

## Developing the Right Mix for Successful Recruitment

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In today's marketplace, recruiting qualified candidates means understanding national, regional and local physician market dynamics—as well as your internal organization's readiness for the process. Consider the following steps; they're all equally important ingredients in creating an effective recruitment plan.

### *Know the Marketplace*

Conduct an analysis of the marketplace for each specialty area of need. First, assess the total number of physicians in that specialty area available in the marketplace. Then determine what number in that group match your search criteria and target markets. Your criteria may include:

- Experience requirements
- Affinity to the geographic area
- Education and training backgrounds

Take time to study the regulatory dynamics in your recruitment region. Being aware of these dynamics can help focus your recruitment activities, and provide you with the power to attract physicians in less attractive practice environments—and thus create additional target groups. If you believe a regulatory issue in your market is hindering the recruitment process, determine up front what your organization is willing to do to offset the negative attributes.

### **View Each Search Separately**

Create an individual recruitment plan for each search—after all, your individual needs are unique, just as each candidate is unique. Doing so will help you organize the process, establish clear timetables and highlight the issues that need to be addressed before you begin the search.

### **Foster an Attractive Environment**

Quality candidates will be attracted to a healthy practice environment. Take a step back and look at yours. Evaluate it for sound financial practices and position, existing demand for physicians in that specialty, strong operational support systems and a balanced call schedule. In addition, review your compensation package on a local and national level—beyond the base salary—to make sure yours is competitive.

### **Ask for Internal Commitment**

Assess what resources are available to support the recruitment process. This is a team effort. Everyone in the group—physicians and administration included—should work in tandem to demonstrate their commitment and support of the process. This means being available for conference calls, site visits, social events, tours and administrative meetings.

### **5 Considerations for Finding the Ideal Candidate**

- Urgency.** If the group needs someone within a short time frame, you may want to target local physicians already licensed to practice in that state.
  
- Experience required.** This determines whether you approach only physicians with a certain amount/type of experience, or whether you can expand to residents and fellows just completing training.
  
- Geographic appeal.** Know how to use the organization’s location to appeal to a physician’s lifestyle and professional interests.
  
- Support systems.** Ask the group’s administration and medical staff to make recommendations. If the organization has residents, consider transitioning them into local practicing physicians.
  
- Financial picture.** Evaluate the recruitment resources assigned to this search versus other recruitment needs. Then based on the search’s degree of challenge and level of priority for the organization, determine what will be the most effective targeting methods including advertising, direct mail, sourcing agents and recruitment firms.



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