



State of In-House Physician Recruitment

Fall 2015





ASPR

Industry Reports Overview

- Recruitment Processes Report
- Recruitment Benchmarking Report
- Physician Compensation, Benefits and Recruitment Incentives Report (Physicians)
- Physician Recruitment Incentives and Contracts Report (In-House Recruiters)



2014 ASPR In-House Physician Recruitment Processes Report Overview





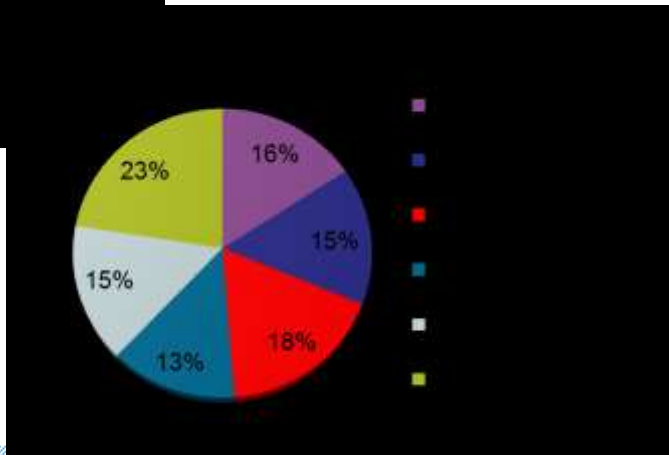
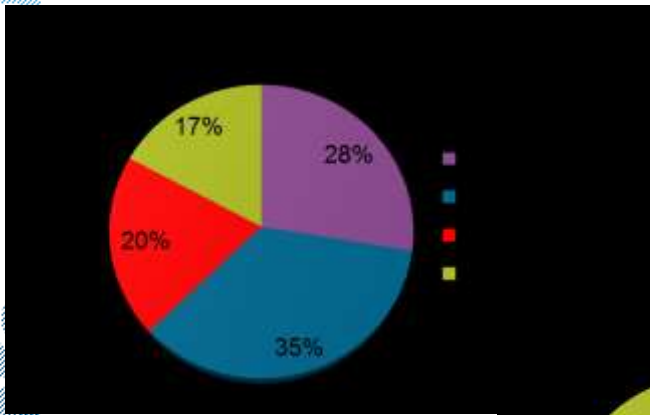
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2014 ASPR In-House Physician Recruitment Processes Report

- 240 in-house physician recruitment professionals participated
- Participant Employment Type:
 - 72.5% worked for an Integrated Delivery System
 - 15.4% worked for a Physician Owned Practice
 - 5% worked for a Contracted Physician Management Company (hospitalist, EM, etc.)
 - 3.8% worked for a University or Medical School



2014 ASPR In-House Physician Recruitment Processes Report

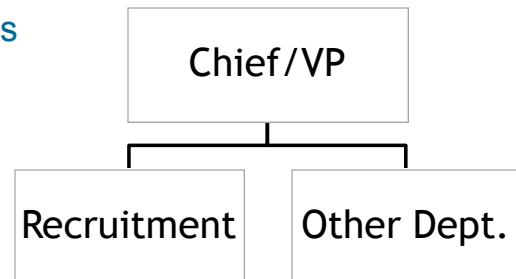




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2014 ASPR In-House Physician Recruitment Processes Report

- Reporting Structure:
 - 27% report to Chief Human Resources Officer or VP of HR
 - 22% report to Chief Executive Officer
 - 20% report to Chief Medical Officer or VP Medical Affairs
 - 10% report to VP of Development
 - 7% report to Chief Operating Officer
 - 1% report to VP of Marketing
 - 14% report to “Other” positions

