

Academic Recruitment in the 21st Century: A Chair's Perspective -2018

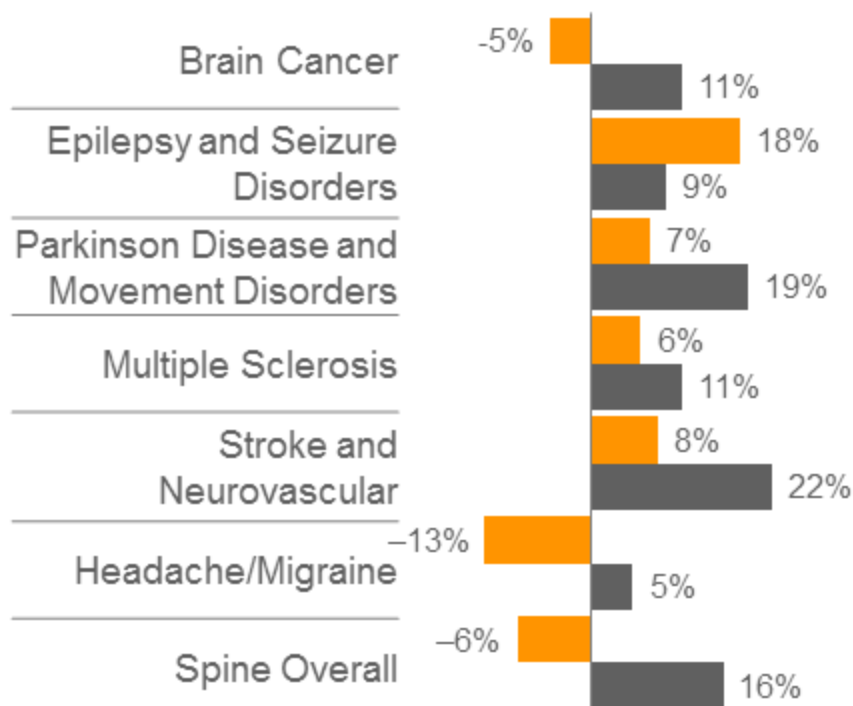
Sanjay P. Singh, MD, FAAN
Chairman & Professor,
Department of Neurology,
Creighton University School of Medicine
Director – Neurological Institute,
Medical Director – Neuroscience Service Line – CHI Health

Stroke and Chronic Neurological Diseases Will Experience Greatest Growth in Service Utilization



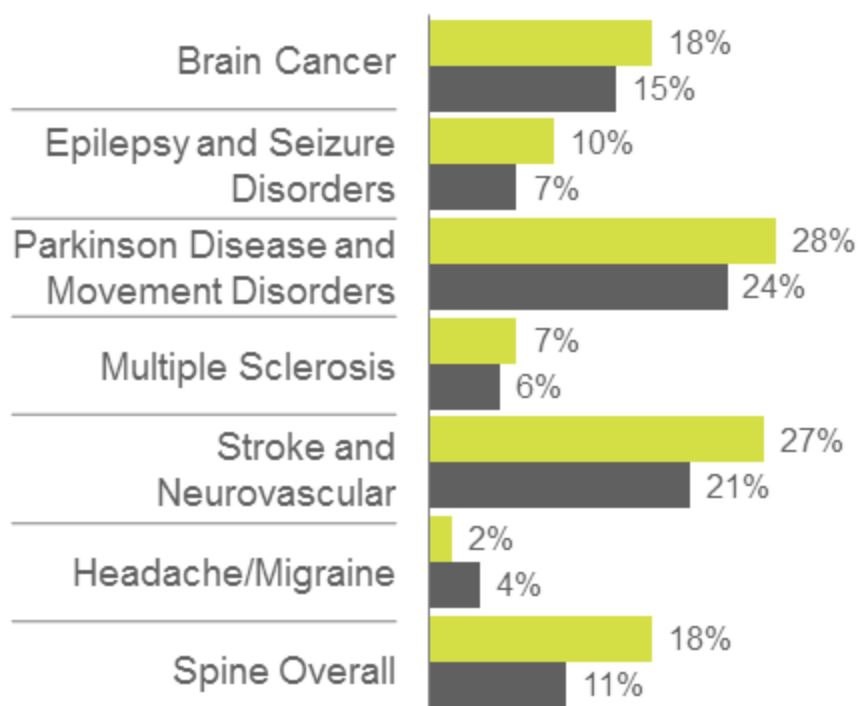
Inpatient Neurosciences Discharges

NE and SW IA Market, 2015–2025



Outpatient Neurosciences Volumes

NE and SW IA Market, 2015–2025



■ Sg2 IP Forecast
 ■ Population-Based Forecast
 ■ Sg2 OP Forecast

Note: Analysis excludes 0–17 age group. Includes neurosciences and spine service lines and Brain Cancer CARE Family.

