



## **ZDmd Physician Recruitment Survey**

**Conducted in 2009**

**1. What do you see as the greatest challenges facing Physician Executives during the next 12-36 months? (Please select two answers)**

Patient Safety	10%
Financial Management	46.7%
Physician/Hospital Alignment	40%
Physician Leadership Succession Planning	0%
Provider Relationships	13.3%
Quality Management	20%
Uncertainty in Healthcare Environment	56.7%
Electronic Health Records	13.3%

**2. Please rate your agreement/disagreement with the following statements about activities taking place upon initiation of a Physician Executive search:**

	Disagree Strongly	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree Strongly
It is important to briefly reexamine the organization, its principals goals and challenges and its management structure	0%	3.3%	10%	23.3%	63.3%
Time take at the outset of a search to ensure the Physician Executive position is well designed and associated with clear accountabilities and reporting relationships represents time well spent.	0%	0%	3.3%	16.7%	80%

**3. Please rate your level of concern with each of these issues when undertaking a Physician Executive recruitment effort:**

	<b>Not Concerned</b>	<b>Somewhat Unconcerned</b>	<b>Somewhat Concerned</b>	<b>Highly Concerned</b>
<b>Setting the right level of compensation</b>	3.3%	16.7%	<b>53.3%</b>	26.7%
<b>Clearly defining the Physician Executive's role and position</b>	0%	3.3%	16.7%	<b>80%</b>
<b>Making the position attractive to candidates</b>	3.3%	23.3%	30%	<b>43.3%</b>
<b>Achieving internal consensus on Physician Executive's role</b>	0%	16.7%	26.7%	<b>56.7%</b>
<b>Satisfying requirements of all internal "stakeholders"</b>	0%	36.7%	<b>50%</b>	13.3%
<b>Aligning the performance incentives for the Physician Executive</b>	0%	10%	<b>50%</b>	40%
<b>Developing relevant performance metrics</b>	0%	0%	<b>50%</b>	<b>50%</b>
<b>Obtaining a good fit with the management team</b>	0%	6.7%	23.3%	<b>70%</b>
<b>Managing the process for internal candidates</b>	0%	26.7%	<b>46.7%</b>	26.7%

**4. Which skills are more important for Physician Executives today than they were one year ago?**

	<b>Not More Important</b>	<b>Somewhat More Important</b>	<b>Definitely More Important</b>	<b>Much More Important</b>
<b>Understanding new health policy developments</b>	3.4%	31%	<b>44.8%</b>	20.7%
<b>Ability to communicate effectively with multiple and diverse stakeholders</b>	30%	20%	<b>40%</b>	10%
<b>Comfort with risk and uncertainty</b>	13.3%	23.3%	<b>40%</b>	23.3%
<b>Visionary Leadership</b>	13.8%	20.7%	31%	<b>34.5%</b>
<b>Operational Leadership</b>	23.3%	30%	<b>36.7%</b>	10%
<b>Sophisticated grasp of budgetary issues</b>	30%	20%	<b>33.3%</b>	16.7%
<b>Experience with electronic health records</b>	3.3%	43.3%	<b>46.7%</b>	6.7%
<b>Entrepreneurial mindset</b>	24.1%	<b>37.9%</b>	24.1%	13.8%
<b>Ability to forge consensus among divergent constituencies</b>	<b>30%</b>	13.3%	<b>30%</b>	26.7%

**5. How likely are these challenges to require the active involvement of Physician Executives in the next 24-36 months?**

	<b>Unlikely</b>	<b>Somewhat Unlikely</b>	<b>Somewhat Likely</b>	<b>Highly Likely</b>
<b>Managing budgetary constraints</b>	0%	3.3%	30%	<b>66.7%</b>
<b>Responding to shifting health care policy environment</b>	0%	6.7%	23.3%	<b>70%</b>
<b>Responding to increased regulatory oversight</b>	0%	13.3%	<b>53.3%</b>	33.3%
<b>Implementing electronic health records</b>	3.3%	3.3%	36.7%	<b>56.7%</b>
<b>Accommodating rapid advances in technology</b>	6.7%	13.3%	<b>60%</b>	20%
<b>Attracting and retaining a high quality medical staff</b>	0%	10%	33.3%	<b>56.7%</b>
<b>Managing increased competition</b>	0%	20%	<b>63.3%</b>	16.7%
<b>Reconfiguring clinical services</b>	0%	16.7%	<b>56.7%</b>	26.7%
<b>Public reporting of quality and performance</b>	0%	10%	33.3%	<b>56.7%</b>
<b>Forming innovative alliances between hospitals and physicians</b>	3.3%	13.3%	30%	<b>53.3%</b>

