

Retention & Recruitment Strategies: How Can You Attract New Candidates and Preserve Current Staff?

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Learning Objectives

- At the end of this session the learner should be able to:
 - List examples of recruitment & retention-related success relevant to their own careers
 - Apply available resources to improve their own likelihood of recruitment & retention success
 - Identify characteristics in themselves that are more likely to result in a successful recruitment & retention
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- Background
 - Literature & online review
 - Pearls & pitfalls
 - Interactive
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- Virginia & me
 - My professional background with recruitment
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- I'm incorporating my experience & reflection
 - Some of it is my **opinion**
 - I don't know of much great & useful **science** on this topic that relates well to current or future situations
 - This presentation does not contain lots of data—the **ACR workforce survey** usually does a great job with that—I will give you at least 1 good reference to check out on this
 - There are no Radiology images in this session! 😞
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- This *could* apply to every employee of your department, business, etc.
 - Let's focus on physicians, especially Radiologists, and mention some of the Literature on Nurse and Technologist recruitment & retention.
 - Past, **present** & future...
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- What can we learn from the **COVID** era as it relates to R&R?
- Do you think treating a Radiology department or group as a **business** enterprise is useful for R&R?

- Your department/group is **individual**
 - Your recruit is an **individual**
 - Your employee is an **individual**
 - Relationship of statistics or plans to the individual
 - Points of view
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- “Concept Analysis of **Nurse Retention**”. Efendi F, Kurniati A, Bushy A, Gunawan J. Nurs Health Sci. 2019 Dec; 21(4): 422-427. doi: 10.1111/nhs.12629. Epub **2019** Jul 3. PMID: 31270927
- “Four key attributes of nurse retention were identified...motivation, intention, and **individual** decision; strategy and intervention; **geographic** context; and **attachment to work**.”
- “Antecedents of nurse retention...healthcare system at the macro level, the **health care facility**, health **personnel**, and **living conditions...**”

- “Addressing the crisis of **GP recruitment** and **retention**: a systematic review”. Marchand C and Peckham S. Br J Gen Pract. **2017** Apr; 67(657): e227-e237. doi: 10.3399/bjgp17X689929. Epub 2017 Mar 13. PMID: 28289014.
- “Factors that...influence retention...subspecialisation and portfolio careers, and job satisfaction.”
- “The most important determinants of recruitment and retention were intrinsic and idiosyncratic factors, such as **recognition**, rather than extrinsic factors, such as **income**.”
- “...the published evidence relating to GP recruitment and retention is limited, and most focused on attracting GPs to rural areas...”
- “...the most influential factors are idiosyncratic and intrinsic to the individuals.”

- “Recruitment and retention of physicians in rural Alberta: the **spousal** perspective.” Myroniuk L, Adamiak P, Bajaj S, Myhre DL. Rural Remote Health. 2016 Jan-Mar;16(1):3620. Epub **2016** Feb 9. PMID: 26859245.
- “...overall geographic distribution of physicians in Canada...is misaligned with the population distribution.”
- “**debt repayment**”
- “...the spouses of Canadian medical graduates were a positive influence in rural recruitment and retention, while the spouses of **international medical graduates** were generally less supportive of a rural lifestyle. Considerations to accommodate the **educational, professional** and **cultural** needs of the physician spouse must be incorporated into policy...”

- “Practical solutions for staff recruitment & retention.” Vander Hoek N. Radiol Manage. 2001 Jul-Aug; 23(4): 46-9. PMID: 11499081.
- “...perks as recruitment tools and incentives as retention tools.”
- “...radiologic technologists...job shadowing...volunteer services, advanced placement...sponsoring an educational program or clinical training site, creating a positive work environment and supporting outreach projects geared to local high schools.”
- “Traditional perks used in recruitment efforts...relocation assistance, travel and lodging expenses during the interview process, loan repayment, scholarships and sign-on bonuses.”
- “Some common incentives for retaining employees are tuition reimbursement, cross training, availability of educational resources, continuing education opportunities, professional development and incremental increases in salary.”
- “...other tools...career ladders, creating an environment conducive to teamwork or a more personal atmosphere and showcasing talents of various staff members.”