Sources: Impact of Change® v15.0; HCUP National Inpatient Sample (NIS). Healthcare Cost and Utilization Project (HCUP). 2012. Agency for Healthcare Research and Quality, Rockville, MD; IMS LifeLink® PharMetrics Health Plan Claims Database, 2011, 2013; The following 2013 CMS Limited Data Sets (LDS): Carrier, Denominator, Home Health Agency, Hospice, Outpatient, Skilled Nursing Facility; The Nielsen Company, LLC, 2015; Sg2 Analysis, 2016.

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Neurology Shortage

- One study shows that the average wait time to see a neurologist is 35 days for a new patient visit and 30 days for a follow-up visit.
- The US could use 11 percent more neurologists to meet current needs. By 2025, that number will grow to 19 percent.
- Sg2 – ~30% shortage
- Neurology “Desert Zones”.

Neurologists Required Per Population

- A population of 100,000 people can support 5.1 neurologists, or one neurologists per approximately 20,000 people.

| | Population per One Neurologist | Percentage over 60 |
|----------------|--------------------------------|--------------------|
| Wyoming | 49,935 | N/A |
| Texas | 33,658 | 33.7% |
| Iowa | 31,385 | 37.4% |
| Mississippi | 31,093 | 26.0% |
| South Carolina | 30,780 | 33.1% |
| South Dakota | 27,818 | 32.3% |
| California | 25,478 | 39.9% |
| Illinois | 24,394 | 39.6% |
| Connecticut | 20,552 | 33.7% |
| Massachusetts | 10,827 | 34.0% |

Source: AMA Physician Master File, 2017

Residents

- According to the 2011 American Academy of Neurology Resident Survey, 86 percent of neurology residents intended to complete a fellowship, up from 78 percent in 2008.
- “Lifestyle” was rated a most important factor by 74% of residents.

Neurology Compensation

| | Low | Average | High |
|---------|-----------|-----------|-----------|
| 2016/17 | \$220,000 | \$305,000 | \$400,000 |
| 2015/16 | \$220,000 | \$285,000 | \$500,000 |
| 2014/15 | \$180,000 | \$277,000 | \$350,000 |
| 2013/14 | \$180,000 | \$262,000 | \$400,000 |

Source: Merritt Hawkins 2017 Review of Physician and Advanced Practitioner Recruiting Incentives

Additional Recruiting Incentives/Neurology

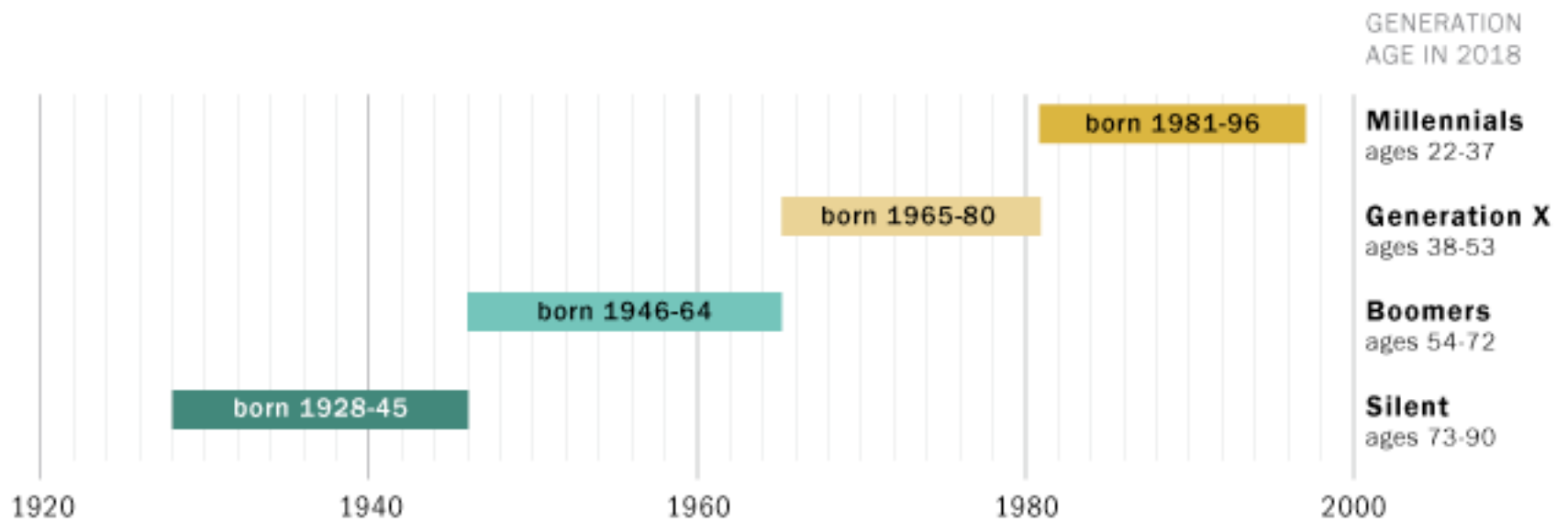
| | |
|------------------------------|----------|
| Average Signing Bonus | \$29,670 |
| Average Relocation Allowance | \$11,070 |
| Average CME | \$3,560 |

