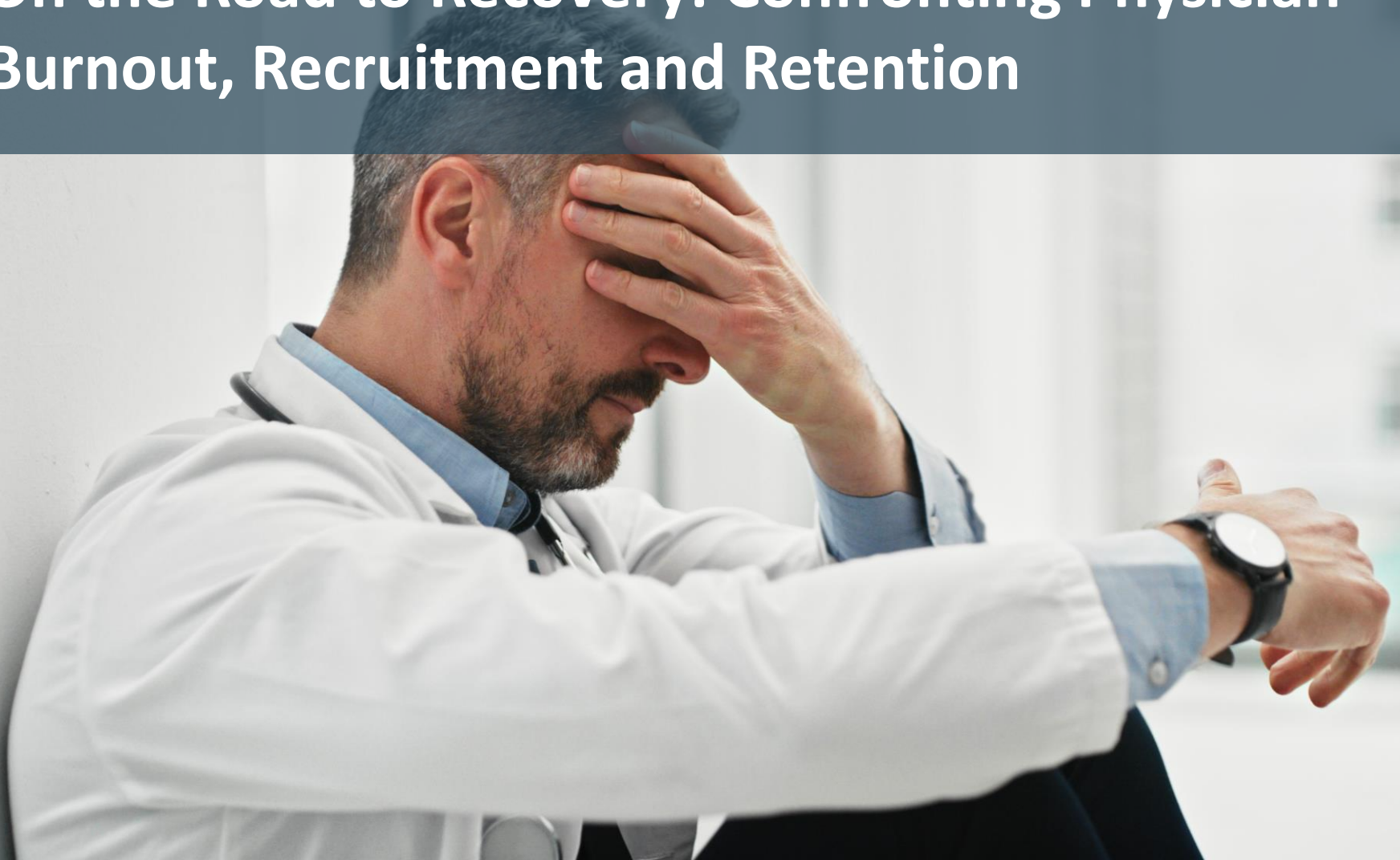


On the Road to Recovery: Confronting Physician Burnout, Recruitment and Retention



JACKSON
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For the past seven years, Brent Barnacle has led Jackson Physician Search's Upper-Midwest Division. Before joining JPS, he worked extensively in organizational business development and training, spanning nearly 20 countries.



LEARNING OBJECTIVES

ONE

Define the causes of physician burnout and poor job satisfaction and illustrate actionable steps for improvement

TWO

Develop a continuous, targeted, digital recruitment program that results in highly qualified candidates who are interested in the opportunity and are a strong fit

THREE

Distinguish which factors most positively influence physician retention, allowing your organization to develop an effective physician retention program

STATE OF THE INDUSTRY

Projected physician shortfall between 37,800 and 124,000 by 2034

Medical school enrollment has grown but residency slots haven't kept up, especially in rural America where only 2% of residencies are based

More than 2 of every 5 physicians will reach age 65 in the next 10 years

40% of medical groups had physicians retire early or leave the practice in 2022 due to physician burnout

69% of healthcare organizations don't have a succession plan to prepare for physician retirements

Only 14% of healthcare leaders have a formal plan or strategy to reduce physician burnout

Healthcare organizations stand to lose between \$130K - 150K per month in revenue, depending on the specialty for every vacancy.