- “**Radiologist** recruitment and retention: how can we improve?” Halsted MJ, Donnelly LF, Strife JL. J Am Coll Radiol. **2005** Apr; 2(4):369-75. doi: 10.1016/j.jacr.2004.08.027. PMID: 17411831.
 - One of the very few publications I could find regarding Radiologists recruitment & retention
 - How did we get into this situation in 2005?
 - The **previous** cycle
 - What can we learn from the 2005 situation?
 - This article includes discussion on recruiting & retaining in academia vs private practice
 - What has changed since then?
 - What remains?
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- “Voluntary Employee Turnover: A Literature Review and Evidence-Based, User-Centered Strategies to Improve Retention. Scott J, Waite S, Reede D. J Am Coll Radiol. 2021 Mar; 18(3 Pt A):442-450. doi: 10.1016/j.jacr.2020.09.056. Epub 2020 Oct 17. PMID: 33080181.”
- “...estimated...cost of turnover due to physician **burnout** in the United States at approximately \$4.3 billion annually.”
- “unfolding model of turnover devised by “Mitchell and Lee”
 - “**Shocks**”
 - “Primary turnover pathway”
 - “Following a plan”
 - “Leaving without a plan”
 - “Leaving for better options”
 - “Leaving an unsatisfying job”

Mitchell T.R. Holtom B.C. Lee W.T. et al. “Why people stay: using job embeddedness to predict voluntary turnover.” Acad Manage J. 2001; 44: 1102-1121.

Lee T.W. Mitchell T.R. “An unfolding model of voluntary employee turnover.” Acad Manage J. 1994; 39: 5-36

Literature (cont'd)

- “Voluntary Employee Turnover: A Literature Review and Evidence-Based, User-Centered Strategies to Improve Retention. Scott J, Waite S, Reede D. J Am Coll Radiol. 2021 Mar; 18(3 Pt A):442-450. doi: 10.1016/j.jacr.2020.09.056. Epub 2020 Oct 17. PMID: 33080181.”
- “Job embeddedness and staying”, also from “Mitchell and Lee”
 - “Links”
 - “Fit”
 - “Sacrifice”
- “Psychological Withdrawal States Theory”
 - Factors: “...job embeddedness, organizational commitment, and job satisfaction...”
 - “Nonstatic groups”
 - “enthusiastic stayers”...”ideal”
 - “enthusiastic leavers”
 - “reluctant leavers”
 - “reluctant stayers”

Mitchell T.R. Holtom B.C. Lee W.T. et al. “Why people stay: using job embeddedness to predict voluntary turnover.” Acad Manage J. 2001; 44: 1102-1121.

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- “Voluntary Employee Turnover: A Literature Review and Evidence-Based, User-Centered Strategies to Improve Retention. Scott J, Waite S, Reede D. J Am Coll Radiol. 2021 Mar; 18(3 Pt A):442-450. doi: 10.1016/j.jacr.2020.09.056. Epub 2020 Oct 17. PMID: 33080181.”
- “Can we get them to stay?”
 - 5C’s
 - “Communicate early and empathetically”
 - “Stay interview”
 - “Connect and collaborate”
 - “Create learning opportunities”
 - “Craft”
 - “Celebrate”
- “Retention strategies should target faculty who are at the highest risk of leaving. This includes faculty who are 45 years old and younger, junior, lacking a title beyond academic rank, employed at the institution between 6 and 15 years, and not receiving formal mentoring.”

- <https://www.radiologybusiness.com/sponsored/1073/topics/healthcare-management/business-intelligence/radiologist-recruitment-and>
 - Accessed June 15, 2022
 - “Radiologist Recruitment and Retention: Misconceptions and Best Practices” by Chip Anderson
 - “Short path to **partnership**” [what about **buy-in**?]
 - “...recruitment is, at its core, the process of selling the practice to the best possible candidates.”
 - “...group’s recruitment committee should be chosen carefully, to include current physician leaders who are **outgoing**, are **thorough**, and are **strong communicators**.”
 - “...go beyond candidates’ references...the experiences of colleagues from their professional or academic networks who might know the prospective recruits.”
 - “Like all sales processes, recruitment should be **proactive**.”
 - “Ultimately, the priority that practices should have in mind is **stability**...” (**personally, I disagree**)
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- https://www.acr.org/-/media/ACR/NOINDEX/RLI/2020-PLF-Non-Discoverable-Documents/Fri_Rad-Workforce-Needs_Bender_Jimenez.pdf
- Accessed June 15, 2022
- “2020 ACR-RBMA Practice Leaders Forum” by Claire Bender, Juan Jimenez and Kelly Oppe
- PPT slides

