Get Physician ONBOARDING Right:

- Accelerate PRODUCTIVITY
- Improve RETENTION
- Drive REVENUE
Agenda

Introductions
Leveraging Technology
Audience Poll
Onboarding ROI
Gadsden Use Case
Q&A
Meet Your Presenters

**Krystal Guerra**
Vice President of Marketing
Marketware

**Melissa Gebhardt**
Lead Data & Onboarding Specialist
Tiller-Hewitt Healthcare Strategies
• Formerly Dayton Children’s

**Kristen Willoughby**
Market Outreach Manager & Onboarding Specialist
Tiller-Hewitt Healthcare Strategies
• Formerly Gadsden Regional Medical Center

**Leslie Harp**
Market Director of Professional Outreach
Gadsden Regional Medical Center
• Based in Gadsden, Alabama
Success Comes in All Sizes
EMPOWERING HEALTH SYSTEMS TO

GROW
referrals

RETAIN
volume

DISCOVER
market share

Growth Suite

Outcomes

OUTCOME BASED TECHNOLOGY
We selected Marketware because it has an onboarding tool that creates a warehouse of details around onboarding new providers. It has helped to streamline physician outreach, referral development, and marketing intelligence. This enables everyone to speak the same language, which translates into better ROI for the organization.

Sean Duffy, Director of Physician Relations

- Integrated health service organization in rural Pennsylvania
- 1,100 member multi-specialty practice
- 8 hospital campuses
- 2 research centers
- On average, Geisinger recruits 150 new physicians every year
What’s the greatest challenge your team faces with physician onboarding?

A. Lacking engagement from providers  
B. Tracking and coordination of the process  
C. Marketing/physician relations strategies  
D. Payer credentialing  
E. Other (please chat in)
GET ONBOARDING RIGHT:
ACCELERATE PRODUCTIVITY,
IMPROVE RETENTION AND DRIVE REVENUE
MEET YOUR PRESENTERS

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Market Director of Professional Outreach
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onboardPLUS
HOW DO YOU ACCELERATE PRODUCTIVITY, IMPROVE RETENTION AND DRIVE REVENUE?

Teamwork, Speed and Endurance
Learning Objectives: How to…

- Identify the barriers that are delaying full engagement and productivity of physicians and advanced practice providers
- Implement the key success factors – and avoid deal-breakers – that make or break an onboarding program
- Measure key performance indicators that will demonstrate ROI of an effective onboarding program
A STRONG CASE FOR ONBOARDING & NAVIGATION AS A PROVEN RETENTION STRATEGY
COMPETITION IS FIERCE

Source: Merritt Hawkins 2015 Survey of Final Year Medical Residents
Annual physician turnover at all-time high: 6.8% average

Turnover Rate by Years of Service

*2013 Physician Retention Survey from American Medical Group Association
TURNOVER COSTS WELL OVER $1 MILLION PER PHYSICIAN

**Recruiting Costs:**

$250,000

Search expenses, sign-on bonuses, income guarantees, relocation costs

**Lost Revenue:**

$1,000,000+

$1,448,458 avg. annual revenue generated per physician**

*Press-Ganey  
**Merritt-Hawkins
TURNOVER COSTS WELL OVER $1 MILLION PER PHYSICIAN

PLUS the Hidden Costs of High Turnover

- Orientation, credentialing and training costs for new physicians
- Wasted administrative time
- Decreased productivity, low morale and lost patient loyalty

*Press-Ganey
**Merritt-Hawkins
OUR PHILOSOPHY

Long-Term Retention starts **WAY** before and goes **WAY** beyond Recruitment

**Goal: Recruit & Retain**

High Quality, Productive
Happy, Engaged, Passionate and Loyal Providers
The Majority Have an Onboarding Program

Do you have an onboarding program?

- Yes: 85%
- No: 15%

But Only One-Third Formally Structure the Program

Is there a formalized committee/task force?

