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Professional Development for Physician and Provider Recruiters

Featured Articles:

AAPPR Launches Competency Model *(Page 20)*

Health eCareers joins AAPPR as Newest
Strategic Corporate Partner *(Page 12)*

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AAPPR

ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

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2501 Jolly Road, Suite 110, Okemos, MI, 48864

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Feature Article: AAPPR Launches New Competency Model

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President's Message

By: Lynne Peterson, FASPR
President of AAPPR

During a recent conversation with a new C-suite leader, I shared that I have more than 28 years of direct physician and provider recruitment experience. She was amazed but mostly curious about what has kept me in this profession for so long. She asked about the changes I have seen and what I think the future holds in this industry. In reflecting on that conversation and the questions she asked, many thoughts raced through my mind about my career, connections, challenges, and opportunities.

First, I have always been proud to be in physician and provider recruiting. I have met many challenges that turned into opportunities for new learning and growth. I've experienced disappointment, along with great accomplishments. I reflected that throughout these years of overcoming barriers and experiencing successes, I have been fortunate to have the support of colleagues, near and far, that I have met because of this association. As I faced obstacles along the way throughout my career, I knew there were others to learn from and to show me the way. The annual conference, webinars, and networking are platforms that have enabled my growth.

To this day, I'm amazed and proud of this organization and the support and education we offer one another. I'm not familiar with any other professions where you learn so much from friends and colleagues at competing institutions. AAPPR was built on the backs of hard-working volunteers who developed educational tracks, a certification program, and defined benchmarks for provider recruitment. In those 28 years, our membership has grown to nearly 2,000 members.

As our industry has grown and our challenges in health care have proven to be even more significant, I see an opportunity to rise to the occasion and continue to challenge ourselves and each other. Prioritizing ongoing professional development and lifelong learning should be a constant for all of us. Because of the enormous challenges and changing dynamics we all face, AAPPR has been adapting to meet the needs of members. Our new credential curriculum better aligns with AAPPR's commitment to the future by creating a higher degree of connecting, learning, and advancing physician recruiters and redefining the recruitment to retention continuum. With the support of our dedicated and experienced staff, we can share our knowledge beyond our teams and membership. There is a quote on my wall at work that I feel is reflective and the cornerstone of AAPPR:

"When you learn, teach. When you get, give."
--Maya Angelou

So why have I been in this profession for more than 28 years? It's because of you. I've been blessed to learn from my colleagues and, in return, to share my knowledge with others along the way. May we keep sharing knowledge and encouraging one another to be better.



A Letter from the CEO

By: Carey Goryl, CAE
Chief Executive Officer of AAPPR

It seems appropriate that the theme of this issue on the importance of professional development includes the presentation of AAPPR's new competency model. This coincides with important news I would like to share with you.

As we continue to scale and grow, AAPPR has created a new position on staff called the physician recruitment advisor. As we work to attain our goals that advance the recruitment to retention continuum, AAPPR needs to have a dedicated staff team member with direct experience in physician and provider recruitment.

The vision for the position is someone who is a lifelong learner, passionate about the mission of AAPPR and supporting members to have an impact on their communities. In creating the job description, we were seeking someone to ensure that AAPPR programs and services are rich with specific content related to the new AAPPR competency model outlined in this publication: the technical domains of sourcing through onboarding and retention, and the cross-cutting ones including championing diversity, equity and inclusion, using data in decision making and leading teams.

My expectation for this new team member is that they will have both internal and external facing responsibilities ranging from member customer service to speaking opportunities.

The value of this position is the multiplier effect. Robust and frequent member interactions will help members identify resources, new approaches, and creative problem-solving solutions. Empowering our members establishes AAPPR as

the go-to source for credible information on the recruitment profession and the challenges it faces.

I am humbled by the responses to this new opportunity with AAPPR and all the ways many of you articulated your vision for giving back to your recruitment colleagues. In my tenure as your CEO, that passion has consistently guided and rewarded me in working with folks at all levels of the organization, from staff to volunteer leaders and with our vendor partners.

I know you all join me in welcoming Liz Mahan, FASPR to the team, and we look forward to your continued collaboration!



Why is Professional Development So Important?

By: Stacey E. Halford, MSW, LMSW
HospitalRecruiting

For medical staff recruiters, professional development may feel like both a curse and a blessing – some of us would rather have a root canal than seek out professional development. Yet we appreciate that a variety of professional development opportunities are readily available; many can be accessed from the comfort of our own homes with laptops or cell phones. But those at the top of their game in medical staff recruitment have worked long and hard to build peer networks to foster and hone their professional growth, and they don't have time for trainings or courses that don't add value to their day-to-day work. There are four core reasons why medical staff recruiters need to engage in professional development. Some of these may surprise you.

The More You Know...

As medical staff recruiters, we're knowledgeable about sourcing, recruiting, employing, mentoring, and retaining desired candidates. We're the experts on placing providers in compatible opportunities and communities. Yet there's always more to know. If you are a medical staff recruiter, seek training in areas you feel less confident about and be honest with yourself about your strengths and weaknesses. If you are a Baby Boomer who doesn't see value in social media as part of your recruitment toolkit, look into professional development to grow that skill and discover the benefits. If you are a Millennial or Gen Zer who's more comfortable communicating with candidates through texts

and DMs, look into joining Toastmasters International, a long standing but innovative organization that helps improve public speaking and leadership skills. Going the distance looks great on your CV and shows your peers and the C-suite that you are self-motivated and take ownership of your professional growth.

The (Health Care) Times They Are A-Changin' (Apologies to Bob Dylan)

Changes in our health care system — access and delivery, payer models, and technology — impact the ways in which we approach health care recruitment. Severe provider shortages across disciplines and geography have changed the ways we source and recruit. Millennials and Gen Zers are entering the health care workforce with different motivations and expectations. Contrast that with younger Baby Boomers and older Gen Xers who are making plans to exit the workforce in the next few years. These mass departures will result in significant health care leadership gaps. We must develop medical staffing and legacy planning informed by generational understanding. Professional development focused on recruitment strategies for generational diversity is a must.

You Will Use It (Really, You Will)

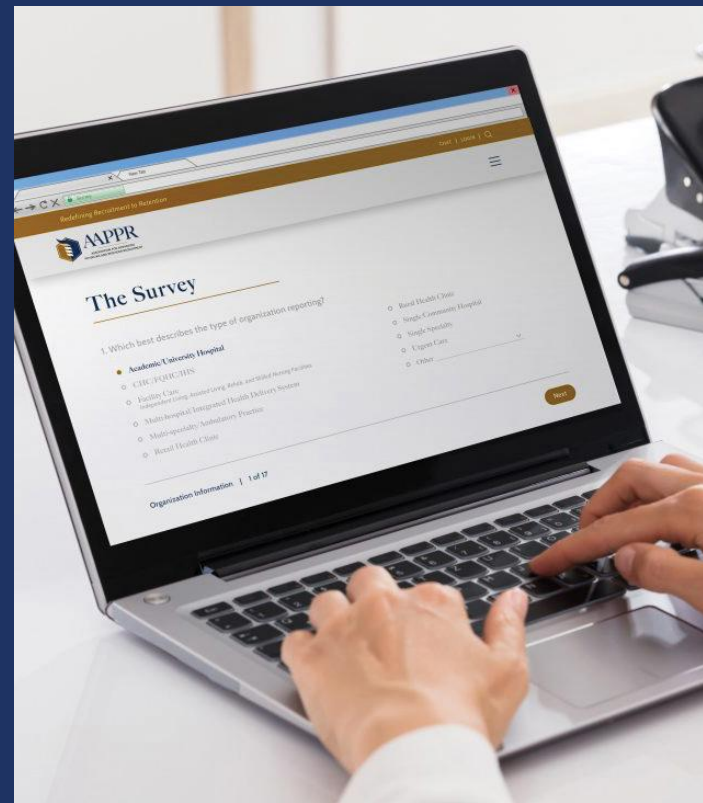
Imagine you have traditionally recruited primary care providers to a community that, with your guidance, sold

itself. Your recruitment team is solid, complete with engaged medical staff members eager to help. With the shortage of primary care providers and increasing competition, you're scrambling to fill what used to be a highly recruitable opportunity. Couple this with the fact that health care is more and more a value based environment, and you definitely feel you need some retooling. This is the perfect opportunity for professional development. Check out the University of Texas' Dell Medical School's Interactive Modules, geared toward physician engagement about value based care but broadly useful to those in medical staff recruitment as well. A bonus – it's free!

Certification Matters

In the old days of medical staff recruitment, a background in marketing or human resources may have been enough to launch and maintain a meaningful career. To level up today, you need to grow your personal brand and skill set through a mix of professional experience and certification. Things may be great today work wise, but having medical staff recruitment certifications may one day help you stand out in LinkedIn and other searches. Medical staff recruiters should check into the Association for Advancing Physician and Provider Recruitment (AAPPR) and the American Academy of Medical Management (AAMM) Medical Staff Recruitment certifications. Membership is required through AAPPR or AAMM to pursue these certifications. Designed to build on medical staff recruiters' knowledge and skills for real world work, these certifications are well worth a second look.

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Take the 2020 Physician and Provider Recruitment Benchmarking Report

AAPPR invites anyone directly involved, or anyone who influences the recruitment, onboarding or retention continuum as a member of that organization's staff, to share their candidate search statistics from the previous year. Membership is not required to participate. The benefits of taking the survey include free access to the report, advanced search tools, and calculators while contributing to the overall advancement of the profession to learn through detailed, comprehensive market data. The collection period for 2020 is currently underway until May.

Take the survey today by visiting the AAPPR website.

aappr.org/research/benchmarking

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Improve Yourself and Your Organization with Effective Listening

By: Lisa Grabl
Division President, CompHealth

The ability to listen is one of the greatest attributes anyone can have. Whether you are a leader in your organization or just starting your career, learning to actively listen to others will improve your career. Whether listening to your staff and peers, your boss or potential employees, when you listen and take action on what you hear you will be more engaged and better able to meet the needs of those you work with.

Be Approachable

The easiest way to receive feedback is being in a position where others trust you and are willing to share. If others know that you are willing to listen and provide good feedback, they will be more likely to approach you for help. This is especially true when recruiting a new physician or other health care provider to your facility. If you are able to consistently provide answers and solve problems, you will build trust and better relationships with your potential new hires as well as your coworkers.

Be Transparent

If you are open and honest with your potential employees, they are more likely to be open and honest with you. Let your potential employees know what is going on, once they are hired, they will figure it out anyway. You are better off sharing both the highs and the lows about a potential position, so they fully understand what to expect.

One-On-Ones

Another way to share information and get feedback is in regular one-on-one meetings. After a new hire has been on board for a few weeks find a time to sit down with them and review how the hiring process went, look for ways you can improve, or find out if there is anything you can do to further assist them.

The same goes for your own employees. Holding one-on-ones are a great way to get direct feedback. However, just meeting with an employee doesn't necessarily mean they will be engaged. Instead of taking charge of the one on one, let the employee drive the conversation. These meetings are a great opportunity for employees to lead the discussion and bring up topics they have questions about, are concerned about or are passionate about.

Focus Groups

Focus groups are another way to receive immediate qualitative feedback. Identify a problem in your facility and bring together a small group of employees to find out how they would solve problems and other ideas they have for improving your work. Bringing together a group of new and longer tenured employees is an easy way to get immediate feedback on issues going on in your facility.

cont'd on next page →

Employee Surveys

Another good way to get feedback from new hires and other employees is through surveys. This is especially helpful for those who feel more comfortable submitting their feedback anonymously. However, the key to a good survey is making it realistic. Don't ask questions if you have no intention of acting on the feedback you receive. Also, make sure you are ready to report on and share all the results.

