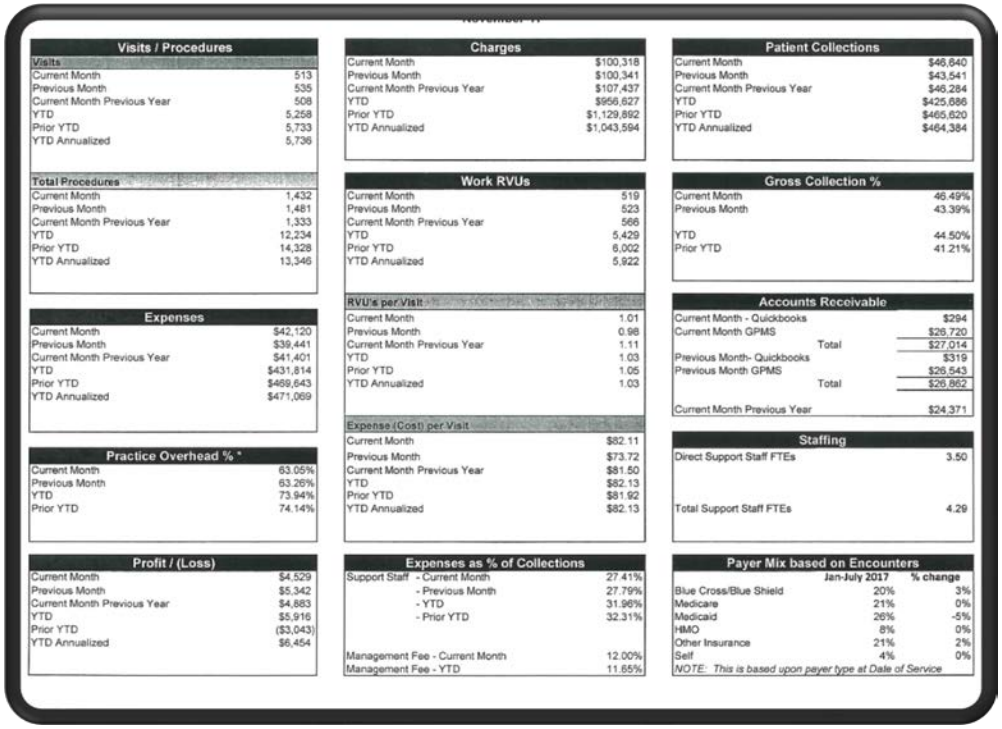
TRANSPARENCY

- Visits/Procedures
- Expenses
- Practice Overhead
- Profit/(Loss)
- Charges
- Work RVUs: RVUs & Expense (Cost) per Visit
- Expenses as % of Collections
- Patient Collections
- Gross Collection %
- Accounts Receivable
- Staffing
- Payer Mix based on Encounters



Visits / Procedures	
Visits	
Current Month	513
Previous Month	535
Current Month Previous Year	508
YTD	5,258
Prior YTD	5,733
YTD Annualized	5,736
Total Procedures	
Current Month	1,432
Previous Month	1,481
Current Month Previous Year	1,333
YTD	12,234
Prior YTD	14,328
YTD Annualized	13,346

Expenses	
Current Month	$42,120
Previous Month	$39,441
Current Month Previous Year	$41,401
YTD	$431,814
Prior YTD	$469,643
YTD Annualized	$471,069

Practice Overhead % *	
Current Month	63.05%
Previous Month	63.26%
YTD	73.94%
Prior YTD	74.14%

Profit / (Loss)	
Current Month	$4,529
Previous Month	$5,342
Current Month Previous Year	$4,883
YTD	$5,916
Prior YTD	($3,043)
YTD Annualized	$6,454

Charges	
Current Month	$100,318
Previous Month	$100,341
Current Month Previous Year	$107,437
YTD	$956,627
Prior YTD	$1,129,892
YTD Annualized	$1,043,594

Work RVUs	
Current Month	519
Previous Month	523
Current Month Previous Year	566
YTD	5,429
Prior YTD	6,002
YTD Annualized	5,922
RVU's per Visit	
Current Month	1.01
Previous Month	0.98
Current Month Previous Year	1.11
YTD	1.03
Prior YTD	1.05
YTD Annualized	1.03
Expense (Cost) per Visit	
Current Month	$82.11
Previous Month	$73.72
Current Month Previous Year	$81.50
YTD	$82.13
Prior YTD	$81.92
YTD Annualized	$82.13