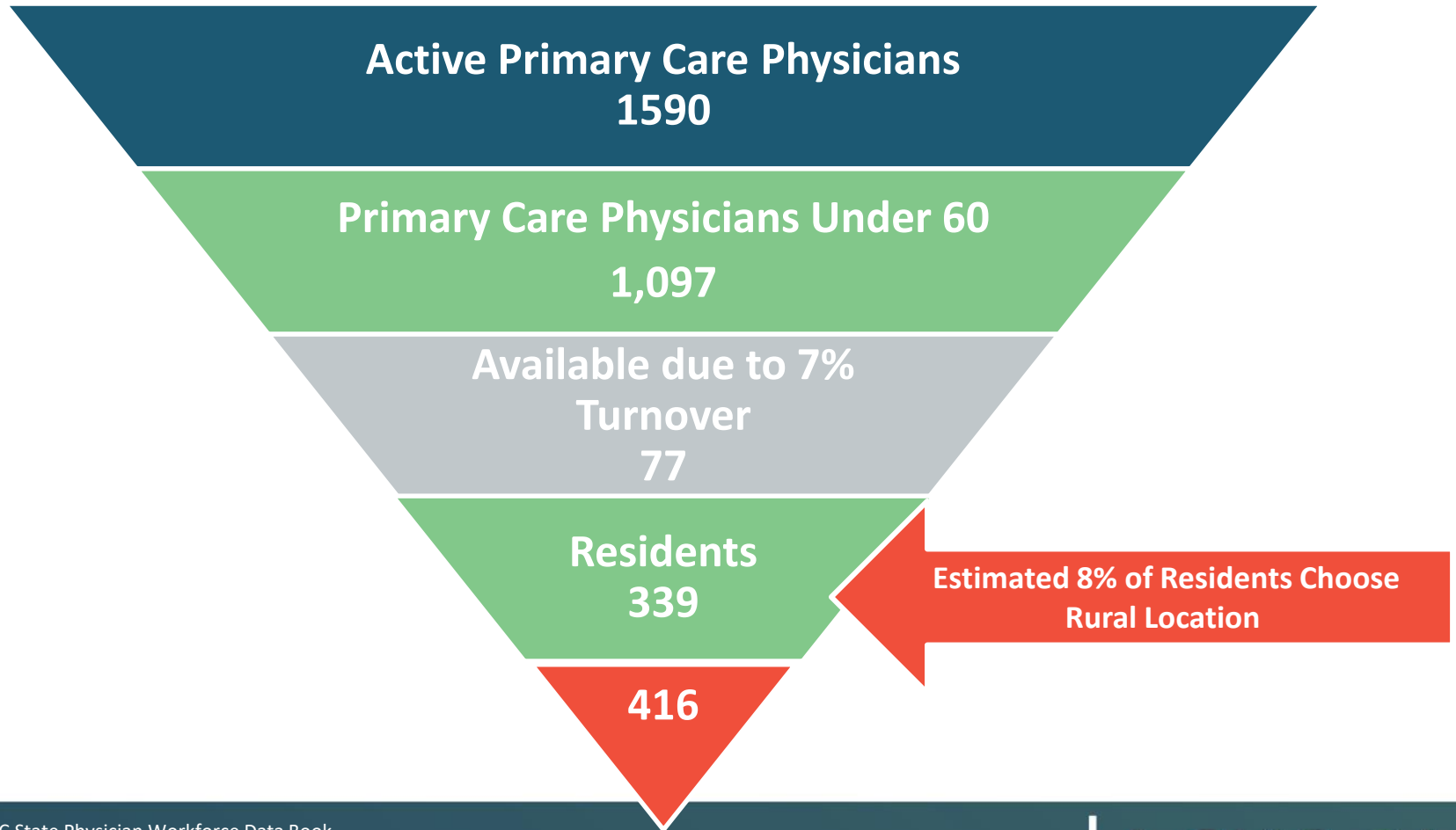
Sources: Report Reinforces Mounting Physician Shortage, AAMC 2022

Medical School Enrollments Grow, AAMC 2020

Back from Burnout: Confronting the Post-Pandemic Physician Turnover Crisis Survey Results, Jackson Physician Search 2022