Act on Feedback

The key for all of these listening tools is acting on the feedback you receive. Whether it's in a one-on-one or in a big employee survey, you need to outline how you are going to respond. You also need to share with your employees the things you are doing to address their comments.

Listening and acting on what you hear is key to engaging your employees and knowing what you need to do to keep them happy and productive.



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The AAPPR mentor program is a way to support our members with their professional development needs. It is an online tool – including a searchable database – that facilitates establishing mentoring relationships. The program is user-driven, allowing enrolled Mentees to search registered Mentors using specified criteria to find individuals whose experience and expertise match areas in which they wish to be mentored. Likewise, registered Mentors can search for and identify potential Mentees.

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Health eCareers Joins AAPPR as Newest Strategic Partner

By: AAPPR Staff

AAPPR announced a new strategic corporate partner for 2020 – Health eCareers. Health eCareers brings together physicians, NPs, PAs, and CRNAs with jobs in every medical specialty. With thousands of health care employers across the United States and an exclusive network of premier health care associations and community partners, Health eCareers supports qualified health care providers in finding opportunities with employers looking for top talent.

AAPPR's strategic partner program, launched in 2017, fosters strong corporate relationships that support its mission to address the challenging and complex nature of physician and provider recruiting, onboarding, and retention. This work is critical in a US health care sector that is facing significant and unrelenting physician shortages in the years ahead.

Health eCareers was founded in 1993 with the mission to connect physicians, NPs, PAs, and CRNAs with the best health care career opportunities. By enabling physicians, advanced practice providers, and their organizations to focus on quality patient care and community well-being via indispensable career resources, the company has attracted more than 800,000 verified providers to their platform.

"Now in its third year, the AAPPR Strategic Corporate Partners program has grown to include key players that are working collectively and collaboratively to support AAPPR members, physician and provider recruitment professionals,"

said AAPPR CEO executive Carey Goryl, MSW, CAE. "Every one of our partners wants our members to succeed in their work and for health providers to find the right community for them. Our new partner, joining the current partners, creates a powerful foundation from which our members will grow and, in turn, will enable them to improve health in the communities their respective organizations serve."

"We are excited to partner with AAPPR to advance physician and provider recruitment," said Greg Chang, Managing Director of Health eCareers. "The physician shortage and maldistribution of supply create unique challenges for recruiters, health systems, and the organizations they serve. Through this partnership, AAPPR and Health eCareers will help recruiters across the country address these challenges more effectively."

The Strategic Corporate Partnership program provides AAPPR the opportunity to engage with companies through a unique, in-depth relationship. This program acknowledges the significant role allied companies can play in furthering the mission of AAPPR. This relationship fosters more exceptional communication and collaboration among the organizations, providing a think tank of individuals whose companies ultimately offer products and services to AAPPR members.

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Career Development — For Recruiters, Too

By: Maureen Zvanut
Director of Business Development, PracticeLink

As a recruiter, you understand the importance of career development for physicians and advanced practice providers. You might even speak about it when recruiting or include it as a benefit of the position for which you are recruiting.

According to a 2019 national survey from The Harris Poll, 70% of employees would leave one company for another with more career development opportunities. Career development is extremely important in all industries and organizations both for professional and personal growth. It provides an environment where employees thrive and want to be an integral part of their organization. It also helps to increase job satisfaction and productivity while decreasing turnover. You can see why this is relevant while you are recruiting physicians and advanced practice providers, but do you value your own professional development?

The health care industry is a field where all its professionals need to remain up to date on the latest trends and technologies. Physicians and advanced practice providers could invest in their own personal development to better themselves and their career. Great ways to do this are going on medical missions, sitting on a board, and volunteering at a clinic, among others. They can also earn additional certifications, learn about finances and decreasing student loan debt, or network with colleagues in their specialty to learn more about their specific field.

You can help encourage these developmental opportunities or work with your organization to provide these opportunities for employees. This can be included in their compensation packages when discussing continuing education or ways to better themselves and gain skills to help them grow in their career. New hires could get their first glimpse of how you value them and their growth within the organization when onboarding or receiving advanced training. Showing candidates and hired physicians that you and their employer want to invest in them and their advancement in the organization will help retention and make them a more satisfied employee.

While you focus on providing advancement and growth opportunities for physicians, don't discount your own professional development. You can receive recruiter specific certifications through continuing education. There are also many conferences and events throughout the country, throughout the year, where you can network with colleagues, learn about recruitment trends in the medical industry or attend workshops on how to improve your recruitment skills.

You can find ways to increase your knowledge of the specialties for which you are recruiting or gain a greater understanding of the field and what physicians are looking for from a physician recruiter or new position. Taking advantage of these opportunities will only lead to you becoming an even better recruiter and taking more pride in your immediate role and career.

Career development opportunities make an employee feel valued. They increase productivity and retention. They decrease turnover. If you take pride in the professional development opportunities your organization can offer candidates, why would you not want those same chances for yourself? Valuing career development for the candidates you're recruiting will help attract them to your facility or position. Valuing career development for yourself will make you a better recruiter and will allow you to advance in your career and feel a sense of satisfaction from your job. You play an important role in healing communities, so you should not be afraid to better yourself as a physician recruiter.

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Diversify Your Portfolio

By: Li Felsen
West Coast Account Director, Health eCareers

For those on the outside looking in, health care recruiting probably seems like a pretty good gig these days. There are more positions to fill than ever before, plus unprecedented industry growth that's expected to keep surging for the next several years. But with the health care unemployment rate firmly planted at around just three percent, it's becoming increasingly difficult to fill all the open positions. There just aren't enough qualified candidates out there who are actively job-seeking.

My best advice for recruiters is to do exactly what investment advisers tell their clients to do: Diversify your portfolio. Gone are the days when you can simply "post and pray" —list your job openings in one place and then sit back and wait for candidates to inundate you with more resumes, emails, and follow-up phone calls than you can handle.

Even if you've prepared the best, most compelling job posting in the world, it won't stand a chance of being effective if no one sees it. So, in health care recruiting, diversifying your portfolio means getting your posting in front of as many eyeballs as possible, with multiple strategies across several channels.

Here's a quick rundown of the strategies and channels:

1. Give candidates the info they want most.

A good job posting has these essential elements:

- Job Title and Tagline
- Job Description & Overview
- Job Requirements
- Call to Action/Contact Information

The challenge here is keeping the job overview short (no more than three or four sentences) while also conveying why your job is better than any other. The job requirements section can go into a little more detail, but remember that the more requirements you list, the fewer applicants you'll get. And yes, it's crucial to list salary and benefits information; the recent Health eCareers Salary Survey revealed that the desire for higher compensation is the main reason 55 percent of people are looking for a new job, and 79 percent reported that health insurance is the most important benefit.

2. Define your brand.

What differentiates your hospital, medical center, or private practice from the competition? In the HeC survey, respondents said that company culture is the number-one

reason they would choose one job over another, with other factors being equal. Choose keywords and phrases that support your brand, and use them consistently in your job postings, as well as on your website and social media.

3. Speaking of social media...

Don't forget about places like Facebook, LinkedIn, and Instagram when you're posting your job openings. People really do look to social media when they're searching for a new job. Make sure your postings are mobile-friendly; 89 percent of respondents reported using a mobile device during their job search.

4. Choose your audience wisely.

All job boards are not created equally, and you'll likely have the best success with industry job boards that reach only health care providers. The Health eCareers Candidate Database, for example, includes the profiles of 40,000+ qualified health care professionals and also reaches more than 300,000 engaged members of national health care associations.

5. Think outside the (job board) box.

Expand your reach with additional strategies like career fairs, health care networking events, web banners, paid ads on medical association websites and social media platforms, and good old-fashioned referrals. A whopping 71 percent of health care employers consider referrals from current employees when hiring, and 68 percent of job-seekers consider suggestions from friends and family members. Some employers even encourage employee referrals by offering incentives such as bonuses or other rewards.

6. Target passive candidates, too.

Even those health care professionals who are happy with their current job and haven't even thought about switching might be open to the right opportunity if it came along. That "right opportunity," according to the passive candidates we surveyed, said that they'd consider a new job if it had a higher salary and better benefits, and if it was with an organization with an outstanding company culture. Passive candidates are commonly found through employee referrals and at industry/association conferences. You can also easily search through your own applicant tracking system to find candidates who applied to your organization previously. Even if they weren't right for a position at that time, they could be perfect for your new one, and you already have all of their information.

7. Keep in Touch.

Finally, it's also highly important for you to stay in open dialogue with your vendors. They have the experience and first-hand knowledge of the latest trends, what sorts of new resources are available in the market, what your competitors are doing, and more. It's far too common for vendors to receive emails with postings and not keep the lines of communication open. It is to your advantage to keep the expertise of your vendors as top of mind for all of your hiring needs, and not just a middle-person for job postings. Again, it's about diversifying your portfolio.



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True Learning Only Occurs With True Introspection

By: Kelli Mulloy
President, The Inline Group

The first question I ask any candidate interviewing at The Inline Group is, “Tell me about a time that you learned something new and then how you used it.” Generally, this results in stammering, fidgeting, and awkward silence. Then I ask, “How do you learn?” I usually get the question, “What do you mean?” For me, I just got another 30 minutes in my day, because that interview just ended.

I find that a love of learning is the greatest attribute for gauging success. People with an active interest in always learning find improvements and new ways to do things. These are the people who knock on my door and say, “Hey, I have an idea.”

Can you imagine a day without your smart phone? For some of us even leaving our phone home for a day causes heart palpitations and dry mouth. Without your phone, can you call your spouse, find your next appointment, or know what to buy at the grocery store? Today, it seems, all we need to know is where to get information. While our world is increasingly complex, that is offset by the ease and efficiency our technology delivers.

However, access to information is not education. While access dramatically changes our expectations, learning is the ability to synthesize, analyze, and use that information to solve complex problems.

The basic steps required to hire a physician remain the same. However, the speed of technology and the new way that physicians are looking for jobs means we must reassess our tools.

But wait, how many apps have you downloaded that you never used? How many functions within your technology exist that you don't remember how to use? How many uncomfortable meetings did you suffer through about the lack of success of those tools?

At The Inline Group, we have always prided ourselves on our leading-edge technology. Then we took trips to a technology and automation conference as well as a recruiting conference outside of our physician recruiting world. For four days we were thrilled and devastated. The future was even more than we imagined, and we were even further behind than we dreamed.

We had all this information and we came home full of excitement and ideas. Unfortunately, that enthusiasm quickly moved to the credenza, as our desks were full of the day to day.

Subsequently, we knew that to embark upon the future we wanted, we needed education. We found and hired leaders in the areas we needed. We quickly realized that implementing leading edge technology meant a relatively

painful assessment of our entire process. After gnashing of teeth and a painful agreement that we would never again make the statement, “We’ve always done it this way,” we immersed ourselves in true learning and education.

Online tools, demonstrations, interviews, and training sessions gave us the information we needed. Then we spent hours looking at every step of our process and every tool we used. We agreed we would not purchase technology until it supported our business.

While getting the information was relatively easy, it did nothing for us. Until we used that education, and learned to synthesize, analyze, and solve our complex problems, we had not really learned.

I happen to be one of the people who created the original processes and tools. I consider myself to be a lifelong learner and excited about change. It turned out that I love change when it is happening to someone else. Listening to others dismantle my “baby” was tough. On occasion, it required a walk around the building or biting my tongue.

It was also hard to realize that I did not have the education and skills I needed to make the change that our company required. While I could read books and take classes, I could not execute the changes we needed by myself. I needed people who had traveled the roads that I had not. I was stunned at how complacent our company (I) had become.

The world is full of information. Access it anywhere you like but know that true education and change comes only when you know enough and can apply that information to synthesize, analyze, and solve your complex problems.

And always be willing to learn from anyone. Every single person can educate you if you are willing to listen and never say, “But we have always done it that way.”



