

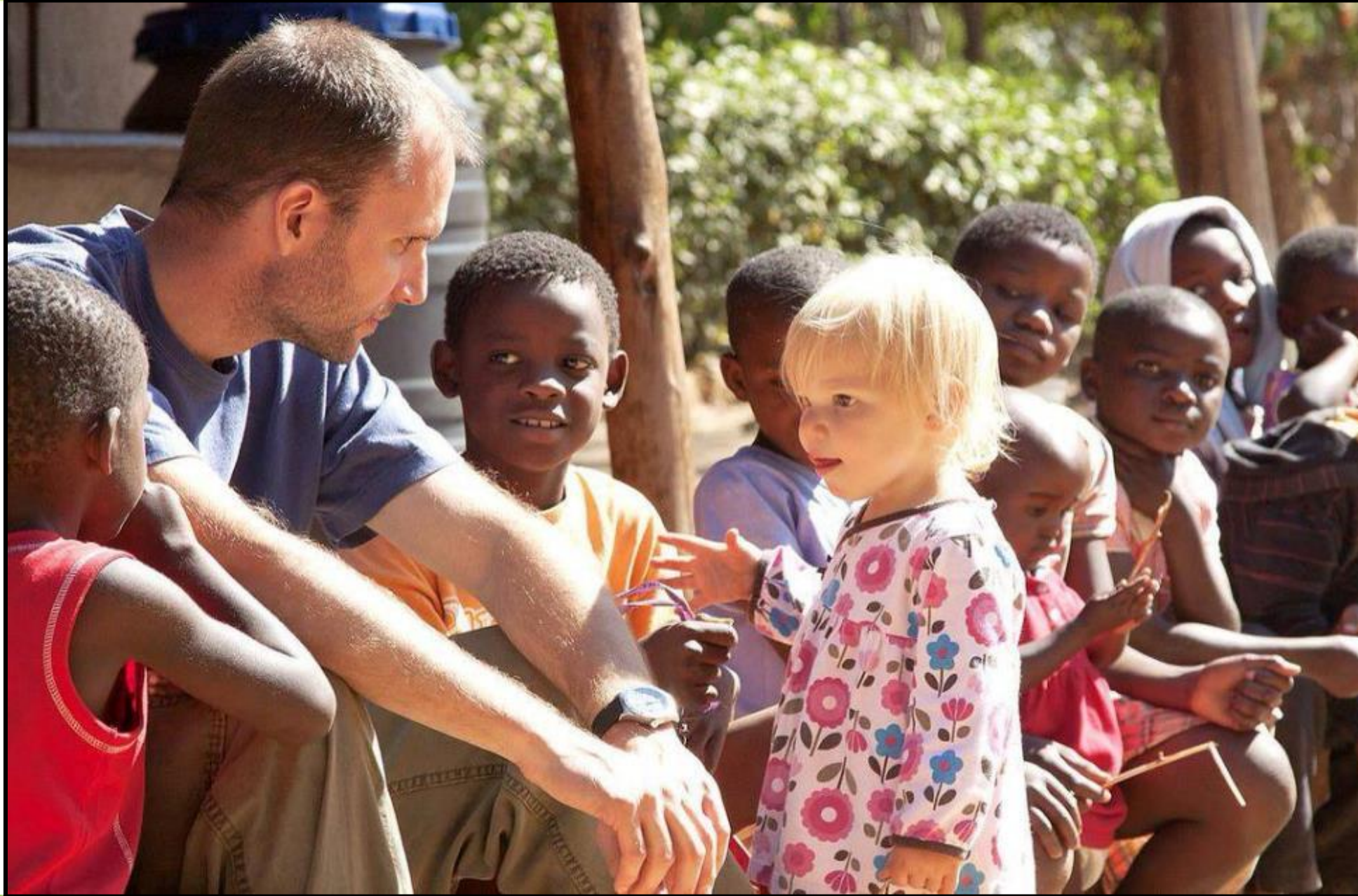


Mission-Focused Medicine in Rural America

An Innovative Solution for Physician Recruitment and Retention

BENJAMIN ANDERSON, MBA, MHCDS
VICE PRESIDENT, RURAL HEALTH AND HOSPITALS
COLORADO HOSPITAL ASSOCIATION

True Story: The Burnout of a Good Doctor



2015 Medical Provider Team



Drew Miller, MD



Arlo Reimer, MD



Julie Munson, DO



T. Meisel, ARNP



Turning
Away
50 Patients
Per Week



Sedera Sholtz, PA-C



**Helen Heinitz,
ARNP**



John Birky, MD

Why Did Dr. Birky Burn Out?

He had unsupportive and unengaged governance/administration.

He was overworked and not able to provide optimal care for patients.

The healthcare delivery system left him vulnerable and unprotected.

At times, he felt used, like a revenue-generating workhorse.

He was isolated and far from extended family (with no substitutes).

His marriage was suffering and his kids were growing up without adequate engagement from their dad.

So What Did He Do About It?

He went into self-protection mode, limiting professional access to himself, leaving his partners carrying an even greater share of the load.

He became less vigilant about timely completion of his medical records.

He became less engaged in the community.

He abruptly left the community.

A Simple Truth

Exhaustion is a silent thief of empathy.

A Lesson from a Healthcare Hero

Systems heal
people.

Systems harm
people (doctors
are people too).



Sr. Mary Jean Ryan, FSM
Board Chair, SSM Health System
1st National Malcom Baldrige Award Healthcare Recipient

The Recruitment of Nine New Providers.



