



> Recruitment, Retention Require Creativity and Collaboration



A2 **Recruiting Regionally**

Target: 60 new physicians
System wide by 2009

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Enticements, personal touch
needed for successful placements

A4 **Retaining the Team**

In a tight market, extra attention
for physician, family pays off

A5 **Match Making**

Finding the right fit is key for
physician, hospital, and community

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Andrew Long, DO, entered medicine
through a non-traditional route

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Specialists sought for
Munson Healthcare System

Regional Recruiting Efforts Spark Creativity and Teamwork

Hospitals join forces to source physician candidates as a region

West Shore Medical Center CEO Burt Parks is very serious about his role in bringing the right physician to the community.

He personally conducts intensive screenings, interviews, and full family site visits to ensure not only a good match, but a long term one as well.

“I’ve been doing this for 35 years,” Parks said, “and I’ve found that by becoming involved in the beginning of the process, we can ensure a good fit for them and for the community.”

But filling some long-open specialties like urology and neurology have required creativity. West Shore Medical Center shares a neurologist with Memorial Medical Center of West Michigan in Ludington and is hoping to recruit a regional urologist to share call, billing, and emergency medical records with partners in Cadillac and Big Rapids.

“We are partnering with neighboring communities,” said Parks, “and hopefully this will be an attractive arrangement for the right person.”

With an anticipated nationwide shortage of physicians looming, rural areas like northern Michigan must work hard to attract and keep medical talent so that patients only travel for care when it is absolutely necessary.

System-wide targets are established by each hospital and referring practice by January each year and are submitted to Munson Healthcare’s recruiting team.



Burt Parks, West Shore Medical Center CEO

For the 2008-2009 fiscal year beginning in July, there are 60 recruiting targets identified System-wide, broken down as follows:

Kalkaska Memorial Health Center	1
Mercy Hospital Cadillac	6
Mercy Hospital Grayling	8
Munson Medical Center	34
Otsego Memorial Hospital	7
Paul Oliver Memorial Hospital	1
West Shore Medical Center	3

To assuage the anticipated demand, West Shore and others have stepped up their efforts with respect to regional recruiting. Working as a team and individually, the focus is to make the best possible match.

Three full-time recruiters work for the Munson Healthcare System, encompassing seven hospitals serving 24 counties throughout northern lower Michigan and the eastern Upper Peninsula. Along with the recruiting staff, top-level hospital administrators work continuously to find the right candidate, said **David McGreaham, MD**, Vice President of Medical Affairs for Munson Medical Center.

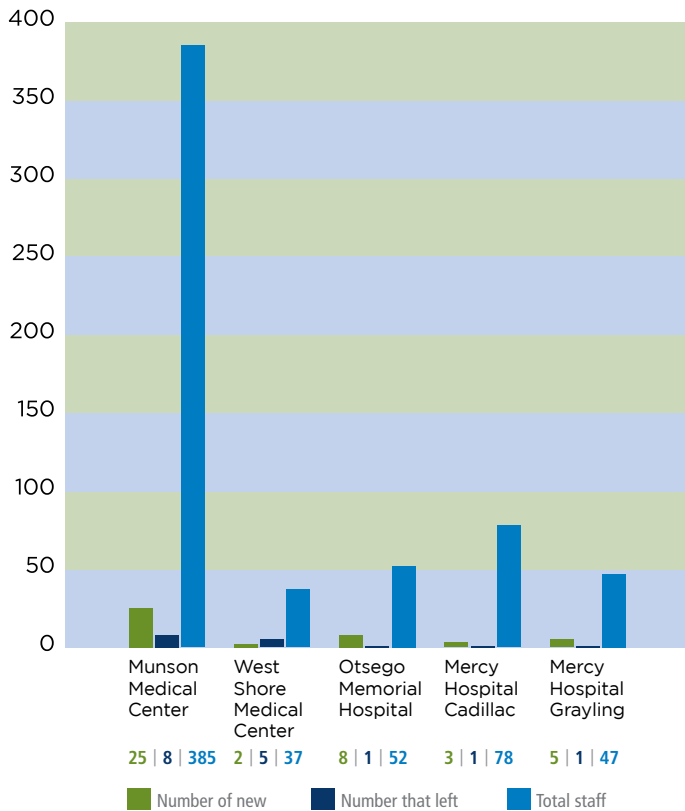
“This is a never ending process; a forever job,” said McGreaham, who helps to oversee recruiting System-wide. “As a System, we have increased the pace and intensity of our efforts, which are calculated, collaborative, and have also become more creative.”

