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ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT



AAPP WHITE PAPER

UNLEASHING POTENTIAL: Disrupting the Status Quo with Smart Resource Management in Vendor-Client Relationships

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Unleashing Potential: Disrupting the Status Quo with Smart Resource Management in Vendor-Client Relationships

The Association for Advancing Physician and Provider Recruitment (AAPPR) recently examined the hidden relationship dynamics between in-house recruitment professionals and leading recruitment industry vendors to better understand how partnership variations between the two groups affect candidate pipelines, brand equity, and vacant search time-to-fill. Uncovered were often unspoken and indirect challenges that if addressed up front, enabled a greater potential for creating a differential advantage to both speed-to-market and overall time-to-care.

Generally speaking, industry vendors and in-house provider recruitment professionals often compete for the same talent in an increasingly smaller pool of candidates. As a result, the long-standing cultural perception between the two groups is like a political tug-of-war (i.e., us vs. them) as to which group truly has the best processes, integrity, and intimate relationship with a physician or advanced practice provider job seeker.

Rising expenses in health care exacerbate these challenges, as margins narrow for healthcare organizations at seemingly the same rate that the costs for tools, resources, candidate placement fees, and the provider rates for temporary coverage (locum tenens) continue to increase. Coupled with a well-documented physician shortage, the challenges the provider recruitment industry face appear all but insurmountable.

The escalating concerns voiced by in-house recruitment professionals are supported by the most recent comprehensive industry survey, the 2023 AAPPR Internal Physician and Provider Recruitment Benchmarking Report -- validating alarming trends and premonitions of apocalyptic continuity of care deficits and an unsustainable means to maintain positive net operating income. Trends and baseline data from the nation's only deep-dive provider recruitment report will be shared throughout this white paper to support additional theories and forecasting.

Amid the entrenched issues of rivalry, quiet distrust, and perceived lack of communication, successful partnerships manage to transcend the 'us-vs-them' scenario to a more effective collaboration, built around common vision and shared success. They herald each other's reputation, leading their organizations in a more thoughtful, efficient, and cost-effective way, ultimately driving meaningful work and improving access to patient care.

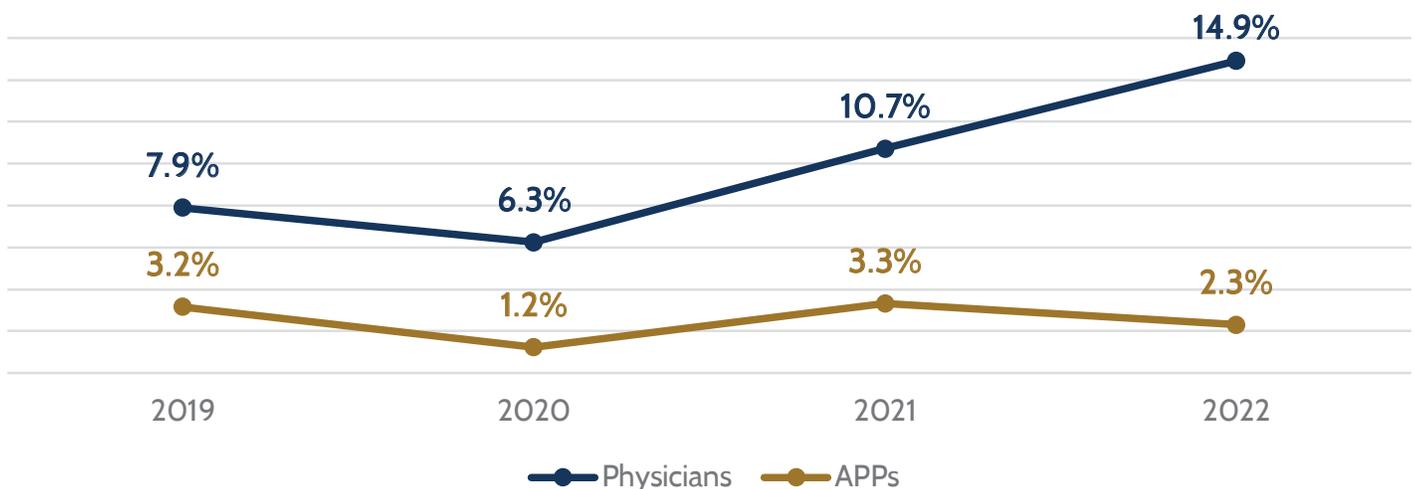
Addressing the Challenges

By most industry standards, the term partnership is defined as a means of collaboration, shared responsibilities, and the pooling of resources. In order to obtain greater clarity of partnership opportunities and discover where balance and peak performance can occur, AAPPR assembled a Strategic Partnership Summit in the fourth quarter of 2023 to further uncover unspoken barriers preventing in-house recruitment teams and industry vendor partners from unifying under common goals to produce success for all. Exploring the multifaceted reasons behind partnership failures and discussing issues like poor communication, misaligned goals, trust erosion, unequal contributions, adaptability challenges, external factors, misplaced competition, and the lack of clear strategies, all but showcased the deep fragmentation within an industry hungry to help solve the dwindling provider supply.