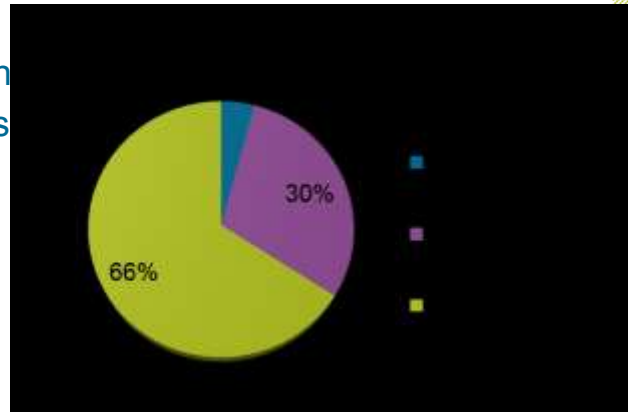




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2014 ASPR In-House Physician Recruitment Processes Report

- Title:
 - 31% Director
 - 24% Recruiter
 - 23% Senior Recruiter
 - 18% Manager
 - 3% Vice President
 - 1% Coordinator/Assistant
 - .5% Onboarding Specialist
- Experience in Physician Recruitment:





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2014 ASPR In-House Physician Recruitment Processes Report

- Number of Provider Searches Conducted Annually:
 - 60% conduct ≤ 15 searches
 - 30% conduct 16-30
 - 11% conduct 30+
- Coincides with 2014 Benchmarking Report:
 - Median of 15 searches per recruiter
- Anticipated Volume Change in upcoming 12 months:
 - 48% expect an increase
 - 38% expect no change
 - 7% expect a decrease
 - 7% are not sure

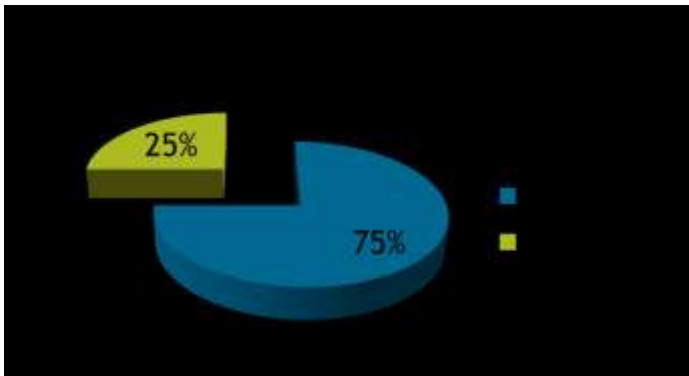




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2014 ASPR In-House Physician Recruitment Processes Report

- Split of Physician vs. APP searches:
 - Most recruiters searches are split with 75% physicians and 25% APPs
 - 35% searched exclusively for physicians
 - 3% searched exclusively for APPs





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2014 ASPR In-House Physician Recruitment Processes Report

- What? You're Busy? Doing What?
- On Top of Recruiting Responsibilities:
 - 64% have Onboarding Responsibilities
 - 51% have Provider Retention Responsibilities
 - 27% have Physician Practice Acquisition Responsibilities
 - 44% have Supervisory Responsibilities
 - 60% participate in Senior Management and/or Strategic Planning meetings

YOU'RE AMAZING!



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2014 ASPR In-House Physician Recruitment Processes Report

- CV Screening Processes - Reasons for disqualification for further screening:
 - 82% lack of Board Certification
 - 71% too many job changes
 - 67% time gaps
 - 51% spelling errors
 - 30% residency changes or gap in training
 - 18% poor CV formatting



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2014 ASPR In-House Physician Recruitment Processes Report

- Phone Screening Processes - Reasons for disqualification for further screening:
 - 92% unsatisfactory responses to “red flag” items
 - 90% license sanction
 - 85% poor communication skills
 - 69% poor interpersonal skills
 - 42% poor follow up



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2014 ASPR In-House Physician Recruitment Processes Report

- Who Needs to Speak to the Candidate Before Inviting to an Interview?
 - 72% require only the physician recruiter
 - 61% require a physician leader
 - 18% require an administrative leader
 - 8% require a practice administrator
- 57% use Behavioral Interviewing on the phone or in person