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A background image showing a group of people in a meeting. One person is holding a tablet, and others are gesturing with their hands. The image is slightly blurred and has a warm, golden-brown tint.

AAPPR Launches Competency Model

By: Cecilia Jerome, MBA
Physician Recruiter, Covenant HealthCare

You all know what your job as a physician and provider recruitment professional entails, right? But, just how deeply do you understand your role? How well do you know the roles others play in your success? How confidently do you represent physician and provider recruitment when working with the C-suite?

Reviewing these questions, could you confidently say you are strong in all these areas? If so, maybe you have completed the fellowship program of the Association for Advancing Physician and Provider Recruitment.

If you cannot positively say you are strong in all these areas, there is good news. AAPPR has a program for that. And, the opportunity for you to develop into a stronger and more confident physician and provider recruitment professional is possible at least once a year.

Yes, the AAPPR conference holds value for physician recruitment professionals to re-energize, to learn, and to network. The certification program takes the experience a step further, allowing recruitment professionals to polish those skills they already have, and to begin the process of acquiring additional knowledge.

AAPPR's Competency Model

When AAPPR launched its new brand in the spring of 2019, the focus was on advancing the recruitment profession and addressing the entire continuum of physician and provider recruitment. And, as a nod to the changes the recruitment profession has gone through in the past decade, AAPPR responded with the development of a competency model. This model will be used to develop a new certification program. The competency model defines the skills and knowledge required for recruitment professionals to be successful now and in the future.

"We needed something in place that was more formal, that clearly defined the core competencies needed for physician recruitment," said Robin Schiffer, FASPR, AAPPR board member and Manager of Medical Staff Office at OhioHealth Mansfield. "We knew going in that there were things that may still be pertinent, but we had to review it all.

"We also had to look at technology and how those changes impact what we do."

Schiffer said the competency model review process started with a practice analysis, which included 25 AAPPR members in a workgroup. The workgroup was led by Mickie Rops, FASAE, CAE, certification specialist, and a consultant with deep experience in this type of work.

Rops and her team worked with AAPPR subject matter experts (SMEs) to build a draft competency model for the physician and provider recruitment profession. The model will be used as a curriculum for AAPPR's newly revamped certification program and possible advanced certificates or micro-credentialing in the future.

According to Schiffer, "The workgroup spent a full day reviewing each competency and the knowledge needed to develop learning objectives, then we forwarded our recommendations for review to the AAPPR education committee. That group made tweaks, and then the competency model was sent as a validation survey tool to AAPPR members and stakeholders."

Schiffer said more than 160 AAPPR members responded to a request for input via the competency model validation survey and were enthusiastic about it. "They recommended changes and made notes, so we tweaked it again. It was again forwarded to the education committee and AAPPR board for further review before the practice analysis group looked at it again." The final model was drafted and approved by the AAPPR board of directors in November 2019. In keeping with the AAPPR strategic plan, the board voted to sunset the FASPR certification and create a new one based on the competency model.

"This is the most thorough program the organization has seen," said Carey Goryl, MSW, CAE, chief executive officer of AAPPR. "The goal is to elevate the recruitment profession. We had a great program, but the profession has evolved, and this process proves that. The new program keeps us ahead of the curve.

"This is why I was hired," Goryl added. "This was my primary charge: To rebuild the program." Goryl has been in her administrative leadership role – a first for AAPPR – for four years.

The competency model will be the foundation of AAPPR's core curriculum and illustrates what recruitment professionals need to know, now and in the future, she said.

"Some of the core objectives are not going to go anywhere. The tools, techniques, knowledge will evolve."

AAPPR's Fellowship Program

The first time the reference "101" was used was in 2001. In 2006, 201 was introduced. The first fellowship committee formed in August 2009, and a month later, beta testing began. The first class – 79 fellows – was August 2010.

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Among that first class were Laura Screeney, FASPR, past president of AAPPR, and Director of Physician Recruitment with New York-Presbyterian. Screeney, also one of the founders of AAPPR (then, ASPR), said the membership consistently asked for a certification exam.

"People were always comparing us to human resources and the SHRM (Society for Human Resource Management) certification," Screeney said. She added that Roger Bonds, president, and CEO of the American Academy of Medical Management, had developed a Certified Medical Staff Recruiter accreditation in the absence of anything else for in-house recruitment professionals.

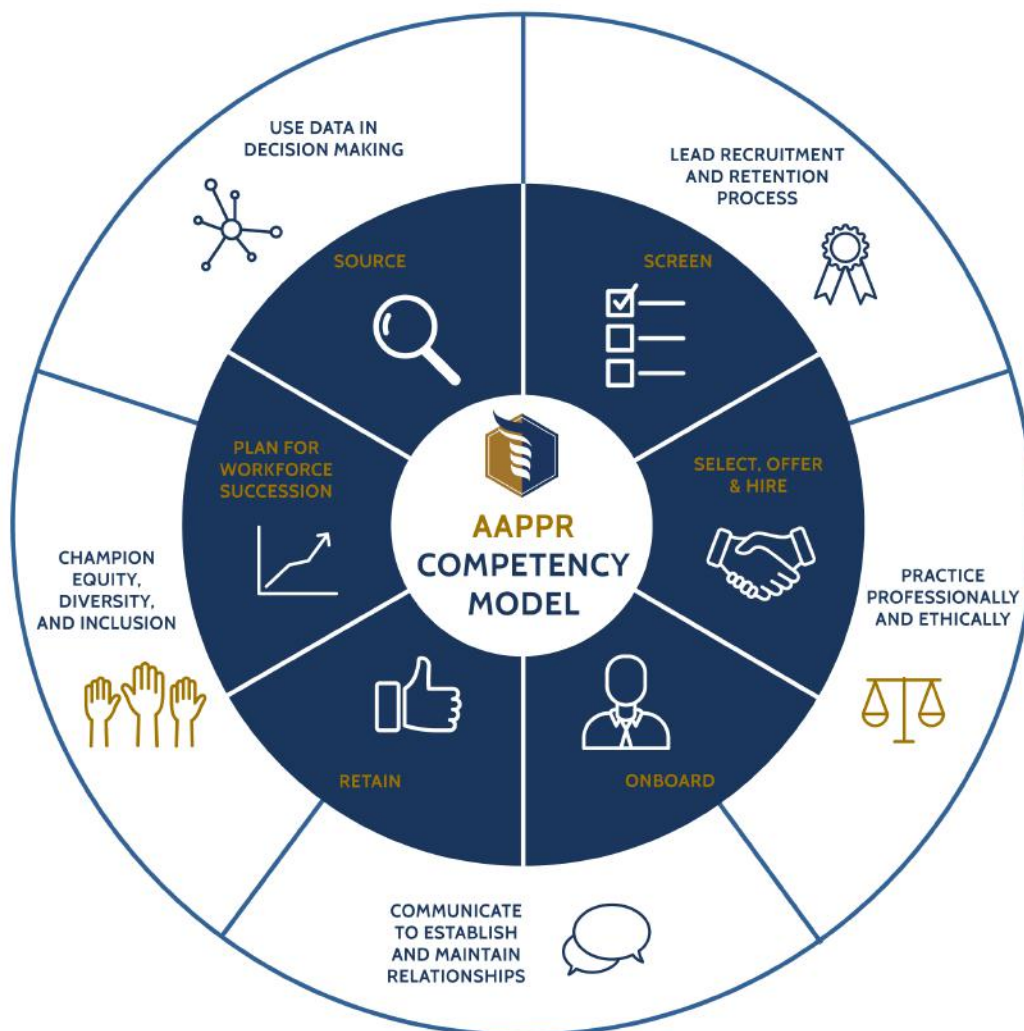
"SHRM is the master of all things human resources. We needed something customized for physician recruitment professionals," Schiffer said.

Good certification programs, CMSR, and SHRM, are costly and require continued membership in the national organization to maintain the certification, Screeney said.

While CMSR includes physician recruitment content experts as instructors, SHRM does not cover physician and provider recruitment at all in their curriculum or exams.

"At that time, (AAPPR) was run strictly by volunteers, and we did not have the money to engage a testing company," she continued. Screeney explained that for AAPPR to have a certification program, it would have to engage an organization to write the questions, develop the curriculum and test, then validate the certification program.

Screeney said she and other members took the program "on the road." They would spend the entire weekend with regional groups taking them through the modules to prepare them for the testing. Screeney said the instructors would take turns teaching during the weekend to help prevent boredom among the participants. Additionally, AAPPR began the tradition of rolling out the program before the annual conference as live sessions and evolved to an optional online platform so that it was accessible to those who could not attend live sessions.



Within the current curriculum, there are three modules. The 101 curricula initially were designed for those new to the physician recruitment profession who wanted to learn the basics of an in-house recruitment position. The program advanced to include the 201 modules and a test to track learning and applicability. Screeney said the first, 101, is familiar material for anyone who has worked with a credentialed provider. She said 201 was more human resource-oriented and proved a challenge for some physician recruiters. Then 301 was added and was more advanced. Screeney said it required participants to have been recruitment professionals for a set number of years. You became a “fellow” after completing all three modules and requisite exams.

AAPPR’s New Certification Program

Schiffer said AAPPR engaged Debra Zabloudil, FACHE, president and founder of The Learning Studio Inc., to develop the new certification curriculum. Zabloudil is a popular speaker at AAPPR conferences with deep experience in instructional design. Mickie Rops of Mickie Rops Consulting LLC, who conducted the practice analysis, is working with Zabloudil to develop the exam and design a new certification.

Rops said, in her role, she consults with associations on their certification programs. “I primarily audit existing programs and make recommendations for improvement to those programs.”

“We conducted an audit of (AAPPR’s program) a few years ago,” she said. “We reviewed policies and procedures and even face-to-face courses and made recommendations to improve programs. Part of that outcome was to look at the certification program. We have the same learning objectives for the course and the certification. The learning and assessment are embedded. All concepts are the same.”

Rops said they started with a study of the competency models. “The new competency model came from initial discussions to create a curriculum and assessment model. From the existing program, what do we carry over? What aligns? We did a gap analysis to look at what we can still use and what we needed to create for the new credentials model.”

Goryl said she keeps a copy of that competency model at her desk.

“The goal of AAPPR’s competency model is really to define the field of physician and provider recruitment,” said Susan Motley, CAE, Deputy Director of AAPPR. “The result of the work of our leaders, members, and educational consultants is a blend of the technical skills needed in the job as well as the cross-cutting competencies designed to enable members to lead and advance physician and provider recruitment. It is a natural step that the new credential we are developing will take its design from the competency model.”

“This is not just a conference presentation/webinar/one person’s opinion,” Rops emphasized. “This is validated. It is a validated model that identifies best practices. Participants must demonstrate that they know the information; they have to have that knowledge.

“It is a natural step that the new credential we are developing will take its design from the competency model.”

“This is specific to physician and provider recruitment,” she continued. “Terminology and provider credentials and niche content that is not covered by HR programs.”

Judy Brown, FASPR, past AAPPR board member, and Manager, Physician, and APC Recruitment Credentialing with Emergency Physicians Professional Association in Minnesota, also was instrumental in the development of the fellowship program.

“Through the certification program,” Brown said, “a participant will learn things that may not apply to their current position. This gained knowledge; however, may serve you well in another role. You are better prepared to consider other opportunities that may utilize the knowledge you gain in another way.

“Physician recruitment has become much more specialized,” Brown continued. As mergers and acquisitions become more prevalent, “people have become more specialized.” She said with larger organizations, some perform duties associated with a singular aspect of recruitment, such as sourcing, onboarding, retention. “You need to know so much more than your one position.”

Brown has responsibility for her organization’s provider credentialing department. She said she does not do the

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actual credentialing, but she does have to know the process. Brown also said the new certification program is more inclusive with onboarding and retention components, to truly reference the entire cycle for provider recruitment to retention.