Candidate Sourcing Encourages Competition But Who Wins? ... And Who Loses?

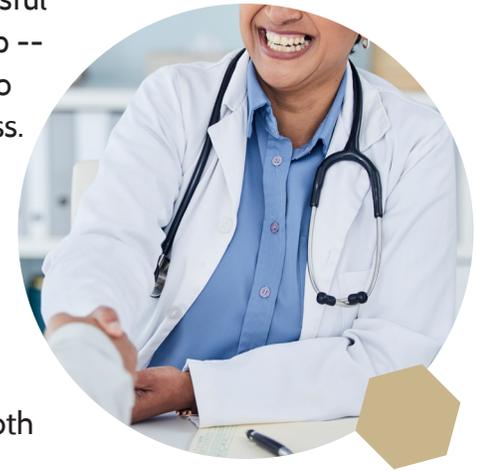
According to the 2023 AAPPR Internal Physician and Provider Recruitment Benchmarking Report, organizations throughout the US report 14.9% of reported physician searches utilized locum tenens coverage in 2022, an increase of more than 10% just one year prior. Of those organizations who reported using locum tenens providers for physician searches, the majority (21.6%) served a population of 100,000 or fewer suggesting the growing difficulty of recruiting providers to rural and underserved areas. Additionally, the same report showed that three out of every four organizations used a search firm vendor in 2022 validating the increased desperation for additional efforts to fill critical roles. Smaller revenue sized organizations or those serving smaller populations were more five times more likely to use a search firm than larger institutions or those with more robust internal teams.

Locum Tenens Usage 4-Year Trends



While the reported data highlights that partnerships between in-house teams and agencies are on the rise, questions surround the effectiveness and overall viability of outsourcing to any firm, especially when the results do not end in a hire-of-choice. Increasing the chances of a successful partnership requires candor, honesty, and risk to both sides of the partnership -- communication, well-defined agreements, trust-building, and a willingness to adapt to changing circumstances is now the imperative foundation for success.

Additionally, in-house recruiters often hold negative perceptions of agency recruiters as a result of legacy experiences and cultural differences between the two groups. A recognition and initial understanding of these factors by both in-house recruiters as well as vendor partners demonstrated the first foray in a willingness to surpass mutual barriers with a hope to build stronger trust toward finding commonality of mitigating risks that lead to failure for both sides.



However, agencies are not the only avenue to identify candidates. Tools such as sourcing platforms, career fairs, and applicant tracking systems are relied upon by in-house recruitment teams. However, year on year, the cost of these tools and resources has increased, while for some, the return on investment has decreased, leading in-house teams to reduce, terminate, or change platforms, a potentially costly and time-consuming endeavor. Furthermore, in order to weigh the cost-benefit ratio of using a firm, health care organizations must measure both the indirect and direct return on investment of candidate sourcing tools and assess both the time and money that must be invested to fully realize results.

When in-house teams are forced into a position where they must reassess how they are allocating resources, the time to fill a position can quickly increase and it is the patients who don't have access to care who are most impacted.

The No. 1 and No. 2 Barriers to Success? Shocker, it's effective communications and a comprehensive understanding of each other's Mission, Vision, and Values!

Recruitment professionals, whether working in-house for a healthcare organization, staffing agency, sourcing platform, career fair host, or applicant tracking system must be effective and agile communicators. Most partnership barriers between parties can trace their performance gaps to issues with communication leading to distrust, followed closely by negative perceptions or misperceptions. In-house recruitment professionals must share the mission and vision behind an organization's search with their partners. So too, the partner's intentions and own mission, vision, and values should be aligned resulting in a symbiotic relationship designed to achieve

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Every organization strongly desires to separate itself using their own unique employer value proposition. A strong understanding of Mission, Vision, and organizational core values helps position any partnership with the needed voice and confidence only a true partner ambassador can deliver,” says Allan Cacanindin, Vice President of Executive & Provider Recruitment for SSM Health

common goals. Being connected to a mission and vision builds a sense of purpose, understanding, and teamwork. Partnerships fail when this sense of connectedness is missing. For partners, taking the time to learn more about the organization, respecting their culture, and understanding the population they serve and the care they provide is an opportunity to learn about their client's critical needs, the unique challenges of their market, and the importance of reducing the time to fill the position.