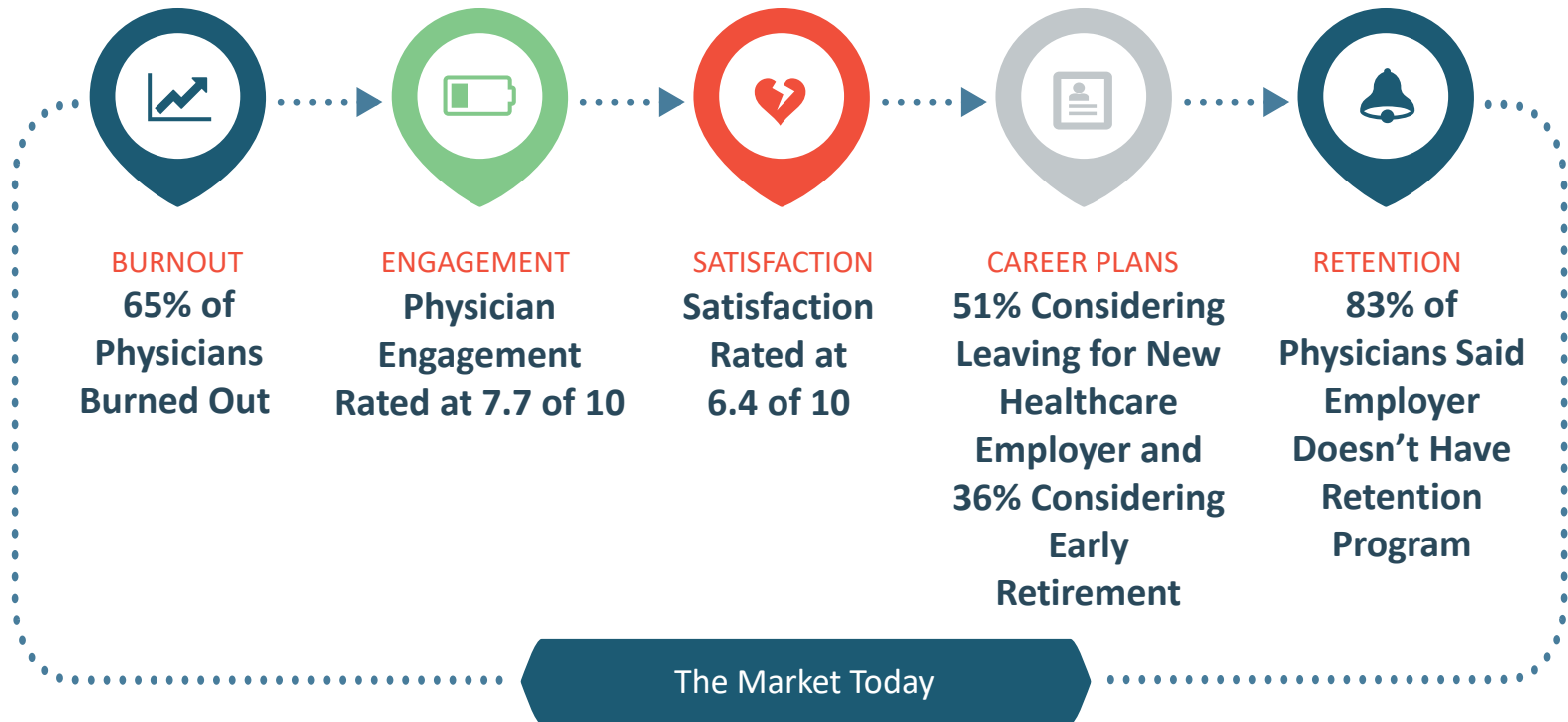
Preparing for the Wave of Physician Retirements Survey Results, Jackson Physician Search 2023

NEBRASKA PRIMARY CARE CANDIDATE POOL



Source: 2021 AAMC State Physician Workforce Data Book

CURRENT STATE OF PHYSICIANS



Source: Getting Ahead of Physician Turnover in Medical Practices Survey Results, Jackson Physician Search 2021
Back From Burnout: Confronting the Post-pandemic Physician Turnover Crisis, Jackson Physician Search 2022

THE STATE OF BURNOUT

Healthcare experts often point to rising physician burnout as the root cause of broader industry issues such as high physician turnover, low retention rates, and long recruitment cycles

65% of physicians reported they experienced burnout in 2022, up 4% from 2021

Among those with burnout, 75% say their burnout has worsened in the past year

Primary care physician turnover, fueled partially by burnout, leads to nearly \$1 billion in excess healthcare spending each year

BURNOUT CAUSE PERCEPTION



Source: Back from Burnout: Confronting the Post-Pandemic Physician Turnover Crisis Survey Results, Jackson Physician Search 2022

HOW TO MITIGATE PHYSICIAN BURNOUT

Causes of Burnout

ADMINISTRATIVE BURDEN

NO VOICE IN DECISIONS

COG IN WHEEL

LONG HOURS / EXCESS CALL

LACK OF RESPECT



Potential Solutions

HIRE SCRIBES

DYAD LEADERSHIP / 2-WAY
COMMUNICATION

BALANCE PRODUCTIVITY
WITH PATIENT FOCUS

BUILD CARE TEAMS WITH
APPS

PUBLIC & PRIVATE
APPRECIATION

HOW TO IMPROVE PHYSICIAN ENGAGEMENT

MEASURE

- Use a simple survey to establish a baseline on physician engagement in your facility
- Share the results – transparency builds trust

LISTEN

- Ask questions. If the survey shows lower levels of engagement – Uncover their “why” informally and in scheduled meetings
- Create an environment of trust where physicians can share without judgement

INVITE PARTICIPATION

- Know when to include physicians in decision making and ask them to be proactive in finding solutions.
- Think compensation plans vs. call schedule – which one of these are you most likely to accept their feedback?

