

Texas Rural Health Recruitment Forum November 10, 2009

- Current workforce issues in general
- Workforce issues in rural America
- Medical and Dental shortages
- Recruitment – now there is a weird word

EMERGENCY

CELLULAR



911

Health Care Workforce – New Issue?

“From the big cities and from the forks of the creek, the people asked for more physicians, nurses, dentists....**There are not enough general physicians and most of those we have are so busy they cannot give the patient the time and sympathetic care the old family doctor could give.**”

Presidents Commission on the Health Needs of the Nation, 1952 - found...Health workforce shortages a severe national problem. (That would be Harry S. Truman)

WORKFORCE 1925

“The marked difference between city and country indicates that country places are no longer receiving their proportion of young physicians.”

Journal of the American Medical Association, 1925

Calvin Coolidge was President – remember him?

How About 1910?

In 1910, the Flexner Report stated that **"the question is, then, not merely to define the ideal training of the physician; it is just as much, [to] . . . distribute as widely as possible the best type of physician so distributable."** Eighty-six years later, the Institute of Medicine's Committee on the Future of Primary Care reported that "geographic maldistribution in rural areas is worsening."

Flexner A. *Medical Education in the United States and Canada: A Report to the Carnegie Foundation for the Advancement of Teaching*. New York, NY: DB Updike, The Merrymount Press; 1910.

Institute of Medicine. *Primary Care: America's Health in a New Era*. Donaldson MS, Yordy KD, Lohr KN, Vanselow NA, eds. Washington, DC: National Academy Press; 1996.

William Howard Taft, US President

Rural Workforce Issues

- Rural primary care is highly dependent on family practice providers
- Relative paucity of more specialized internists, pediatricians and obstetrician/gynecologists
- Dental and mental health access is problematic in rural areas, based on the much higher proportion of residents living in federal shortage areas for these services

Health Care Reform

Check NRHA for updates and information about health care reform:

<http://www.ruralhealthweb.org/go/left/policy-and-advocacy/health-reform>

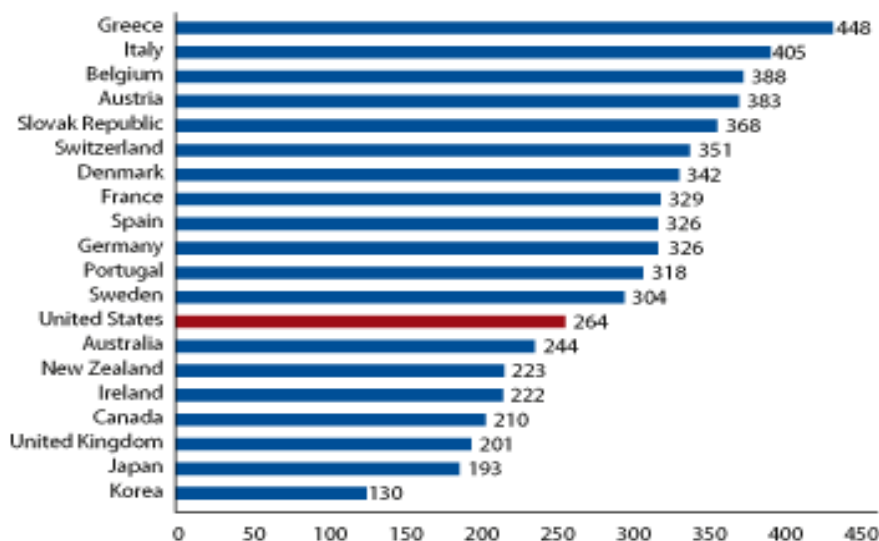
<http://capwiz.com/nrha/issues/>

Global Perspective

The world is facing a critical shortage of over 4.3 million health workers, including a lack of at least 1.5 million in Africa.