- The “**immovable** objects” ...become movable!
 - **Self-awareness** is key
 - “When people are doing **well** here, what is that like?”
 - “When people do **poorly** here, what is that like?”
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- Social Media (**SoMe**) & Internet
 - What is your **presence**?
 - How do people find u or find out about u?
 - How do people know u r the best?
 - Philosophy?
 - Approach?
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■ Advertising

- Marketing w/ substance
 - Marketing w/o substance
 - Philosophy?
 - Approach?
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- What is an optimal retention rate?
 - Why?
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- Don't ignore, or inadvertently punish, people for being loyal
- Use **standardized** schemes/plans for salary, benefits & incentives
 - **Transparency**

- What the job is vs what they thought it would be (**expectations**)
- Professional **job satisfaction**
 - Learn & grow
 - Promotion/leadership

Diversity, Equity and Inclusion

- Why is this **important**?
 - Does it **matter** to employees?
 - How & why?
 - Does it matter to your system?
 - How & why?
 - What are you doing about it vis-à-vis recruitment & retention?
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■ Touchstones for me:

- Fairness

- Opportunity

- What generations are in your work force?
 - Why does it matter?
 - What is your take on **Millennials**?
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■ Always be networking

■ You never know
when this will yield
ROI

- What info do you provide to prospective candidates?
 - ...or to the world?
 - What do you **want them to see?**
 - What do they **actually see?**
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- My recommendation: don't use the expression “fit” regarding your jobs
 - Target: people that will flourish/excel in the role
 - “What are you looking for in an applicant or interviewee?”
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- **Recruitment** vs retention
 - **Fairness** vs negotiation
 - Resources
 - **Rumor** vs fact
 - **Guaranteed** vs non-guaranteed \$
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- The **story** of **overnights**
 - Everyone does the **same thing** vs not
 - Remote vs on-site
 - Bonding the group
 - What's in the **contract**?
 - Most important to me: 1. **CULTURE** & 2. What I am doing with my time.
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- Standardize

- Panels

- DEI

- Virtual vs in-person

- It is amazing how “good” you are without feedback of any kind
 - Sources:
 - Patients
 - Current employees
 - Failed recruitments
 - **Exit interviews**
 - Colleagues outside of Radiology
 - External reviewers
 - Internet & SoMe
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- The **existential** questions
 - “What brought you here?”
 - “What keeps you here?”
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Mark's Pearls & Pitfalls

- Be **authentic, thoughtful** and **intentional**...strive for **wisdom**
 - Acquire, review & use **data** but don't let it make the decisions for you
 - Whether you want it or not, you need to have a **growth mindset**
 - Whether you want to be or not, you have to be a **change agent**
 - Make R&R **fair** and **equitable**
 - **Do your homework**
 - You are always being watched...there are lots of chances to excel
 - **Know yourself**; something I learned from a 360 coach: develop your strengths & neutralize your weaknesses
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Mark's Pearls & Pitfalls (cont'd)

- Know why people come to work with you, and why they stay there...find recruits who **value** whatever the answer is...and **actively** recruit them
 - Your best “**selling points**” should be: 1. current employees and 2. former employees
 - The best part of your practice should be: the **people**
 - Your employees should feel **fulfilled** and **valued**...they should also “have a **voice**” (i.e., ability to input and influence important decisions before they are finalized)
 - **Don't** take your current employees for granted
 - Don't be a “**minion**”
 - Work-life integration, wellness, **burnout** & resiliency
 - My new favorite expression: “**We can only do what we can do**”
 - **A smart person learns from their own mistakes...a really smart person learns from other people's mistakes** [attributed to many]
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Thank You!