**6. Please rate your agreement/disagreement with the statements about the effectiveness of Physician Executives:**

	<b>Disagree Strongly</b>	<b>Disagree Somewhat</b>	<b>Neither Agree nor Disagree</b>	<b>Agree Somewhat</b>	<b>Agree Strongly</b>
<b>Due to the changing health care environment, internal and external stakeholders will place higher demands on Physician Executives in the years ahead.</b>	0%	3.7%	11.1%	<b>48.1%</b>	37%
<b>Physician Executives can obtain all the skills needed to be maximally effective through courses, seminars, and other forms of didactic training.</b>	<b>53.6%</b>	21.4%	17.9%	7.1%	0%
<b>Coaching and mentoring are increasingly important to the effectiveness of Physician Executives.</b>	0%	3.6%	7.1%	39.3%	<b>50%</b>
<b>Even talented Physician Executives in well-designed position are less likely to achieve full potential without appropriate coaching and mentoring during the critical first year.</b>	0%	3.6%	17.9%	<b>42.9%</b>	35.7%
<b>Health care organizations that do NOT integrate first-year coaching for new Physician Executives are at risk for not optimizing the effectiveness of these leaders.</b>	3.6%	3.6%	25%	32.1%	<b>35.7%</b>

**7. Please rate your level of concern with each of the following challenges related to developing and retaining effective Physician Executives:**

	<b>Not concerned</b>	<b>Somewhat Unconcerned</b>	<b>Somewhat Concerned</b>	<b>Highly Concerned</b>
<b>Difficulty locating sufficient financial resources for coaching &amp; education</b>	10.7%	28.6%	<b>60.7%</b>	0%
<b>Difficulty finding sufficient time for coaching &amp; education</b>	7.4%	25.9%	<b>44.4%</b>	22.2%
<b>Difficulty developing the relevant "Onboarding" processes</b>	3.8%	30.8%	<b>61.5%</b>	3.8%
<b>Difficulty identifying appropriate executive coaching resources</b>	3.6%	39.3%	<b>42.9%</b>	14.3%
<b>Difficulty aligning performance incentives</b>	3.6%	<b>46.4%</b>	39.3%	10.7%
<b>Difficulty selecting relevant performance metrics for mentoring activities</b>	0%	<b>46.4%</b>	42.9%	10.7%
<b>Difficulty with communications between Physician Executives and medical staff</b>	0%	25%	<b>57.1%</b>	17.9%

**8. Please rate your agreement /disagreement on the following statements about the process of recruiting Physician Executives:**

	<b>Disagree Strongly</b>	<b>Disagree Somewhat</b>	<b>Neither Agree nor Disagree</b>	<b>Agree Somewhat</b>	<b>Agree Strongly</b>
<b>A Physician Executive search process that integrates organizational assessment, position (re)structuring, candidate identification and selection, and post-hiring support and coaching is the approach most likely to produce a successful outcome.</b>	0%	3.7%	11.1%	27%	<b>48.1%</b>
<b>A Physician Executive Search Team with skills and experience to deliver an integrated process is more likely to produce successful results than is a search firm simply selected on the basis of its size or the number of searches it has completed.</b>	0%	3.8%	7.7%	<b>50%</b>	38.5%
<b>Attracting and retaining top Physician Executives is a specialty practice that requires a sophisticated understanding of clinical, administrative, and business perspectives on leadership.</b>	3.7%	0%	3.7%	<b>55.6%</b>	37%