The new Certified Physician/Provider Recruitment Professional (CPRP) program has at its core instructional design based on the competency model's technical and cross-cutting domains. Each competency has learning objectives based on the roles physician, and provider recruiters maintain. For each role, tasks and learning objectives are outlined, as well as the knowledge needed to complete the objectives.



Competencies

Source

Source: identifying and/or building a provider prospect pool and creating awareness of/interest in practice opportunities.

The learning objectives include being able to identify requirements related to physician and advanced practice provider education, credentialing and licensing, and to know the sources of specialty trends and market data useful to sourcing strategy. There also are laws, regulations, and guidelines which all recruiters must be aware of, including EEOC, ADA, and Affirmative Action.



Screen

Screen: the internal process of pre-qualifying candidates to meet organizational/provider expectations, which may include interviews and site visits.

The learning objectives include identifying critical elements involved in and appropriate approaches to evaluating the applicant's application for fit to the position and identifying the essential elements involved in and proper procedures to verify licenses and credentials. You also will need to evaluate whether screening approaches comply with key laws and regulations.



Select, Offer, and Hire

Select, Offer, and Hire: the continuum of the process between identifying and selecting the best fit candidate through the extension and closing of an offer.

Learning objectives include identifying the critical elements involved in and appropriate approaches to the verbal offer, letter of intent, contract, and service agreement.



Onboard

Onboard: the continuance of the recruitment process to meet onboarding timelines and standards, ensuring successful entry and integration into practice and community.

Learning objectives include applying IRS regulations regarding physician and provider relocation and evaluating whether onboarding approaches comply with critical laws and regulations.



Retain

Retain: data analysis, strategic alignment, and program implementation with the intent of promoting provider satisfaction, resulting in increased retention.

Learning objectives include identifying sources of specialty trends and market data useful to retention strategy. Industry-specific knowledge needed includes data sources for retention and turnover metrics, such as voluntary turnover rate.



Plan for Workforce Succession

Plan for Workforce Succession: data analysis, strategic alignment, and program implementation with the intent of creating a viable pipeline for workforce succession.

Learning objectives are to identify sources for trends in the labor market and workforce planning, and to identify critical elements of a medical staff development plan.



Practice Professionally and Ethically

Practice Professionally and Ethically: driving a professional and ethical environment.

Learning objectives include the ability to recognize the importance of maintaining and enhancing competence, to identify sources of learning for recruiters, and to evaluate whether a situation presents a conflict of interest.



Communicate to Establish and Maintain Relationships

Communicate to Establish and Maintain Relationships: fostering and building trust internally and externally.

Learning objectives include the ability to recognize effective communication techniques to avoid confrontations and to resolve conflicts. A second objective is the ability to understand effective coaching and influencing techniques. Organization-specific knowledge is needed to develop the

organizational structure and understand who the key players and decision-makers are.

Fundamentals, theories, and principles include interpersonal conflict management and resolution, the principles of effective oral, written, and digital communication.



Champion Equity, Diversity, and Inclusion

Champion Equity, Diversity, and Inclusion: activities that create synergy and incorporate diverse provider demographics to create value for internal and external stakeholders.

Learning objectives consist of things such as the ability to recognize barriers to equity, diversity, and inclusion. Also, how to identify the types of implicit and unconscious bias and how they can influence recruitment and retention efforts.

Fundamentals, theories, and principles include the recognition of the current environment and cultural context of various stakeholders and appreciation of one's own biases and how to mitigate them in recruitment and retention efforts.



Use Data in Decision Making

Use Data in Decision Making: research, retrieval, analysis, and reporting of relevant facts and figures leading to evidence-based solutions.

Learning objectives include the ability to identify the critical elements involved in and appropriate approaches to converting data points into meaningful measures. Also, recruiters will need the ability to identify the key factors involved in and proper methods for comparing collected data to national benchmarks.

Advancing Physician and Provider Recruitment

"We are taking steps forward with the new certification program," Brown said. "It still has the basic concepts to teach and to know as leaders in the provider recruitment community."

"People who attend the conference and obtain the certification have better odds of success," Schiffer said. "Our benchmarking report shows that."

Both Brown and Screeney said they would strongly encourage those new to their roles in physician recruitment to participate in the certification curriculum.

"The certification program supplies a good solid foundation

for someone new," Brown said. "They will understand the basic concepts to grow in the industry and within their organization. It also has applications in other staff acquisition positions." Schiffer said one-third of all conference attendees are new to recruitment or within one or two years of having started in the position.

Screeney said the most recent addition to her physician recruitment team has been encouraged to participate and has shown enthusiasm for the opportunity to do so. She told Screeney that New York-Presbyterian's support of this illustrates a commitment to a career path for her and that education and personal growth are essential to leadership.

Screeney said when she went to New York-Presbyterian, they were impressed that she was part of a national organization that not only had a certification program but that she was a leader and instrumental in the development of AAPPR and the certification program.

Schiffer pointed out that the vast majority of physician and provider recruitment professionals did not go to college with the intent of becoming one. "Like me, they usually are doing something else at the hospital and get picked for physician recruitment."

Most recruiters are selected because they know the culture of the organization and are strong communicators.

"The ability to talk to anyone gets you the job," Goryl said. "Being credentialed makes it your career. Certifications help people stand out; it differentiates them."

Schiffer, Goryl, and others have hopes that the new program will become as common as SHRM, CMSR, and other certifications. "I want people to know what the designation means," Schiffer said. "We want to get the word out to all health systems. This is the best way to communicate what is going on in physician recruitment."

"We need to do a better job of bragging about AAPPR and make all aware we are a knowledge resource," she continued. "I would love to get to a point where all health care systems require this certification for their physician recruiters, either at the time of hire or within so many years of hire."

"The more we can communicate the program out that this is what we do, and we are the experts at recruitment, the better appreciated we will be – as individuals and as an organization," Screeney said. "Search firms source. They cannot do the job that we do. We have made big leaps in people recognizing us as professionals and experts at what we do." She added that AAPPR would continue to offer

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networking and education opportunities. “This is what we were founded for, and we can’t lose sight of that. The impact we have on a community, patients, physicians, and their families is too critical.

“We have to care about our jobs to do our jobs well.”

Along with the redesigned certification program, AAPPR developed a mentor program in 2019. The new certification program will have an active component of mentoring moving forward. New recruiters can benefit from the experience of more seasoned professionals.

The AAPPR website provides a letter to help justify your participation in the conference and the certification program. The message is designed for recruiters to personalize to their organizations. It states that the certification pre-conference workshop is “the most comprehensive, authoritative resource for those seeking to develop and test their skills and knowledge in the physician recruiting profession.” The letter also notes that approximately 10 percent of physician and provider recruitment professionals nationwide have achieved this certification.

Noting the value of lifelong professional development, Lynne Peterson, FASPR, AAPPR President, and Director of Physician, Advanced Practice and Executive Recruitment at Fairview Health Services stated, “As our industry has grown and our challenges in health care have proven to be even more significant, I see an opportunity to rise to the occasion and continue to challenge ourselves and each other. Prioritizing ongoing professional development and lifelong learning should be a constant for all of us.”



Certified Physician/Provider Recruitment Professional (CPRP)

We are pleased to announce the name of AAPPR’s new certification program, CPRP (Certified Physician/Provider Recruitment Professional). This change signifies AAPPR’s commitment to helping you advance your career.

The Association for Advancing Physician and Provider Recruitment (AAPPR), formerly known as ASPR, is still the organization that administers the CPRP designation:

- AAPPR develops the certification program
- AAPPR develops and administers the certification exam
- AAPPR develops and administers the recertification program

Those in the process of taking their FASPR certification have until December 31, 2020 to complete the online courses and exams in order to transfer to the new certification.

Learn more and view our FAQs by visiting:
aappr.org/member-development/certification

A photograph of a hospital room. In the foreground, a man with a beard and a red wristband lies in a hospital bed, looking towards the right. He is wearing a white hospital gown with a small blue pattern. In the background, a white mannequin dressed as a doctor stands holding a clipboard. The mannequin wears a white lab coat over a blue patterned shirt and has a stethoscope around its neck. The room features a wall-mounted medical monitor displaying vital signs (heart rate 60, blood pressure 112/67, oxygen saturation 98), a stethoscope, and a rack of medical supplies. A yellow curtain is visible behind the mannequin.

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Performance Review to Refine, Retain, Then Recruit

By: The Medicus Firm

Reviewing an organization's recruiting performance with discovery questions can reveal areas to refine the process and operations. Discovery questions are open-ended questions that can provoke and provide the context needed to begin formulating a solution. These questions can lead to implementing new approaches that can retain and recruit providers. Below are some insights and discovery questions collected from physician and advanced practice recruiters across five topics that impact recruiting performance.

I. Community and system needs.

Review your staff plan carefully and be sure that your strategic recruiting plan is in line with the findings of the provider needs assessment for your system and community. Consider any recent fluctuations in population, including increases or decreases in patient volume, and any changes to the patient mix of demographics in your draw area. Consider changes in the local competition and providers who have been newly added. Review your health system's plans for new service lines in coming years as well as any other system initiatives that may impact recruiting and hiring.

Discovery Questions:

- What changes in our market occurred that impacted our service lines?
- What else would help us better understand our community needs? Why?
- How might our patient demographics change? Why?

II. Physician and advance practice provider relations.

Have continual dialogue with current physicians and advance practice providers. Conversations with providers can help you understand if there are any changes in their life that might adjust their practice style, patient mix, services offered or volumes. This type of dialogue will allow better awareness on unplanned departures, like a provider deciding to retire or cut back earlier than anticipated.

Having regular conversations on compensation with current medical staff offers a forum for providers to express their opinions prior to becoming disengaged and starting to consider new opportunities. If there's medical staff departure, then conduct exit interviews to learn how to improve the current practice environment or adjust on open searches to make them more marketable.

Discovery Questions:

Current staff: Has anything changed that would impact your practice style over the next year? How well are your personal and professional goals being met here? How could we improve and support your professional goals?

Exit Interview: Why are you leaving? Why did you start looking? What does your position offer that influenced your decision to leave? How could we improve our environment for the medical staff?

III. Provider recruiting team members, other stakeholders and resources.

If you have a solid inhouse recruiting team, be sure to keep them engaged and motivated with feedback, incentives, and the necessary resources. The provider recruiting team includes sourcing, interviewing, administrative assistance, contracting, credentialing, etc. Other stakeholders to involve in the review may include your hospital marketing department, HR, communications professionals, hospital community outreach, or executive team.

Ensuring that each role provides their perspective is key to capturing full understanding and creates buy-in with recruitment and retention initiatives. Also, assess effectiveness of resources such as the internal database, CRM, search firms, marketing companies, job boards, conferences/career fairs attended, candidate lists, and any other services or products that use valuable budget dollars.

Discovery Questions:

- How does our incentive plan align with our system wide recruiting goals?
- What areas are possibly overworked or underutilized? Why?
- What other staff members or internal departments could be assisting with recruitment? How well does everyone understand their role?
- What's the performance of resources? How could we improve the performance of resources?

IV. General recruiting processes.

Closely evaluate each step of your internal provider recruiting process, from opening a search through physician onboarding. Review any patterns or trends in your recruiting processes and procedures that may indicate that the process is broken or there is an unnecessary delay that is hindering the success of your searches. If a search has been open for an extended period, you may need to re-adjust the process, offer, or recruiting methods to improve your success rate.

Consider the search specialty and your location - some specialties take longer than others to fill, based on available candidate pool, demand, and other factors, some of which are beyond your control.