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2014 ASPR In-House Physician Recruitment Processes Report

- When Do You Conduct Reference Checks?
 - 60% after interview
 - 30% after phone screening
 - 7% after letter of intent
 - 2% after contract is signed
 - 1% after contract is sent
- When Do You Conduct Formal Background Checks?
 - 36% after the contract is signed
 - 22% after the letter of intent
 - 16% after the interview
 - 15% after the phone screening
 - 11% after the contract is sent



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2014 ASPR In-House Physician Recruitment Processes Report

- Who Escorts the Candidate During the Interview?
 - 70% - Physician recruiter
 - 4% - Physician leader
 - 3% - Administrative leader
 - 1% - Practice member
 - 22% - Combination of all of the above



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2014 ASPR In-House Physician Recruitment Processes Report

- Do You Include a Community Tour on First Site Visit?
 - 68% usually do
 - 20% sometimes do
 - 8% rarely do
 - 4% never do
- Who Conducts the Community Tour?
 - 79% Realtor
 - 11% Physician Recruiter
 - 6% Relocation Company
 - 3% Administrative Leader
 - 1% Physician Leader

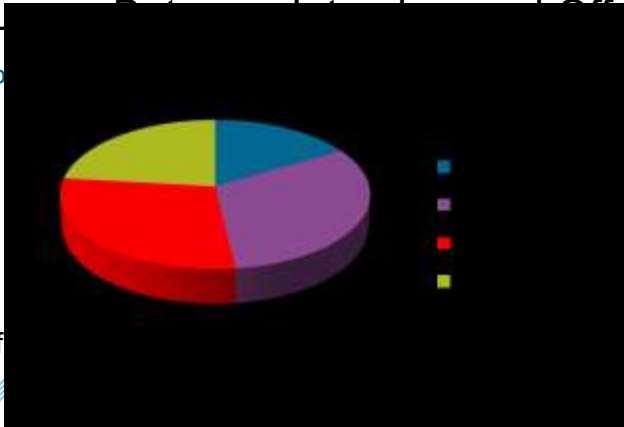




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2014 ASPR In-House Physician Recruitment Processes Report

- Contract Process:
 - 80% utilize a written contract
 - 54% utilize a letter of intent
 - 51% utilize a verbal offer
 - 46% utilize a sample contract
- Time Lapse From Contract to Verbal Offer*
 - 61% ... 10 business days



* Verbal offer



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2014 ASPR In-House Physician Recruitment Processes Report

- 72% of Recruitment Departments Track Key Dates
(date search opened, candidate presented, interviews, contracts offered/signed, etc.)
- 55% of Recruitment Departments have Applicant Tracking Systems
- 64% of Recruitment Departments Report to Administration either Weekly (24%) or Monthly (40%)
 - 14% report quarterly
 - 10% report annually
 - 12% NEVER report



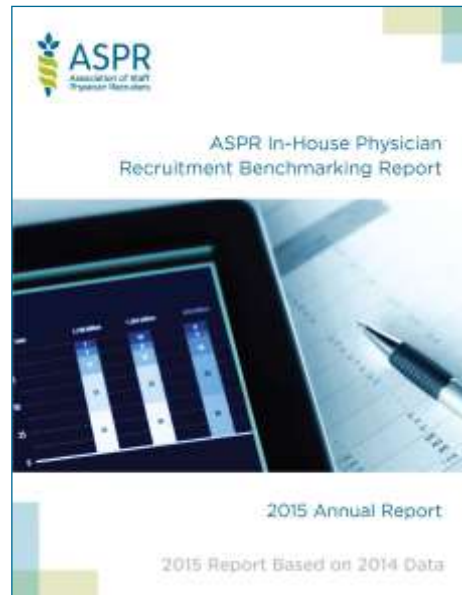
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2014 ASPR In-House Physician Recruitment Processes Report