Expenses as % of Collections	
Support Staff - Current Month	27.41%
- Previous Month	27.79%
- YTD	31.96%
- Prior YTD	32.31%
Management Fee - Current Month	12.00%
Management Fee - YTD	11.65%

Patient Collections	
Current Month	$46,640
Previous Month	$43,541
Current Month Previous Year	$46,284
YTD	$425,686
Prior YTD	$465,620
YTD Annualized	$464,384

Gross Collection %	
Current Month	46.49%
Previous Month	43.39%
YTD	44.50%
Prior YTD	41.21%

Accounts Receivable		
Current Month - Quickbooks		$294
Current Month GPMS		$26,720
	Total	$27,014
Previous Month- Quickbooks		$319
Previous Month GPMS		$26,543
	Total	$26,862
Current Month Previous Year		$24,371

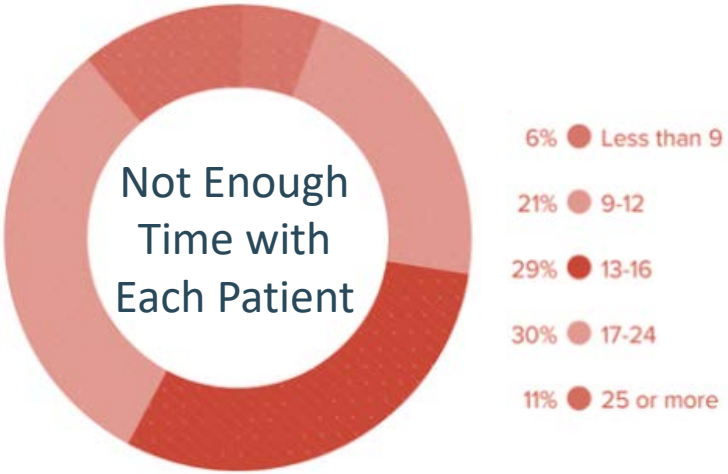
Staffing	
Direct Support Staff FTEs	3.50
Total Support Staff FTEs	4.29

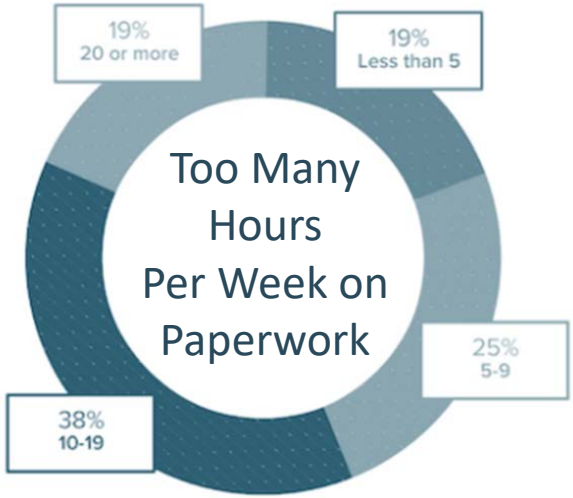
Payer Mix based on Encounters	Jan-July 2017	% change
Blue Cross/Blue Shield	20%	3%
Medicare	21%	0%
Medicaid	26%	-5%
HMO	8%	0%
Other Insurance	21%	2%
Self	4%	0%