- Yes: 33%
- No: 67%

Source: Cejka Search and AMGA Physician Retention Survey 2012
ORIENTATION IS NOT EQUAL TO ONBOARDING & NAVIGATION
ONBOARDING & NAVIGATION PROGRAM GOALS

- Increase Long-Term Retention
- Reduce New Provider Ramp-up Period for Immediate Productivity
- Increase Provider Satisfaction
- Enhance Future Recruitment through Provider Participation
- Improve Internal Collaboration
CASE STUDY | PHRAC Implementation Multi-Hospital Network Integration and Growth

**Challenge**

A newly formed regional network of six hospitals in northeast Alabama faced heavy competition in a market with a static population. The network needed to differentiate their competitive advantages to increase market share while continuing to deliver service excellence.

**Solution**

Based on the strong results of the Tiller-Hewitt PHRAC (Physician Hospital e-Retention Action Council) program prior to the network formation, the organization implemented the PHR program with multiple layers as a network strategy. The leadership identified strategic network growth and alignment opportunities as well as challenges related to access and payment. They comprised comprehensive plans for physician alignment, data collection and collaborative development. Using Lean methodologies to ensure access and capacity, they then launched growth teams in key strategic service lines.

**Results**

The program delivered double-digit incremental increases in the first year by significantly improving network communication and collaboration with physicians and their staffs. With committed and collaborative senior leadership, the largest hospital’s results exceeded Tiller-Hewitt’s all network strong average growth benchmarks, and the PHR program continued to show measurable results. To ensure sustainable success, the network implemented Tiller-Hewitt’s evidence-based PHR for all new provider navigation, engagement, and retention programs for long-term recruitment and retention of high-quality, productive physicians.

The network relies on the Tiller-Hewitt PHR program to build relationships, track metrics, and integrate their regional market. They plan to extend the program outreach to nonphysician sources of leads, including pharmacists, home care, and emergency medical technicians.

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For more information, please visit us online or call 800-253-1496.
GADSDEN REGIONAL MEDICAL CENTER

About Us
Serving the Northeast Alabama community.
FOLLOW THE BEST-PRACTICE PLAYBOOK

Real “In the Field” Examples

- Private vs. Employed Cardiologist
- Neurosurgeon: “I don’t think they (practice) knew I was coming!”
- F.O.L. Plan
WHERE TO START

What was OUR **Reality** & Baseline

- Cost to Recruit
- Vacancy Rate and Cost of Vacancy
- Ramp up to Break-Even and beyond
- Turn-over Rate (Compared to National / Regional norms)
- Resources Dedicated to Retention / Navigation
- Focus on Community Assessment / Involvement
- Pulse of Recently Recruited Providers
TILLER-HEWITT’S ONBOARDING 4 C’S

- Collaboration
- Coordination
- Consistency
- Communication
ASSEMBLE “THE DREAM TEAM”

- C-Suite
- Recruitment
- Liaison
- Marketing
- Practice Management
- Credentialing
- Service Line Directors
MASTER CHECKLIST
COORDINATION & ACCOUNTABILITY

- Consolidate checklists from each team member
- Store on a shared drive
PRE-ARRIVAL PREPARATION

- Pre-arrival Survey
  - 60 days before start date
  - Establishes provider’s expectations
    - Professional and personal
- Create Provider Roadmap
  - Ride-along “shotgun” schedule
  - Community engagements and events
POST-ARRIVAL – COMMUNICATION & CONSISTENCY

Post-Arrival Surveys
- 90 days
- 6 months
- 1 year
- 18 months

Feedback Loop
- Course correction
- Continuous improvement
ONBOARDING & NAVIGATION OUTCOMES

Culture Shift: Recruitment to RETENTION
- Selective Recruitment vs. Desperation
- Improved Practitioner Recruitment Support

Communication & Coordination
- Expectations Meet Reality

OVERALL SATISFACTION INCREASED

37% 45%
PERCEPTION DIFFERENCE
CREATE THE PATH OF LEAST RESISTANCE FOR NEW PHYSICIANS AND ADVANCED PRACTITIONERS

We see

They see

vs.
ONBOARDING CASE STUDY

Challenge
- Difficult subspecialty searches
- Slow Ramp-up
- Retention Issues
- Lack of Internal Collaboration
  - Liaison / Practice Management