Regionally, key recruitments include cardiology, primary care physicians, pediatrics, hospitalists, and general and orthopaedic surgeons. Munson Medical Center specifically

collaborative

Munson Healthcare Physician Retention

(Calendar Year 2007)



is seeking candidates in rheumatology, neurology, infectious disease, hospitalist, and “multiple others,” said McGraham.

A successful placement requires more than just placing a classified ad. Today, recruiting involves scouring databases, posting on the Internet, working the job fair circuit, and speaking with CEOs and groups who are plugged into the physician market.

Sealing the Deal

Once a candidate shows interest, the efforts to get them to visit the site intensify with personal telephone calls and special events planned upon their arrival.

But that’s only the beginning, said McGraham.

“First, we need to make sure we have the right compensation package, which for some positions may mean signing bonuses, income guarantees, even guaranteed employment by the hospital,” he said. “So we’re using a variety of tools to get folks to say ‘yes.’”

Along with tapping the Munson Healthcare recruiting department for help, MacLeod’s team uses a combination of advertising, word of mouth, and an old standby: the telephone.



The challenges to getting that “yes” are myriad, especially considering Michigan’s economic climate and the relatively low Medicaid and Blue Cross/Blue Shield reimbursement rates, said McGraham.

So McGraham, his team, and hospital leaders are casting the net further on the front end by tracking regional college students going on to medical school. Residencies play an important role in attracting – and keeping – physicians, so Munson Medical Center is potentially rolling out a Hospitalist Fellowship Program in 2009. This would add to its Family Practice Residency Program that has graduated 50 family practitioners, 30 of which now practice in the region.

“This is a vibrant, growing, and beautiful region of the country,” he said, “so we find that when we get physicians here, we impress them.”

Recruiting candidates has been part of John MacLeod’s job description for the 32 years he has been a top-level hospital administrator in northern Michigan.

Currently CEO at Mercy Hospital Cadillac, MacLeod estimates he has interviewed more than 1,000 physicians and has hired 200, “possibly more,” he said.

“It’s safe to say we know what we’re looking for when we are recruiting,” said MacLeod. Mercy Hospital Cadillac is currently recruiting in cardiology, general surgery, urology, and would like to fill a hospitalist slot.

Along with tapping the Munson Healthcare recruiting department for help, MacLeod’s team uses a combination of advertising, word of mouth, and an old standby: the telephone.

“It’s the old fashioned way,” he said, “but you would be surprised at the power of a telephone call, especially when it’s coming from a hospital president or CEO.”

Retaining Physicians Once They Are Here

How retention and recruitment go hand-in-hand

Recruiting physicians in a tight market is an investment in time, effort, and money. So how best to retain those who do visit – and eventually stay in – the northern Michigan region?

“We work hard to make sure both the physician and their spouse are happy here,” said **David McGreaham, MD**, Vice President of Medical Affairs for Munson Medical Center. “But things do happen to cause physicians to leave.”

When physicians leave, it is often due to retirement or relocation. “Recent numbers tracking System attrition have

remained consistent,” said Deb Glicker, Director of Physician Services and Recruitment for Munson Healthcare. During 2006 and 2007, 24 physicians left the system to practice in other communities.

“Our retention figures are good, but we are continually improving our hiring process to make sure we have a good match from the beginning,” Glicker said.

Munson Healthcare engages in several retention activities:

- Developing a marketing plan for the physician or the new practice
- Hosting receptions and other social activities for new physicians and spouses to connect them to the community
- Partnering the new physician with a mentor to advise them professionally, familiarize them with the community, and network with other spouses
- Assigning a physician liaison to visit regularly
- Facilitating tours with area real estate agents
- Hosting a variety of continuing education programs

“The important part about recruiting the right person is making the transition seamless for them and their family,” said McGreaham. “If it’s done right, it’s a win-win.” <



Retiring physician William Church, MD and David McGreaham, MD, VP Medical Affairs, visit at fall reception for new physicians.

Munson Healthcare’s Recruiting Team Available to All Referring Physicians

Team works year-round to place best candidates in the System’s seven hospitals and referring practices

Spring is a busy time for Munson Healthcare’s three person recruiting team. Targets for next year’s recruiting efforts are submitted by the System’s seven hospitals and physician referral network, and the team is posting job descriptions, visiting job fairs, and sending mailings to residents, fellows, and physicians already in practice.

“With graduation at the end of June, we have to move quickly,” said Deb Glicker, Director of Physician Services and Recruitment for Munson Healthcare. “Now is the time to start recruiting for 2009.”