Revenue Generated by Neurologists

Annual Net Inpatient/Outpatient Revenue Generated by Neurologists for Their Affiliated Hospital

| | |
|------|-------------|
| 2016 | \$1,025,536 |
| 2013 | \$907,317 |
| 2010 | \$557,916 |
| 2007 | \$924,798 |

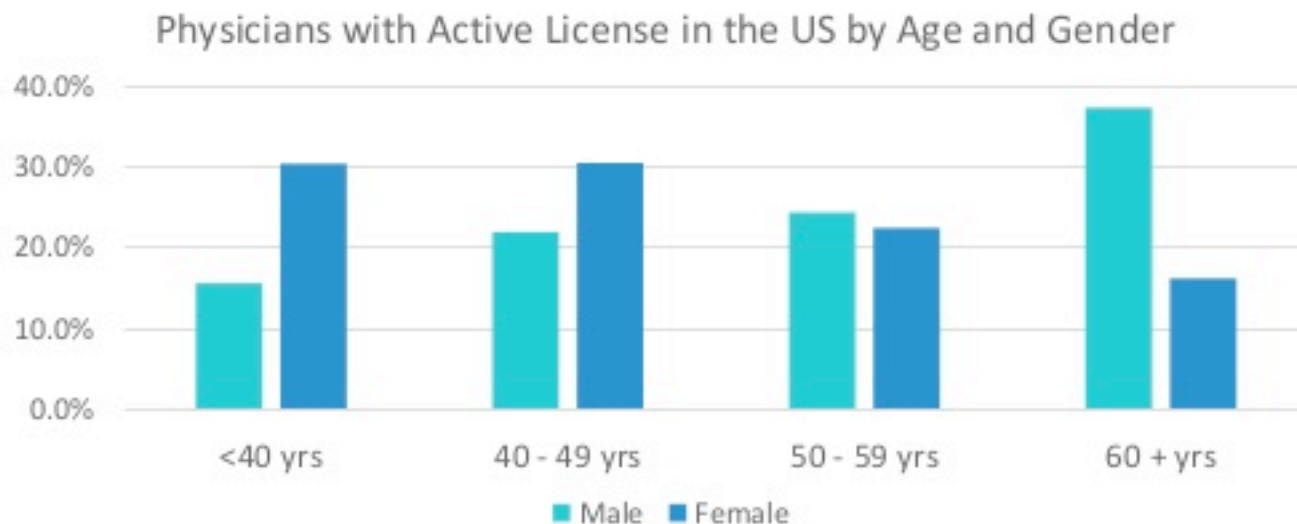
Source: Merritt Hawkins 2016 Physician Inpatient/Outpatient Revenue Survey



According to Pew Research

- ❑ 50% of Millennials consider themselves politically unaffiliated.
- ❑ 29% consider themselves religiously unaffiliated.
- ❑ They have the highest average number of Facebook “friends”, with an average of 250 friends vs. Generations X's at 200.
- ❑ 55% have posted a “selfie” or more to social media sites v 20% of Generation X.
- ❑ They send a median of 50 texts a day.
- ❑ As of 2012, only 19% of Millennials said that, in general, others can be trusted.
- ❑ 20% have at least one immigrant parent.