- Where Do Recruitment Departments Get Physician Compensation Data From?
 - 92% MGMA Comp Survey
 - 53% Sullivan-Cotter/AMGA Comp Surveys
 - 18% Search Firm Surveys such as Merritt Hawkins, Cejka, etc.
 - 16% Consulting Firms such as ECG Management, Pinnacle Healthcare, etc.
 - AAMC was also mentioned in comments as a resource



Overview of the 2015 ASPR In-House Physician Recruitment Benchmarking Report





ASPR In-House Physician Recruitment Benchmarking Survey

- 126 organizations participated (data for 345 in-house physician recruiters and 4,926 active searches)
- 85% of searches were for Hospital/Integrated Delivery Systems

REPORTED GEOGRAPHIC LOCATIONS





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2015 Benchmarking Report Highlights

- Median number of employed physician recruiters: 2 (average of 3.0) – nearly the same as 2014 report, but up from 1 in 2013 report.
- Organization is more likely to have more than 2 recruiters if:
 - Located in the Midwest or Western U.S.
 - Located in population size of 500,000 or more
 - Conducts more than 50 searches per year
- Median number of active searches per recruiter: 19.5
 - Organizations with 1 recruiter median 18 searches
 - Organizations with 4+ recruiters median 24 searches



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2015 Benchmarking Report Highlights

- Top Physician Searches:
 - Family Medicine, Hospital Medicine, Pediatrics, Internal Medicine, and Emergency Medicine
- Nearly 70% of respondents conducted a Family Medicine search in 2014.
- Advanced Practice Provider searches accounted for 17% of all searches – nearly 1 out of 3 organizations searched for an NP or PA during the year.
- 39% of searches remained open at year end (up from 38%)
- Specialties least likely filled:
 - Otorhinolaryngology, Rheumatology, Gastroenterology, Orthopedics, and Urology



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2015 Benchmarking Report Highlights

- Physician specialties with shortest time to fill:
 - Radiology, Urgent Care, Ob/Gyn, Endocrinology, and Pediatrics
- Physician specialties with longest time to fill:
 - Neurology, Psychiatry, Gastroenterology, Surgery: Cardiac/Thoracic/Vascular, and Internal Medicine

DAYS TO FILL POSITION (ALL SEARCHES) – BY SPECIALTY DIVISION*

	Advanced Practice	Primary Care	Specialty Care	Surgery
(N)	486	954	596	298
Median	95	124	150	163
Average	126	204	222	231
25th Percentile	50	58	76	81
75th Percentile	157	246	287	323

*Refer to the Appendix for a detailed list of specialties included in each division.

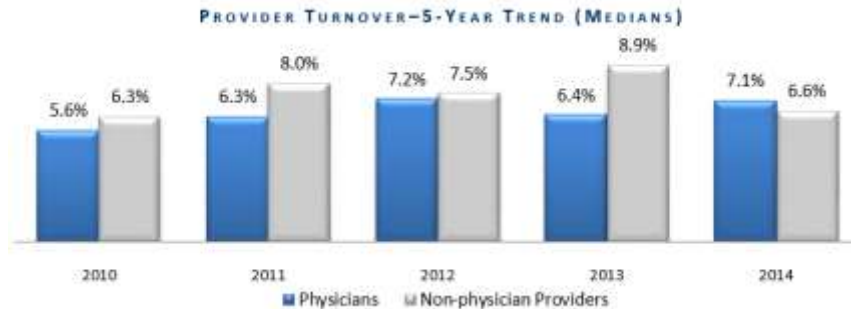


2015 Benchmarking Report Highlights

- Percentage of Offers Accepted per Offers Extended:

	(N)	Median	Average	25th Percentile	75th Percentile
All Respondents	81	77.8%	75.0%	63.6%	88.9%
By Population Size					
10,000 or fewer People	7	84.0%	83.9%	77.7%	92.2%
10,001 to 100,000 People	19	70.4%	69.9%	61.6%	82.1%
100,001 to 500,000 People	32	77.6%	73.0%	59.5%	87.3%
More than 500,000 People	23	82.6%	79.5%	72.5%	93.8%