The Recruiting Team: Heidi Henry, Joan Alt, and Deb Glicker

Glicker and her team of two full-time recruiters are Certified Medical Staff Recruiters who

helped with 40 placements in 2007 and expect similar results for fiscal year 2008. Their job is to conduct needs assessments; write position descriptions; post positions on web sites; identify candidates through job fairs, ads, databases, and mailings; and then screen, meet, and arrange site visits for candidates.

“It’s important for everyone to understand what they do and who they are,” said **David McGreaham, MD**, Vice President of Medical Affairs for Munson Medical Center. “They work hard for the hospitals for which they recruit.”

It’s an important year-round job, made even more so given the current tight market for physicians, and it’s also a job that relies on word-of-mouth information from those in the field.

“In this type of competitive market, you need a team that can take time to find and screen physicians,” Glicker said. “We also depend on our practicing physicians to provide names of those attending med school, newly graduated, or returning home.”

Physicians interested in receiving Munson Healthcare openings via email to pass on to potential candidates can contact Glicker at dglicker@mhc.net.

Openings are also available at munsonhealthcare.org by clicking on Physician Opportunities under the Physicians tab. <



John Moffat, MD, FACS, with his wife and daughters, found Otsego Memorial Hospital to be “a perfect match.”

Small Town, Big Benefits

Dr. John Moffat’s move to Gaylord to be closer to his daughters means big things to a small community

After their two daughters left the nest to live in Canada and Michigan’s Upper Peninsula, it wasn’t long before the elder Moffats knew they would soon follow.

Though **John Moffat, MD**, a general surgeon and native of Ontario, had established a successful practice in rural southwest Kansas, keeping his daughters within driving distance eventually led him to the woodlands of northern Michigan.

He had a short list of requirements. Most important was residing in a small community and continuing the kind of work he had begun in Kansas, utilizing his skills in gastroenterology and endoscopic surgery while practicing as a general surgeon. Turns out, it was a good match for both Moffat and Otsego Memorial Hospital, which was able to close two open positions in gastroenterology and general surgery by hiring him.

More importantly, however, it was a match that brought the emotionally close family geographically closer to one another.

“My daughters were ecstatic when they heard we were coming,” said Moffat about his move last fall. “We are a very tight four-

some with extended family members in northern and southern Ontario, plus we like all of the skiing, golf, and fishing we can do here. It was perfect.”

With the addition of Moffat, there are now three general surgeons at Otsego Memorial Hospital. Although there were other opportunities in northern Michigan, Moffat says that it was the breadth of practice he could have in Gaylord that appealed to him, not to mention all of the benefits a small town setting has to offer.

“Here, there are no long commutes; the cadre of physicians, nurses, and staff is outstanding; and the quality of the hospital is fantastic,” he said. “Not to mention, where else can you be on call and in the heart of northern Michigan at the same time?” <

“Here, there are no long commutes; the cadre of physicians, nurses, and staff is outstanding; and the quality of the hospital is fantastic.”

John Moffat, MD, FACS
Otsego Memorial Hospital General Surgeon



a good match

The Long Haul

After 11 years of education and training, **Andrew Long, DO**, age 34, is about to begin his medical career. He will join Kalkaska Family Practice in June, following graduation from Munson's Family Practice Residency Program.



Andrew Long, DO: Kalkaska's newest physician

It's been a long haul.

"I entered medicine through a non-traditional route," said Long, who worked as a mechanical engineer for five years, designing and remanufacturing machine screws and gears.

Long noticed some of his colleagues counting the days until retirement, and he decided he didn't want to spend his career focused on when it would be over.

Using his engineering skills, he launched a construction company. Following his father's example, he also volunteered with the local EMS. It became increasingly clear to him that his heart belonged to medicine, not metal.

He has juggled marriage, medical school, fatherhood, and a three-year residency at Munson Medical Center to achieve his dream of becoming a family practice physician.

Long is exactly the kind of committed physician that community hospitals seek, said Jim Austin, CEO at Kalkaska Memorial Health Center (KMHC).

"We are fortunate that people like Dr. Long are attracted to a close-knit community setting like we have here," said Austin, who attributes KMHC's new, \$15 million addition to helping support practices like Long's.

A small-town boy raised in rural Luther, Long said the idea of practicing medicine in Kalkaska has great appeal because of the close relationships forged with patients and the long-term impact a physician can have on patients' lives and health.

