

Recruiter Toolkit/Resources

New to recruiting? Forming or expanding your department? Want to add value to your organization? Then this Toolkit is for YOU!

Access the Resource Library at <http://chat.aspr.org/resource-library>. Log in for access to the Library as well as the Chat rooms.

The Recruiter Toolkit matches topics with available resources in the Resource Library or resources easily found in the public domain. As you use the Toolkit, please let us know how we can make this better for you, a valued ASPR member! -
-Your Resource Library Committee

1. Physician Recruitment Department – Structure & Organization

- ❖ Examples of information one might need:
 - a. Structure of different Departments
 - i. Defined roles: Coordinator/recruiters/senior recruiters, etc.
 - ii. Job descriptions, recruiter assignments, different organizational structures
 - iii. Who works closely with recruitment/who is involved
 - b. Expectations
 - i. For example, average number of searches and turnaround time
 - c. Goals/Goal Setting - Benchmarking
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Recruitment Process

- Committee Structure for Recruitment
- Organizational Chart – Physician Practice Development
- Organizational Chart – Physician Recruitment
- Recruiter Assignments
- Recruiter Job Duties

Job Descriptions

- Advanced Practice Provider Recruiter
- Assistant – Physician Recruitment
- Associate – Physician Practice Development
- Coordinator – Physician Integration
- Coordinator – Physician Recruitment
- Director – Physician Recruitment 1
- Director – Physician Recruitment 2
- Director – Physician Services
- Director – Provider Recruitment and Retention
- Manager – Physician Recruitment
- Physician Recruiter 1
- Physician Recruiter 2
- Recruitment Specialist
- Regional Director - Physician Recruitment
- Regional Physician Services Consultant
- Senior Physician Recruiter 1
- Senior Physician Recruiter 2
- Senior Physician Recruiter 3

Surveys/Questionnaires

- 2017 ASPR In-House Physician Recruitment Benchmarking Report Executive Summary
- 2017 ASPR Benchmarking Survey - available for purchase or download for free if you participated in the survey.

Recruitment Process

- Recruitment Activity Report Sample - 1
- Recruitment Activity Report Sample - 2
- Recruitment Metrics

2. Recruitment Processes

- ❖ Examples of resources one might need:
 - a. ACGME/AOA/Board Certification sites and resources
 - b. Recruiting Primary Care Physicians VS Specialty Physicians
 - i. APPs - Contracted or employed?
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Recruitment Process

- Candidate Declination Letter
- Candidate Site Visit Survey
- Candidate Travel Reimbursement Policy
- Common Screening Disqualifiers
- Flow Chart
- Form – Physician Screening for Recruiters - 1
- Form – Physician Screening for Recruiters - 2
- Letter of Intent
- New Candidate Screening Questionnaire
- Opportunity Profile Form
- Physician and APP Recruitment Process
- Physician Site Visit Guidelines
- Policy – Physician Recruitment Program - 1
- Policy – Referral Program
- Position Specifications
- Practice Profile - 2
- Practice Profile - 3
- Practice Profile - 4
- Practice Profile - 5
- Practice Profile - 6
- Recruitment Agreement with Private Practices
- Recruitment Duties
- Recruitment Plan – Full Life Cycle
- Recruitment Plan – Occupational Medicine
- Recruitment Process Flow Chart
- Reference Request Form
- Survey – Recruitment Evaluation for Hiring Managers

Outside resources/web links:

- 2014 In-House Physician Recruitment Processes Report: http://www.aspr.org/?Recruitment_Report
- IRS bulletin whether you can legally employ or contract with providers: <https://www.irs.gov/businesses/small-businesses-self-employed/independent-contractor-self-employed-or-employee>
- ACGME (The Accreditation Council for Graduate Medical Education) sets educational standards for resident programs: <http://www.acgme.org/About-Us/Overview>
- American Osteopathic Organization: <http://osteopathic.org/Pages/default.aspx>
- Federation of State Medical Boards: <http://docinfo.org/#!/static/faq>

3. Sourcing Processes

- ❖ Examples of resources one might need:
 - a. Advertising: Job boards, Job fairs, Journal ads, referrals, Social Media
 - b. Databases
 - c. Applicant tracking system
 - d. Search firms
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Marketing/Advertising

- Doctors Day Ideas – AAPL
- Marketing Flyer – Cardiology
- Marketing Flyer – Medical Center
- Marketing Flyer – Physician Referral Program