Also there are more female Physicians



Source: Federation of State Medical Boards

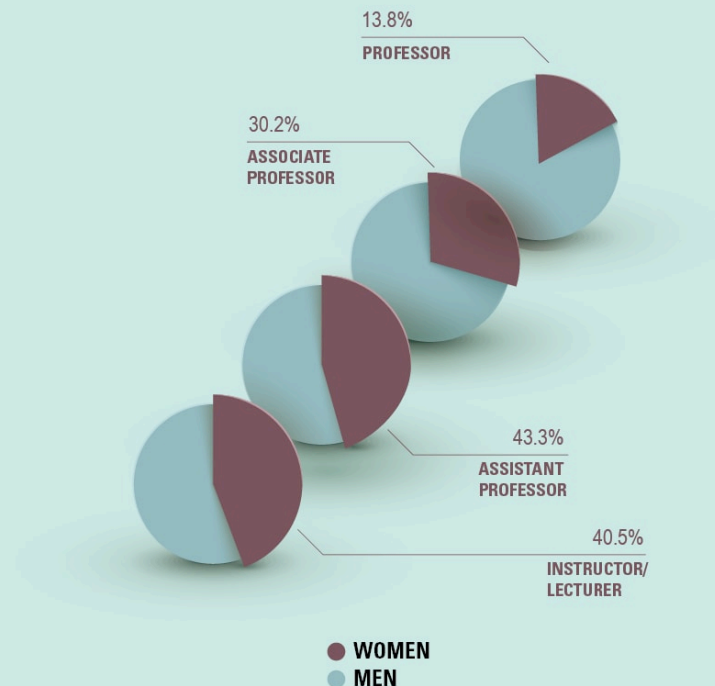
WOMEN IN NEUROLOGY

Of 1,712 academic neurologists at 29 top-ranked institutions, they are:

69.2%
MEN

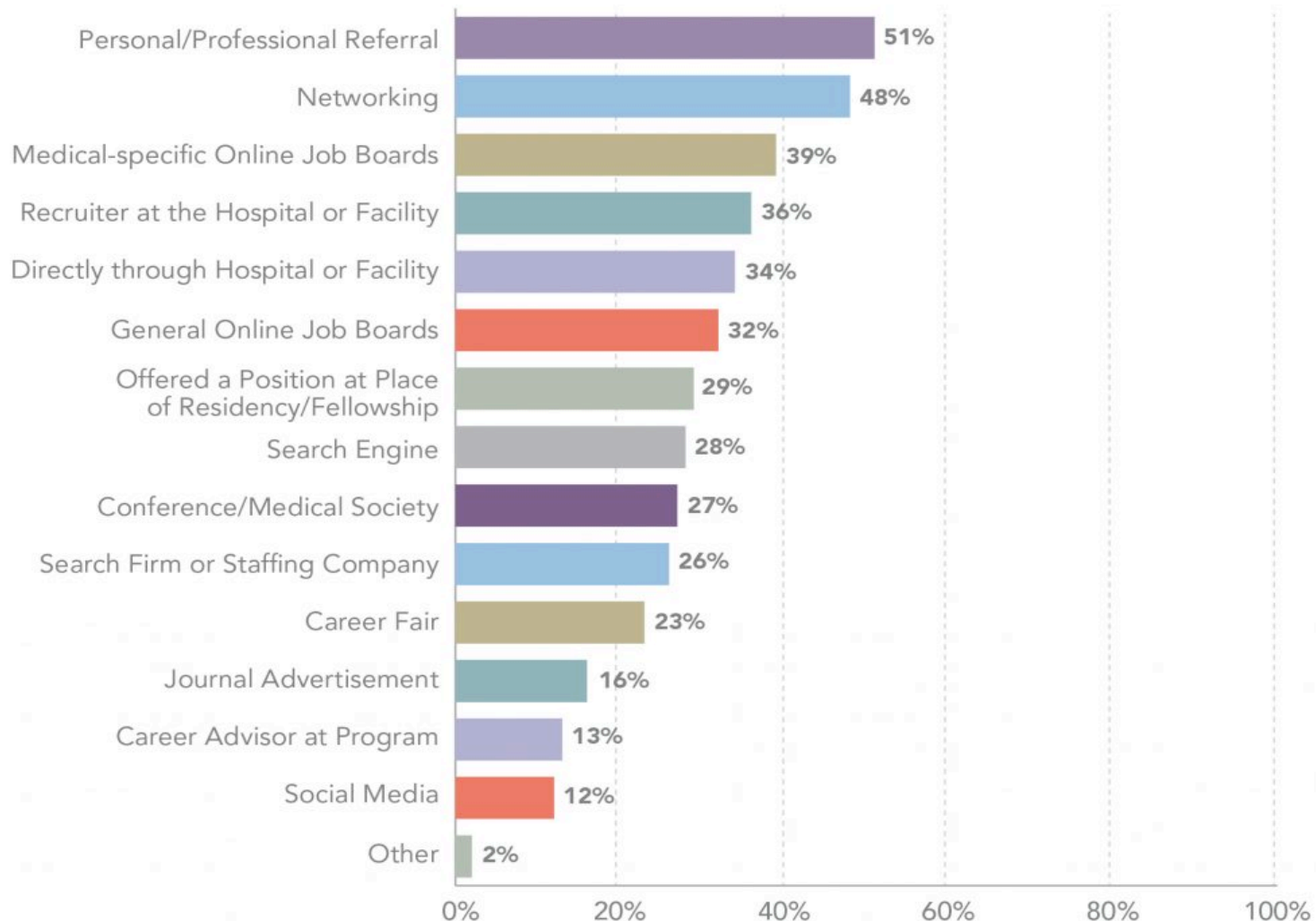
30.8%
WOMEN

As rank advances, the gap widens even more:



Source: JAMA Neurology

Physicians most commonly searched for their first job through referrals (51%) or networking (48%). The next most popular searching method was medical-specific online job boards (39%). Social media (12%) and career advisors at medical programs (13%) were the least used



Recent Research Findings on Physician and Leadership Workforce and Implications on Recruitment for Medical Schools and Teaching Hospitals

| Topic | Data source | Finding(s) | Implication for recruiting leaders of academic medicine |
|---|--|---|---|
| Workforce shortages | AAMC, 2010 ¹⁷ | Overall shortage of 130,600 active patient care physicians in 2025 and a primary care shortage of 65,800 physicians in 2025. | Increased competition among employers of physicians and physician leaders, including academic health centers. Greater demand for recruitment and retention effectiveness. |
| Career pathways | Liu and Alexander, 2010 ¹⁸ | Eleven percent decrease in percentage of first-time assistant professors promoted within 10 years. | Greater percentage of medical faculty not achieving expected career milestones; negative impact on pool of future leaders emerging from the faculty. |
| Employee retention | Alexander and Lang, 2008 ¹⁹ | Four in 10 full-time medical school faculty members leave their employers within 10 years. | High demand to recruit and develop replacement faculty and leaders. |
| Aging of workforce | Alexander and Liu, 2009 ²¹ | Nine percent of faculty over the age of 55 in 1967; 29% over the age of 55 in 2007. | High demand to recruit and develop replacement faculty and leaders. |
| Generational differences in workforce | Salsberg, 2007 ²³ | Seventy-one percent of physicians under 50 rated "time for family/personal" as most desirable aspect of career. | Career disenchantment among younger physicians, scientists, and emerging leaders of academic health centers; increased difficulty to recruit younger, emerging leaders. |
| | Mason et al, 2009 ²⁴ | Among federal grant-supported PhDs with children, 35% of men and 16% of women indicated that tenure-track careers at research-intensive universities were family-friendly. | |
| Cost of workforce recruitment and development | Joiner et al, 2007 ²⁶ | Faculty members had to be retained in excess of 10 years for the academic health center to recoup the initial central investment (i.e., "start-up package") required for recruitment. | "Hidden" financial costs of recruitment are considerable; place a premium on long-term (in excess of 10 years) retention. |
| | Schloss et al, 2009 ²⁷ | Cost of physician turnover in one academic health center estimated to be \$115,000 for a generalist and \$587,000 for a surgical subspecialist. | |
| | Waldman et al, 2004 ²⁸ | Cost of physician turnover at one academic health center estimated to be equivalent of 5% of annual budget. | |

Things to consider to aid your recruitment

- ❑ They need to believe they will be working in a **good practice** or with a **good hospital** that provides **excellent care** (*Quality Scores*)
- ❑ They need to believe the job is a **good match** for their skills (*why do we need you to fill this job*)
- ❑ Look to add clarity with defined roles and responsibilities
- ❑ Explore how much autonomy the individual would like but ensure recognition for work done will be in place
- ❑ Dual Career professionals will be common among Millennials ... Job sharing may be required where one physician may want to raise a family
- ❑ Women physicians with their non-clinical significant others may require placement

The Different Generations

Boomers (1945–1962)

- Work hard out of loyalty
- Expect long-term job
- Pay dues
- Self-sacrifice is virtue
- Respect authority

Generation X (1963–1981)

- Work hard if balance allowed
- Expect many job searches
- Paying dues not relevant
- Self-sacrifice may have to be endured, occasionally
- Question authority

Recruitment

- Be flexible – part time positions, work hours
- Define the vision and their role in that
- Quality of life is an important factor.
- Paying attention to the Spouse.
- Traditional – “Great Department” come join x
- Meeting with Mentors and Research Collaborators.
- “Service Lines”



**"Doctor and physician are outdated terms.
I'm your biological tech support specialist."**

