



# Cleveland Clinic

## **A GUIDE TO PHYSICIAN RECRUITMENT**

Professional Staff Affairs  
**Office of Physician Recruitment**  
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# PROFESSIONAL STAFF AFFAIRS

## Office of Physician Recruitment

### AN INTRODUCTION...

The process of physician recruitment is a multi-faceted series of processes and procedures. It involves working with Department Chairmen and staff to ascertain future physician needs and then strategizing with respect to how best to approach attracting the most qualified candidates for the anticipated vacancies.

The process involves presenting the Cleveland Clinic Foundation as an institution in the best possible light to the candidates. Additionally we want to help show Northeast Ohio and specifically Cleveland, Ohio as a desirable community in which to live and raise a family. Further, it is critical to ensure early on that the candidates' personalities will be a fit within the Cleveland Clinic culture and also, as importantly, be a match within your Department's family group.

The physician recruitment process requires a great deal of time and effort not to mention a conscious exertion of a tremendous amount of attention to detail and ongoing two-way communication. Due to the labor intensive nature of the overall process, poorly executed and therefore generally unsuccessful physician recruitment is expensive. However, effective physician recruitment activity is of great value to the Cleveland Clinic Foundation. When done efficiently physician recruitment can reduce the time to hire as well as bringing more qualified potential physician candidates to the table.

The Office of Physician Recruitment is committed to working with you and your Department in utilizing methods that will: reduce the overall cost of physician recruitment; manage the entire physician recruitment process on a daily basis; and impose both consistency and continuity to the information being provided to candidates.

The Office of Physician Recruitment can be involved in your physician recruitment efforts through three different approaches. 1) Full Search: we are involved from start to finish, from candidate identification through final appointment; 2) Targeted Search: we are involved with key candidates that you have already identified and have a desire to interest in your position and CCF; 3) Visit Coordination: we assure a consistent format for the entire site visit and interview process for candidates you desire to bring to CCF for interviews.

Finally, working in concert with you, we will increase your positive outcomes in terms of bringing the physician recruitment process to a fruitful conclusion. We look forward to being of service.

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## SIMPLE STEPS IN RECRUITMENT THAT CAN ASSIST YOU GAIN AN EDGE ON THE COMPETITION.

Following are some surprisingly simple steps that can be taken to place your department and the Cleveland Clinic Foundation in the best possible light in the eyes of a candidate.

- 1) Make certain you know precisely what you are offering** in the way of an opportunity, i.e., job description, approximate level of compensation, etc. before you begin to source potential candidates.
- 2) Call the candidate for a telephone interview as soon as possible (within 5 business days)** following receipt of his/her curriculum vitae and expression of interest in a position with CCF. The candidate will feel there is no interest in him/her if they do not receive a call in a timely fashion.
- 3) If there is going to be an onsite visit and interview schedule it quickly.** The sooner a potential candidate is contacted and scheduled for an interview, the better your chance of actually bringing the recruitment process to a successful conclusion. If too much time is involved until the site visit you risk losing the candidate to another institution or opportunity who has proceeded in a more timely fashion.
- 4) Establish an itinerary and keep the candidate informed at each step.** If there is to be a dinner the candidate should be informed in plenty of time relative to appropriate dress for the occasion, how he/she will get to the restaurant, etc. Attention to detail is critical.
- 5) During the site visit and interviews the candidate should be assisted in every way possible.** Candidates unfamiliar with the CCF building and grounds are often overwhelmed in their efforts to get from one interview to the next. Arranging for someone to escort the candidate for these interview appointments lets the candidate know you are interested and provides a personal touch.
- 6) Before the candidate leaves** he/she should have some idea of the approximate level of compensation, and the appropriate benefit package as well as the anticipated time frame with respect to your final selection process.
- 7) Second site visit and interviews should be done as quickly as possible.** Again, personal attention, speed and accuracy of the overall process, and attention to the needs and interests of the spouse or significant other are key. You should arrange a **personalized orientation tour of Northeast Ohio and possibly exposure to the readily available housing market.**
- 8) In bringing the recruitment process to a successful conclusion time is of the essence and is the best tool you have available to you.** Make every effort to devote the time necessary to make your final selection and so inform the candidate in a timely fashion. Taking too much time to interview and/or extend an offer of employment, a cumbersome or inept decision-making process, or lack of attention to detail are deal breakers.
- 9) Follow-up completely and communicate, communicate, communicate at all times throughout the process.** Once you have selected the candidate you should be working with him/her on a regular basis in terms of the Ohio Medical Licensure process, their move to the Cleveland area both in terms of house hunting and the physical move, and completion of the credentialing applications necessary for staff privileges.
- 10) This process is not complete until the physician has been on board at least six months.** Once the candidate arrives please coordinate with the OPSA staff coordinator for guidance and assistance.

