

**“Physician Recruitment and Retention:
Defining the State of the Art”**

SURVEY OF RECRUITERS IN INDIVIDUAL ORGANIZATIONS

This survey is intended to identify major issues and trends in the field of inhouse physician recruitment and retention. Only inhouse recruiters working in healthcare organizations will participate in this study. The results should help define the field in terms of compensation, hours worked and methods used. The aggregated results of this survey may be published. All replies will be kept strictly confidential. No person or organization will be identified or identifiable.

Multiple recruiters in the same organization should fill out separate surveys.

1. What is your title?
2. What is the title of the person to whom you report?
3. How many years have you worked in physician recruitment?
4. What percent of your work week is devoted exclusively to physician R & R?
5. How many placements did you make in the last 12 months?
6. Please list the specialties of physicians you recruited?
7. What are your most challenging specialties today?
8. Are some specialties easier or harder to recruit than they were in the past? Please explain.
9. What is your approximate salary?
10. What percent of your salary is for R & R activities?
11. Are you paid a flat salary for R & R activities? ____yes ____no
12. If no, please explain your incentive arrangement.
13. Do you utilize outside commercial firms to assist you? ____yes ____no

14. If yes, on the average, how many searches per year utilized retained firms?
15. If question 13 was yes, how many searches per year utilize contingency firms?
16. If applicable, estimate the average cost per search (fees and expenses) of using a retained firm.
17. If applicable, estimate the average cost per search of using a contingency firm.
18. What percent of your sourcing is done entirely inhouse?
19. Do you use the internet to source candidates? ____yes ____no
20. If yes, in what ways do you use the internet?

21. Do you use print advertising? ____yes ____no
22. If yes, what is your annual budget for print advertising?
23. If you use internet advertising, what is your annual budget for that purpose?
24. Do you utilize direct mail techniques? ____yes ____no
25. If yes, what is your annual budget for direct mail?
26. Of your entire sourcing effort in the last 12 months, approximately what percent of candidates came from the following?
 - ____manual sourcing – inhouse
 - ____computerized external databases
 - ____internet (including internet advertising)
 - ____print advertising
 - ____direct mail
 - ____medical staff or other networking
 - ____leads from other inhouse recruiters
 - ____leads from governmental or other not-for-profit organizations

____leads from professional/trade shows

____other – please describe

27. What percent of your R & R time is spent on retention?
28. Does your organization have a written retention plan? ____yes ____no
29. Do you have a budget specifically for retention activities? ____yes ____no
30. If yes, what is your approximate annual retention budget?
31. Over the past 5 years (or other defined period) estimate the number of physicians that have left your organization per year (losses other than death or retirement).
32. Does your organization utilize a formal exit interviewing process? ____yes ____no
33. Briefly describe the major reasons given by physicians who have left.
34. Please describe any major changes or trends in inhouse recruitment you have seen in R & R over the past few years.
35. Are you “certified” as a physician recruiter? ____yes ____no Please explain why or why not.
36. Are you satisfied that the current process of certifying recruitment professionals can separate candidates worthy of certification from those who are not?

Thank you for your assistance with this project. Please fax your responses to Nelson Tilden at 1-304-599-1956 or call toll-free 888-621-1060 with questions.