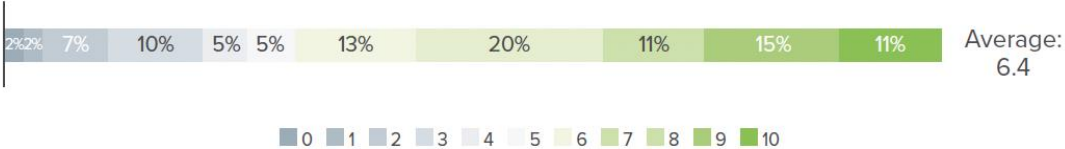
RECOGNIZE

- Reward and recognize your physicians regularly – both privately and publicly
- Words of affirmation mean more than most leaders realize

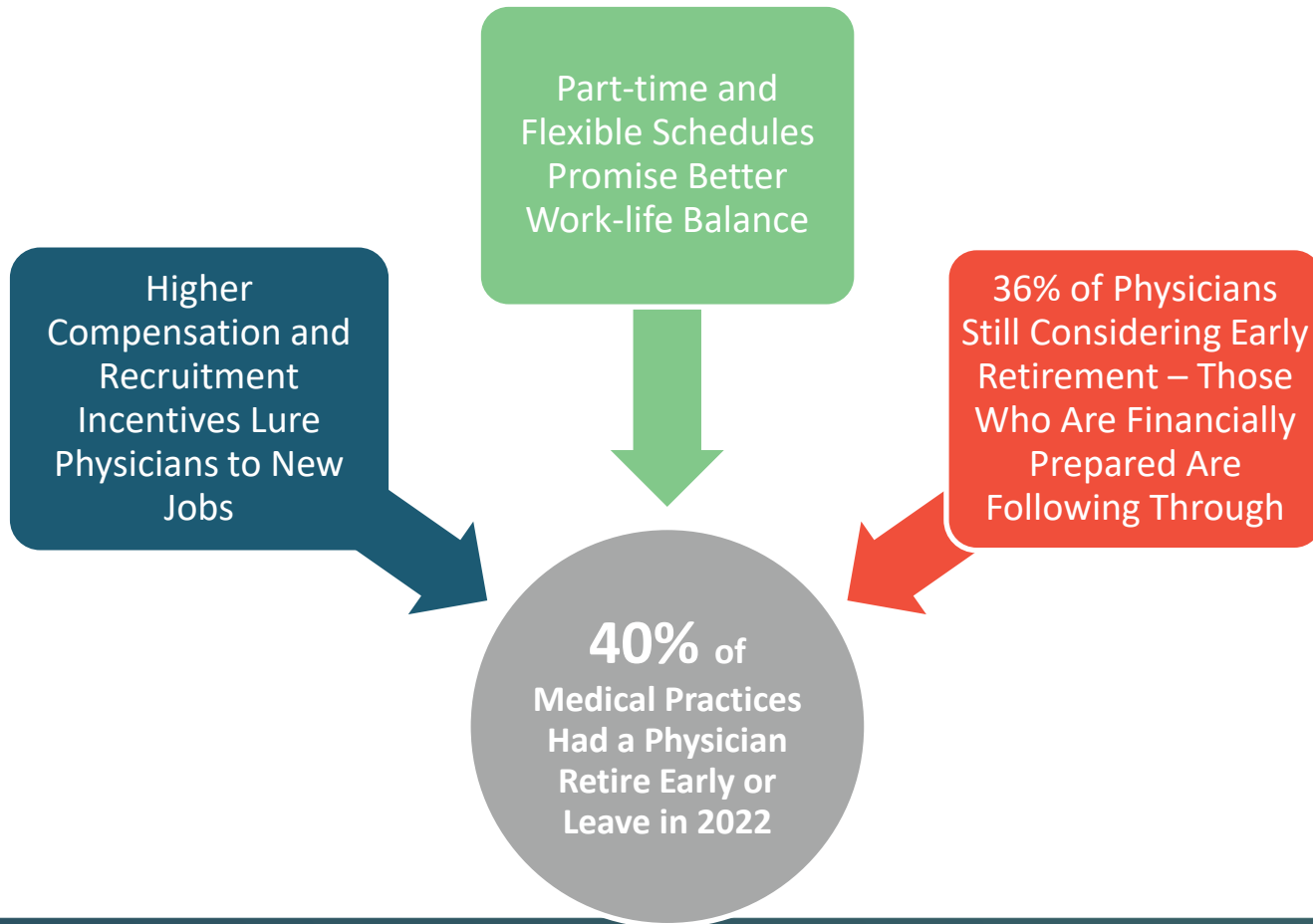
HOW TO IMPROVE PHYSICIAN SATISFACTION

What Drives Satisfaction?

- Two-way communication
- Additional compensation
- Reduced administrative burden
- Additional time off
- Equity in workload