Erin Keeley, PA-C



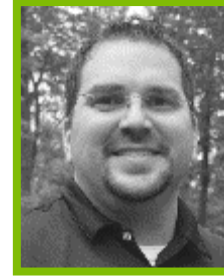
Drew Miller, MD



Arlo Reimer, MD



Julie Munson, DO



Kurt Davis, MD



Tiana Stebens, PA-C



T. Meisel, APRN



G. Rincones, APRN



Daniel Linville, MD



D. Shearmire, PA-C



Ellen Abell, MD



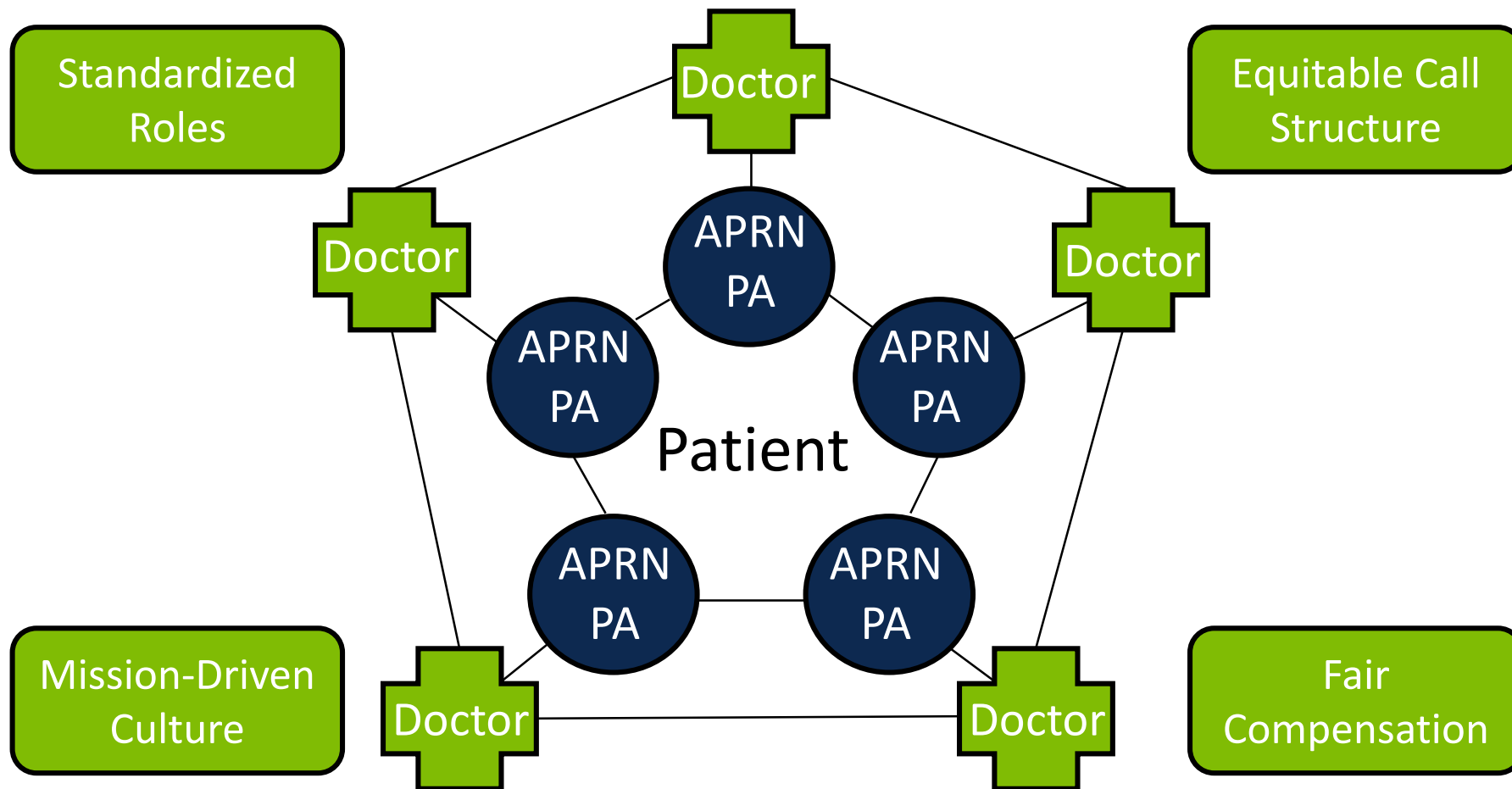
Lane Olson, MD



Jill Linville, MD

So how did we recruit and retain them?

Governance, administration, and medical staff aligned with a common vision.



Developing the Strategy

Lesson from a Wise Teacher

“Before an organization can recruit mission focused staff, it must first define and understand it’s own mission, vision, values and goals. First, look inwardly.”



Developing the Strategy

We first looked inwardly.

