



The State of Healthcare Recruitment: Insights from 2018 and Predictions for the Year Ahead

By Kathy Jordan, Founder & CEO, Jordan Search Consultants

The healthcare recruitment industry is on the cusp of momentous change. As paradigms continue to evolve and shift, uncertainty is the one constant. With an extreme skilled labor shortage and a climbing number of those in need of various forms and levels of care, organizations now face a profusion of challenges to acquire new talent. While healthcare is undoubtedly the fastest growing occupation in the country, there simply aren't enough qualified professionals pursuing this career path to fill the colossal gap. To succeed in this ever-changing climate, those in the healthcare industry will need to harness creativity, flexibility, and getting comfortable with being uncomfortable. We must take what we've learned from past years and improve upon strategy and implementation as we work towards a better future in healthcare.

Key Takeaways from 2018

A new year offers opportunities for growth and education and also new challenges to surmount. Below are some trends and takeaways from 2018 that could have major implications for healthcare recruitment in the years to come.

Women Are the Majority of Medical School Applicants and Enrollees



According to the American Medical Association (AMA), for the first time since 2004, 50.9 percent of medical school applicants were women, exceeding the number of male applicants. With a growing number of women represented in the healthcare workforce, recruiting efforts will continuously evolve and cultural dynamics within the workplace will shift. Healthcare organizations are seeking leaders who can improve care, engage with patients, and evoke innovation. Women possess the necessary skills to achieve these goals and what's more, having women in the highest ranks of leadership directly correlates with increased profitability. This means the recruitment industry is targeting more women to fill leadership roles in healthcare. To attract top female talent and

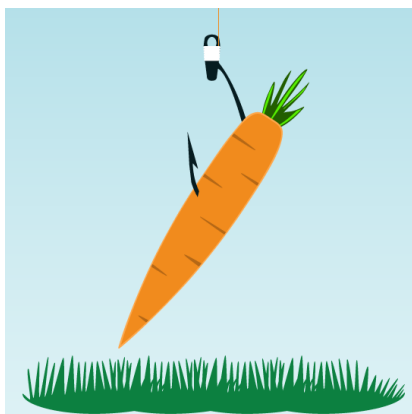
retain current employees, healthcare organizations will aim to improve working environments for female physicians and provide more growth and leadership opportunities for female healthcare professionals.

Telehealth is Everywhere and Continues to Impact Recruitment

We're seeing telehealth practiced in almost every specialty now. Its usage has become much more widespread than anyone could have anticipated. Telemedicine allows providers to collaborate remotely on patient treatment, as well as gather and store pertinent information regarding the patient's progress. This makes telehealth a groundbreaking medical tool that improves both access and quality of care through innovative and cost-effective methods. There's no question that telemedicine has transformed the way we communicate and connect, but like all new technological developments, digital hiccups are common occurrences. More than just an inconvenience, challenges with telehealth can negatively impact the provider and patient. Organizations must be strategic in managing the challenges and benefits of telehealth systems in ways that serve the needs of both healthcare providers and patients. In the healthcare industry's highly competitive marketplace, those who achieve that balance will have an edge in retaining current employees as well as recruiting new hires.



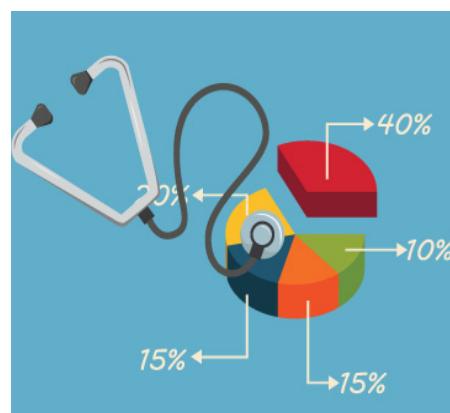
Candidates and Organizations are More Educated About Compensation



Candidates and organizations alike have become savvier about compensation. Therefore, less negotiation is taking place during the recruitment process and organizations are now forced to assess and adapt payment structures to attract and retain top talent. Smart organizations now recognize that competitive pay is an investment—when you offer competitive pay, you attract top tier providers and reduce turnover among your existing workforce. In addition to offering competitive pay, organizations must also comply with regulatory guidelines as they continue to evolve. All of this means frequent and careful evaluations of current payment structures will continue to take place throughout the industry to attract the best people and further business growth.