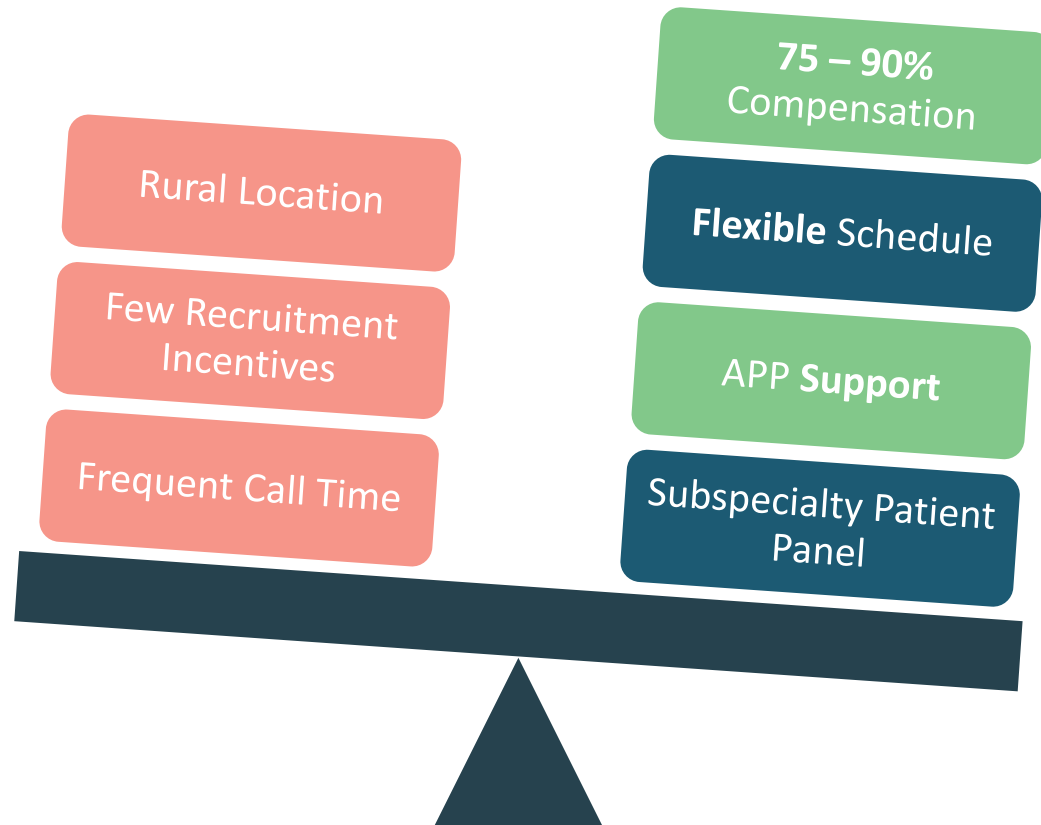


PHYSICIAN TURNOVER DRIVERS



Source: Back from Burnout: Confronting the Post-Pandemic Physician Turnover Crisis Survey Results, Jackson Physician Search 2022

WHAT MAKES A JOB COMPETITIVE TODAY?



CONSIDERATIONS FOR HARD-TO-FILL JOBS

TYPICAL CHALLENGES

Below-median compensation

Unable to offer large, sign-on bonus (lump sum)

Frequent and/or weekend call

Patient panel is more of a generalist role in a physician market favoring subspecialty fellowships

≤4 weeks PTO

Telemedicine not feasible

POTENTIAL SOLUTIONS

Enhance PTO or provide a reduced schedule

Offer installments over a period of 3-5 years

Bring in locums for weekend coverage

Assess community demand to determine if a “subspecialty clinic” is possible

Bundle paid days – CME, vacation, holidays, sick / mental health days, mission time

Offer flexible scheduling – i.e. 7-on/7-off



Physician Recruitment

Digital sourcing is the smart way to quickly and cost effectively engage the right candidates and score better hires

THE REALITIES OF A PHYSICIAN VACANCY

**6-18+
MONTHS
TO RECRUIT**

Depending on the
Specialty, Desirability of
Location, and
Compensation Package,
Plan for a 6-18+
Recruitment Cycle