Recruitment Process

- Policy – Referral Program
 - Position Specifications
 - Practice Profile - 2
 - Practice Profile - 3
 - Practice Profile - 4
 - Practice Profile – 5
 - Practice Profile - 6
 - Recruitment Metrics
 - Recruitment Plan – Full Life Cycle
 - Recruitment Plan – Occupational Medicine
 - Recruitment Process Flow Chart
 - Tracking Spreadsheet Example
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4. Screening Candidates

- ❖ Examples of resources one might need:
 - a. Visa Status
 - b. License Verification
 - c. Board Verifications
 - d. Job Descriptions
 - e. Other things to screen for
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Immigration

- Immigration resources

Credentialing/Privileging

- Credentialing and Privileging Policy
- Credentialing Primer for Recruiters
- New Provider Privileges Application Checklist
- Primary Source Verification
- Federation of State Medical Boards: <http://docinfo.org/#!/static/faq>

Interviews/Site Visits

- Form – Executive Screening for Recruiters
- Form – Physician Screening for Recruiters - 1
- Form – Physician Screening for Recruiters - 2
- Form – Physician Screening for Recruiters - 3
- Hiring Chief-manager Screening
- Interview Do's and Don'ts

- Interview Questions – Behavioral Based Interview Questions
- Interview Questions – Physician Interview Questions
- Template – Physician screening template
- Common Screening Disqualifiers
- Form – Physician Screening for Recruiters - 1
- Form – Physician Screening for Recruiters - 2
- New Candidate Screening Questionnaire

Background Checks

- Reference Form
- Reference Questions
- Release of Information

5. Medical Staff Affairs/Office

- ❖ Examples of resources one might need:
 - Credentialing and standard timeframes to allow for credentialing
 - Understanding privileging criteria
 - Staff Privilege Categories with examples. Tip: Find out within your organization how providers are classified on your medical staff.
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Medical Staff Development/Planning

- Census of Actively Licensed Physicians 2012
- Physician to Population Ratio
- Practice Opportunity Profile
- Pro Forma
- Survey – Retirement/Succession Planning
- Survey – Specialty and Service Needs

Onboarding/Orientation

- Credentialing – Cover Letter
- Credentialing – Documentation List - 1
- Credentialing – Documentation List - 2

Credentialing/Privileging

- Credentialing and Privileging Policy
- Credentialing Primer for Recruiters
- New Provider Privileges Application Checklist
- Primary Source Verification
- Federation of State Medical Boards: <http://docinfo.org/#!/static/faq>

6. Practice Development

- ❖ Examples of resources one might need:
 - Locations – Knowing your sites
 - Key stakeholders; who will be involved in site visits/decision-makers
 - Assessments/strategy sessions
 - Developing Job Descriptions
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Recruitment Process

- Committee Structure for Recruitment
- Organizational Chart – Physician Practice Development
- Organizational Chart – Physician Recruitment

Job Descriptions

- Medical Director
- NP job description
- Physician Assistant - Hospitalist Job Description
- Physician
- Physician – Family Medicine
- Physician – OB/Gyn

Interviews/Site Visits

- Orientation – Physician Orientation Schedule
 - Orientation – Schedule for Physicians
 - Orientation Checklist
 - Orientation – Introductions for New Hires – Sample Itinerary
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7. Recruitment Budget

- ❖ Examples of resources one might need:
 - Sourcing costs
 - Site visits-flights/car/dinner/transportation, etc.
 - Relocation costs
 - Immigration/legal (see #? Above)
 - Sign on bonuses
 - Relocation allowance/reimbursement
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Recruitment Process

- Budget planning: Beginning at the End

TIP: The ASPR Fellowship Program, session 101 Associate level certification, includes a session on budgeting for recruitment activities, “Establishing a Recruitment Budget.” Information on the three parts of the certification process can be found at http://www.aspr.org/?page=fellowship_program

8. Relocation Policies

- ❖ Examples of resources one might need:
 - a. As part of benefits
 - b. IRS Guidelines / limitations
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Relocation

- Clinical Leader Provider Recruitment Survey
 - IRS Relocation Publication 521
 - Moving Expenses Policy
 - Newly Hired Provider Policy
 - Relocation Guidelines
 - Relocation Policy
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9. Benefit Chart

- ❖ Examples of resources one might need:
 - a. Creating a one page quick overview of benefits.
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