Stop Playing the Blame Game – Both Are at Fault

It's a familiar story shared by in-house recruitment professionals: they engage a provider search firm that promises to deliver the ideal candidate within days of a signed partnership agreement. Days go by, then weeks, and a month later, and still no perfect candidate; and, no word from the agency on the status of the search. Who is at fault for the breakdown or lack of communication? Is it the vendor partner who hasn't delivered on what they promised? Is it the in-house recruiter who hasn't held their agency counterpart to a regular check-in? Is it both parties?

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Partnerships thrive when individuals or entities involved feel empowered to voice their strengths and can be honest, yet kind, and offer critical feedback. They continue to thrive when both parties feel a genuine trust to voice timely concerns when something isn't going as planned. More importantly, both help to guide each other back to a path of success and compromise to help each other get there.” – Cindy Slagle, Vice President, Enterprise Client Solutions, CHG Healthcare

Another familiar story: an in-house team invests in a new sourcing tool. After launching, the team realizes that it requires more manual work to actively solicit candidates than expected. Alternatively, perhaps there wasn't a full understanding of the internal team bandwidth needed so it can't be used to its full potential. But sometimes weeks go by, then months, without a conversation initiated by either side. The tool isn't used fully and there are frustrations. The time to renew the contract comes, and the in-house team must make a decision. Is this a missed opportunity? Who was responsible for managing expectations? In these cases, it is the responsibility of both parties to invest in the relationship to make the tools a successful investment.

What True Accountability in a Partnership Looks Like

True accountability is the result of effective communications by all parties. When partners do not effectively communicate about their actions or fail to take responsibility for their decisions, misunderstanding and communication breakdowns naturally occur. Equally as a dangerous path, partners may dispute who is responsible for the partnership's problems or failures thus ultimately creating a toxic atmosphere that hinders progress and cooperation let alone decreasing each organization's brand equity and reputation.



Within the candid discussion between in-house recruiters and vendor partners, both sides contend adherence to commitments as sacred. Discussing expectations at the onset of the partnership provides a clear path to success while maintaining the needed guard rails to ensure an equitable balance. Any misalignment either because of poor communication or because of missed critical elements of a project, can lead to partnership tension and disagreements, ultimately causing relationship erosion that leads both sides to dissatisfaction and failure.

Eager to be Agile and Resilient? Move Fast. More importantly, Fail Fast and Learn How to Recover

Success in any endeavor requires adaptability and the willingness to evolve as circumstances change. When communication goes awry, e.g., elements of a project change without the other's knowledge, or when partners ultimately fail to adapt to new challenges, market conditions, or other circumstances, stagnation and animosity will often be the result.

Partnerships also fail to thrive when there are disparities in effort, resources, or skills, leading one or both parties to resentment and dissatisfaction. When one member of the partnership feels they are carrying an unfair burden, it can be a significant source of conflict or resentment. The same is true when one or both parties overpromise and underdeliver, especially when there is a lack of accountability from those involved in the partnership.

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“In healthcare staffing, transparency is at the core of true partnerships. Fostering open communication and sharing information isn't only about accountability; it transforms the dynamic from a transactional vendor-customer relationship into a collaborative alliance, where mutual trust becomes the driving force of success,” says Chris Franklin, President, LocumsTenens.com

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“As in any industry, there are companies who stand by their work and others who make promises they can't keep. It is critical to get proof of what is being sold. Anyone who promises you perm candidates within a few days or weeks isn't being straightforward unless they are just throwing names at you. Get realistic expectations before you begin,” says Tony Stajduhar, President for Jackson Physician Search.

LACK OF PROCESS TRANSPARENCY LEADS TO DISTRUST.

DISTRUST LEADS TO DECREASED CONFIDENCE.

DECREASED CONFIDENCE LEADS TO FAILURE.

Throughout the discussion at the Strategic Partnership Summit, distrust between agency, vendor partners, and in-house recruiters was evident, further exacerbated by a lack of transparency and understanding of each part's core business processes.

It was often noted that the cultural environment and needs of a health care organization can greatly vary. Organizations approach decision-making differently and often have unique processes that work for them, and they want a partner who will understand and follow their process.

The same can be true for how industry vendors perform their work; each has a unique culture and approach to delivering services to their clients. When there is ambiguity, inflexibility or apparent disregard of required processes then questions of truthfulness and trust arise, which negatively impact each other's perception of intent and credibility.