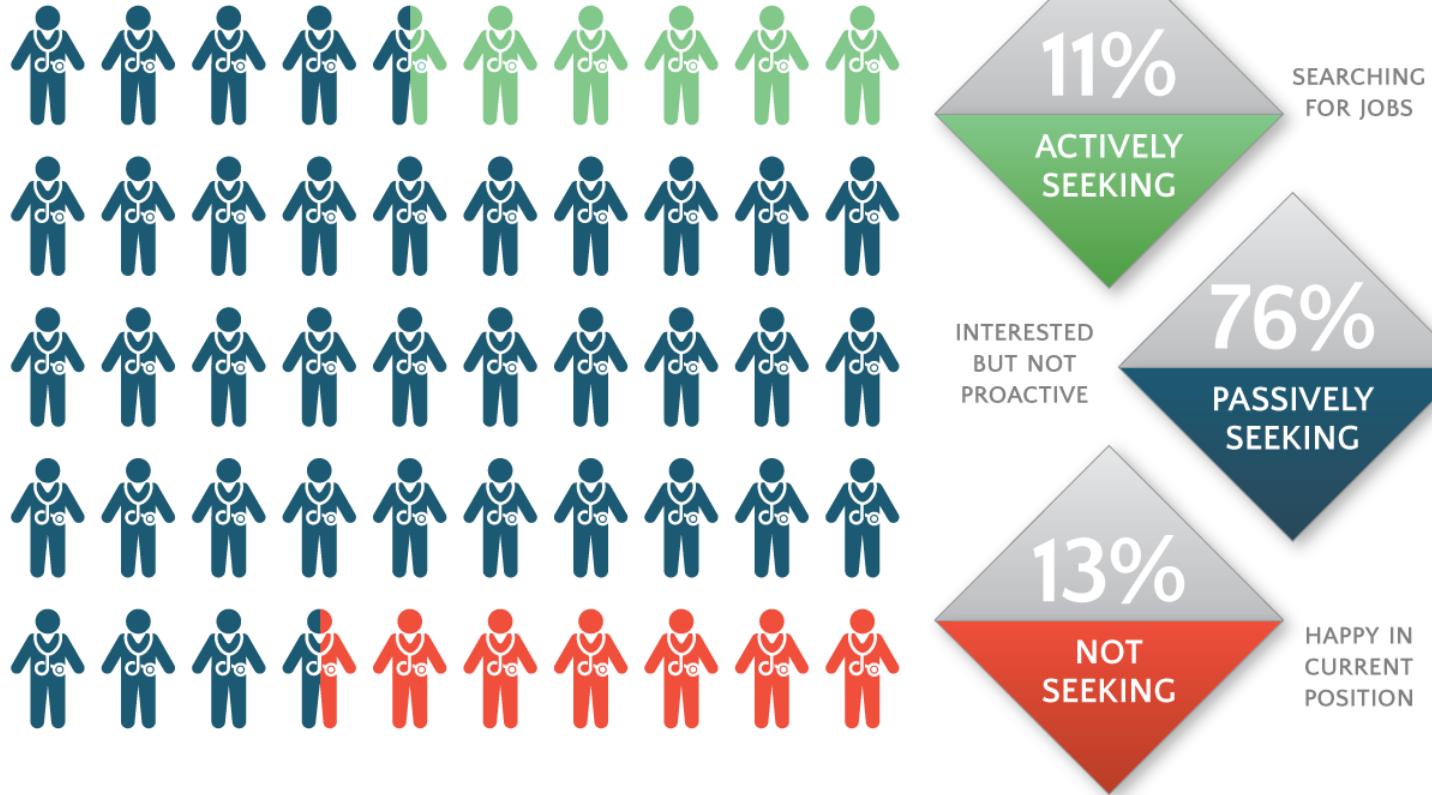
\$250K+

It Costs \$250K+ to
Recruit – Sourcing Costs,
Sign-on Bonuses, Loan
Repayment, Relocation
Expenses

\$1M

Lost Revenue and/or
Locums Coverage can
Easily Exceed \$1 Million
During a Specialist
Vacancy

CRITICAL TO REACH PASSIVE CANDIDATES



Source: Physician Workforce through 2030: Social Media for Physician Recruitment, Jackson Physician Search 2018

HOW TO FIND PASSIVE CANDIDATES

Digital Recruitment Is a Trend that Is Here to Stay

87% of Physicians Ages 26-55 Use **Social Media**

80% of U.S. Physicians Are on Doximity – A *“Top 5” Smartphone App Used by The American College Of Physicians*

95% of *all* Physicians Prefer to Receive Info About **Job Opportunities Via Email, Not in Their Mailbox at Home**

BEWARE...YOU MUST BE RELEVANT

16%

Are Contacted
Once
Per Week

49%

of Physicians Get
Weekly
Job Opportunities

Less than

10%

of Recruiter
Communications Are

relevant

39%

Receive **Multiple**
Contacts
Per Week

COMPONENTS OF AN AGILE SOURCING STRATEGY



JOB BOARDS

- Proactively search CVs
- Post new jobs on multiple job boards to maximize reach



EMAIL

- Targeted and specific
- Build engaged database
- Test and optimize



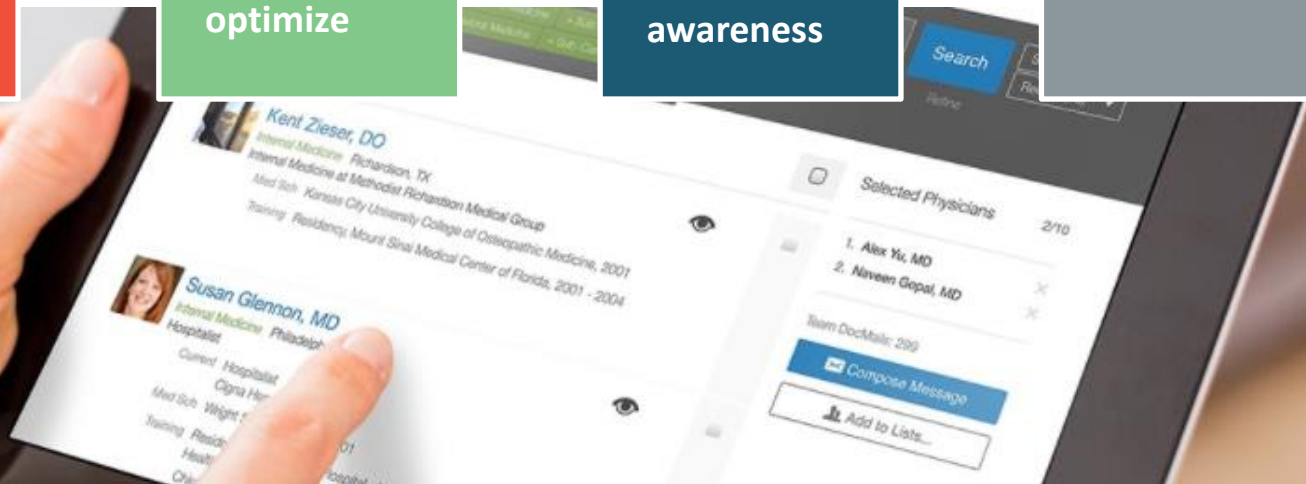
SOCIAL MEDIA

- Follow industry leaders
- Join discussion groups
- Build brand awareness



DOXIMITY

- Talent Finder tool
- Ultra targeted DocMails



MAXIMIZE YOUR REACH WITH MUST-HAVE JOB BOARDS



CREATING SUCCESSFUL JOB EMAILS

Dr. %%last_name%%,
I wanted to reach out to you about an incredible hybrid outpatient family medicine/urgent care position that just became available in Hawaii. I'd love to connect and discuss it further if it piques your interest.

