



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:

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

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

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

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

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

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

	Disagree Strongly	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree Strongly
Due to the changing health care environment, internal and external stakeholders will place higher demands on Physician Executives in the years ahead.	0%	3.7%	11.1%	48.1%	37%
Physician Executives can obtain all the skills needed to be maximally effective through courses, seminars, and other forms of didactic training.	53.6%	21.4%	17.9%	7.1%	0%
Coaching and mentoring are increasingly important to the effectiveness of Physician Executives.	0%	3.6%	7.1%	39.3%	50%
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.	0%	3.6%	17.9%	42.9%	35.7%
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.	3.6%	3.6%	25%	32.1%	35.7%

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

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

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

	Disagree Strongly	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree Strongly
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.	0%	3.7%	11.1%	27%	48.1%
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.	0%	3.8%	7.7%	50%	38.5%
Attracting and retaining top Physician Executives is a specialty practice that requires a sophisticated understanding of clinical, administrative, and business perspectives on leadership.	3.7%	0%	3.7%	55.6%	37%

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

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

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

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

11. Please rate your agreement with the following statements:

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
Attracting and retaining top Physician Leaders is a specialty practice that requires a sophisticated understanding of both medical AND business disciplines.	0%	3.7%	37%	59.3%
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	0%	18.5%	44.4%	37%

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

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

13. Please tell us about you:

Your title:

	CEO	CMO	COO	Human Resources	Physician Leader
About You:	40%	0%	4%	0%	32%

Your Role in Physician Exec Hiring:

	Influencer
About You:	63%

14. Please tell us about your institution:

Type of Institution:

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

Size of Institution:

	0-100 beds	101-300 beds	300+ beds
About your Institution:	8%	12%	35%

Geographical Region:

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