



**Physician and Advanced Practice
Provider Onboarding:**
Beyond Week One

vizient[®]

Facilitator



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Objectives

Discuss the current state of clinician onboarding

Identify potential gaps in your onboarding program

Determine next steps

Q&A

About Vizient

www.vizientinc.com

Vizient is the nation's largest member-driven, health care performance improvement company.



>50%

of the nation's acute
care providers



>95%

of the nation's academic
medical centers



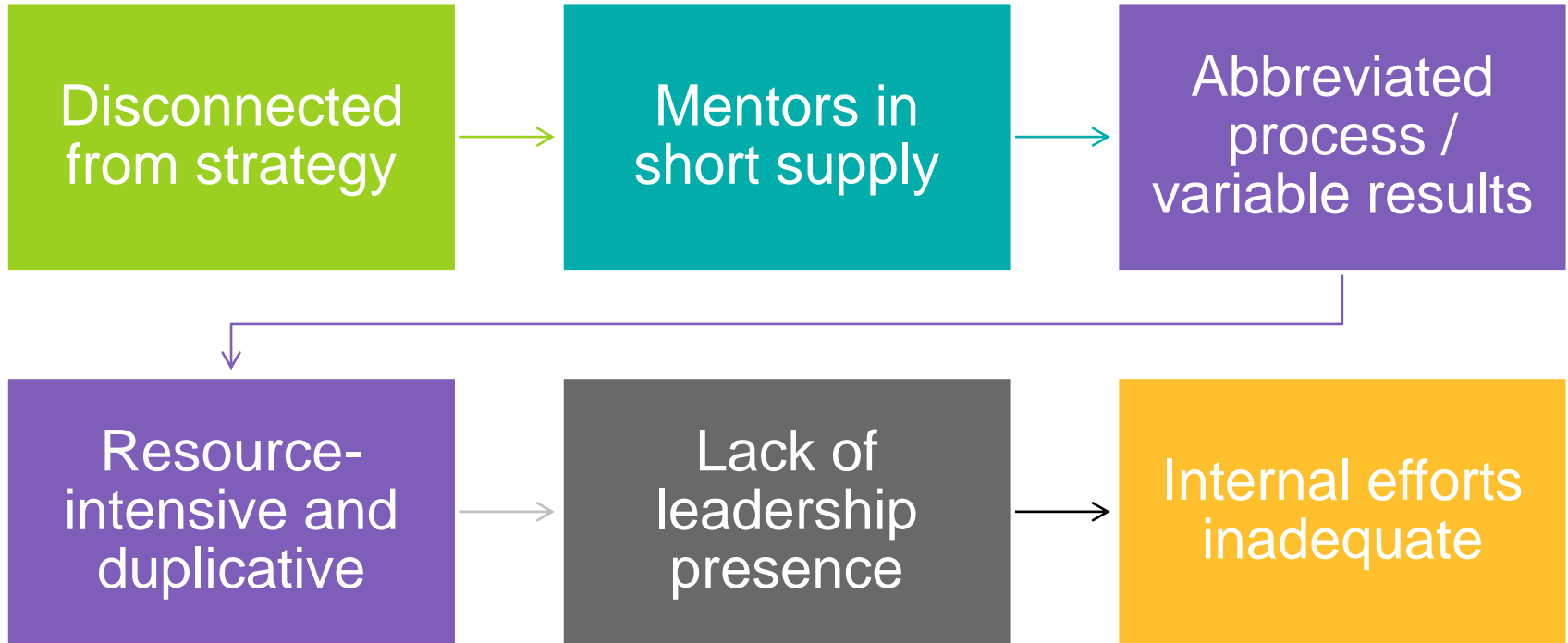
>20%

of the nation's
ambulatory market

Vizient strengthens members' delivery of high-value care
by aligning cost, quality and market performance

vizient.

Onboarding current state





2 Small Jumps Won't Work

Clinicians: health care's greatest resource



Clinician engagement is critical for strategic success



Clinicians are the brand!



Turnover is costly - clinicians are a health care organization's greatest resource and largest expense

Clinician turnover expense

Nurse

\$88K

Advanced Practice
Provider

\$250K

Physician

\$500K / 1.2M / 1.5M

hospitalist / PCP / specialty
surgeon

Turnover expense includes recruitment and onboarding costs, and lost revenue. Vacancies create stress and burnout for other staff, and negatively impact patient care.

