

IMPORTANT PRINCIPLES OF RECRUITMENT & RETENTION – Candidate Visit

1. If a physician isn't happy practicing in our community, everyone -- staff, patients, and the physician -- will lose in the end. It is much better to realize that an incompatibility exists before we recruit a physician than afterward.
2. If we only can recruit a physician solely on the basis of a compensation and benefits package, we don't want that person. We want a physician who understands as much about family practice, the patients, and our community as is humanly possible so they walk in with their eyes open. As recruiters, we must consider ourselves ambassadors for our community's health.
3. If a physician doesn't understand what it will be like to practice in our community, or doesn't find that the experience matches what was anticipated, the physician will leave. Recruit with eyes open, and be absolutely certain we can deliver on everything.

SELECTION ACTION STEPS

MAKING VISIT ARRANGEMENTS

- a. We should possibly handle the travel arrangements.
- b. We might consider paying for all visit expenses.
- c. Be sure to include the candidate's spouse in the travel plans.

CREATING A VISIT AGENDA

- a. Allow at least two days for interviewing; bringing a candidate in one morning and concluding the next afternoon/evening often works well.
- b. Set up interviews with the physician community, Medical Director, department head, other providers from that specialty and support staff.
- c. Arrange meals with other providers of same specialty.
- d. Set up tours of all sites.
- e. Introduce schools, neighborhoods, housing prices, banks, and other institutions that will affect the quality of life.
- f. Discuss incentive plans (if any).
- g. Create a related but separate agenda for the candidate's spouse.

INTERVIEWING CANDIDATES

The applicant should be able to answer the following questions:

- a. Do you understand what it will be like to practice in Powell River?
- b. Will you be professionally content in this environment?
- c. Do you feel you will be able to work well with the other physicians and staffers?
- d. How important is professional advancement, promotion, and further learning? Are the opportunities here sufficient?
- e. Are you comfortable with the income potential in Powell River?
- f. Will you feel comfortable practicing at this hospital?
- g. Can you see yourself building a career in Powell River?
- h. Will you be happy living in the community?
- i. Are you comfortable with the types of patients you will see?
- j. If you are married, will your spouse be happy? Will he/she find a job that is professionally rewarding?
- k. If you are single, will you find a satisfactory social life in the community?
- l. If you have children, are there schools your children will like?
- m. If you are religious, will you find a religious community that is satisfying?

NOTES about interviewing potential physicians:

- Our candidates may have very little experience in their own practice, and may not be able to determine on their own what the key elements of a satisfactory practice experience are.
- Therefore, it is essential that they spend time in our offices, and with our medical personnel, particularly the physicians on our staff of the same specialty, and the support staff.
- We want them to make a decision based on as true an understanding as possible about what it will be like to practice in Powell River.
- Also, remember: physicians don't eat, sleep, and breathe inside their work -- they have lives too (even if we sometimes feel we don't).
- If they aren't happy living in our community, they may bring that unhappiness into work.

MAKING A DECISION

1. When determining which candidate is the best fit for our community, we should know/decide a number of things:

- a. Has the candidate ever lived in an area similar to this community? Where is the candidate from?
- b. Is the candidate married? If so, where is their spouse from? Has the spouse ever lived in a similar community? How does he/she feel about moving? Does he/she plan to work, and if so would he/she be able to find work in this community?
- c. If the candidate were single, would they find a desirable social life in the community?
- d. Does the candidate have children, and if so would they be able to find appropriate schooling in this community?
- e. What other activities is the candidate involved in?
- f. How long does the candidate plan to stay with us if they take the job? Do I believe them?
- g. What are the candidate's future career goals, and are they likely to be met in this community?
- h. How many patients does the candidate feel comfortable seeing daily? Deliveries per month?
- i. What kind of patient mix is the candidate used to?
- j. Is the candidate prejudiced?
- k. Has the candidate seen patients like the ones that the office serves, and if not would they be able to make that transition easily?
- l. What are the candidates' expectations of their practice?
- m. Are the candidates' references good? Do they indicate that the candidate can work well with colleagues and can communicate well with patients?
- n. What special contributions does the candidate bring to the practice?
- o. Does the candidate know how to laugh?
- p. Has the candidate ever worked with a nurse practitioner or another assistant (chronic disease management nurse? If not, would they be able to do that?
- q. Does the candidate instill confidence in others? Does she/he dress and act professionally?
- r. Will the candidate bring preconceptions or prejudice to their treatment of patients?

s. Does the candidate see their practice as more than a job? Do they aspire to contribute to their community? Are they empathetic and caring?

t. Is the acquisition of great wealth a serious consideration for the candidate?