- Provider Turnover Rates:





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2015 Benchmarking Report Highlights

- Departmental Expenses:
 - \$410,000 overall median department budget (up from \$321,000 the prior year)
 - \$100,000 for those with fewer than 10 searches
 - \$862,000 for those with more than 50 searches
 - Candidate Expenses: \$1,400/search
 - Search Firm Fees: \$1,700/search
 - Marketing Expenses: \$1,000/search





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2015 Benchmarking Report Highlights

- Physician Recruiter Compensation:
 - Median total compensation was ~\$75,307
 - 47% of in-house physician recruiters receive a bonus
 - Varies by title, experience, education, and Fellowship Certification status

RECRUITER COMPENSATION—BY JOB TITLE



	Total Compensation by Job Title				
	(N)	Median	Average	25th Percentile	75th Percentile
All Positions	146	\$75,307	\$78,236	\$54,652	\$93,229
Director, Physician Recruitment	14	\$118,083	\$116,053	\$91,386	\$137,851
Manager, Physician/Provider Recruitment	14	\$94,277	\$93,024	\$72,592	\$111,780
Physician Recruiter, Senior	22	\$82,946	\$83,778	\$76,355	\$94,839
Physician Recruiter	45	\$71,427	\$71,157	\$58,302	\$80,782
Coordinator/Specialist/Assistant, Physician Recruitment	20	\$41,590	\$40,657	\$35,317	\$45,414



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Gender and Compensation Analysis

- Is there a compensation discrepancy between genders?
 - Men make 9% more than women
 - Not statistically significant
- What best predicts compensation?
 - Title, experience, education, Fellowship status
- Are men more likely to hold a higher title?
 - Men are 62% less likely than women to hold a higher title such as VP, Director, or Manager
- What best predicts title?
 - Education, years of experience, Fellowship status, number of recruiters in Dept.

The image is a screenshot of the ASPR (Association of State Professional Regulators) website, specifically the 'Searchable Results' page. The page features a blue and green color scheme with a stylized leaf logo on the left. The main content area is titled 'ASPR Searchable Results' and contains a 'Compensation Calculator' form. The form includes a sidebar with navigation options like 'Compensation Calculator', 'Snapshots', 'Final Report', 'Additional Reports', 'Trends', and 'Advanced Search'. The calculator form itself has a header with the ASPR logo and 'Reports Home' and 'Logout' buttons. Below the header, it says 'All items must be answered to calculate results' and lists five dropdown menus: 'Title Category', 'Education Level', 'ASPR Designation?', 'Supervise Staff?', and 'Years of Experience'. A 'Calculate' button is positioned at the bottom of the form. The footer of the page indicates '©2014 ASPR'.



Searchable Results

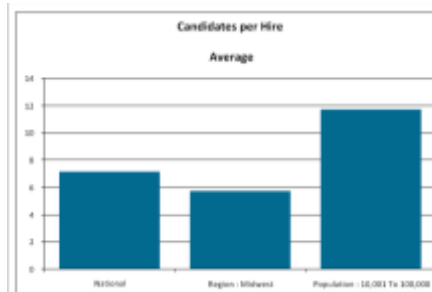
Recruiter Profile | Searches | Expenses

Searches Snapshot

Region: Midwest
 Population: 10,001 To 100,000

Significant data by this report view

	National	Region - Midwest	Population 10,001 To 100,000
Searches per Organisation			
Median	190.0	492.0	242.0
Average	708.7	1,441.3	403.0
Days to Fill: Primary Care			
Median	131.0	520.0	107.0
Average	166.0	788.6	203.4
Surgical Specialties			
Median	147.0	103.0	160.0
Average	222.7	261.3	334.9
Non-Surgical Specialties			
Median	104.0	160.0	191.0
Average	203.1	277.2	371.3
APPs			
Median	30.0	52.0	30.0
Average	129.0	77.0	142.2