Outpatient Family Medicine in Hawaii | Loan Repayment Provided

Enjoy a Great Quality of Life Overlooking the Pacific Ocean

A thriving community health center in the heart of Hawaii is seeking a BE/BC family medicine physician to join their team. The position would be a combination of both primary care and urgent care where the newly recruited physician would have their own patient panel but also help with walk-ins.

Join a team of one other family medicine physician and two advanced practice providers who are seeking additional help to meet patient demand.
Live in paradise and work with a dynamic team of individuals who practice with well-established and efficient support staff.

- Fully Guaranteed Salary based on experience - Expectation to see 18 patients per day
- No Inpatient or Call Required
- Full Benefit Package including 39 days off annually and a retirement plan with 4% match
- HPSA Score of 18 - Eligible for NHSC Loan Repayment
- Sign-on Bonus and Relocation allowance of 15K

CONTACT RECRUITER | [APPLY NOW](#)

Living in Hawaii



- Located in a tropical paradise, the suburban practice location boasts a population of 43,000 while providing access to a service area of over 100,000 residents.
- The doctor's dream: enjoy world class surfing, fishing, and hiking at the coast of nearby half of the price of California, Oregon, and

1

Make it **Appealing** to the Recipient

2

Partner with Marketing or a Creative Colleague to **Create Engaging Copy**

3

Deliver Email Campaigns to **Selective and Engaged Lists** with a Clear **Call to Action**



Retention Begins at Recruitment

Focus on cultural fit and develop a formal retention strategy

THE BUILDING BLOCKS OF CULTURE

Half of new physicians leave their first job within 3-5 years, and more than half of those leave within 2 years

What Culture Is

Shared mission
Behaviors that align with values
Top reason for turnover

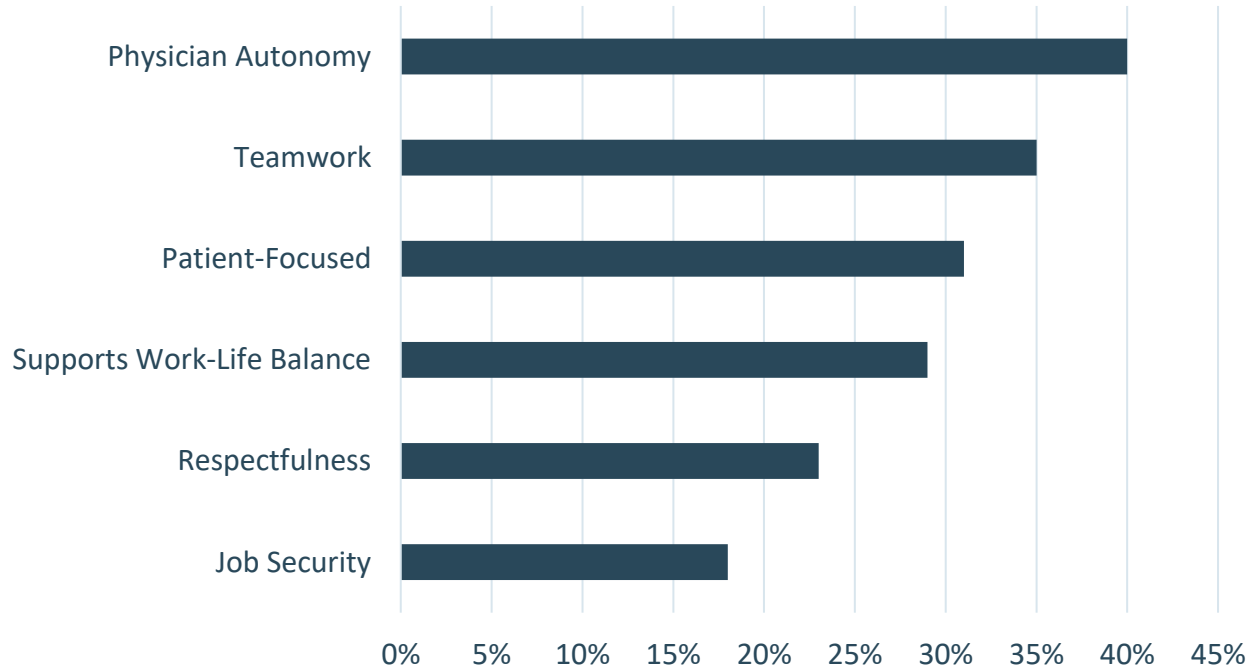
Why You Benefit

Competitive advantage
Improved performance
Successful recruitment and retention

How to Build

Assess your baseline through surveys
Follow a plan to close the gaps
Continuously measure and improve
Provide strong leadership and clear communication