Payment Models Now Reflect Industry Shifts

The way physicians are paid is changing, too. With value-based care on the rise, it's becoming increasingly important to implement quality- and outcome-related incentives in compensation. Volume-based healthcare is simply not sustainable anymore and organizations are realizing this very quickly. As healthcare continues down this path towards value-based care, the way physicians are compensated will alter to reflect this patient-centered model. According to *Becker's Hospital Review*, 50 percent of compensation will be value-based rather than volume-based in the next 10 years. Healthcare organizations will continue to rely on population health leaders and healthcare industry consultants to strategically navigate this business model shift.



Emotional Intelligence Plays an Important Role in the Recruitment Process



Talent and experience alone are no longer enough to advance into leadership positions within the healthcare industry. Organizations now realize the long-term effects of emotional intelligence, or EQ, on growth and success, leading us into a new era of hiring. Self-awareness, self-management, social awareness, and relationship management are some of the behavioral traits recruiting firms look for in a potential candidate. This is when EQ becomes incredibly relevant in measuring the potential of a physician to lead in his or her organization. An individual with strong leadership qualities who meshes well with the company's pre-existing team and culture

will inevitably flourish. Turnover rates go down and organizations save time and money. Moreover, evidence shows that EQ leads to higher patient satisfaction and improved clinical performance across the board. Unlike before, recruitment efforts now include assessments of EQ in potential candidates to determine whether or not someone is a good fit for a particular organization.

Data-Driven Recruiting Personalizes Hiring Process



While some might argue that technology limits personal connection, the recruitment industry would tell you the opposite: Big data actually enhances and humanizes the recruitment process with targeted, customized communication. Long gone are the days of mass job alerts and impersonal cold calls. The power of data lies in its ability to understand what a person likes, values, and desires in relation to the position they're looking for. Recruiters are able to utilize data to tailor their strategy and connect with an organization that aligns with what that candidate is searching for. In addition to big data's potential for optimal matchmaking, utilizing tangible statistics and precise analysis will continue to improve the hiring process overall.



Trends and Challenges to Watch for in 2019

Value, quality, and engagement are some of the buzzwords currently circulating around the healthcare industry. The paradigm is shifting. The relationship between the patient and provider is rapidly evolving. Health policy and regulations are becoming increasingly more complex. How does this all affect recruitment? Based on some of the patterns and trends we've seen, here is what to watch for in 2019.

Continuous Consolidation Efforts Will Reshape Healthcare



As healthcare shifts from volume- to value-based care, we can expect to see major consolidation in the industry this year and beyond. More mergers and acquisitions will take place in order to improve care delivery and overall population health management. There are still questions circulating around consolidation as to whether or not these collaborations are truly cost-effective and essential to improved, innovative care. However, we predict these strategic partnerships and joint-operating ventures will continue to emerge as the landscape evolves and the need for efficiency and quality remain eminent.

Wraparound Services Will Change the Way Medicine is Practiced

2019 will introduce a variety of new care models to the healthcare industry including wraparound services which provide a comprehensive, holistic, and individualized approach to care. Wraparound models go beyond traditional medicine encompassing a wide range of services focused in areas like social work, behavioral health, dietetics, hospital and pharmacist education, and even financial counseling. All-encompassing, patient-centered models of care focus on prevention, longevity, and proper management from start to finish. According to Dr. David Nash, MD, MBA, Founding Dean of the Jefferson College of Population Health, “Wraparound care is the future of primary care. Eventually, all healthcare organizations will practice under the wraparound care model—and it will be for everyone, not just the severely or chronically ill, high-utilization patient population.”



