

Fallon Clinic Beta Model

for physician recruiting

Final Result: **84** providers hired in **24** months,

The Vision:

In 2004 leadership from the Human Resources and Operations departments of Fallon Clinic sought to establish an on-site physician and advanced practitioner recruitment program exclusive to the Clinic. Fallon elected to outsource to a third party vendor rather than develop an internal recruiting department. Incorporating the expertise of a professional firm offered the benefit of a faster start and shortened learning curve - provided the professional firm could replicate their service in an on-site model and adapt to the Clinic's culture.

Goals:

A set of predetermined goals was established as guidelines for development of the vision. Fallon required the following:

- A recruitment system that would provide a high probability of success
- Acceptable cost equal to or lower than currently available in-house or outside resources
- Advanced technology sourcing methods
- Reduction in the recruitment timeline
- Assurance of a broad and diverse pool of qualified candidates
- Qualified candidates matched to the Clinic's practice and culture
- Candidates and families matched to the culture and amenities of the local community
- Candidates who would be a positive influence on the existing provider cadre
- Ability to monitor the process by metric and accountability
- Vendor commitment to maintain clear and easy access to vendor management
- Periodic vendor progress reporting and feedback
- Vendor participation in Fallon Clinic's strategy and planning meetings
- Single point solution and point of management

Execution:

Fallon Clinic engaged the services of a national physician recruiting firm to be the backbone of what eventually became a beta model in similar design to a **Recruitment Process Outsourcing (RPO)** service. Professional RPO services have become widely accepted for recruitment in commercial industry sectors and are described by the RPO Association as *"providing the entire recruiting process, including management, staff, technology, job validation, metric reporting, and presentation of final candidates. A properly managed RPO will improve an organization's time to hire, increase the quality of the candidates, and reduce cost."*

an increase in results of 44%, with a 40% reduction in overall cost.

Process:

During the first two years, the third-party recruiting firm supplied the sourcing expertise and the human resource support to provide ongoing recruiting while assisting Fallon Clinic staff in the development of a system to manage the numerous and diverse operational components of provider recruiting, which include:

- Tracking progress and results of vendor candidate sourcing activity
- Developing an initial candidate screening protocol and progress monitoring system
- Establishing a protocol to match candidates both professionally and personally to each opportunity
- Developing a protocol to identify professional or cultural barriers to recruitment for each opportunity
- Creating a platform to address and resolve identified barriers to recruitment with each opportunity
- Establishing a process to include existing providers in the recruitment process
- Incorporating the third-party supplied recruiter to the clinic's staff environment
- Empowering the third-party recruiter to communicate with stakeholders in the recruitment process
- Establishing a protocol for pass off of first-phase sourced and matched candidates to the on-site recruiter
- Developing an interview pathway to portray an accurate presentation of the practice opportunity
- Developing a positive introductory presentation of the local communities for candidate families
- Developing a process to pass off interviewed candidates to the final negotiation team when appropriate
- Creating a two-way debriefing process for all candidates interviewed regardless of outcome
- Developing an end-to-end management tracking system to tie in all components of the total process



Progress:

Midway through the five-year process, the clinic recognized that the initial vision was the correct path to pursue based on results at that point. To move the model to the next level of performance, leadership elected to distribute an RFP to additional vendors. This action was an effort to seek a more palatable business model, higher level of vendor management participation, higher production results, and additional cost reduction. The RFP process resulted in the naming of a new vendor partner to carry on the previous progress.

The new third-party vendor was a professional data management firm specializing in the collecting and marketing of state-of-the-art physician sourcing data and management system to thousands of in-house hospital recruiters. This data contains vast amounts of physician-specific, professional, and life application information and factors needed to influence a physician to relocate to a new practice opportunity. The new vendor was able to capitalize on the initial progress made in the previous development of Clinic leadership's vision. With the addition of the more sophisticated data and accompanying management system, the critical sourcing portion was improved. After a period of acclimation and coaching by Fallon Clinic leadership, the new vendor was able to meet the goals sought in mid-project RFP and change of vendors.

Results

At the conclusion of a five-year development process, Fallon Clinic and its vendor partner had experienced the following recruitment successes:

- Improved calibre and diversity of physician and advanced practitioner candidates
 - Improved recruitment process and reduced time investment of physicians and administrators
 - Open positions filled more quickly as a result of a shorter recruiting cycle
 - A more positive introduction of hired candidates was created as a result of physician involvement in recruiting
 - Improvement of support and services for hired physicians from Physician Services Department
 - Filled searches improved from an annual average of 29.3 to 42, and increase of 44%
 - Reduction in cost over 40% within the first year measured against preceding year
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Epilogue

Based on the success of the Fallon Clinic beta, the recruitment model has become the permanent solution to provider recruitment at the Clinic. In addition to the success of the beta model, the initiating leadership at Fallon Clinic is pleased to be the incubator for an emerging physician and advanced practitioner recruitment service now being launched nationally under the banner of PhysicianRPO, which can be viewed at www.physicianRPO.com

About Fallon Clinic

Fallon Clinic, located in Worcester, Massachusetts, is the largest private multi-specialty group practice in central Massachusetts, with more than 250 physicians practicing in 27 locations staffed by more than 1,700 employees. Fallon Clinic is physician-directed and physician-owned, providing comprehensive care for more than 1.2 million patient visits a year.

About PhysicianRPO

The vision of PhysicianRPO is to shift to the physician recruiting paradigm to ensure process, efficiency, cost reduction, and a higher probability of success through the combination of recruitment process management, trained and task-appropriate human capital, sophisticated and broad-range physician candidate sourcing, and excellent client support during all phases of the recruitment process. These components blend to achieve recruitment goals for enterprise revenue and candidate retention by properly matching candidates to practice opportunities.

For more information on PhysicianRPO and the Fallon Clinic Beta Model, please contact:

Jim Causey
Vice President Marketing and Development
PhysicianRPO
866-908-6352 or jim.causey@physicianrpo.com