ASPR Physician Compensation & Benefits - Comparison of Survey Data

2014 ASPR Physician Comp & Benefits Report

- 314 physicians surveyed
 - 100 each: primary care, surgical, and specialty
- 50% Physician owned practice
- 29% Hospital/Integrated Delivery System
- Even distribution across geographic and population size

2014 ASPR Physician Comp & Benefits Report

- 208 In-house physician recruiters surveyed
- 11% Physician owned practice
- 77% Hospital/Integrated Delivery System
- Even distribution across geographic and population size

Conducted in partnership with:





ASPR Physician Compensation & Benefits - Comparison of Survey Data

Most Common Compensation Structures:

- Recruiters Report:
 - 50% salary
 - 44% RVU
- Physicians Report:
 - 59% salary
 - 13% RVU
 - 16% % of revenue

Pay for Call (ED or Group):

- Recruiters Report:
 - 32% paid for call
- Physicians Report:
 - 25% paid for call



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Advanced Practice Provider (APP) Supervision:

- Recruiters Report:
 - 88% have APP supervisory responsibilities
 - 28% do not pay physicians to supervise APP's
- Physicians Report:
 - 57% have APP supervisory responsibilities
 - 43% are not compensated
 - 8% are compensated
 - Half receive \$2,000 or more annually
 - Half receive less than \$2,000 annually





ASPR Physician Compensation & Benefits - Comparison of Survey Data

Eligible for Bonus:

- Recruiters Report:
 - 53% offer a bonus
 - **39% responded “unknown”**
- Physicians Report:
 - 66% are eligible for a bonus

Bonus Structure Tied To:

Bonus Tied To:	Recruiters Report:	Physicians Report:
Productivity	73%	77%
Quality Measures	65%	38%
Patient Satisfaction	55%	27%
Medical Records	29%	18%
Citizenship/Behavior	34%	14%



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Physician Compensation & Benefits - Comparison of Survey Data

Bonus Amount Tied to Quality Measures:

% Tied to Quality	Recruiters Report:	Physicians Report:
<5%	22%	37%
6-10%	18%	38%
11%	22%	25%

- **39% of recruiters stated “unknown”**
- **Know your compensation structure!**



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Benefits – Most Common Amount of CME Paid Time Off:

- Recruiters Report:
 - 12% No Time
 - 54% 1 Week
- Physicians Report:
 - 44% No Time
 - 36% 1 Week
 - Varies by employer type

Benefits – Most Common Amount of CME Funding:

- Recruiters Report:
 - 2% receive \$0
 - 26% up to \$3K
 - 62% between \$3K and \$5K
- Physicians Report:
 - 32% receive \$0
 - 43% up to \$3K
 - 19% between \$3K and \$5K



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Benefits – Top Three Professional Fees Paid For:

- Recruiters Report:
 - 84% Medical License
 - 82% DEA
 - 69% Boards
- Physicians Report:
 - 64% DEA
 - 63% Medical License
 - 50% Boards



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Benefits – Annual Time Off:

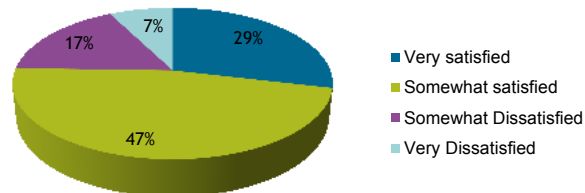
- Similar Data for both Surveys
 - **Vacation/Paid Time Off**
 - Most provide/receive 2-4 weeks
 - **Holidays**
 - Recruiters: Most provide 5-6 days
 - Physicians : Most receive 4 days or less
 - **Sick Time**
 - Most provide/receive 0 days



