



AAPPR

ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

Physician and Clinician Onboarding Research Report

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The Physician and Clinician Onboarding Research report evaluates onboarding practices within healthcare organizations and captures the experiences and sentiments of physicians and providers. This research comprised two distinct surveys: one conducted by Industry Insights on behalf of AAPPR, targeting recruitment professionals about their onboarding procedures, and the other by Jackson Physician Search and LocumTenens.com, focusing on physicians and clinicians (both permanent and locum tenens) to identify essential onboarding elements and whether these were included in their experiences.

Both surveys were conducted in the first quarter of 2024, with 236 recruitment professionals and 1,550 physicians and clinicians completing their respective forms. This survey is the ninth installment in a series of Specialized Surveys published by the Association for Advancing Physician and Provider Recruitment (AAPPR), the leading authority in physician and provider recruitment, onboarding, and retention. AAPPR supports over 2,300 internal recruitment professionals directly employed by hospitals, clinics, physician practices, academic medical centers, and managed care organizations across the United States and Canada.

All findings in this report were compiled, tabulated, and analyzed by Industry Insights, Inc. (www.industryinsights.com), an independent research and consulting firm specializing in benchmarking surveys, market assessments, customer satisfaction research, educational programs, and customized studies. Industry Insights has been providing research services to physician and provider recruitment professionals for over 15 years.

AAPPR wishes to thank Jackson Physician Search and LocumTenens.com for their collaboration with the survey.



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Association for Advancing Physician and Provider Recruitment
1-800-830-2777
info@aappr.org · www.AAPPR.org

Disclaimer

The information contained in this report is believed to be largely representative of the profile characteristics, opinions, and sentiments of internal physician and provider recruitment professionals. All reasonable efforts were taken by Industry Insights, Inc. to ensure data comparability within the limitations of basic reporting procedures. However, the findings are based on those who chose to participate, and the sample was not adjusted to reflect any pre-determined profile expectations. Industry Insights and AAPPR make no representations or warranties with respect to the results of this study and shall not be liable for any information inaccuracies, or errors or omissions in contents, regardless of the cause of such inaccuracy, error or omission. In no event shall Industry Insights nor AAPPR be liable for any consequential damages.

The Physician and Clinician Onboarding Research project examines the differences in onboarding experiences of both physicians and other clinicians (such as PAs, NPs, and CRNAs) and for both permanent and temporary assignments. Onboarding is crucial when hiring a new physician, regardless of whether they are employed or engaged as a locum tenens contractor. Onboarding is more than just navigating through the initial process, rather it's a full integration into the organization and, more importantly, successfully into their role and the team's culture. Integrating a new physician or clinician into the organization, and providing them with the necessary resources and support to ensure a smooth transition into their role is crucial to ensuring success from day one.

Overview of Onboarding Research Insights

This report presents findings from two distinct surveys conducted to capture a comprehensive view of onboarding practices within healthcare organizations. The first survey targeted recruitment professionals, focusing on their procedures and practices for onboarding new medical professionals, while the second gathered insights directly from physicians and clinicians regarding their personal experiences and sentiments towards the onboarding process. These two approaches blend detailed procedural data from recruiters with firsthand accounts from medical professionals. The research offers a nuanced understanding of onboarding practices and preferences, highlighting the alignment—or gaps—between organizational strategies and the expectations and experiences of the physicians and clinicians they onboard.

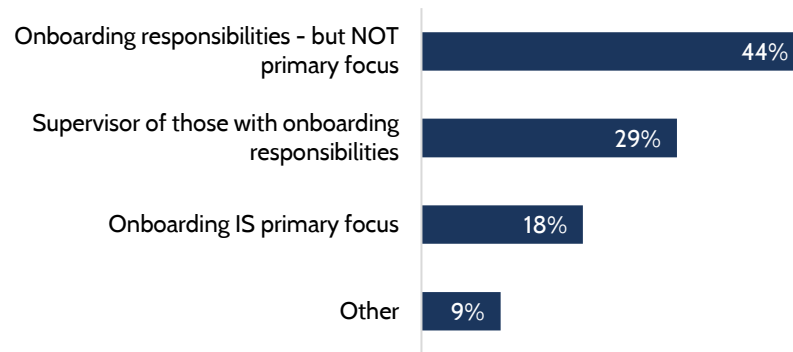
Link Between Onboarding Experience and Job Satisfaction

The research underscores a significant correlation: physicians and clinicians who were satisfied with their onboarding experience also report higher overall job satisfaction.



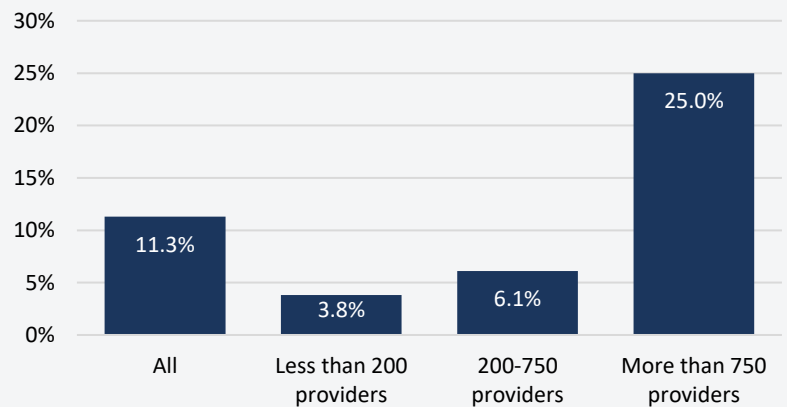
Recruitment Professionals' Involvement in Onboarding

A significant proportion of responding recruitment professionals are experienced and have physician onboarding responsibilities, but it is not their primary focus. Recruiters are the largest group among respondents at 32%, followed by Directors at 27%, and Managers at 15%.