# PROFESSIONAL STAFF AFFAIRS

Office of Physician Recruitment

## A BRIEF OVERVIEW OF OUR PROCESS...

- ✓ **Sourcing candidates Nationwide-** Contacts with Residency & Fellowship programs, personal referrals, professional associations and Internet web-site activity. Timely follow-up to every inquiry received.
- ✓ **Marketing-** Posting of quarterly informational pieces at source locations; ads in professional Journals & on Association web sites as well as on commercial internet web-site locations; and targeted direct mail.
- ✓ **Initial Screenings-** Conducting telephone interviews immediately upon receipt of inquiries relative to any posted opportunity to identify the potential candidates with the greatest probability of achieving a long-term relationship.
- ✓ **Presentation-** Providing an in depth exchange of information about the available opportunity and the advantages of associating with The Cleveland Clinic.
- ✓ **Interview Process-** Scheduling of prearranged telephone interviews with the Department contact physician so that they may determine their level of interest in a particular candidate.
- ✓ **Site Visits-** Arranging site visits and travel itinerary details.
- ✓ **Interview Meeting Itinerary-** In concert with the Department, establish and coordinate an interview schedule.
- ✓ **Follow-up with candidates-** Maintain continuity of communications via telephone, e-mail and letters throughout the recruitment process to keep the candidate informed of the status of the process. Also, this provides insight into the candidates continued level of interest in the opportunity.

The Office of Physician Recruitment is able to identify the best candidates through their process of:

- ❖ Managing the overall recruitment activity on a daily basis.
- ❖ Developing a wide variety of venues specific to the search for sourcing.
- ❖ Designing and producing ads that achieve results.
- ❖ Devising and implementing an ongoing specific marketing strategy aimed at a consistent and controlled cycle of recruitment.

Feel free to call us with any questions regarding your physician recruitment needs. We are happy to be of service and address any problems or concerns you may have.

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# **A GUIDE TO SUCCESSFUL PHYSICIAN RECRUITMENT**

## **PROFESSIONAL STAFF AFFAIRS**

### **Office of Physician Recruitment**

#### **I. Candidate Sourcing/Marketing. The Office of Physician Recruitment will:**

- 1) Devise and implement an overall marketing strategy focused on a consistent and controlled cycle of recruitment for the recruitment of physicians specific to your Department needs.
- 2) Assist in the creation and development of marketing and/or advertising material for print and placement in professional journals and/or Internet placement as well as posters for display at professional meetings.
- 3) Source potential candidates utilizing multiple venues including; internal databases, the Internet, residency programs, specialty specific professional associations, and professional recruitment online databases.

#### **II. Candidate Screening. The Office of Physician Recruitment will:**

- 4) Conduct initial screening of potential candidates via telephone interviews pursuant to your specific guidelines.
- 5) Present in depth exchange of information about the available opportunity and expand on the advantages of associating with The Cleveland Clinic Foundation.
- 6) Evaluate the candidate's professional goals & interests to determine whether they are a match to your specific CCF opportunity and culture.
- 7) Determine the candidate's level of interest in your CCF specific opportunity.
- 8) Provide candidate's CV to the appropriate Department representative for review.

#### **III. Candidate Interview Process. The Office of Physician Recruitment will:**

- 9) Arrange for a telephone interview between the appropriate Department representative and the candidate. If there is interest in the candidate then...
- 10) In concert with the Department, ascertain possible dates that will work for both the candidate and the Department for an onsite visit and interviews.
- 11) Bring the candidate to CCF for scheduled interviews with appropriate individuals within the Department.
- 12) Work with the Department to develop and coordinate an itinerary for interviews with physicians within the Department as directed.
- 13) Work with the Department to establish and coordinate an itinerary for interviews with various other physicians within the Foundation as directed by the Department representative.

**IV. Candidate Pre-Site Visit. The Office of Physician Recruitment will:**

Prior to the initial visit:

- 14) Provide pre-site visit Cleveland Clinic Foundation and Northeast Ohio Information packet (see attached EXHIBIT “A” sample list).
- 15) Generate a cost of living comparison analysis between Cleveland and current location and/or those other locations possibly being considered by the candidate.

Prior to Subsequent site visit: The Office of Physician Recruitment will;

- 16) Conduct an in depth interview of the candidate to ascertain possible geographic areas of interest as well as types of housing preferred, etc.
- 17) Ascertain the candidate’s family needs in terms of schooling and provide an analysis of available schools within or near the communities of interest to the candidate.

**V. Subsequent Candidate Site Visit. The Office of Physician Recruitment will provide a personalized orientation of the best that Northeast Ohio has to offer to include the following:**

- 18) Arrange for a personalized community tour to introduce the candidate and/or his/her family to Cleveland and Northeast Ohio. Tours are specifically developed and planned to speak to the candidate’s and his/her family’s interests and may include such areas as the North Coast Harbor (Rock and Roll Hall of Fame, Great Lakes Science Center, Cleveland Browns Stadium, and the William G. Mather Steamship & USS Cod Submarine museums) and the University Circle area (Cleveland Museum of Art, Cleveland Museum of natural History, Severance Hall, the Cleveland Botanical Garden and the Western Reserve Historical Society).
- 19) Arrange for a personalized community tour specific to the needs and direction of the candidate, e.g., Eastern and/or Western suburbs to provide an overview of schools, parks and available shopping as well as availability of housing.