Solution
- Launched Formal Program
- Convened Team and Champion
- Conducted Lean – Rapid Improvement Event
- Included a Formalized Mentor Lead & Program
ONBOARDING CASE STUDY - RESULTS

Recruited 21 **NEW PROVIDERS**

- Days to Full Payor Credentialing: From 322 to 84
- Months to Productivity: From 14 to 5 months
- Turnover Rate: From 11.6% to 2.7%

Bar charts showing improvements in time to productivity and lower turnover rates.
CRITICAL SUCCESS FACTORS

- Combine technology and human interaction to ensure coordination, consistency, collaboration and communication
- Identify an onboarding lead (OWNER)
- Set measurable goals and report key dashboard metrics
- Continually seek feedback from physicians who recently completed onboarding
- Define for new physicians the expectations
- Assign a mentor with the expectations of 1 full-year commitment
**Million-Dollar Impact of OnboardPlus+**
*Dayton Children’s Ramp Up Time to Full Productivity Improved by 9 Months (From 14 Months to 5 Months)*

<table>
<thead>
<tr>
<th>General Pediatrician</th>
<th>Revenue per Physician*</th>
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<tbody>
<tr>
<td>Impact on Revenue:</td>
<td>Annual $787,790</td>
</tr>
<tr>
<td>Plus Benefit of Retention:</td>
<td>Save $250,000 replacement cost per physician**</td>
</tr>
</tbody>
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*Merritt-Hawkins 2013 Survey of Physician Inpatient/Outpatient Revenue

**Press-Ganey
ONBOARDING WHEEL OF FORTUNE

ONBOARD FOR LONG-TERM RETENTION

COORDINATION
CONSISTENCY
COLLABORATION
COMMUNICATION
C-SUITE BOARD
RECRUITMENT LEGAL
PRACTICE MANAGEMENT IT
SERVICE LINE LEADERSHIP
FAMILY ORIENTATION
COMMUNITY RELATIONS
MENTORSHIP
MARKETING
CREDENTIALING HR
LIAISON NAVIGATION

onboardPLUS

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STARTS AT THE TOP

Visioneers

- Communicate Vision
- Foster Energy
- Approve Resources

Informed → Engaged → Available
- **Year 1: Navigator**
  - Call Frequency Increased
  - Physician & Family

- **Year 2+: Liaison**
  - Focus: Growth & Loyalty
  - Structured & Systematic

- **Data Driven (Referrals)**
- **Manage Hospital 101**
  - Private to Employed
MENTORSHIP / MEDICAL STAFF

- Physician Leadership Driven
  - Create Plan/Schedule
- Identifies Mentors & Match
  - Establish Expectations
  - Accountability System
  - Define Roles & Responsibilities
  - Matching: Find What Works
- Training/Orientation
- Training Improves both sides!
Happy Spouse / Happy House

Involve / Interview Spouse
- Understand Needs/Interests
- Family Needs
- Religious/Cultural Needs
- Professional and Personal Needs

Assign Navigator - Who Fits!
- Create Spouse Roadmap
- Acclimate to Community
ONBOARDING & NAVIGATION PROGRAM

1. Determine Baseline Reality
   - Build the Case with Surveys and Data

2. Identify and Assemble Team
   - Strong Lead & Scribe
   - Establish Expectations
   - Assign Roles & Responsibilities
   - Create Accountability System

3. Conduct Lean Process – Rapid Improvement Events – Action Plan

4. Kickoff Mentor Program

5. Develop and Implement Master Checklist
LET US HELP YOU HIT A GRAND SLAM!

Ramp-up Rapidly

Retain for the Long-term

Recruit A-Team Players

Win/Win

Highly Satisfied, Productive, Engaged and Loyal Providers
Leslie Harp
Market Director of Professional Outreach

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RESOURCES

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