"I'm completing a goal that has taken many demanding years to accomplish," he said. "With the end of a long educational process in sight, I am very excited to get started." <

Mercy Hospital Grayling Recruits Overseas

Rural hospital has success filling critical positions

A compelling recruiting success story comes from Mercy Hospital Grayling, whose successful placement of an orthopaedic surgeon began in Pakistan.

When he began in 2007, **Syed I. Habib, MD**, "filled a huge need for our underserved population," said Bob Crumb, Practice Manager for Mercy Surgical Services in Grayling.

Habib was accepted as a specialist into the State of Michigan's Conrad 30 program, a federal program that allows each state to recruit 30 J-1 Visa status physicians. After an unexpected delay of several months in obtaining a security clearance, the U.S. Attorney approved Habib's H-1 B Visa, allowing him to begin work immediately.



Syed I. Habib, MD, fills a huge need in Grayling.

"It was an incredible process," said Crumb. "We were lucky to get him."

Habib is not the only foreign-born physician working at Mercy Hospital Grayling. There are four others from Syria, Iraq, India, and Jordan, Crumb said.

"It just points out how creative we have to be to find good surgeons and I think it will only intensify," he said. "It certainly strengthens the argument with the U.S. government that J-1 recruiting is becoming an integral part of rural medicine." <

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Bob Crumb, Practice Manager
Mercy Surgical Services

creative

Munson Healthcare Physician Opportunities

Munson Healthcare, a nationally recognized system of seven affiliated hospitals with more than 650 affiliated physicians, is a regional, nonprofit system, offering a continuum of health care in 57 specialties to people from 24 counties.

Do you have a peer looking for a new opportunity who would be interested in joining the largest physician network in northern Michigan? Opportunities are available in a variety of specialties and locations including those listed here.

For more information, visit our website at munsonhealthcare.org or contact Physician Services and Recruitment.

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(231) 935-5890 or
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Heidi Henry
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Joan Alt
Physician Recruiter
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Specialty	Affiliate	City
CRNA	Munson Medical Center	Traverse City
Dermatology	Munson Medical Center	Traverse City
Dermatology	Otsego Memorial Hospital	Gaylord
Emergency Medicine	Mercy Hospital Grayling	Grayling
Emergency Medicine	West Shore Medical Center	Manistee
Family Practice	Munson Medical Center	Traverse City
Family Practice	Kalkaska Memorial Health Center	Mancelona
Family Practice	Paul Oliver Memorial Hospital	Interlochen
Gastroenterology	Munson Medical Center	Traverse City
General Surgery	West Shore Medical Center	Manistee
General Surgery	Mercy Hospital Grayling	Grayling
Hematology/Oncology	Otsego Memorial Hospital	Gaylord
Hematology/Oncology	Munson Medical Center	Traverse City
Hospitalist	Mercy Hospital Cadillac	Cadillac
Hospitalist	Munson Medical Center	Traverse City
Infectious Disease	Munson Medical Center	Traverse City
Internal Medicine	Mercy Hospital Grayling	Grayling
Internal Medicine	Otsego Memorial Hospital	Gaylord
Internal Medicine	Munson Medical Center	Traverse City
Internal Medicine	West Shore Medical Center	Manistee
Neurology	Otsego Memorial Hospital	Gaylord
Neurology	Munson Medical Center	Traverse City
Ophthalmology	Munson Medical Center	Traverse City
Orthopaedic Hand Surgery	Munson Medical Center	Traverse City
Orthopaedic Surgery	Munson Medical Center	Traverse City
Orthopaedic Surgery	Mercy Hospital Grayling	Grayling
Orthopaedic Surgery	Otsego Memorial Hospital	Gaylord
Otolaryngology	Munson Medical Center	Traverse City
PA - Emergency Medicine/Urgent Care	Kalkaska Memorial Health Center	Kalkaska
PA - General Surgery	Mercy Hospital Grayling	Grayling
PA - Orthopaedics	Mercy Hospital Grayling	Grayling
PA/NP Anesthesiology	Munson Medical Center	Traverse City
PA/NP - Hospitalist	Munson Medical Center	Traverse City
Pediatrics	Munson Medical Center	Traverse City
Pediatrics	Mercy Hospital Grayling	Grayling
Plastic Surgery	Munson Medical Center	Traverse City
Psychiatry - Adult	Munson Medical Center	Traverse City
Radiology	West Shore Medical Center	Manistee
Rheumatology	Munson Medical Center	Traverse City
Urology	Mercy Hospital Grayling	Grayling
Urology	West Shore Medical Center	Manistee
Vascular Surgery	Munson Medical Center	Traverse City