**VI. Site Visit Details. The Office of Physician Recruitment will:**

- 20) Coordinate airline flights for the candidate and/or his family.
- 21) Arrange for livery service to transport the candidate to and from Cleveland Hopkins airport to the Inter Continental Hotel & Conference Center or other hotel of choice.
- 22) Make all necessary hotel reservations.
- 23) Schedule and coordinate dinner and Department physician attendance pursuant to the direction of the Department representative.

**VII. Candidate Post Site Visit. The Office of Physician Recruitment will:**

- 24) Follow-up with the candidate to address questions and/or concerns developed during their site visit.
- 25) Through discussions, evaluate the candidate's continued level of interest in your CCF opportunity.

**VIII. Feedback to Department Head. The Office of Physician Recruitment will:**

- 26) Prepare weekly Physician Recruitment Logs that reflect detailed status information on all candidates pertinent to the Department/Section.
- 27) Provide ongoing updates relative to specific candidates on a continuous basis.
- 28) Share comments and insights gained through casual conversation with candidates during visits as well as from e-mail correspondence as they occur.
- 29) Follow-up as required with Department/Section Head to facilitate completion of necessary telephone interviews.

**IX. The Office of Physician Recruitment will tailor their involvement to your needs through three different approaches:**

- 30) **Full Search:** Includes meeting with the Department Chairman to determine specific physician needs. A recruitment/marketing strategy will be developed to identify candidates that meet the Department's requirements. The CVs of those candidates who express an interest will be forwarded to the Department for review. Telephone interviews will be coordinated as will subsequent site visits. This represents a complete cycle of recruitment service from candidate identification through final appointment.
- 31) **Targeted Search:** In this process, the Department has already identified key candidates they wish to bring to the Cleveland Clinic. Candidates will be contacted and apprised of the position as well as the advantages of affiliating with CCF. Under the direction of the Department, arrangements will be made for telephone interviews and subsequent site visits and coordination of interview itineraries as appropriate.
- 32) **Visit Coordination:** In this minimal level of involvement, the Office of Physician Recruitment will assist in the necessary arrangements for the coordination of a site visit as well as the interview itineraries.

Our goal is to assure that every candidate coming to the Cleveland Clinic receives consistently professional treatment, and a continuity of communication and information about the Cleveland Clinic.

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## **EXHIBIT “A”**

### **CLEVELAND CLINIC FOUNDATION & NORTHEAST OHIO INFORMATION PACKET LIST OF CONTENTS\***

- **“Just another day in Cleveland is like the best day anywhere else.” (8 minute video)**
- **Community specific school district report. Designed to address a potential candidate’s specific community interests. Generally about 24 pages and including district Size, school programs, interscholastic sports, school directories and statistical information.**
- **“Just the Facts – City Living”. Brochure on Cleveland city living.**
- **Plain Dealer article reproduction. “City’s Heart is Great Place to Call Home”.**
- **Greater Cleveland Official Visitor’s Guide. Eighty page brochure regarding information on professional sports teams, restaurants, museums, the theater district, and shopping to name a few as well as maps.**
- **“The New American City- Greater Cleveland Packet”. Contains 8-10 brochures about Cleveland.**
- **“Explore Cleveland-Discover the Wonders of Our Parks”. 161 page magazine containing an extensive cover article and pictures about Northeast Ohio’s Parks.**
- **Ohio Travel – Special Bicentennial Edition CD**
- **A Guide to Northeast Ohio – 64-page guide with information on everything from recreation and sports to health and education.**
- **Maps of Ohio, Northeast Ohio and Greater Cleveland.**
- **List of 18 useful websites regarding Ohio & Greater Cleveland.**
- **A Guide for Living in Northeast Ohio. 147 comprehensive community profiles, maps & information on local education and lifestyles.**
- **“Rating the Suburbs”. Most recent edition of Cleveland Magazine’s ratings.**
- **Cost analysis of home prices in Northeast Ohio compared to candidate’s current geographic location.**
- **Cost analysis of cost of living in Northeast Ohio compared to candidate’s current geographic location.**
- **The Cleveland Clinic Foundation “A Short History”. 22 page booklet/1921 to present.**
- **Latest Cleveland Clinic Foundation “Annual Report”.**
- **Cleveland Clinic Foundation “Facts & Figures”.**
- **Cleveland Clinic Health System – “Your Guide to the areas best healthcare”.**

**\*The actual contents may vary based on the availability of some materials.**