**9. Please rate your level of concern on each of the following issues related to the search process:**

	<b>Not Concerned</b>	<b>Somewhat Unconcerned</b>	<b>Somewhat Concerned</b>	<b>Highly Concerned</b>
<b>Quantity of candidates</b>	14.8%	29.6%	<b>51.9%</b>	3.7%
<b>Quality of candidates</b>	0%	7.4%	29.6%	<b>63%</b>
<b>Competition for best candidates</b>	3.8%	19.2%	<b>50%</b>	26.9%
<b>Difficulty selling your institution</b>	3.8%	34.6%	<b>57.7%</b>	3.8%
<b>Financial constraints</b>	7.4%	14.8%	<b>74.1%</b>	3.7%
<b>Difficulty defining Physician Executive role &amp; position</b>	7.4%	37%	<b>29.6%</b>	25.9%
<b>Difficulty building rapport with candidates</b>	25.9%	<b>66.7%</b>	7.4%	0%
<b>Difficulty satisfying all "stakeholders"</b>	3.7%	40.7%	<b>51.9%</b>	3.7%
<b>Insufficient "onboarding" processes</b>	7.7%	23.1%	<b>61.5%</b>	7.7%
<b>Insufficient executive coaching support available</b>	7.4%	33.3%	<b>44.4%</b>	14.8%
<b>Performance incentives performance metrics</b>	14.8%	<b>44.4%</b>	33.3%	7.4%
<b>Lack of relevant performance metrics</b>	7.4%	<b>48.1%</b>	29.6%	14.8%
<b>Poor communications between new Physician Executive and Medical Staff</b>	0%	25.9%	<b>63%</b>	11.1%

**10. In terms of the Physician Executive recruitment PROCESS, please rate your agreement or disagreement with the following statements:**

	<b>Disagree Strongly</b>	<b>Disagree Somewhat</b>	<b>Neither Agree nor Disagree</b>	<b>Agree Somewhat</b>	<b>Agree Strongly</b>
<b>There is a growing candidate awareness of the importance of executive coaching for new Physician Executives.</b>	0%	14.8%	55.6%	29.6%	0%
<b>Due to economic pressures and healthcare reform initiatives, Physician Executives will experience great scrutiny from outside stakeholders in the years ahead.</b>	0%	0%	7.4%	<b>66.7%</b>	25.9%
<b>Physician Executive position descriptions that are poorly designed cannot be expected to yield consistently excellent results.</b>	0%	3.8%	3.8%	42.3%	<b>50%</b>
<b>An experienced Physician Executive Recruiting Team with good “chemistry” and strong relationships is likely to produce successful results.</b>	0%	3.7%	14.8%	<b>40.7%</b>	<b>40.7%</b>

**11. Please rate your agreement with the following statements:**

	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>Attracting and retaining top Physician Leaders is a specialty practice that requires a sophisticated understanding of both medical AND business disciplines.</b>	0%	3.7%	37%	<b>59.3%</b>
<b>Healthcare institutions that do NOT integrate first-year coaching for new Physician Leaders are likely to be incurring more risks and/or missing important opportunities</b>	0%	18.5%	<b>44.4%</b>	37%

**12. In your experience, what are the most serious consequences of mishandled Physician Executive search and onboarding processes? (Please select all appropriate answers).**

	<b>Response Percent</b>
<b>Lower Revenues</b>	25.9%
<b>Diminished institutional reputation</b>	51.9%
<b>Erosion of staff morale</b>	77.8%
<b>Reduced ability to attract and retain top medical talent</b>	77.8%
<b>Vulnerability to increased regulatory and insurance costs</b>	7.4%
<b>Loss of time and “institutional momentum”</b>	<b>88.9%</b>
<b>Diminished competitiveness in the health care marketplace</b>	37%

**13. Please tell us about you:**

**Your title:**

	<b>CEO</b>	<b>CMO</b>	<b>COO</b>	<b>Human Resources</b>	<b>Physician Leader</b>
<b>About You:</b>	40%	0%	4%	0%	32%

**Your Role in Physician Exec Hiring:**

	<b>Influencer</b>
<b>About You:</b>	<b>63%</b>

**14. Please tell us about your institution:**

**Type of Institution:**

	<b>Academic Medical Center</b>	<b>Community Health Center</b>	<b>Community Hospital</b>	<b>Managed Care Org</b>	<b>Physician Practice</b>
<b>About your institution:</b>	28%	4%	12%	0%	10%

**Size of Institution:**

	<b>0-100 beds</b>	<b>101-300 beds</b>	<b>300+ beds</b>
<b>About your Institution:</b>	8%	12%	35%

**Geographical Region:**

	<b>Mid-Atlantic</b>	<b>Midwest</b>	<b>Northeast</b>	<b>Pacific Northwest</b>	<b>Southeast</b>	<b>Southwest</b>
<b>About Your Institution:</b>	4%	8%	72%	4%	4%	0%