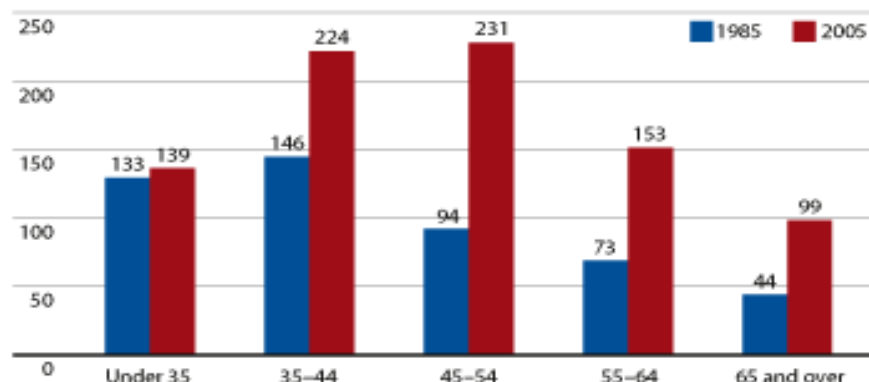
Global Health Workforce Alliance June 6, 2008

United States has low physician-to-population level



The physician workforce is aging: 250,000 active physicians are over 55

Number of physicians (in thousands)



Source: American Medical Association (AMA) Physician Characteristics and Distribution for 1985 data; AMA Masterfile for 2005 data

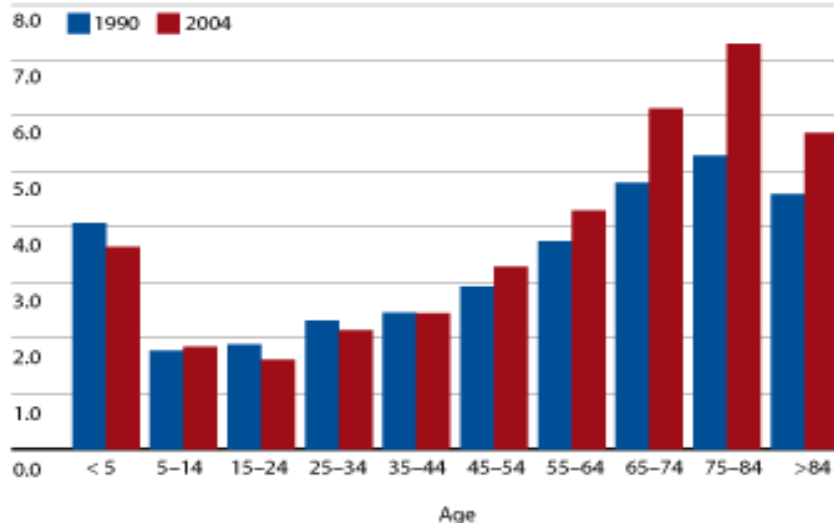
Active physicians include residents/fellows

NOTE: 1985 data excludes 24,000 DOs

Prepared by AAMC Center for Workforce Studies, March 2006

Doctor visits are sharply higher for those over 65

Average number of visits per user

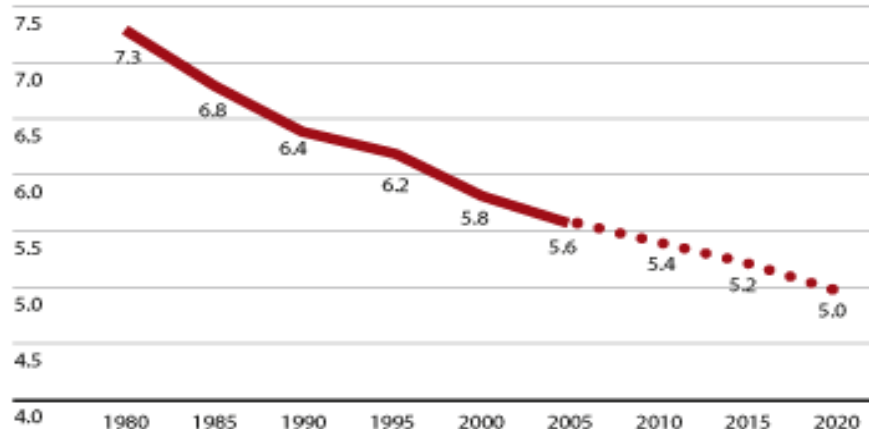


Source: National Ambulatory Medical Care Survey, 1980, 1990, 2000, and 2003

Prepared by AAMC Center for Workforce Studies

First-year MD enrollment per 100,000 population has declined since 1980

Number of enrollees



Source: AAMC; U.S. Census Bureau

Prepared by Center for Workforce Studies, AAMC, Feb. 2006

Reimbursement

"the fortunes of primary care are dictated not by the health care needs of the country but by a specialty-rich, quantity-based reimbursement system."