Distrust and lack of transparency are closely intertwined. Distrust leads partners to withhold information or keep decisions secret, preventing the free flow of information and stifling the partnership's ability to adapt to changing circumstances. When distrust and lack of transparency are prevalent, partners may begin to doubt each other's commitments, efforts, and promises. This results in increased skepticism about whether partners will follow through on their obligations, leading to missed deadlines and responsibilities.

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“Partnership is a word that is many times overused and means different things to different people. However, for us to be successful at Jackson + Coker, we have to listen to our clients (your members) and give them what they need. We do that by asking questions, listening, and following through. That is how you build trust. When there is earned trust on both sides, everyone wins,” says Tim Fischer, President, Jackson + Coker Locums Tenens

Outline True Intentions Upfront and Remember to Routinely Calibrate

Trust is the foundation of successful partnerships and is forged and nurtured by true relationships. When it is compromised due to breaches of confidence, withholding, or other reasons, the partnership is ultimately at risk of failure.

After all, what partner is willing to share their expertise or work closely with someone they mistrust?

A lack of transparency from either party about their efforts, expectations, or skills will leave the other to fill in the blanks or make assumptions that might be unfair, inaccurate, or false. When parties distrust each other, they may suspect hidden agendas or ulterior motives in each other's actions. This heightened suspicion can lead to the misinterpretation of innocent actions, creating unnecessary conflict and tension within the partnership. In turn, these feelings can breed further distrust and lead to stress, anxiety, and frustration, making it difficult for partners to work together harmoniously.



If there was a partnership intent, then persistent distrust will lead to its dissolution. When partners believe the partnership is no longer tenable due to ongoing distrust and conflicts, they may choose to terminate it, which can have legal, financial, and personal ramifications.

When a partnership is dissolved, it can also harm the reputations of both parties. Brand recognition is vital for both vendor partners and in-house recruiters. When recruiting for an organization, you serve as their representative. In-house and agency professionals either help their brand grow or harm it. If their actions help build positive brand recognition, the results can be hugely helpful to recruitment efforts. On the other hand, if they harm their brand's reputation, the effects can be long-lasting and difficult to reverse.

A Healthy Ecosystem is Hard to Build and Takes Time; But, Easy to Disrupt and Destroy

Physician and provider recruitment is an ecosystem with a finite number of healthcare organizations and vendor partners, creating a highly competitive atmosphere for both the in-house and vendor partners. The in-house recruitment professional wants access to the best and brightest candidates while maximizing their budget for the resources they use. The vendor partner has a defined number of healthcare organizations to work with to meet their earnings projections.

This sense of competition can strain any partnership. At-risk partners may become overly protective of their resources, intellectual property, or customer base in a competitive environment, leading to tensions or conflicts. The need to “win” may pressure at-risk partners to reduce costs, which might impact the relationship if these cost-cutting measures affect the quality of the products or services delivered.



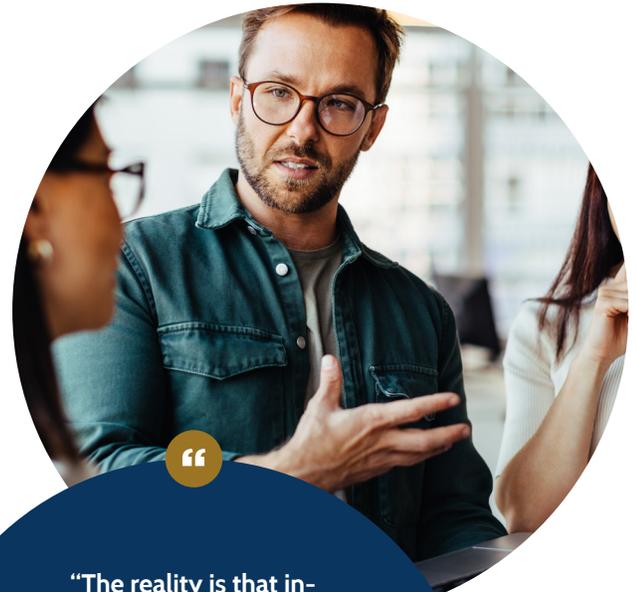
Intense competition may also make it more challenging for vendor partners to retain and grow loyalty. Healthcare organizations may seek partners with complementary strengths and resources to better compete in the market and serve as an extension of their team. In a competitive market, vendor partners must develop strategies to maintain trust with their in-house recruitment counterparts and ensure they are meeting their commitments. Similarly, they should seek alignment with an organization to be an extension of an in-house team.