Provider supply and demand



Growing need...

- Aging population increasing utilization
- By 2030, the physician shortage will be between 42,600 - 121,300.
- Demand for APPs will accelerate, and the supply is projected to double between 2016 and 2030.
- During their last year of training, 63% of physicians receive 51+ job solicitations, while 46% receive 100+.

Shrinking supply...

- APPs are choosing to specialize though demand is strong in primary care, similar to physicians.
- One-third of physicians will be 65+ in the next decade, and 18% of turnover is due to retirement.
- All career stages are impacted by burnout – trainees, mid-careerists, and late careerists (top reason for retiring early or leaving medicine).

Health care organizations will face tougher competition to attract and retain clinicians

Sources:
AAMC. (2018). The Complexities of Physician Supply and Demand: Projections from 2016 to 2030 - 2018 Update. Washington, D.C.: Association of American Medical Colleges.
Merritt Hawkins. (2017). Merritt Hawkins 2017 Review of Physician and Advanced Practitioner Recruiting Incentives.
Darves, B. (2018, February). Targeting Physician Burnout. Retrieved April 19, 2018, from NEJM CareerCenter.
Cejka Search and the American Medical Group Association (AMGA) 2013 Physician Retention Survey.

Drivers of clinician turnover



Perceived lack of control and disconnect from organizational strategy

Poor cultural and community fit / Lack of social support at work and home

Mismatch between the provider's expectations and the organization's culture or rules

Compensation / Lack of advancement opportunities or career direction

Relocation to be closer to family or for spouse's job / Retirement

Quality of life issues / Dysfunctional processes / Burnout

Sources:

Vizient member feedback

Darves, B. (2018, February). Targeting Physician Burnout. Retrieved April 19, 2018, from NEJM CareerCenter

Cejka Search, AMGA. (2013). Cejka Search and the AMGA 2013 Physician Retention Survey. St. Louis: Cejka Search, AMGA

Misra-Hebert, A., Kay, R., & Stoller, J. (2004). A review of physician turnover: rates, causes, and consequences. American Journal of Medical Quality, 56-66.

Beyond the pre-employment checklist

A robust onboarding program goes well beyond credentialing and a tour...

Cultural
immersion
into
organization

Curriculum
aligned with
accreditation
standards

Peer
networking

Social
support

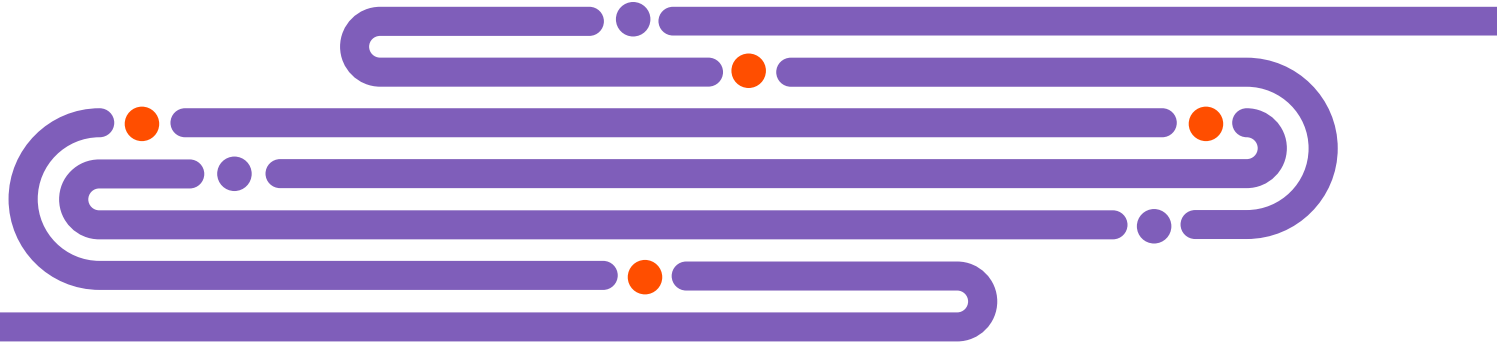
Mentor
relationship

Relevant
data for
continuous
improvement

Organizations with an onboarding program lasting a full year report turnover rates 40% lower than those with a program lasting one month

Q&A

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Onboarding is an important component of a delivery system's clinician alignment and integration strategy.