New England Journal of Medicine, August 2006

Medical School Debt

- **\$154,607** – AAMC, the average educational debt class of 2008
- **79 percent** of graduates have debt of at least \$100,000
- **87 percent** of graduating medical students carry outstanding loans
- Are you hearing \$200,000+?

Is Debt an Opportunity?

- What is your community and practice doing?
- Loan Forgiveness – federal, state, local?
- Residency stipend? Medical school stipend?
- Compensation and Benefits?
 - Signing bonus?
 - Retention bonus?

<http://medschool.slu.edu/sfp/housestaff/index.phtml?page=fiftyrepayments>

<http://www.libsci.sc.edu/bob/class/clis734/webguides/Ursinlrp.htm>

Other Incentives

- Alabama, New Mexico and Oregon to name a few - Tax incentives
- New Mexico waives the \$400 licensure application fee ***for applicants who choose New Mexico as their first state of licensure***
- Black River Falls, clinics and hospitals – working conditions vs. compensation

Physician and Other Providers Issues Today

- Lifestyle
- Compensation
- High cost of malpractice
- Reduced reimbursement, slow reimbursement
- 3rd Party payers – CMS, insurance companies
- Primary Care - Long hours, high patient load

Do these issues affect all professions?

National Residency Match 2009 – Family Medicine

- 91% of Family Medicine slots were filled this year (and that's after reducing the slots by 101)
- Of the 91% filled, 58% of those were filled with international medical graduates
- 2020 - the nation will need 139,531 family physicians, according to the AAFP's 2006 Physician Workforce Report
- Need to graduate 4,400 new family physicians – half way there today

Source: American Academy of Family Physicians

Remember General Internists?

1998 Residents select **GIM 54%**, 42% chose subspecialty, 3% other

What's a hospitalist?

2007 Residents select **GIM 23%**, 58% chose a subspecialty, 3% other

2007 **10%** want to be hospitalists

2008 **2%** (24 of 1,200) of surveyed medical students want General IM: debt, salary gap, Medicare fee schedule, lifestyle

Source: JAMA, Sept. 10, 2008

Source: Internal Medicine In-Training Examination Survey

THANK AN IMG TODAY

According to Vermont Senator Bernie Sanders, overall growth in the number of primary care physicians “has been totally due to the number of international medical students training in America ... [and] [w]e are increasingly dependent on [IMGs] to meet our needs.”

Associated Press. Number of US primary care doctors down. *USA Today*.
February 12, 2008

Recruitment of “Obligated” Physicians

Things to consider when a physician comes from out of country:

- Fit applies to US citizens and foreign physicians
- Family is not just out of state but out of country
- Are there ethnic groceries or restaurants and places of worship
- English skills – now tested

J-1 Visa Physician Retention Or “*just*” Retention

- WHERE do they stay?

 - Where they feel welcomed into the practice and the community

 - Where the Family can settle (schools, etc.)

- WHY do they go?

 - Family reasons

 - Did not feel welcomed

 - Better deal elsewhere....

States that actually match candidates with communities have high retention rates

NP and PA Supply

- NPs - 90,000 in 2000 to as many as 135,000 by 2015
- PAs - 5,300 graduates projected in 2010, and although the number of PAs in practice could reach 110,000 by 2015

NPs and PAs will fill the gap – this is a vain prophecy.

Richard A. Cooper, M.D. Acad Med. 2007; 82:827–828.