Recruitment Will Develop New Models Focusing on Candidate Satisfaction



Healthcare recruitment firms realize the importance of building and nurturing relationships with candidates. This means working with top talent (both active and passive candidates) in a way that’s more comprehensive and long-term. Instead of one-off searches, organizations will need to compile candidate information into a talent pool of qualified professionals and maintain ongoing communication when new opportunities arise. In 2019 we will continue to strive towards a healthcare system that meets the needs of providers in the same way we work on behalf of patients. Appreciated providers translate to providers who stay long-term in positions. This means continuity of care for the population of patients they serve...and when that happens, everyone wins.

Medical Schools Across the U.S. Will Waive and Lower Tuition Costs



So long as there is a burgeoning shortage of healthcare talent in this country, universities will look for new ways to entice prospective students to attend medical school. Earlier this year, N.Y.U. became the first top-tier medical university in the U.S. to offer full tuition coverage for both current and future students in an effort to aid the debt crisis faced by aspiring healthcare professionals. In years past, students who graduated medical school with crippling debt naturally pursued higher paying positions in the field. That meant that lower paying roles in areas like pediatrics, geriatrics, and family care were left unfilled, contributing monumentally to the shortage. It's safe to assume that with a leader in medical education making such a bold decision to waive tuition, other universities will jump on the bandwagon.

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Recruitment will Become Increasingly More Difficult as Need for Specialists Arise

The number of aging adults and high-utilization patients far exceeds the number of physicians to care for them. Chronic disease is the leading cause of death and disability in the United States and, as a result, the need for specialists is significant. Today, a single patient may require the assistance of multiple doctors and care providers. It's become increasingly difficult to fill the gap in hospice and palliative care especially. Because these specialists are so marketable, they can go anywhere they choose and this contributes to the vast shortage we face in today's healthcare landscape.



More Residents will Pursue Locum Positions



Instead of accepting a permanent position within an organization, many residents will pursue the locum route with the promise of better pay and increased flexibility. This emerging trend among recent graduates presents both pros and cons to organizations. While some hospitalists value locums for the convenience and their ability to fill in when short-staffed, others consider them a “necessary evil” because of cost and quality of work. Then, there are some that argue permanent staff are more likely to engage and connect with patients; as we move towards value-based care models, this is a critical factor to consider. Most organizations however, are reliant upon them and the stigma against pursuing

a locum position no longer exists. Therefore, the demand for locums and the alluring benefits the position provides will continue to attract more residents/fellows—and contribute to the shortage—throughout 2019.



What Does it All Mean?

Healthcare organizations will need to implement innovative solutions to attract top talent and keep pace with the complex and raucous healthcare talent landscape. Consider the following as 2019 advances:

Invest in Leaders

It takes more to succeed in the medical field than technical skills and expertise. Progressive organizations will incorporate ways to attract and assess new talent who demonstrate leadership capabilities and strong emotional intelligence. Providing current physicians with the tools and space to grow as a leader will be equally important.





Implement Innovative Sourcing Methods

Organizations need to be able to draw from a diverse range of talent in order to address the growing shortage of physicians and caregivers in this country. It takes personalization and relationship-building skills to get to know the candidates and know exactly what sorts of opportunities to present and where to place them.

Improve Employer Branding

You have to stand out in today's world of infinite job possibilities. Physicians are at an advantage; they have the power of choice. Attract talented professionals by creating real, meaningful connections and establishing a clear and unique company culture from the get-go.



Be Open and Flexible, Think Outside the Box

It can be difficult to navigate this ever-changing industry, but being able to adapt and know when to seek outside help will empower your organization so that you can gain competitive advantages.

Final Thoughts

In an industry of uncertainty and complexity, healthcare organizations are becoming savvier problem solvers. Where there are challenges, there is also opportunity. The statistics show that more and more people need quality, accessible care and institutions will continue to foster innovation in order to deliver. Healthcare professionals realize they need to think creatively, harness the power of technology, look for recruitment partnerships as a way to acquire the right talent, and join together to navigate the rocky road ahead. Recruiters play a crucial role in healthcare right now because it is essential to place the right people in the right positions at the right organizations to move the world of healthcare forward.

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