Discovery Questions:

- Which parts of the process work the most smoothly, and which processes need improvement?
- Where are the delays, breakdowns, and bottlenecks? What was learned in these situations? What could we adjust based on what was learned?
- What data or metrics do we have to manage the process? What other information could we use to understand the process?
- What other staff members or internal departments could be assisting with various steps of the recruiting process? Who owns what parts?
- How would opening up our candidate parameters impact our search performance? What does adjusting skills, background, training and education do? Will it still meet our needs?

V. Compensation packages and incentives.

Look at what your competitors are offering and listen to what your candidates are telling you about other offers. Candidates who decline your opportunity can be valuable sources of information. Also, review salary surveys and reports in addition to gathering real-time offer info from the area.

Discovery Questions:

- What data or comp surveys are being shared with our providers? How do we compare?
- What have we learned about our comp from candidates that decline our opportunities?
- What are new compensation models in the industry?
- What compensation plans did our newly recruited providers have at their previous position?

As with any review process that involves gathering input, circling back and communicating how the feedback was utilized is critical to maintain engagement with future discovery questions. Performance in recruitment and retention can improve as individuals see the organization listening and refining processes.

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Crafting a Winning Sourcing Strategy

By: PracticeMatch

With a looming physician shortage overhead, physician recruiters are left to fiercely compete for attention from a dwindling group of potential candidates depending on the specialty you are seeking.

The good news is, with a sharply crafted marketing strategy you can garner the attention of this sought-after candidate pool and get those hard-to-fill positions closed. How do you develop a marketing strategy?

Whether you have the luxury of a fully staffed marketing team dedicated to recruitment or if you are a one-man show, you can craft a marketing strategy that can help you achieve results.

Define your goals

Set measurable goals or KPIs (key performance indicators). Whether your goal is to get a certain number of annual visits to your physician career website, a specific number of job applies, attendance at a resident event, or leads captured at your specialty conferences, define what success looks like. Your marketing strategy is your pathway to accomplishing your goals.

Do a SWOT analysis

Come up with the strengths, weaknesses, opportunities, and threats your organization faces in filling your open positions. Strengths will help you in defining your key messages which

are essential to a thorough marketing plan. Consideration of weaknesses, opportunities, and threats are necessary for developing talking points and tactics for your plan.

Develop key messages

Come up with three messages to define the benefits of your organization. You should do this at a high level for all positions and on an opportunity by opportunity basis for your open positions so depending on the campaign, you can be as specific as possible. The messaging you use at a career fair may be more generic than your key messaging at a Urology conference. These key messages correlate with your mission statement, your tagline, and the unique culture of your organization.

Create an elevator pitch

Come up with a 30 second spiel that encompasses your key messages and provide a 10,000-foot overview to your prospective candidates. This spiel is similar to what you'd share if a physician walked up to your booth at a conference and asked you why they should apply to work at your organization.

Diversify your tactics

Consider adding different marketing channels to your marketing mix to reach the widest possible audience in

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your niche. Consider social media campaigns (ask us about Geotargeting!). If you are already investing in a specialty conference, consider adding other touchpoints to drive booth traffic. Geofencing, pre-show mailers, text campaigns and emails are all great tactics to achieve additional touchpoints.

Set a reasonable budget and timeline

Set aside a budget that accommodates a robust plan around the anticipated open positions you will be filing, your conference attendance plans, program outreach, digital marketing, social media, and content for your website.

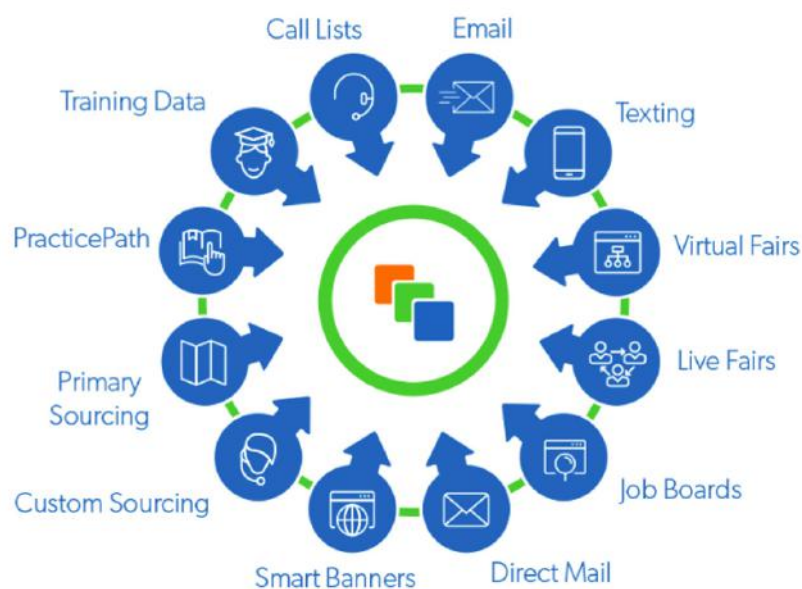
Measure, measure, measure

Once your plan is approved and executed, take thorough record of your progress. We recommend keeping an eye on booth traffic at conferences year over year, job applies, website visits, along with email read rates. Track the success of each prong of your campaign so you know where improvements can be made or identify sweet spots where you are seeing good traction. You may find a certain time of day, or day of week, provides excellent email read rates. Or, adding extra touchpoints along with your conference attendance gives you a 25 percent boost in booth traffic.

The goal for any marketing strategy is to move a candidate through the recruitment funnel. All of your tactics should work together through various marketing channels to develop brand awareness for your organization, foster consideration for your opportunities, and garner enough candidate interest to result in the holy grail of sourcing – the apply!

Add touchpoints to your recruitment strategy

It takes 7-10 touchpoints through 3 different mediums to prompt a candidate decision about your role. This may require you to diversify the means of reaching candidates. If you focus primarily on email, incorporate direct mail campaigns. Do a pilot test of a digital advertising campaigns such as Smart Banners from PracticeMatch. Consider adding a program outreach campaign as a sourcing tactic. PracticeMatch offers 12 unique ways to reach candidates – providing recruiters with the means of reaching the widest candidate net with the most effective touchpoints available.





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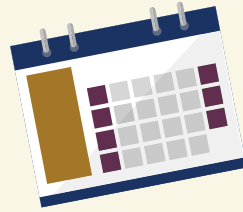


Work Life of the Typical Recruitment Professional

Has been with company for 3 to 5 years and in recruitment for 10 years.



Works 47 to 50 hours per week



Co-workers include 2 other recruiters and 1 other staff member in their department.



Spends 50% to 80% of time on core tasks



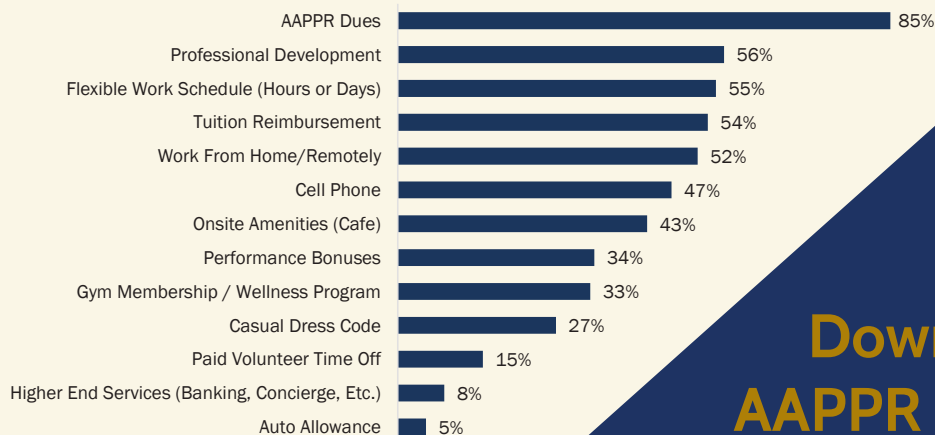
Feels the number of recruiters is sufficient, though they want more support staff.



Commutes 21 to 30 minutes



Receives These Benefits/Perks From Employer



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AAPPR provides members and health care industry leaders and partners alike opportunities to connect and learn insights that help them manage today's topics and advance by anticipating tomorrow's trends. AAPPR collects data each year on a wide variety of topics by surveying physician and provider recruitment professionals.

View the reports at:
aappr.org/research/survey-reports

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Lewisville, Texas
Kelli Mulloy, President
kmulloy@inline.group
(214) 260-3200
inline.group

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St. Louis, Missouri
Clint Rosser, VP of Operations
crosser@practicematch.com
(800) 489-1440
practicematch.com

PracticeMatch provides a complete set of tools for sourcing, recruiting, and retaining quality physicians. These tools allow in-house physician recruiters at health care organizations of all sizes to decrease costs, find more and better candidates, and improve retention. Our tools include the most accurate physician databases available, candidate and process tracking software, and a popular online job board with unlimited posting opportunities.



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Philadelphia, Pennsylvania
Ben Crowe, Director of Account
and Relationship Management
ben.crowe@wolterskluwer.com
(215) 521-8423
lww.com

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Advertising/Marketing

Aloysius Butler & Clark

Wilmington, Delaware
Shawn Kessler, Managing
Director, Recruitment
skessler@abccreative.com
(302) 655-1552
abccreative.com

Harger Howe Advertising

Burlington, Massachusetts
Matt Walsh, Director
of Client Service
mattwalsh@hargerhowe.com
(781) 425-5005
hargerhowe.com

Applicant Tracking System



PracticeLink

Hinton, West Virginia
Eric Martin, Director, Sales
and Client Relations
ProTeam@PracticeLink.com
(800) 776-8383
practicelink.com

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St. Louis, Missouri
Clint Rosser, VP of Operations
crosser@practicematch.com
(800) 489-1440
practicematch.com

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HiringThing

Bartonsville, Pennsylvania
Ciara Tejani, Business
Development Director
ciarat@hiringthing.com
(888) 769-2023
hiringthing.com

Innovative Cloud Solutions

Amherst, New York
Rocco Polino, CRM Sales Manager
Rocco.Polino@ics-cloudsolutions.com
(716) 568-2040
ics-cloudsolutions.com

Marketware

Cottonwood Heights, Utah
Carrie Bennett, Chief Operating Officer
Kelly Skeen, Vice President of Sales
Gini Bazz, Client Success Manager
carrie.bennett@marketware.com
(843) 247-4837
marketware.com

Background Verification Services

AccuCheck Investigations

New Berlin, Wisconsin
Anna Jarecki, Cathy Braatz, Principals
ajarecki@accucheckreports.com
(800) 874-9099
AccuCheckReports.com

Reality Check Screening, LLC

Moberly, Missouri
Rhonda J. Jackson, Owner/CEO
rhondaj@realitycheckscreening.com
(877) 263-4299
realitycheckscreening.com

Complementary Association

National Association of Locum Tenens Organizations® (NALTO®)

Altamonte Springs, Florida
Lynn Hupp, Executive Director
lhupp@kmgnet.com
407-774-7880
nalto.org

Consulting



VISTA Staffing Solutions, Inc

Cottonwood Heights, Utah
Adam Rousey, Senior VP
Adam.Rousey@vistastaff.com
(844) 607-5828
vistastaff.com

At VISTA, we're dedicated to being our clients' strategic workforce optimization partner. With our deep industry expertise and advanced technology, VISTA Select, we partner with health facilities to build and sustain effective workforce models that ensure patient access to care and organizational stability. Contact us today at WorkforceOptimization@vistastaff.com or (844) 607-5828.

3d Health Inc.