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“We care deeply about understanding the goals and priorities of our clients. We are invested in our partnerships, and we demonstrate this investment through the support and strategic guidance our team provides,” says Johnny Fagnani, GM, Doximity Talent Solutions

Competition can also change the dynamics of market share within a partnership. If one partner gains market share at the expense of another, it can create imbalances. Never was this truer than for the agency and in-house recruitment professional. There has been an “us versus them” or “shark and fish” mentality regarding agency and in-house recruiters for years. This adversarial partnership can lead to negative perceptions among clients, job candidates, and other stakeholders. A negative reputation can have long-term consequences, affecting both partners’ businesses and future opportunities. When partners are pitted against each other, innovation will also suffer because partners may be less willing to collaborate and explore new ideas.

Collaboration is often a key driver of success and a direct pathway to innovation. When partners adopt an adversarial mindset, they are less likely to collaborate cohesively, share ideas, or engage in joint problem-solving, resulting in missed opportunities and less effective solutions. An “us versus them” mindset can lead partners to prioritize their individual interests over the collective goals of the partnership, which can ultimately lead to the partnership’s dissolution.



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“The reality is that in-house recruitment professionals and vendor partners are all facing the same challenges that cannot be resolved through the efforts of one party alone,” says...Fayeann Hauer, Director of Physician Recruitment & Retention, Schneck Medical Center

A Partner Relationship is a Risk Worth Taking

A rapidly growing physician shortage amid rising healthcare costs decreased access to care, and an aging population are complex issues that only a collective of professionals working together in all areas of healthcare can solve. It will take strategy, innovation, and adaptability. It will also take strong partnerships.

Effective Recruitment Partnerships Behaviors

- 1 **Communicate Effectively.** Partners must engage in continuous, open, and transparent dialogue by sharing appropriate information, concerns, and updates.
- 2 **Avoid Hidden Agendas.** Both parties should avoid hidden agendas and be honest and upfront about their challenges and setbacks.
- 3 **Seek to Understand the Other.** Partners must communicate well by listening to each other, respecting each other's perspectives, and understanding the day-to-day challenges of the other party. Get to know the people you're working with.
- 4 **Respect confidentiality.** Partners should have complete confidence that sensitive information shared within the scope of the partnership will not be misused or shared without consent.
- 5 **Establish Performance Metrics and a Regular Evaluation Process.** At the start of a partnership, both parties should identify how success will be measured. Clear benchmarks and assessments provide partners with a sense of accountability and an understanding of how they contribute to the project's overall goals.
- 6 **Establish clear and mutually agreed-upon objectives.** With a shared understanding of the purpose, goals, and expected outcomes, this alignment reduces misunderstandings or conflicts.
- 7 **Give and Receive Feedback.** Sharing what is and isn't working makes the partnership better. Positive, negative or constructive - sharing it will drive success. As trust is built, partners can have an open and continuous dialogue about what is working well and what isn't. As these conversations progress, partners can work together to decide if they need to change their strategy or approach to achieve success. At times, this may mean having to bring others into a conversation.
- 8 **Clearly Define Roles and Responsibilities.** A key element to manage expectations and reduce misunderstandings. Each partner should understand how their contributions to an organization fit into the big picture and how they will contribute to the partnership's overall success.
- 9 **Meeting Commitments, Deliverables, and Deadlines.** Being reliable creates a sense of dependability that partners can count on. Partners should take accountability for their actions and decisions within the partnership.
- 10 **Invest Time.** All parties should invest ample time and effort in activities that foster trust and build relationships. These activities could include regular face-to-face meetings or attending events, like conferences and professional social events that help partners get to know each other, strengthening the relationship.
- 11 **Celebrate Wins.** Partners should celebrate shared successes, reinforcing the positive impact of the collaboration. This creates a sense of belonging and unity and reinforces that everyone is working towards a common goal. It fosters open and positive communication which means partners are more likely to share ideas, feedback, and information. When they feel their contributions are valued and recognized it allows greater safety to reflect on what went well or what could be made even better. When success is recognized and celebrated both parties are likelier to give their best effort.

When Things Go Awry

Mistakes, misunderstandings, and missteps will happen. What matters are the guardrails that have been put in place to minimize negative outcomes and prevent further mistakes. When mistakes are made or obligations aren't met, acknowledging them, and taking responsibility goes a long way in building trust. Blaming others or shirking responsibility quickly erodes trust.

Suppose partners are in a stalemate with how to proceed? In that case, it is worth considering whether bringing a more senior person into the conversation may help the partnership to progress rather than stagnate and fail. The reality is both in-house and agency professionals can lose sight of the big picture, and from time to time, it can be beneficial to have someone outside of the day-to-day of a project offer insight. One solution may be to bring in a senior leader or another team member with different experience.



