



Description of Client's Business:

Fallon Clinic is the largest, private multi-specialty group practice in central Massachusetts with more than 250 physicians practicing in 27 locations and staffed by more than 1,700 employees. Fallon Clinic is physician-directed and physician-owned and provides comprehensive care for more than 1.2 million patient visits a year.

Client's Challenges:

Prior to hiring Cejka Search, Fallon Clinic faced several physician recruitment issues:

- Fallon Clinic was dissatisfied with the number and quality of physician candidates applying for positions.
- Their trade advertising, use of independent recruitment firms and recruitment staff were not improving lead generation.
- Fallon Clinic's physician staffing needs were growing due to a transition from a capitation to a fee-for-service model.
- The community surrounding Fallon Clinic was experiencing steady growth, thus increasing patient workload.

Cejka Search's Solution:

Cejka Search launched its innovative Single-Source Recruitment Partnership Model to meet Fallon Clinic's need for proactive recruitment and retention strategies. Outsourced physician search services would provide best practices in current physician market hiring trends, proven recruitment methods, a steady flow of qualified candidates, and a dedicated professional to train and educate Fallon Clinic's entire staff on both retention and recruitment. For Fallon Clinic, the model would mean less time finding, screening and interviewing physicians and more time delivering high-quality health care services to its patients.

The Single-Source Recruitment Partnership placed a dedicated recruitment professional on-site to bring immediate expertise and the broad candidate acquisition capabilities of Cejka Search into Fallon Clinic. The on-site professional, and supporting Cejka Search team, was fully integrated into Fallon Clinic's staff, operations and strategies. The outsourced Partnership model provided one point of control with maximum accountability for results, maximizing the return on investment.

Objectives:

- Increase the number and quality of physician candidates applying for positions.
- Establish a dedicated recruitment and retention program to improve productivity, efficiency and end results.
- Improve the recruiting and interviewing skills of the Fallon Clinic executives, administrative partners, physicians and administrative staff.

Execution:

To achieve Fallon Clinic's specific goals, Cejka Search employed the following tactics:

Recruitment Audit – A core team of Cejka Search consultants conducted a recruitment audit, working with Fallon Clinic to identify the organization's main objectives and barriers to successful recruitment.

On-site Recruitment Professional – Fallon Clinic selected a Cejka Search employee to work on-site at Fallon Clinic. This recruitment professional brought immediate expertise and the broad candidate acquisition capabilities of Cejka Search into Fallon Clinic. The Cejka Search on-site professional became a key member of



SINGLE-SOURCE PHYSICIAN RECRUITMENT PARTNERSHIP MODEL

FALLON CLINIC



Fallon Clinic’s recruitment team, integrating into the day-to-day business practices and culture of the organization.

Recruitment Program – Cejka Search and Fallon Clinic developed best practice applications of Cejka Search’s interviewing and hiring models. The on-site recruitment professional efficiently identifies, screens and recommends potential physician candidates based on both clinical and cultural fit. Interview preparations are made, reference checks are done, candidate evaluations processed and contract negotiations are conducted. The goal is to reduce the amount of time Fallon Clinic decision makers spend during the pre-interview and interview process; and to improve the caliber of candidates hired.

Training Program – Cejka Search developed a recruitment training program for Fallon Clinic’s physician leadership and their administrative partners that included: 1) effective interview techniques, 2) process improvements for extending offers efficiently and 3) recruitment practices that more positively promote the Clinic to desired candidates.

Results:

Since employing Cejka Search, Fallon Clinic has experienced the following recruitment successes:

- Greater access to a higher caliber, more diverse range of physician candidates.
- Productivity of the recruitment process has improved. Fallon Clinic’s physicians and administrative staff are saving time during the screening and interview process, and open positions are filled more quickly as a result of a shorter recruiting cycle.
- Engaging staff physicians in the recruitment and retention process has positively changed their outlook on colleagues and the practice as a whole.
- Established a Physician Services Department that provides a range of support services for newly hired physicians and their families.
- Plans to roll out the new behavioral interviewing model for both executive and staff recruitment efforts.

FALLON CLINIC CASE STUDY		Jan '06 - Dec '06
Number of physicians		260
Number of practicing locations		27
Decision making		Slightly centralized
Annual hires		27
Average time-to-fill		161 days
Interview-to-hire ratio		2:1