Princeton, Wisconsin
Kate Salas, Project Manager
ksalas@3dhealthinc.com
(312) 297-4387
3dhealthinc.com

Coker Group

Alpharetta, Georgia
Craig Hunter, Senior Vice President
chunter@cokergroup.com
(678) 832-2002
cokergroup.com

Credentialing

ABMS Solutions

Atlanta, Georgia
David Coursey, Director
dcoursey@abmssolutions.com
(770) 325-1216
abmssolutions.com

Financial Services

Navigate Student Loans

Saint Paul, Minnesota
Joy Sorensen Navarre, President
joy@navigatestudentloans.com
(612) 470-3019
navigatestudentloans.com

SunTrust Mortgage

Brent Eckhardt, Physician Loan Specialist
brent.eckhardt@suntrust.com
(910) 262-4042
suntrust.com/brent.eckhardt



CHG Healthcare

Midvale, Utah
Melinda Giese, Vice President,
Enterprise Client Solutions
melinda.giese@chghealthcare.com
(801) 930-3228
chghealthcare.com

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VISTA Staffing Solutions, Inc

Cottonwood Heights, Utah
Adam Rousey, Senior VP
Adam.Rousey@vistastaff.com
(844) 607-5828
vistastaff.com

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Consilium

Irving, Texas
Hamilton Doty, Vice President
of National Accounts
hdoty@consiliumstaffing.com
(214) 580-1142
consiliumstaffing.com

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Floyd Lee Locums

Charleston, South Carolina
Natasha Lee, CEO
Kemi Upchurch, VP of Client Services
Josh Ahlberg, VP of
Business Development
nlee@floydleelocums.com
(843) 900-4185
floydleelocums.com

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Deerfield Beach, Florida
Katie Escalante, Senior Director
kescalante@asrlocums.com
(800) 928-0229
allstarrecruiting.com

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San Diego, California
Hunter Smith, Vice President
stephanie.donley@ayahealthcare.com
(858) 623-8581
ayalocums.com

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Draper, Utah
Matt Brown, Senior Director
matthew.brown@gmedical.com
(801) 559-5352
gmedical.com

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Fort Lauderdale, Florida
Hannah Paton, Conference & Event
Marketing Manager
hannah.paton@hayeslocums.com
(888) 837-3172
hayeslocums.com

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Weatherby Healthcare

Fort Lauderdale, Florida
Cindy Slagle, VP of Business
Development
info@weatherbyhealthcare.com
(866) 951-2926
weatherbyhealthcare.com

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All Medical Personnel

Irving, Texas
Kristin Keck, Division VP of
Business Development
Kristin.Keck@allmedical.com
(214) 306-6127
allmedical.com

AMN Healthcare

Dallas, Texas
Karl Lau, VP Business Development,
karl.lau@medefis.com
Rachel Stoll, SVP Sales,
rachel.stoll@amnhealthcare.com
Alex Herbison, DVP Marketing,
alex.herbison@merrithawkins.com
(800) 685-2272
amnhealthcare.com

Barton Associates

Peabody, Massachusetts
Amanda Meulemans, Director
of National Accounts
ameulemans@bartonassociates.com
(480) 465-4708
bartonassociates.com

CT Assist, LLC

Harrisonburg, Virginia
Jennifer Litwiller
jennifer@ct-assist.com
(540) 421-4349
ct-assist.com

DocsDox

Cummaquid, Massachusetts
Benjamin Levin, MD, Co-founder
Benjamin.Levin@DocsDox.com
(617) 312-9717
docsdox.com

Fusion Healthcare Staffing

Sandy, Utah
Rob Gleason, COO
rob.gleason@fusionhcs.com
(385) 474-2858
fusionhcs.com

Jackson & Coker

Alpharetta, Georgia
Tony Rico, Executive VP
Robert Paredes, Division VP
Eric Remshik, Strategic
Account Executive
connect@jacksoncoker.com
(800) 272-2707
jacksoncoker.com

LocumTenens.com

Alpharetta, Georgia
Lew Benedict, VP of National Accounts
Brittany Wetherhold, Director
Ricky Stephenson, Director
awhittle@locumtenens.com
(800) 562-8663
locumtenens.com

LT Partners

Peachtree Corners, Georgia
Curtis Shumard, President
cshumard@myltpartners.com
(678) 540-4702
myltpartners.com

MD Staff Pointe

Irving, Texas
Mike Zagami, VP
mzagami@mdstaffpointe.com
(214) 247-6695
mdstaffpointe.com

Med Consult Staffing

Los Angeles, California
Jeff Sue, Sr. Client Consultant
jeff@medconsultstaffing.com
(888) 314-4819
medconsultstaffing.com

Medical Search

Florham Park, New Jersey
Ben Weintraub, VP, National Accounts
bweintraub@medsearchint.com
(973) 301-2100
medsearchint.com

Medicus Healthcare Solutions

Windham, New Hampshire
Melissa Tagliamonte
VP, Business Development
mtagliamonte@medicushcs.com
(603) 952-3091
medicushcs.com

Medstaff National Medical Staffing

Raleigh-Durham, North Carolina
Andrea Boehme-Hernandez, CEO
and Owner
ahernandez@medstaffLT.com
(800) 476-3275
medstaffLT.com

MPLT Healthcare

Coral Springs, Florida
Jay Mays, CEO/President
hq@mplthealthcare.com
(866) 346-6758
mplthealthcare.com

NEXTLocums

Miamisburg, Ohio
Winnie Culbert, Division VP
wculbert@nextlocums.com
(937) 281-2821
nextlocums.com

Onyx M.D.

Irving, Texas
Brandon Weber, Senior
Director of Recruiting
brandon.weber@onyxmd.com
(877) 466-9963
onyxmd.com

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Denver, Colorado
Kimberly Lucero, Associate
Marketing Manager
info@healthcareers.com
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Waltham, Massachusetts
Matt Clancy
Recruitment Solutions Manager
mclancy@nejm.org
(781) 434-7034
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Hinton, West Virginia
Eric Martin, Director, Sales
and Client Relations
ProTeam@PracticeLink.com
(800) 776-8383
practicelink.com

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PracticeMatch

St. Louis, Missouri
Clint Rosser, VP of Operations
crosser@practicematch.com
(800) 489-1440
practicematch.com

PracticeMatch provides a complete set of tools for sourcing, recruiting, and retaining quality physicians. These tools allow in-house physician recruiters at health care organizations of all sizes to decrease costs, find more and better candidates, and improve retention. Our tools include the most accurate physician databases available, candidate and process tracking software, and a popular online job board with unlimited posting opportunities.



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Ringle, Wisconsin
Kelly Burnworth, President
ktb@doccafe.com
(574) 453-3131
doccafe.com

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Ringle, Wisconsin
Kelly Burnworth, President
ktb@doccafe.com
(574) 453-3131
doccafe.com

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recruitment@jamanetwork.com
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Itasca, Illinois
Rhonda Truitt, Advertising Manager
rhonda.truitt@wt-group.com
(443) 512-8899 ext. 106
careercenter.aap.org

Elsevier Recruitment Solutions

New York, New York
Traci Peppers, Director of Sales
pharmasolutions.mktg@elsevier.com
(347) 449-4997
elsmediakits.com/us/recruitment

HospitalRecruiting.com

Bloomington, Indiana
James Bik, Senior Account Manager
info@hospitalrecruiting.com
(800) 244-7236
hospitalrecruiting.com

McMahon Group

New York, New York
Craig Wilson, Classified
Advertising Manager
CWilson@McMahonmed.com
(212) 957-5300 x235
mcmahonmed.com

Naylor Association Solutions

McLean, Virginia
Jack Lafferty, Director Business Development
Alexis Cigna, Sales Consultant
Sarah Kratochvil, Sales Consultant
jack.lafferty@naylor.com
(703) 964-2779
jobs.healthcareercenter.com/employers/network

PhysicianCareer.com

Atlanta, Georgia
Tom Broxterman, Executive VP
sales@physiciancareer.com
(800) 789-6684
physiciancareer.com

PSLFjobs

Scottsdale, Arizona
Jason DiLorenzo, Founder & Director
jason@pslfjobs.com
(415) 722-8552
pslfjobs.com



The Medicus Firm

Dallas, Texas
Steve Look, CEO
slook@themedicusfirm.com
(214) 382-9951
themedicusfirm.com

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Cottonwood Heights, Utah
Adam Rousey, Senior VP
Adam.Rousey@vistastaff.com
(844) 607-5828
vistastaff.com

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Irving, Texas
Hamilton Doty, Vice President
of National Accounts
hdoty@consiliumstaffing.com
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St. Louis, Missouri
Cheryl Hardy, Marketing Manager
chardy@crosscountry.com
(561) 617-2263
crosscountrysearch.com

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Deerfield Beach, Florida
Katie Escalante, Senior Director
kescalante@asrlocums.com
(800) 928-0229
allstarrecruiting.com

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Ft. Lauderdale, FL
Alicia Terrell, Director of
National Accounts
alicia.terrell@comphealth.com
(954) 837-2777
comphealth.com

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San Jose, California
Deepak Jha, Founder & CEO
deepak@dadjinc.com
(650) 384-0326
dadjinc.com

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Adaptive Medical Partners

Irving, Texas
Scott Edwards, CEO
David Fontenot, President
Tim Ketterman, VP of Operations
mdavis@adaptivemedicalpartners.com
(817) 756-9448
adaptivemedicalpartners.com

Adkisson Search Consultants

Bloomington, Illinois
Shannon McKay, Vice President
shannon@adkissonsearch.com
(866) 311-0000
adkissonconsultants.com

AMN Healthcare

Dallas, Texas
Karl Lau, VP Business Development,
karl.lau@medefis.com
Rachel Stoll, SVP Sales,
rachel.stoll@amnhealthcare.com
Alex Herbison, DVP Marketing,
alex.herbison@merrithawkins.com
(800) 685-2272
amnhealthcare.com

Elevate Healthcare Consultants

Plano, Texas
Trey Smith, President and CEO
trey.smith@elevatehcc.com
(972) 954-6900
elevatehcc.com

Enterprise Medical Recruiting

St. Louis, Missouri
Matt Neuwirth, SVP of Business Dev.
Neal Fenster, CEO
Paul Smallwood, Executive VP and
Managing Principal
nfenster@enterprisemed.com
(800) 467-3737
enterprisemed.com

Jackson Physician Search

Alpharetta, Georgia
Tony Stajduhar, President,
tstajduhar@jpsearch.com
Tim Sheley, EVP, Business
Development, sheley@jpsearch.com
(866) 284-3328
jacksonphysiciansearch.com

Provenir Healthcare

San Antonio, Texas
Brigitta Glick, CEO
Michelle Stewart, VP of Engagement
Mark Lerma, Director of Recruitment
info@provenirusa.com
(210) 479-3444
ProvenirHealthcare.com

RosmanSearch

Pepper Pike, Ohio
Beth Dery, Recruiting and
Operations Manager
bdery@rosmansearch.com
(216) 287-2302
rosmansearch.com

The Delta Companies

Dallas, Texas
Paul Estrada, EVP of Delta
Physician Placement
Eric Sasser, VP of Advertising
info@thedeltacompanies.com
(800) 521-5060
thedeltacompanies.com



PracticeLink

Hinton, West Virginia
Eric Martin, Director, Sales
and Client Relations
ProTeam@PracticeLink.com
(800) 776-8383
practicelink.com

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St. Louis, Missouri
Clint Rosser, VP of Operations
crosser@practicematch.com
(800) 489-1440
practicematch.com

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San Jose, California
Deepak Jha, Founder & CEO
deepak@dadjinc.com
(650) 384-0326
dadjinc.com

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Marketing Data Interactive

Dyer, Indiana
Al Terrazas, Managing Partner
aterrazas@mdidata1.com
(855) 634-5478
mdidata1.com

The Physician Career Network markets jobs to members of over 500 of the world's most prestigious physician associations. Employers also source for talent and utilize a variety of sophisticated recruiting tools to leverage the world's broadest physician network, which collectively serves hundreds of thousands of doctors, physicians, surgeons and related professionals.

MMS, Inc.