“Trust, transparency, communication, and collaboration are the hallmarks of a strong and successful recruiter / vendor partnership. Establishing KPIs and setting expectations on both sides sets the table for success. Regularly communicating, evaluating, and adjusting when and where necessary are the values that make for an effective relationship. While all these traits are key, trust and communication are paramount. Without both, a mutually beneficial relationship cannot flourish,” says Matt Clancy Director, Recruitment Solutions NEJM CareerCenter

If you're not getting transparency from your partner, clarify the expectation and notify them of potential consequences if that is not met.

For example, if you set the expectation of no surprise billing and your partner agrees then end of story. But if surprise charges begin to appear it is imperative to ask for a detailed outline of what is included in those surprise fees. Engage legal and renegotiate if need be. Don't let ambiguity set the tone for continued lack of transparency. Relationships can be fixed if both sides want it to change for the better. No one must stay in toxic or unproductive corporate relationships forever; sometimes a quick exit is the best path if it can't be corrected.

In today's rapidly changing healthcare environment, adaptability and flexibility are essential. Everyone should be open to adjusting strategies and plans as circumstances evolve, which demonstrates trust and a commitment to the partnership's continued success.



Finding Partnership Balance is Finding a Recruitment Zen

The success of the partnership should be the number one shared goal. Finding Zen in a partnership can contribute to a sense of fulfillment and meaning in the work.

Many partnerships in this field involve complex challenges that require creative problem-solving. When partners engage in joint problem-solving and innovative thinking, this can have a greater impact than individual efforts alone. When vendor partners are included as part of internal recruitment teams, it allows for the pooling of ideas. Collaborative brainstorming and exchanging ideas can lead to creative solutions, improved decision-making, and innovation. When a partnership brings diverse skills, resources, and expertise to the table this enables the partnership to capitalize its strengths and address weaknesses collectively. When vendor partners participate and engage with their in-house counterparts the time invested will pay off.



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“Keeping a partnership’s focus on common goals will give individuals a sense of belonging and the feeling that their work is part of something larger than themselves, which can be highly motivating and meaningful,” says Emerson Moses, Senior Director, Clinical Talent Acquisition – Optum East

Another benefit that stems from working in diverse teams of in-house recruitment professionals and vendor partners is the opportunity for continuous learning and skill development. Team members can learn from each other, share knowledge, and grow personally and professionally.

Perhaps most importantly, effective teamwork between in-house recruitment teams and vendor partners can help distribute the workload and prevent burnout. In-house recruitment teams are spread thin; according to the 2023 AAPPR Annual Benchmarking Survey, in-house recruiters are responsible for an average of 40 physician/provider searches at any given time, an increase from 2022. Additionally, lean organizational budgets mean in-house teams are asked to do more with less. When in-house recruitment teams opt to partner with vendors and form an effective and healthy partnership, the vendor partners begin to function as an extension of the team. When individuals have the support of a team, they can better maintain a healthy work-life balance, contributing to overall job satisfaction and a sense of well-being.

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“As a talent professional, I know the value of building strong relationships with our vendor partners. Our external search firms and locum tenens agencies serve as an extension of our in-house recruitment team and play a crucial role in our organization’s success. By working closely with trusted partners, we can align on our priority searches and ensure we are supporting our communities. These relationships are key to our ability to meet our recruitment goals and drive our organization forward.” says Christy Bray Ricks, MHA, CPRP-DEI, Vice President, Provider Talent, Ardent Health

Innovation Comes to Those Willing to See the Best in Each Other While Always Challenging the Status Quo

When joining AAPPR as a member, strategic or signature partner a commitment is made to the association's mission and values. With this alignment we ensure that all our members and vendor partners are cohesive in their purpose.

Mission

(Why We Exist)

To impact health care access through education, research, and the elevation of the physician and provider recruitment industry.

Vision

(What we hope to achieve but may be unreachable for quite some time)

Everyone has access to care.

Values

(How we make decisions)

Respect, Equity, Collaboration, Responsibility, Understanding, Inclusion, Trust (RECRUIT)

Similarly, when vendor partners and in-house recruiters align with a shared mission, they develop a sense of purpose. People are more engaged, dedicated, and collaborative when they understand and embrace the larger mission and how their contributions make a difference. With a common purpose, it becomes easier to break down barriers that can hinder communication and cooperation.

When everyone is working towards the same objective, it reduces or eliminates conflicting priorities and aligns efforts in a single direction. This can lead to incredible opportunities to collaborate, innovate, and solve problems.