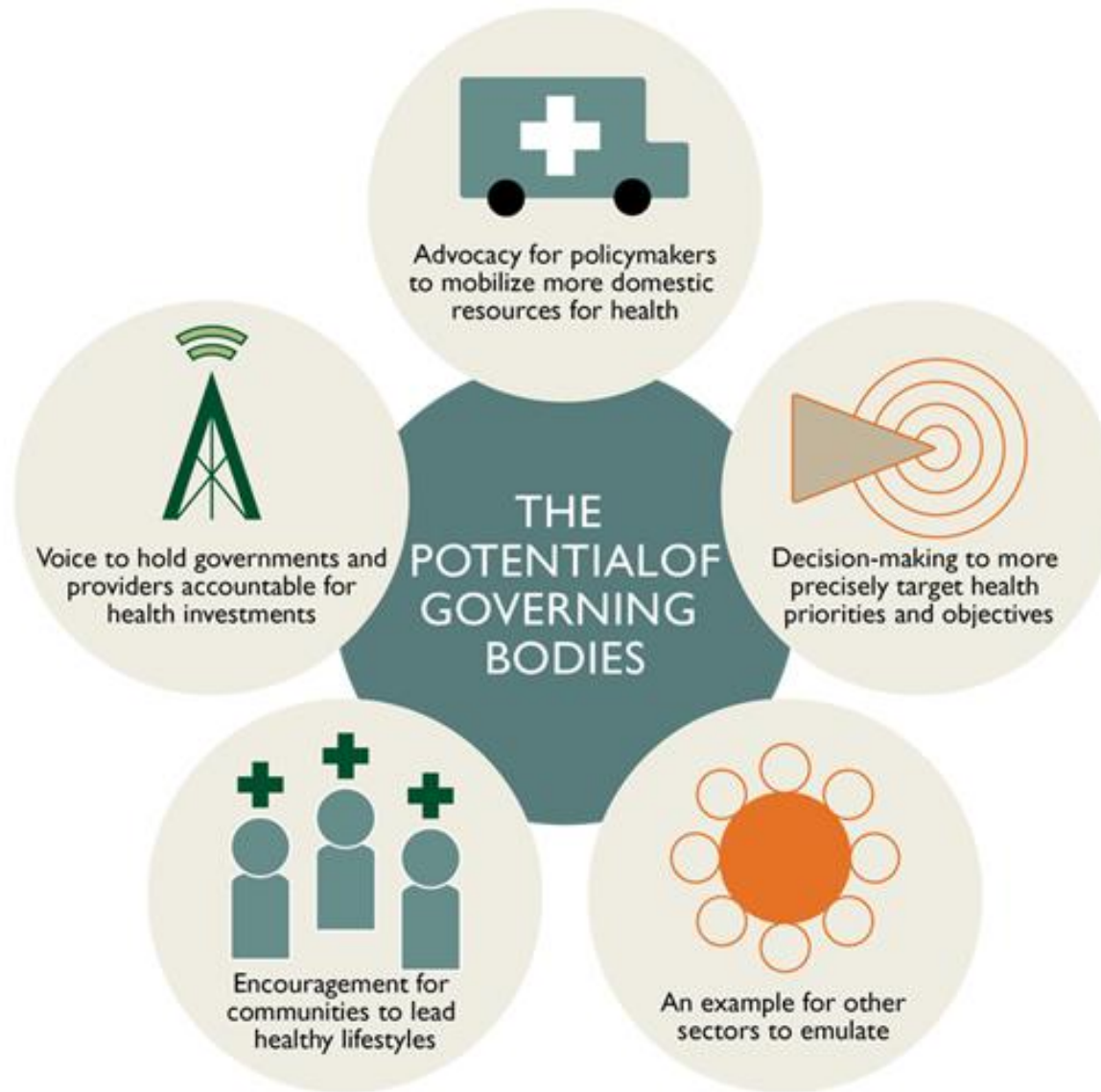
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We asked, “Are our mission and vision statements and core values still valid? Do they reflect the culture we’re trying to build?”

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A Cohesive, Supportive, and Trustworthy Administrative Leadership Team



A Cohesive, Supportive, and Trustworthy Medical Staff Team



What are the most common motivations of physicians who choose to move to an underserved area?



Typical Rural Physician Profiles

The Local Kid

The “Foreigner”

The Troublemaker

The Money Doctor

The Missionary

Typical Rural Physician Profiles

The Local Kid

The “Foreigner”

The Troublemaker

The Money Doctor

The Missionary



Lessons from a Wise Teacher

Define each candidate based on mission, considering:

Motivation - in line with organizational mission

Training - type and volume

Experience - not just years of, but service

Character - compassion, teachability, work ethic

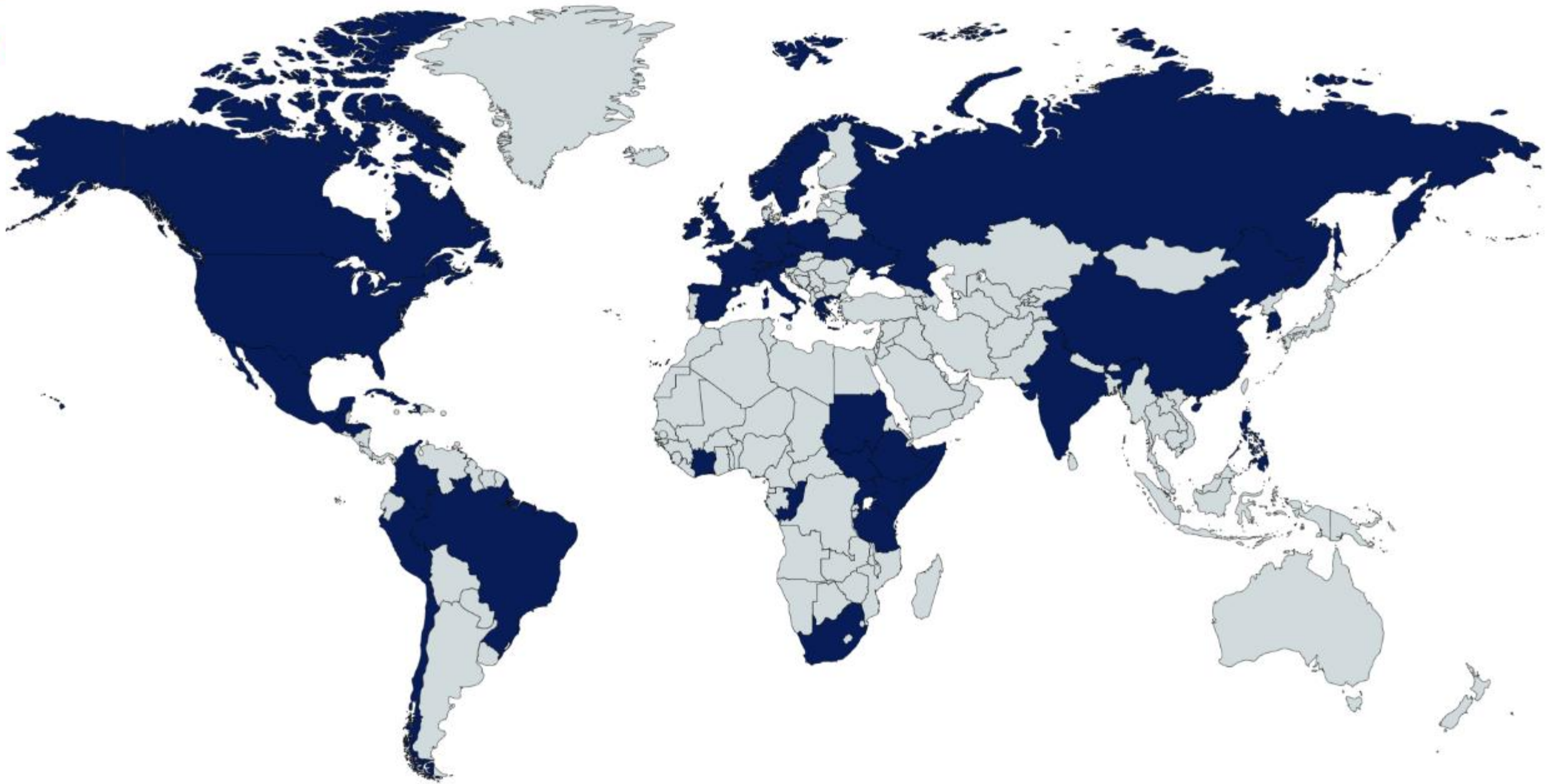


Ask when interviewing, "Would I want my loved one to be alone in a room with this person?"



Instead of trying to compete with affluent areas using money, country clubs, shopping, prestige, etc., we focused on the opportunities to eradicate the suffering of vulnerable people.

Opportunities to pursue justice and meet needs were among our greatest recruitment assets.



We leveraged our diversity.

Our Message to Candidates

“If your desires are to develop meaningful human relationship, relieve human suffering and pursue social justice, we’re as competitive a location as anywhere in the U.S.”