Schaumburg, Illinois
Brandon Feldt, Executive Director,
Strategic Solutions
b-feldt@MMSLISTS.COM
(630) 447-1537
mmslists.com

Relocation Services

Stevens Moving & Storage

Saginaw, Michigan
Vicki Bierlein, Director
Business Development
vldbierlein@gmail.com
(989) 392-2918
movewithstevens.com

UrbanBound

Chicago, Illinois
Zach Frazier, Healthcare
Account Executive
zfrazier@urbanbound.com
(630) 862-6173
www.urbanbound.com

Other



Doximity

Category: Online Sourcing
and Recruiting Software
San Francisco, California
Erica Lieppman, Marketing Manager
eliemann@doximity.com
(510) 629-9902
finder.doximity.com

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PracticeLink

Category: Events & Media
Hinton, West Virginia
Eric Martin, Director, Sales
and Client Relations
ProTeam@PracticeLink.com
(800) 776-8383
practicelink.com

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Qualivis

Category: Vendor
Management Service
Columbia, South Carolina
Bethany Fuller, VP
bethany.fuller@qualivis.com
(678) 451-9407
qualivis.com

Qualivis is a national provider of healthcare workforce solutions that works to simplify staffing and help hospitals build a better workplace to improve patient care. The company works with state hospital associations, healthcare facilities and a national network of staffing agencies to keep clinical and non-clinical departments staffed through a simple standardized approach.

AHSA

Category: Workforce Solutions
Traverse City, Michigan
Jheri Corb, Jay Sage,
Ginger Hickman, Regional VP
jcorb@ahsa.com
(337) 303-5181
ahsa.com

AMN Healthcare

Dallas, Texas
Category: Vendor Management System
Karl Lau, VP Business Development,
karl.lau@medefis.com
Rachel Stoll, SVP Sales,
rachel.stoll@amnhealthcare.com
Alex Herbison, DVP Marketing,
alex.herbison@merrithawkins.com
(800) 685-2272
amnhealthcare.com

AppVault Recruitment Marketing

Category: Talent Acquisition
Technology & Media Advertising
Atlanta, Georgia
Debra Horowitz, Director, Healthcare
Solutions
debra@appvault.com
(407) 446-8742
appvault.com

Barlow/McCarthy

Category: Sourcing
Hudson, Wisconsin
Tony Barlow, Sourcing Specialist
Mitzi Kent, Partner
tbarlow@barlowmccarthy.com
(715) 330-3338
barlowmccarthy.com/
physician-recruitment

Healthcare Workforce Logistics

Category: Vendor Neutral
Vendor Management System
Orlando, Florida
Jeff Niles, Vice President
jniles@hwlmisp.com
(833) HWL-INFO
hwlmisp.com

Sycamore Independent Physicians

Category: Independent Locums
Florence, Alabama
Larson Hicks, CEO
Andrew Forsman, VP of Operations
Melissa Bain, VP of Physician Placement
lhicks@sycamoredocs.com
(208) 596-8223
sycamoredocs.com

Thalamus

Category: GME Interview Management
and Recruitment Platform
Santa Clara, California
Jason Reminick, CEO
Justine Wheeloc, Director of Sales
Kristi Anderson, Director of Sales Operations
sales@thalamusgme.com
(408) 839-7294
thalamusgme.com



What is Social Recruiting?

By: Doximity Staff

What is Social Recruiting?

Social recruiting is simply engaging with candidates on social platforms, like Doximity, LinkedIn or Facebook. There are many different approaches to social recruiting, but at its core, it is a concept in which you use the social parts of the Internet and accompanying data to find, connect with, and hire active and passive candidates.

Think of it this way: recruiting has always been an endeavor in networking. Social recruiting in today's technology landscape adds another layer — and a convenient one at that.

This is especially pertinent in today's medical world as care providers are becoming more and more reliant on technology in both their personal and professional lives. Reports have shown that nearly three-quarters of physicians are using computers, smartphones, and tablets in their professional lives alone.

The good news: If doctors are constantly using technology, then one of the best ways to connect with them is through that technology itself.

Is social recruiting effective for physician candidates?

Put simply, yes. Social recruiting is an incredibly effective

strategy for physician recruiting.

In fact:

- 90% of job seekers are using mobile technology (45% of these search for jobs online at least once a day)
- 70% of employers said they have successfully hired from social media
- 75% of hires aren't actively searching — recruiters use social media to reach them

Why? In a high demand market like this one, social recruiting has become especially important because it allows you to broaden your candidate pool and connect with both active and passive job seekers you wouldn't otherwise be able to reach.

Current surveys have found that 72.8% of U.S. physicians are passive job seekers. That means that 72.8% of U.S. physicians are open to exploring new job opportunities, but only if the opportunity comes to them! While a job board might reach a mere 11% of candidates, social recruiting has the potential to appeal to 84% of candidates.

Getting started with social recruitment hiring

There are a lot of social platforms out there, so a great first step is researching which platform is right for you. Start backwards by asking yourself what you're trying

to accomplish. What are your hiring goals? Next, do some research on your competitors. How are they hiring physicians? What social platforms have you heard about in the industry? These are all great questions that should help lead you to the right decision!

The first step is establishing a presence on the network(s) you choose. Just like how recruiters like to learn about candidates from their online presence, candidates will be interested in learning about you, too. Your social profile is often going to be the first thing a candidate sees about you, so make sure you strongly present yourself and the company you represent. Keep in mind that there is evidence to show online recruitment profiles with a profile picture receive a higher number of responses than those without. That little extra effort can go a long way toward your hiring goals.

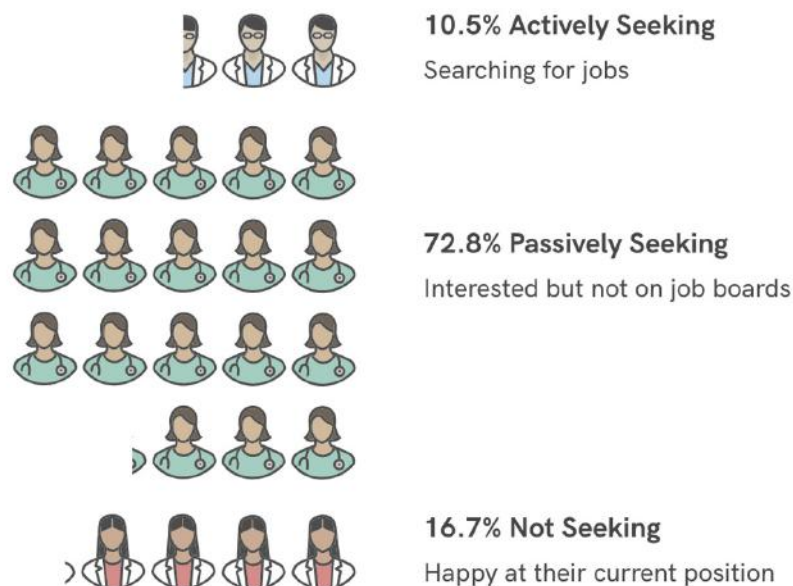
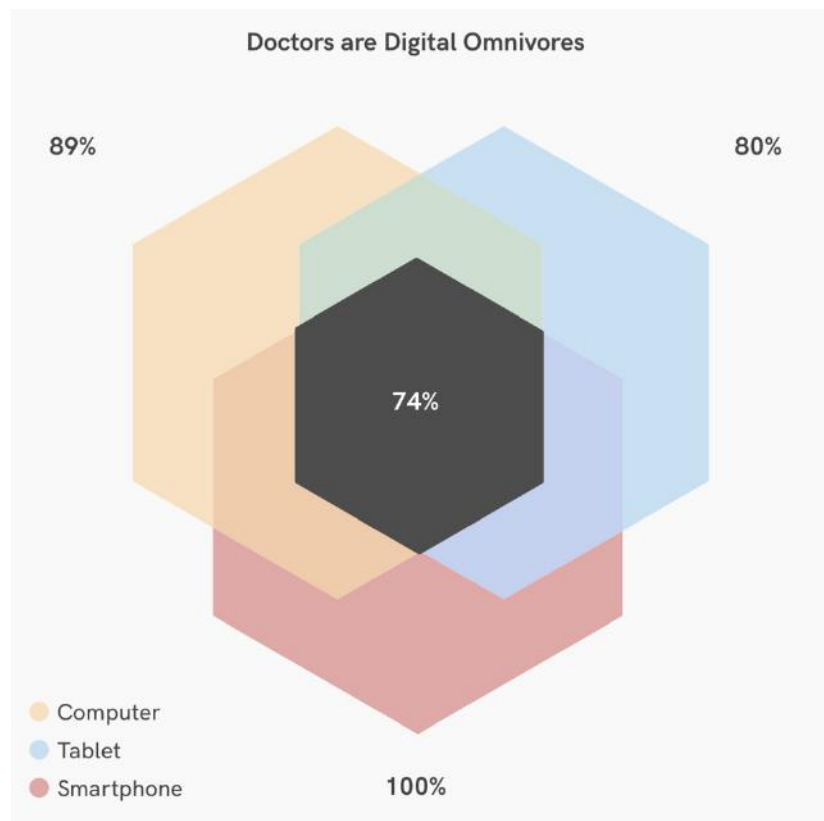
Now, it's time to start recruiting online! Use your recruiting software to create advanced candidate searches. On many platforms you can search for talent using over 30 different fields, including, but not limited to, sub-specialty, position type, years of experience, location, past ties, schools attended, etc.

How to use social recruiting to connect with identified candidates

Before you send any messages to the physicians that you identified through your searches, remember that every interaction you have with a candidate is a representation of your employer brand, so make sure to keep your interactions in line with the image you want to portray.

Next, you'll want to plan your outreach. The best way to reach passive and active candidates is through personalized recruitment messages. Typically, these messages see much higher response rates than normal messaging because you've already done the hard work of making sure the job opening you have is incredibly relevant to the candidates you are reaching out to. Your messaging should be clear and consistent with your brand, but you should be testing different messaging to see what gets you the best response rate.

Job posts on social networks often work differently than traditional job boards. For example, on Doximity, in addition to the career center, your jobs are shown to the most relevant candidates at their most likely time to click as they use the rest of the tools on the site. Smart jobs are one of the major benefits of using the vast amounts of membership data to better improve the physician experience.





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Indiana Society of Physician Recruiters (INSPR)

Third Quarter Meeting:

July 14, 2020 hosted by Indiana University Health

Fourth Quarter Meeting:

October 14, 2020 hosted by Franciscan Physician Network

For more information and updates, please visit:
<https://inspr.org> or find us on LinkedIn

Please welcome our new officers and leadership for the 2020-2021 term:

- President – Amanda Haugh, FASPR, CMSR, Franciscan Physician Network
- Vice President – Deidre Key, MHA, DASPR, Franciscan Physician Network
- Treasurer – Angie Trussel, MHA, Community Health Network
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Mid-Atlantic Physician Recruiter Alliance (MAPRA)

MAPRA is now an enhanced affiliate of AAPPR. In 2019, the MAPRA Executive Board and AAPPR Affiliate/SIG Committee agreed on a pathway for bringing MAPRA on board. We are appreciative of the work that was done to bring our two organizations together.

MAPRA has a new president, Steve Jacobs. Steve has been on the MAPRA board since 2015 and served as secretary and member at large. MAPRA launched a new quarterly e-newsletter for its members in October 2019. The second

edition was released in January 2020. MAPRA numbers continue to grow with 10 new members coming on board in January 2020. MAPRA also made a donation to Feed America, a national food bank network, which feeds millions with food instability across the U.S. Our annual conference will again be held in October. Stay tuned for more details as they become available. Many thanks to our executive board for their tireless efforts and to our many volunteer committee members who keep us moving forward.