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“We see first hand the challenges that in house teams face everyday and strive to help them achieve success. In this market it is important for us as industry partners to build trust through transparency with clear dashboards and communication. With our client's changing needs we want to be flexible in a process where there are often many moving parts and dynamics change quickly. When our in house partners achieve success, we achieve success,” says Clint Rosser, Chief Executive Officer, PracticeMatch, a part of the M3 Healthcare Talent Solutions including The Medicus Firm and NAS Recruitment Solutions

Conclusion

When asked why they chose their career path, attendees at the Partnership Summit almost universally cited their desire to impact healthcare in communities positively. Ensuring patients had access to health care was of importance to every attendee. Through their work together, keeping patient care at the forefront of recruitment efforts ensures that the partnership aligns with the broader mission of healthcare.

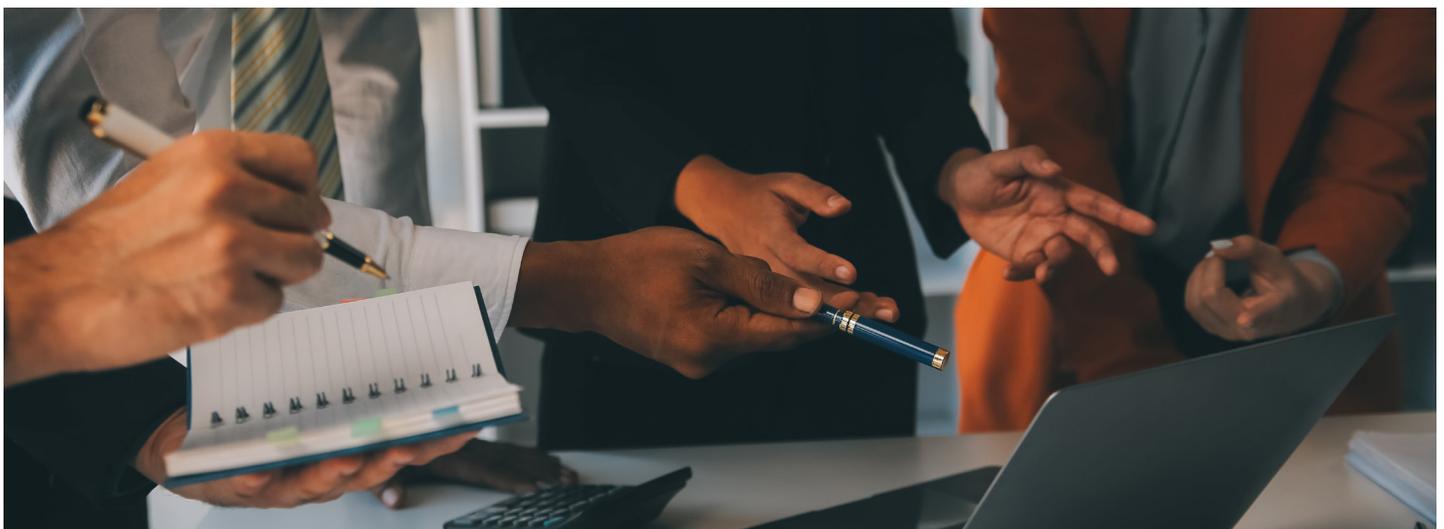
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“It all comes down to integrity and to what extent do people or companies live their values. Even when no one is looking. Unfortunately, elements of greed, arrogance, and insecurity will prevent success and cost organizations too much money to quantify. In relationships where a true partnership is desired, and note, not every contract you sign needs to be one, those working the contract day-to-day need some level of autonomy and discretion to figure out how the relationship can grow together. Leaders need to hold them accountable too. Minor misunderstandings or faulty assumptions that go unaddressed because conflict feels uncomfortable will not help health care organizations find quality candidates fast. We all have to work on ourselves to have the guts to seek out strong partners, to kindly call out what needs to be fixed, and inspire those to WANT to work WITH us,” says Carey Goryl, CEO for AAPPR.

Recruitment professionals, whether a vendor or in-house, can become better partners by recognizing that once contracted, transparency, trust, and collaboration are essential to creating success. By doing so, we can streamline recruitment processes, reduce costs, and ultimately improve healthcare organizations’ quality of patient care.