HR/Benefits

- Benefits Overview – List of benefits offered
 - Benefits Chart – Fillable w/Headings
 - Employee Referral Program – Form Example
 - Employee Referral Program – Flyer Example
 - Terms of Offer – List of Items Included in Offer
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10. Site Visits

- ❖ Examples of resources one might need:
 - a. Information needed prior to the site visit. Checklist of things to ask in advance. Countdown to the site visit
 - b. Who should be involved: hospital side/ candidate side – parents/kids/spouses, etc./babysitters
 - c. Criteria for a site visit. Who needs to approve / authorize
 - d. Sample Itinerary
 - e. Interview Questions – Behavioral based interviewing; training doctors to interview
 - f. Evaluation Form - Evaluation of the candidate; evaluation of the candidate to the site.
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Interviews/Site Visits

- Onsite Interview Checklist
 - Candidate Declination Letter
 - Form – Executive Screening for Recruiters
 - Form – Physician Screening for Recruiters - 1
 - Form – Physician Screening for Recruiters - 2
 - Form – Physician Screening for Recruiters - 3
 - Form – Interview Evaluation Form
 - Form – Prospective Physician Information Form
 - Form – Physician Progression Form
 - Hiring Chief-manager Screening
 - Interview Do's and Don'ts
 - Interview Prep – Questions an Interviewer May be Asked
 - Interview Questions – Behavioral Based Interview Questions
 - Interview Questions – Physician Interview Questions
 - Interview Questions – Program Director
 - Itinerary Sample
 - Questionnaire – Site visit information questionnaire
 - Rejection Letter Sample - 1
 - Rejection Letter Sample - 2
 - Survey – Candidate Evaluation for Interviewers - 1
 - Survey – Candidate Evaluation for Interviewers - 2
 - Survey – Candidate Visit
 - Survey – Post Interview Evaluation
 - Survey – Site Visit Evaluation for Candidates
 - Template: Letter Outlining Travel Arrangements
 - Template – Physician screening template
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11. Making an Offer

- ❖ Examples of resources one might need:
 - a. Contracting – Outlining the Terms which could include:
 - i. Term Letter or Letter of Intent
 - ii. Restrictive covenants
 - iii. Call schedule
 - iv. Return by Date
 - b. New Hire List – How are things communicated? Start date, apps sent, credentialing notified, billing notified. What is the process for hand-offs?
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Recruitment Process

- Letter of Intent

Onboarding/Orientation

- Credentialing – Cover Letter
 - Credentialing – Documentation List - 1
 - Credentialing – Documentation List - 2
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12. Onboarding

- ❖ Examples of resources one might need:
 - a. Application Process for HR
 - b. Credentialing packets
 - c. State licensure (checked during credentialing process)
 - d. Health Screen/Payroll Paperwork
 - e. Access Requests
 - f. Timelines
 - g. IT orientation
 - h. Senior Staff Orientation
 - i. Photos
 - j. Technology: iPhone/Pagers
 - k. I-9
 - l. Direct Deposits
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Onboarding/Orientation

- Onboarding Description
 - Onboarding Survey
 - Orientation – Documents for New Hires
 - Orientation – Introductions for New Hires – Sample Itinerary
 - Onboarding – New Hire Checklist for Preceptors
 - Employed Physician Start Up
 - Credentialing – Cover Letter
 - Credentialing – Documentation List - 1
 - Credentialing – Documentation List - 2
 - Onboarding Checklist
 - Announcement – New Physician – Email Template
 - Template – Physician Biography
 - Questionnaire – Physician Biography Questionnaire
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13. Legal

- ❖ Examples of resources one might need:
 - a. Stark
 - b. Anti-Kickback
 - i. Gift-giving – understanding limitations
 - c. Immigration
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Immigration

- Immigration resources

Contracts

- Physician Contracts Stark and Anti-Kickback Regulations 2015 ASPR Annual Conference May 17, 2015

Presentations

- 2015 Fellowship Documents: 301/Fellow: Physician Contracts and Stark/Anti-Kickback Regulations
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14. Manpower Planning

- ❖ Examples of resources one might need:
 - a. Succession planning
- ❖ Find Resource Library content under the heading in yellow. Existing resources in these categories are listed after the heading.

Medical Staff Development/Planning

- Survey – Retirement/Succession Planning
 - Survey – Specialty and Service Needs
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15. Doctors Day

- ❖ Examples of resources one might need:
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Marketing/Advertising

- Doctors Day Ideas – AAPL