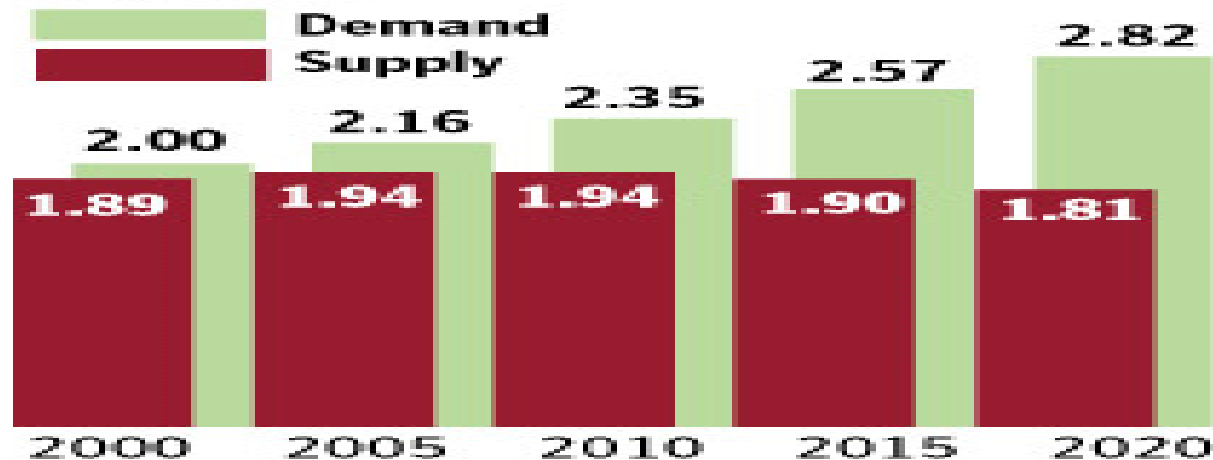
Registered Nurses

A million?

The Need for Nurses

The U.S. faces a projected shortage of more than 1 million nurses by 2020.

In Millions



Source: Health Resources and Services Administration

The Washington Post

Registered Nurses – Aging, Just Like The Rest Of Us

"Within the next 10 years, the average age of RNs is forecast to be 45.4 years, an increase of 3.5 years over the current age, with more than **40% of the RN workforce expected to be older than 50 years....** By the year 2020, the RN workforce is forecast to be roughly the same size as it is today, declining nearly 20% below projected RN workforce requirements."

June 14, 2007, *The Journal of the American Medical Association*

Dentists

- Rural areas average 30 dentists per 100K
- Urban areas average 60 dentists per 100K

Source: NRHA Issue paper, February 2006

Pharmacist Shortage to Worsen in 2020

- 420,000 pharmacists will be needed in 2020
- In 2020, there will be a need for fewer dispensing pharmacists, but there will be a **huge demand for pharmacists to assess, counsel, select and adjust therapy, and monitor patients**

US Pharmacist Somnath Pal, B.S. (Pharm), M.B.A., Ph.D. 12/15/02

Workers Over Age 55

- **18,437,000 in 2000**
- **31,851,000 in 2015**
- **Over 33,346,000 by 2025**

Source: US Census Bureau

AARP - Older Workers

- Boomers will work longer than their parents
- 50+ worker have less turnover – 3.3 times retention rate of 25-30 year olds
- Strong work ethic
- 18% of your workforce is probably retirement eligible now
- Bottom line: Talent loss will hurt innovation, patient care and customer service. Keep them happy

Check Generational Diversity

A black and white photograph of a young man and a young woman standing side-by-side. The man is on the left, wearing a light-colored blazer over a dark t-shirt and dark pants, with a shoulder bag. The woman is on the right, wearing a light-colored button-down shirt tucked into dark pants. They are both looking directly at the camera with neutral expressions. The background is plain white.

FORTUNE

MAY 28, 2017 \$4.99

**“MANAGE”
US?**

PUH-LEEZE...

Today's
twentysomethings
have their own rules.
You just don't
understand them:-)

BY NADIRA A. HIRA
(PAGE 38)

Cost of Living Affects Workforce & Recruitment

- A salary of **\$100,000** in La Crosse, WI should increase to **\$105,793 in Kerrville, TX**
 - Kerrville is 6% more expensive than La Crosse
 - Housing is 71% more expensive in Kerrville
- <http://www.bestplaces.net/city/>
- A salary of **\$100,000** in Austin, TX could decrease to **\$74,840** in Post, TX

<http://www.cityrating.com/costofliving.asp>

Recruitment tip!