ASPR Physician Compensation & Benefits - Comparison of Survey Data

- Satisfaction with Compensation Plan:
 - Most physicians are “Somewhat Satisfied”
 - Primary care less likely to indicate “Very Satisfied”
 - 25% vs. 30% Specialty and 32% Surgical
 - Surgical more likely to indicate “Very Dissatisfied”
 - 11% vs. 9% Primary Care and 3% Specialty

**Physicians Satisfaction with
Compensation Model**





ASPR Physician Compensation & Benefits - Comparison of Survey Data

Recruitment Incentives – Signing Bonus:

Signing Bonus	Recruiters Report:	Physicians Report:
% Offered/Received	89%	25%
Up to \$10K	15%	5%
\$10-20K	34%	9%
\$20-30K	34%	5%
\$30K+	11%	6%



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Recruitment Incentives:

- **Recruiters Report:**
 - **Stipends in final year**
 - 41% offered
 - **Malpractice insurance**
 - 93% offered
 - Most recruiters were not aware of the amount provided
- **Physicians Report:**
 - **Stipends in final year**
 - 7% received
 - **Malpractice insurance**
 - 73 % received
 - Amounts varied by employer type



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Recruitment Incentives – Relocation:

Relocation	Recruiters Report:	Physicians Report:
% Offered/Received	97% offered	37% received
Up to \$10K	30%	27%
\$10-15K	52%	5%
\$15-20K	10%	1%
\$20K+	4%	4%
Taxes paid by:	59% physician 20% employer	71% physician 29% employer



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Recruitment Incentives – Student Loan Repayment:

Relocation	Recruiters Report:	Physicians Report:
% Offered/Received	45% Offered	10% received
Up to \$25K	15%	2%
\$25-50K	26%	2%
\$50-75K	23%	2%
\$75-100K	10%	1%
\$100K+	15%	3%
Paid directly to:	65% to physician 28% to lender	63% to physician 37% to lender
Commitment Timeframe:	62% 2-3 yrs 27% 3-4 yrs	51% no commitment 29% 2-3 yrs



ASPR Physician Compensation & Benefits - Comparison of Survey Data

Restrictive Covenants (RC):

Relocation	Recruiters Report:	Physicians Report:
% Have RC	67%	50%
Duration of RC:		
• ≤1 year	42%	34%
• 2-3 years	47%	52%
Mile Restriction Within:		
• 10 miles or less	24%	34%
• Within 20 miles	30%	21%
• Within 30 miles	21%	20%
• More than 30 miles	13%	21%
Locations Included:		
• Primary only	40%	37%
• Any location w/ pts	35%	30%
• Any org location	18%	17%



ASPR Physician Compensation & Benefits - Comparison of Survey Data

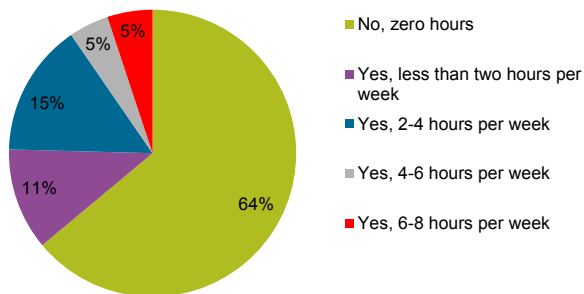
Schedule	Recruiters Report:	Physicians Report:
Full-Time Definition:		
• 32-36 hours/week	45%	19%
• 37-40 hours/week	44%	40%
• 40+ hours/week	8%	39%
Administrative Time Built Into Schedule:		
• No time	24%	64%
• < 2 hours/week	7%	12%
• 2-4 hours/week	33%	15%
• 4-6 hours/week	12%	4%
• 6-8 hours/week	4%	5%
Flexible Scheduling	80% Offer	38% Receive



ASPR Physician Compensation & Benefits

- 11% of physician's time spent on administrative work
- 64% of physicians report no time allotted in their schedule

Administrative Time Built into Schedule



PROBLEM!



**THAT'S A
LOT OF
DATA!**





Thank You!

Questions?
Please contact:

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