NOTE: This is based upon payer type at Date of Service

AUTONOMY

Nationwide: Physicians Do Not Have Enough Control Over Their Time

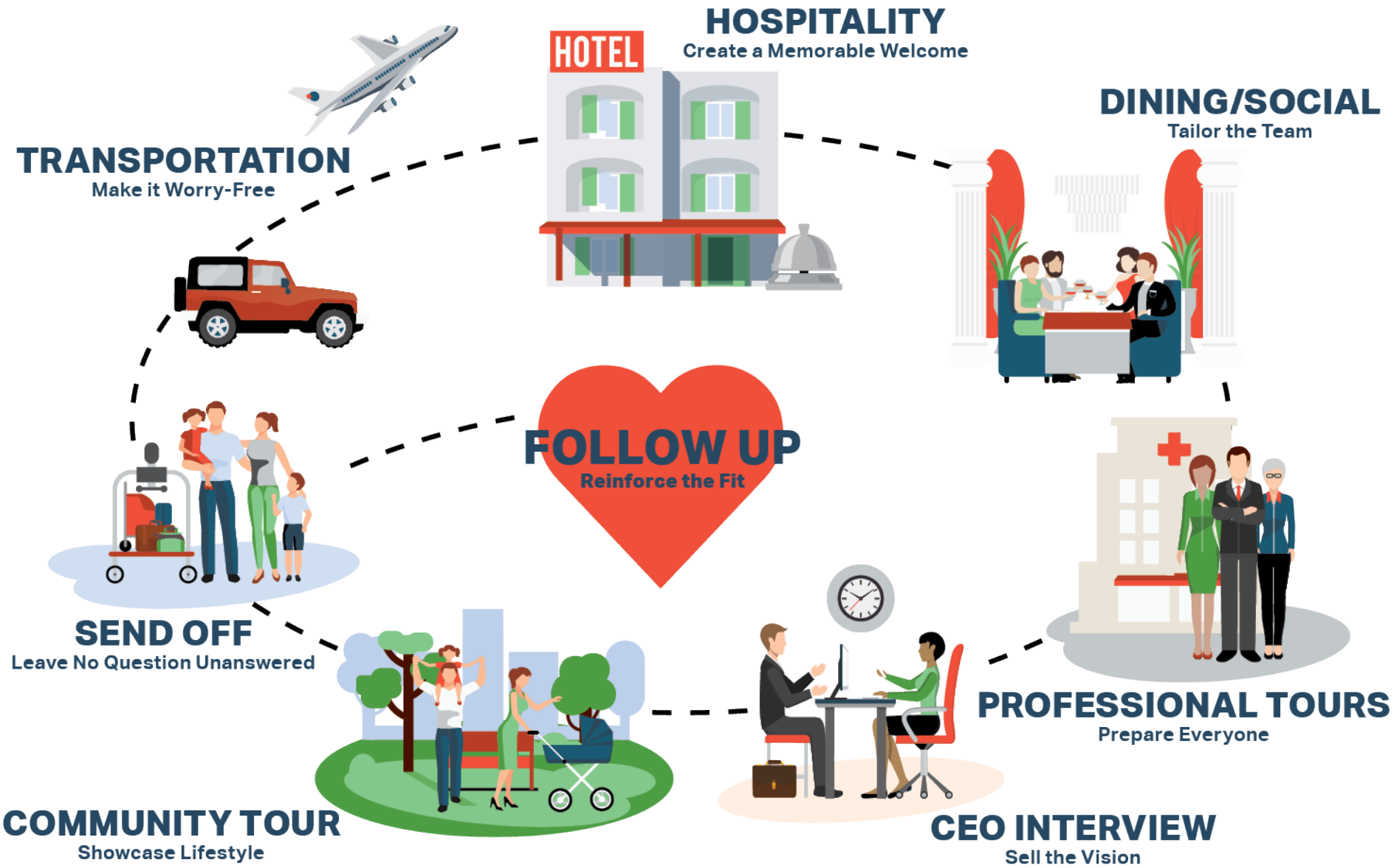




Source: Medscape Physician Compensation Report 2017

SUSTAINABILITY

Focus: Ties to Community and First Year Engagement


HOSPITALITY
Create a Memorable Welcome
HOTEL
DINING/SOCIAL
Tailor the Team
TRANSPORTATION
Make it Worry-Free
FOLLOW UP
Reinforce the Fit
SEND OFF
Leave No Question Unanswered
PROFESSIONAL TOURS
Prepare Everyone
COMMUNITY TOUR
Showcase Lifestyle
CEO INTERVIEW
Sell the Vision

YOUR SCORECARD

Efficiency

Interviews-to-Hire

Time-to-Fill

Recruitment Spend-per-Hire

End Result

Placements per Year

Retention

YOUR SCORECARD

Typical Recruitment Benchmarks

1. *Total Placements*
2. *Time-to-Fill*
3. *Interviews-to-Hire*
4. *Acceptance Rate*
5. *Recruitment Spend-per-Hire*
6. *Retention*

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KEY TAKEAWAYS: PLAYBOOK RECAP

Adopt modern recruiting technologies and techniques that provide a **competitive edge**

Identify **candidates with community ties** – or create them

Tailor recruitment and retention **team to match** candidate and spouse

Follow best practices that support **transparency** and **autonomy**

Create **benchmark metrics** for **sustainable** performance and return on investment

ADDITIONAL RESOURCES

Physician Salary Calculator

White Paper: Physician Workforce Through 2030

Guide to Developing a Strategic Physician Recruitment Plan

Infographic Guides: Physician Trends, Engagement and Networking

Case Studies

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