Not Another Committee on the Health Workforce

New Zealand, Tony Ryall MP – March 26, 2008,
National Party Health Spokesman

“With its army of bureaucrats, Labour has produced at least 43 reports on the health workforce since 2000. No one seriously believes this will all be fixed by yet another report!”

RECRUITMENT

Recruitment and Retention are intertwined

- Which word do we really pay attention to?
- Physician Recruitment and Physician Retention are not isolated events – We need to put it all together in our planning

Rural communities are competing across the country and with larger cities – we must be as good, preferably better!

Recruitment is Part of a Process Not an Unrelated Event



Recruitment and Retention are essential in a Recruitment Plan - Recruitment

BASIC PRECEPTS for SUCCESS

- Community development and rural/underserved recruitment needs to be ONE process
- Community development is a strategic planning process that is innovative and locally appropriate
- Continued community participation is stressed in the process
- It is that village thing

Residents 2008 Survey

Based on population, in what size community would you most like to practice?

10,000 or less	3%
10,001 – 25,000	1%
25,001 – 50,000	13%
50,001 – 100,000	19%
100,001 – 250,000	23%
250,000 and up	41%

Merritt Hawkins 2006 Survey Final Year Medical Residents – 285 surveys, 25 specialties

Recruitment Time Frame

Average time to recruit a physician is 7-24 months in rural areas

Average time to recruit a NP/PA is 2-6 months

Most candidates are available to start work summer-fall after graduating

Time is needed to document need, develop job description, develop marketing materials and source, conduct site visits, and negotiate

Physician Recruitment Planning Cycle

PLAN AHEAD!

- Physician recruitment is an 18-24 month process - Will you hire early, even 2 years ahead?
- Timing is everything
- 2008 survey – 82% of residents began searches over one year prior to graduation
- 78% desired salary with production bonus

Community and Medical Staff Development

**THE HEALTH SYSTEM GROWS THE COMMUNITY - THE
COMMUNITY GROWS THE HEALTH SYSTEM**

- Share skills, knowledge and ability of the local people
- Grow community relationships, initiative, responsibility and communication
- Community development is a strategic planning process that is innovative and locally appropriate

Community Needs Assessment

- What does the community need from a physician or other medical professional?
- Who is responsible for development of a realistic plan?
- Community stakeholders? Leaders?
- Community and medical buy-in?
- **New Eyes!**

Engage Community - Economic Impact

In one example:

“One primary care physician generates approximately \$1.5 million in revenue, \$0.9 million in payroll and creates 23 jobs in both the physician clinic and the hospital.”

Rural Health Works Economic Impact Studies

<http://www.ruralhealthworks.org>

Medical Needs Assessment

- Community medical and health needs?
- Patient demographics
- Third party payers and insurance, no insurance
- Survey the practitioners – all of them, not just yours
- Efficiency or Recruitment (access or capacity)?
Both?
- Medical staff development plan is based on the community and medical assessments

Recruitment Plan

- When Needs Assessment is complete -
- Define candidate criteria AND where you can compromise
- Salary, Benefits – Total Comp.
- Screening, Interviewing, Offer, Contract
- Relocation, Orientation, Employment agreement
- Fit factor – more later

Practice Description

Short description for public consumption

- Community
- Medical facility
- Reason for need

It is all there in the needs assessment

Easy to attach – email

Word document – copy and paste

Sourcing Plan

- Your website, Community and State websites, 3RNet
- Commercial websites like PracticeLink
- Journals
- Mailings
- Training programs – visits and teaching
- National or Regional exhibits – 3R Net
- NHSC, etc.
- PS – Google your town

2008 Survey, All Residents - Best Method of Finding Jobs

	Most Important 1	Least Important 2	3
Personal networking	28%	48%	24%
Residency program	21%	44%	35%
Specialty societies	25%	37%	38%
The internet	58%	9%	33%
Physician recruiters	39%	41%	20%
Medical journals	34%	11%	55%

Missing – mailings, email, and difference between in-house and firms

Screening and Interviewing

- Who screens CVs and candidates?
Recruiter, Lead physician, Clinic Manager
- Google and FSMB – free or cheap and quick
- Background checks are inexpensive
- Who makes the first phone call?
- Skinner's Old Rule of responding with 3 days no longer applies – Need almost instant response

THE FIT FACTOR

“Nature always sides with the hidden flaw.”