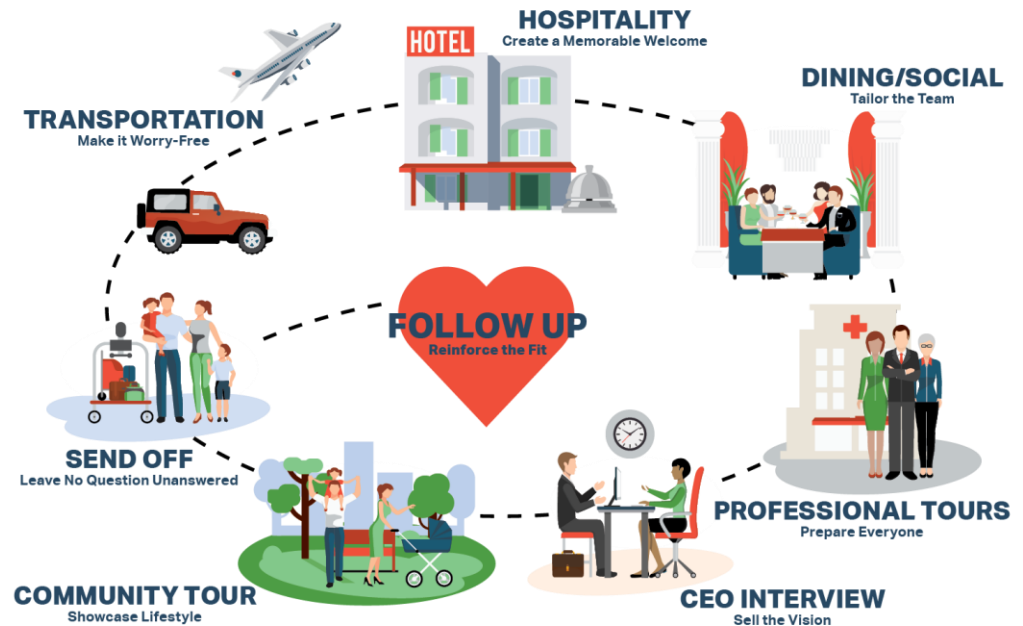
WHAT PHYSICIANS VALUE MOST ABOUT AN ORGANIZATION'S CULTURE



Source: Rural Physician Recruitment and Staffing, Jackson Physician Search, 2021

HIGHLIGHT YOUR WORKPLACE CULTURE DURING THE ONSITE INTERVIEW

- Tailor the interview team to the candidate - The CEO sells the vision
- Explore the candidate's priorities and motivations
- Involve the spouse/family
- Sell the community as well as the opportunity
- Leave no questions unanswered after the first interview/ community tour



KEEP NEW PHYSICIANS ENGAGED WITH A FORMAL ONBOARDING PROGRAM

1 in 3 physicians receives no formal orientation upon joining their employer.

COMMUNICATE

- Check in with the provider in the weeks/months leading up to the first day
- Develop a formal onboarding checklist

CONNECT

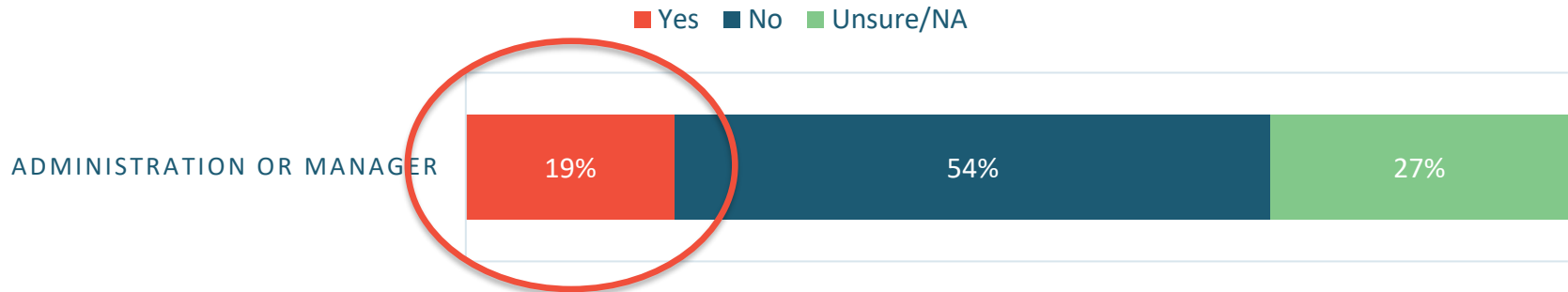
- Assign a mentor or liaison to introduce providers to various colleagues/processes
- The liaison also makes them feel welcomed, answers questions, and helps them to assimilate into the culture

ONGOING

- The first 6 months are critical to retention – Highest rate of turnover during this time
- Solicit feedback from the provider regularly and provide additional support as needed – think early intervention

FORMAL PHYSICIAN RETENTION PROGRAMS REMAIN RARE

DOES YOUR ORGANIZATION HAVE A FORMAL PHYSICIAN RETENTION PROGRAM?



Source: Back from Burnout: Confronting the Post-Pandemic Physician Turnover Crisis Survey Results, Jackson Physician Search 2022

RETENTION: WHAT PHYSICIANS WANT

FLEXIBILITY

- Elimination of call hours
- Ability to work part-time
- Flexible schedule
- Equity in workload

COMMUNICATION

- Two-way communication with administration
- Autonomy
- Teamwork

MONEY

- Higher compensation
- Retention bonus
- More paid time off

Questions?

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