Missiouri, Iowa, Nebraska and Kansas MidwestMD (MINK)

Please join us for MINK's Annual Educational Conference, July 28-29 in Kansas City. The 2020 Conference will include a day and a half of expert speakers, networking, round tables, a physician panel, and an evening social event. Connect with 30+ vendors and sponsors reconnect with your physician recruitment colleagues and meet new ones. For more information email Rob Dinneen at rob.dinneen@libertyhospital.org.

Southeast Physician Recruiters Association (SEPRA)

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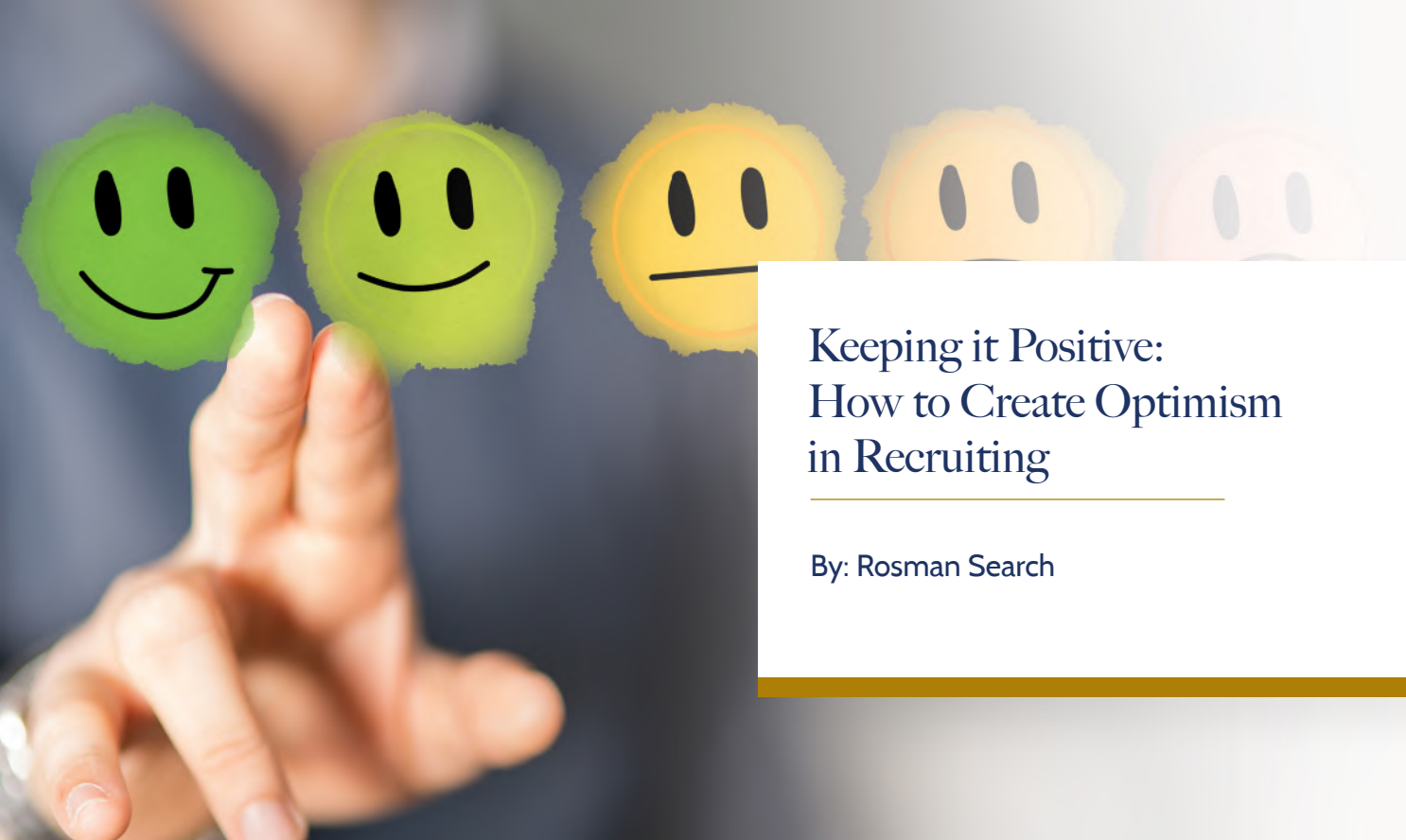
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Keeping it Positive: How to Create Optimism in Recruiting

By: Rosman Search

You exhale with an audible groan as you look at your phone. You need to call that candidate who came last week, but oh, how embarrassing! You know your offer was way below market, and one of the surgeons who met with the candidate probably aired all the dirty laundry about conflicts within the group. Nobody in the group has heard anything from the candidate since his visit, not even a thank you note. And yet, your hospital needs this candidate, and it is your job to follow up with him. You force a smile and pick up the phone, expecting the worst.

How many times have you felt this way in your job?

What if you took this approach: "Dr. Goodman, it was such a pleasure to meet you last week! I want you to know that everyone who met you was so excited about your visit. Listen, I know you haven't yet responded to your offer, and truthfully, I wanted to speak with you before you respond. What I would really like to know is, what can we do in order to get you here?" Hope springs eternal! If you can get an answer to what would motivate the candidate to come, you may be able to improve the offer.

Hope is essential to optimism. And optimism is essential to being a successful recruiter, because if you aren't optimistic that you can succeed with a candidate, you won't be excited to pick up the phone. This article is designed to answer the

question: "How do we create optimism when we don't feel like there is hope?"

Recruiting is naturally full of problems. So how do you create hope when your situation feels hopeless? All you need to do is ask yourself this question: "What is the next thing that would need to happen in order to move this forward, and what can I do to help make that happen?" Recruiting is all about problem-solving. It is the process of focusing on how to solve the problems, rather than stewing about the problems themselves, that gives us hope.

For example:

Let's just say you live in a Midwestern community that is not known for its ethnic or religious diversity. You are recruiting a Muslim physician, originally from the Middle East. You anticipate that the physician is going to turn you down flat, based on concerns about not fitting in. How to problem-solve this?

You could try to convince the physician that your community is warm and friendly to those who are different. But if you don't share her heritage, she may not believe you. What would need to happen in order to have success? You can't create a large middle-eastern, Muslim community where you live. But do you have a Muslim physician on your medical staff who might be willing to help? What if you asked that physician to give the candidate a call to reassure them that

the community has been welcoming and to encourage her to visit? The better your problem-solving skills, the more hope, and optimism, you will create for yourself!

How about this situation: Your hospital CEO calls you, exerting friendly pressure: "I don't know why this search has been open so long. We really need to get this filled. I will be calling you again next week for an update, okay?" Great. You post the job, spend hours on the phone scouring CVs and calling candidates, and lo and behold! Four great-sounding candidates are interested. You send the CVs to the head of the search committee, who does not respond to any of them. You call and leave her a message, careful not to put her on the defensive: "Hi there! This is Ruth in Physician Recruitment. I am just calling to see if you received the CVs I sent you for the position we are trying to fill, because I know this search is very important to you. I didn't hear back from you, and I know you are busy. Could we find a time to speak?" Crickets chirping...

What is the magic to achieving hope in this difficult situation? Ask yourself the magic question to focus on finding a path forward, "What is the next thing that would need to happen in order to move this forward, and what can I do to help make that happen?" You need the Chair of the Search Committee to call the candidates. How do you accomplish this? An email just "checking in" is probably not going to motivate her. You need to anticipate why she might not be calling the candidates. Could it be that she doesn't think the candidates are good, even though they looked good to you? Or could it be that she got too busy and now she doesn't know how to reach out to the candidates without it feeling awkward, since time has passed?

Those are both problems you can fix! You leave her another message, followed up by a similar email: "Hi Dr. Searcher! This is Ruth in Physician Recruitment. I have not heard from you yet regarding the candidates I sent, and I wanted to know, is there anything I can do to make sure I am sending candidates you are interested in calling? Could we meet to review the candidates I sent so you can help me understand if they fit the bill or not? Also, if you do like the candidates I sent, I am happy to help set up calls for you with them. I need to report on the status of this search to the CEO next week, and I want to make sure I am doing everything I can to help you move this search forward." Because you took the time to anticipate what might be going wrong, and you are offering potential solutions, Dr. Searcher is far more likely to respond to you now. You also let her know that you need to report to the CEO—your own form of friendly pressure. If Dr. Searcher does not respond, ask yourself the same question: "What is the next thing that would need to happen in order to move this forward, and what can I do to help make that

happen?" The answers aren't always easy, but this positive mindset will keep you focused on problem-solving instead of pulling your hair out.

Summary:

It takes creativity to create hope and optimism in the frustrating situations recruiters face every day. However, by asking ourselves the magic question "What needs to happen in order to move this forward?" you can create hope and find a path forward in any tough situation.



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Why a Relocation Benefit May Be the Best Talent Acquisition Strategy for Health Care Today

By: Zach Frazier
Enterprise Accounts, UrbanBound

As every health care recruiter knows — perhaps too well — the number of industry talent searches continues to rise. It now takes an average of 135 days — four and a half months! — to fill positions for specialized physicians. Compound that by the fact that most health care recruiting departments consist of just two employees and it becomes clear how competitive health care recruiting has become. Given all the challenges of the current environment, what is the best talent acquisition strategy for health care organizations to adopt?

The answer may be simpler than you think. There is ample evidence that the most effective way to gain a recruiting edge is to offer cutting-edge relocation benefits that exceed standard industry offerings, thereby attracting physicians and providers from a much larger geographic pool.

The Current State of Relocation for the Health Care Industry

It's no secret that an increasingly important factor to winning and retaining physicians and providers is to provide competitive employee benefits. A growing relocation trend for the health care industry is to view the related financial assistance as an employee benefit, not a form of compensation.

Relocation benefits for the health care industry remain, by and large, relatively modest. The average physician moving allowance typically maxes out at about \$10,000.

That \$10,000 won't go very far, especially since relocation benefits are now taxable to employees as a result of the Tax Cuts and Jobs Act of 2017. (Prior to the passage of the tax law, most major relocation benefits were taxable business deductions for employers.)

The big question is: how do you enhance your relocation program without blowing your relocation budget? After all, these days health care organizations are constantly looking for ways to cut labor costs, not increase them, despite fierce hiring challenges. Is there a cost-effective solution? Yes!

How to Build a Standout Relocation Program Cost-Effectively

The best talent acquisition strategy for health care organizations is to augment the average \$10,000 relocation benefit, typically provided as a reimbursement allowance or cash, by providing related services that shift the legwork away from physicians and providers themselves, while allowing them to put their funds to best use.

While relocation services are standard offerings in the corporate world, they're lacking in health care — despite the fact that physicians often work extended hours and can still

be swimming in debt. Therefore, they don't have much time to coordinate a move or in some cases, the ability to front the costs.

However, when organizations attempt to provide such services in-house, it puts even more stress on an already lean physician recruiting team. Most simply don't have the bandwidth or expertise to make moving arrangements, vet suppliers, handle reimbursements and address compliance and tax issues, etc.

Therefore, the best option is to contract with an outside relocation management company, or RMC. While this used to be very costly, thanks to recent changes in the relocation industry, it is now possible to do so without taking on a huge additional expense and in some cases, is cost neutral.

It's no question, as the health care industry expands and changes, physician recruitment and talent acquisition teams will need to look at relocation as a key recruiting strategy.



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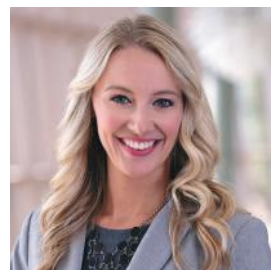
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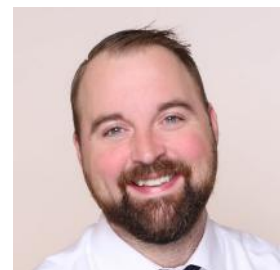
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