Murphy's Law Number 7

The fit or match between the practice, community and the physician or other professional needs to be balanced by that feeling of desperation

Interviewing

- Multiple phone interviews and visits are important before spending your hard earned money on flights, etc.
- Cost of interviewing is yours, not the candidates
- Oh – you have outlined the interview process in the Recruitment plan. Of course you have!

Interviewing – Oh, it is OK to have fun

Interviews - enable candidate to interview the group and see the community

- Goal - learn about medical skills and interests, what is fun, family needs, cultural and recreational needs
- Divide questions, behavioral questions, legal questions
- Relaxing time?
- Have lots of people ask the same question all day long if you really want to bore candidates to death

The Offer, The Acceptance and Relocation

- You do have a contract or letter of offer ready to go, right? (Recruitment plan)
- Relocation allowance (Relocation plan)
- Keep in touch!
- Orientation really starts here (Recruitment plan)

WELCOME THEM TO *THEIR* TOWN

- Community activities
- Schools
- Invite to events or activities
- Employment for spouse or partner (you already checked that out)
- US citizens and visa holders (26% of physicians)

The Retention side - Real or Perceived

- Recruitment is not a passive process – doesn't just happen
- Is the retention program actually written and actually tracked?
- Survey - over 70% of the facilities are very concerned about retention, only 40% had written retention plan

AMGA/Cejka Physician Turnover Study, 2006

Things I've seen the first day:

It ain't rocket science – it is thoughtfulness!

- Call the first day?
- What lab coat?
- No orientation and/or no time to see patients
- Coding, telephones, dictation, etc. – huh?
- Where is the restroom?
- Lunch?

RECRUITMENT AND TURNOVER

- Turnover rates are highest in the first three years – 47% of those leaving, 60% leave in the first five years
- 2006 study – average turnover was 6.7%
- Recruitment plan needs to be **most active in the first three years**
- Frequency of scheduled contact with the new physician starts weekly and tapers off over time – under ideal conditions

Physicians Leave Because:

- Poor cultural fit in the practice – number 1
- Relocate closer to family
- Compensation
- Work pressure and hours incompatible with quality lifestyle
- Spouse job, better community fit, call, work schedule

Physicians Leave Because

- The practice is different than expected or explained
- Poor or no feedback in the first crucial months
- Lack of control over practice – schedule, referrals, I want my own nurse

Recruitment, Retention or Recruitment

Recruitment Plan

- Keep in touch with the physician and spouse to “check in” on relocation preparations
- **Mentors** call the new physician and spouse – 95% of practices believe mentoring increases retention 2007

AMGA/Cejka Report

- Ensure the physician’s office and exam rooms are ready
- Marketing announcement introducing the new physician to the clinic and community

Successful Rural Recruitment

- PLAN!
- ORGANIZED AND ROLES ARE CLEAR
- PERSONAL AND PEOPLE ORIENTED
- COMMUNITY DEVELOPMENT AND MEDICAL STAFF DEVELOPMENT COMBINED
- START AT HOME

PONDER

- **An empty house is worth more than a bad tenant.**

Author unknown

- **Knowledge speaks, but wisdom listens.**

Jimi Hendrix

- **Half this game is 90% mental.** Yogi Berra

- **I don't know the key to success, but the key to failure is trying to please everybody.** Bill Cosby

- **Not everything that can be counted counts, and not everything that counts can be counted.** Albert Einstein

http://www.3rnet.org/locations/?state=Texas

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McAfee SiteAdvisor

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Texas Healthcare Recruitment

TEXAS - A PLACE FOR EVERYBODY!!



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General Information:

Texas has something for everyone! Whatever your geographic preference, Texas can fill that need. With 7 regions spanning over 200,000 square miles and a population over 20 million Texas is like a "whole other"

Resources

- [HEALTHFIND REGISTRATION](#)
- [TEXASHEALTHMATTERS WEBSITE](#)

3RNet

www.3rnet.org



Make the place you need to be
and the place you want to be

ONE

The National Rural Recruitment and Retention Network for Healthcare Professionals



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