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“The future of healthcare promises to present new and continuing challenges that can and will directly impact patient care. To overcome these seemingly insurmountable challenges, ALL professionals in the provider recruitment industry must commit themselves to the wellbeing of the patient first. By uniting around a commitment to the patient, industry and in-house partners will be empowered to collaborate and create innovative solutions to solve the challenges we face.” - Aisha DeBerry, Executive Director of Provider Recruitment | UVA Health



About AAPPR

The Association for Advancing Physician and Provider Recruitment (AAPPR) is a nationally recognized leader in healthcare provider recruitment, onboarding, and retention. For more than 30 years, AAPPR has empowered physician and advanced practice provider recruitment leaders at over 1000 healthcare organizations to transform care delivery in their communities by providing best-in-class practices, up-to-date industry knowledge, and evolving innovative approaches for hiring, onboarding, and retaining exceptional clinical talent. We have the knowledge, expertise, and pulse on the industry to help your recruitment and retention personnel have greater success in these areas through membership.



To learn more or to become an organizational member of AAPPR, please visit aappr.org/join-now.

Gratitude

A special thanks to the following participants whose title and organization are reflected for that point in time.

The AAPPR Board of Directors

1. Aisha DeBerry, Executive Director of Provider Recruitment, UVA Health
2. Allan Cacanindin, VP Executive & Provider Recruitment, SSM Health
3. Emerson Moses, Senior Director, Talent Acquisition/Board Member, Optum
4. Logan Ebbets, Principal Recruiter, Clinical Talent Acquisition- Northeast, Optum
5. Doug Lewis, Executive Director, IU Health
6. Carrie Galbraith, Senior Talent Acquisition Partner, Provider Recruitment, GoHealth Urgent Care
7. Marjorie Alexander-Vermeulen, Managing Director, Candidate Experience, ChenMed
8. Stephanie Wright, Director of Talent Strategy, BJC Healthcare
9. Fayeann Hauer, Director of Physician Recruitment and Retention, Schneck Medical Center

Invited Member Guests

1. Christine Bray Ricks, VP, Provider Talent, Ardent Health Services
2. Elizabeth Poplawsky, Physician Recruiter, Bon Secours Mercy Health
3. Scott Simmons, Senior Director, Cleveland Clinic
4. Tarese Dubiel, Director of Physician & APC Recruitment & Onboarding, Marshfield Clinic Health System (MCHS)
5. Tammy Hager, VP Regional Leader - Network Management, Signify Health

AAPPR Strategic and Signature Partners

1. Cindy Slagle, VP, CHG Healthcare
2. Alicia Terrell, Director, Enterprise Client Solutions, CHG Healthcare

3. Melinda Giese, Senior Vice President, CHG Healthcare
4. Johnny Fagnani, VP of Sales, Doximity Talent Finder
5. Carly Barnes, Senior Marketing Director, Doximity Talent Finder
6. Gregory Chang, Managing Director, Health eCareers
7. Ben Coan, VP of Sales, Health eCareers
8. Tim Fischer, President, Jackson + Coker
9. Maggie Youmans, Senior Vice President, Jackson + Coker
10. Kristen Myers, Vice President of Marketing, Jackson Physician Search
11. Tony Stajduhar, President, Jackson Physician Search
12. Aaron Paul, CEO, Locumsmart
13. Chris Franklin, President, Locumtenens.com
14. Deb Zelnio, Vice President of Marketing, Locumtenens.com
15. Matt Clancy, Director, Recruitment Sales & Business Development, New England Journal of Medicine / NEJM CareerCenter
16. Melissa Wickline, Chief Revenue Officer, PracticeLink
17. Ken Allman, Founder/CEO, PracticeLink
18. Clinton Rosser, CEO, PracticeMatch
19. Paul Kottenstette, Vice President of Sales, PracticeMatch
20. Nathan Miller, CEO, The Medicus Firm

AAPPR Staff and Meeting Facilitator

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4. Liz, Mahan Director of Professional Development and Solutions, AAPPR
5. Nichole Dennis, Director of Membership and Program Services, AAPPR
6. Mike Feinson, Meeting Facilitator, Engaged Strategies

Sources

- i. Association for Advancing Physician and Provider Recruitment. 2023 AAPPR Internal Physician and Provider Recruitment Benchmarking Report. AAPPR, 2023. P 30
- ii. Association for Advancing Physician and Provider Recruitment. 2023 AAPPR Internal Physician and Provider Recruitment Benchmarking Report. AAPPR, 2023. P 36
- iii. Association for Advancing Physician and Provider Recruitment. 2023 AAPPR Internal Physician and Provider Recruitment Benchmarking Report. AAPPR, 2023.
- iv. The organizations and titles of the individuals participating in this research reflect their employment at the time of the partnership summit in Quarter 4 of 2023.
- v. See Appendix Figure 1