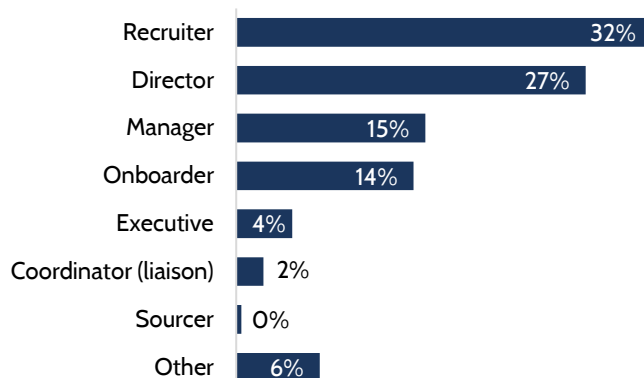
Percentage of Organizations with an Onboarder by Provider Size

Approximately 11% of organizations have at least one recruitment professional with the title "Onboarder." Larger organizations are much more likely than smaller ones to have someone with that title. Specifically, only 3.8% of organizations with fewer than 200 providers have an onboarder, compared to 6.1% of those with 200 to 750 providers, and 25% of those with more than 750 providers.



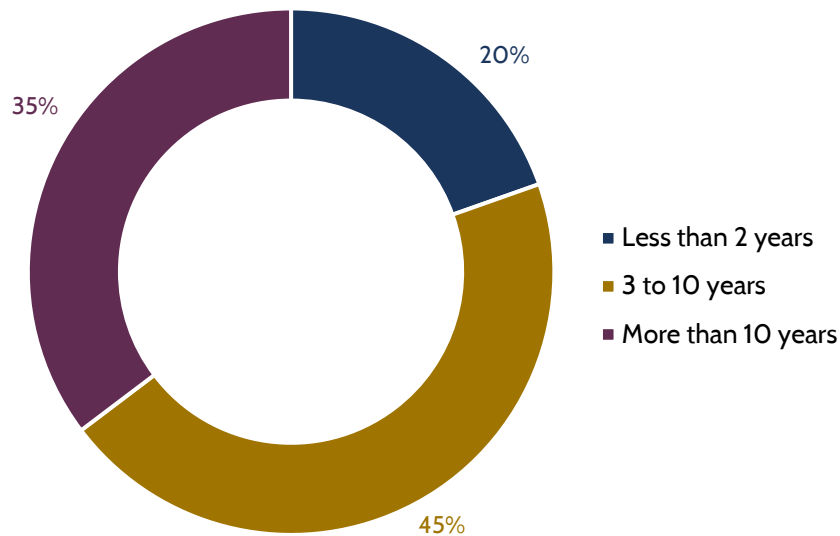
Role in Organization

The most common roles among survey respondents are recruiter at 32% and director at 27%.



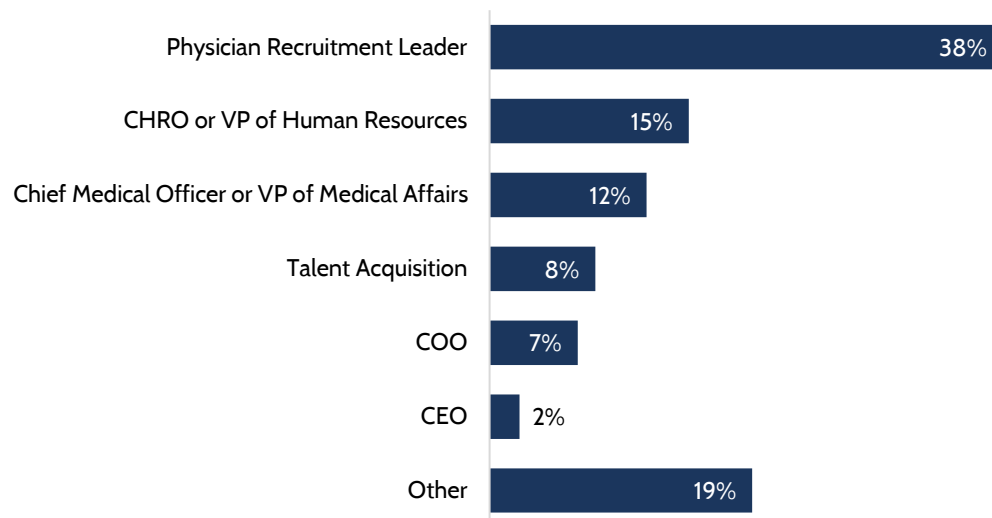
Years of Provider Onboarding Experience

Eighty percent of responding recruitment professionals have been in their roles for at least three years, with over one-third boasting more than ten years of experience.



To Whom Does Onboarding Team Report?

Onboarding teams most commonly report to the physician recruitment leader.



Orientation vs. Onboarding

Onboarding and orientation are two distinct processes within the context of integrating a provider into an organization.

Onboarding encompasses all the activities and requirements necessary to bring the provider into the organization, focusing on administrative tasks, paperwork, and compliance.

In contrast, orientation refers to the set of activities and requirements aimed at enabling the provider to successfully operate within their defined scope of practice, emphasizing training, skill development, and familiarization with the organization's specific procedures, culture, and expectations.

Orientation

94%

of organizations require an Orientation for all new physicians and clinicians.

The orientation format is most often in person, though more than 1/3 are offered both virtually and in person.

52%

provide separate orientations for physicians and clinicians.



Onboarding

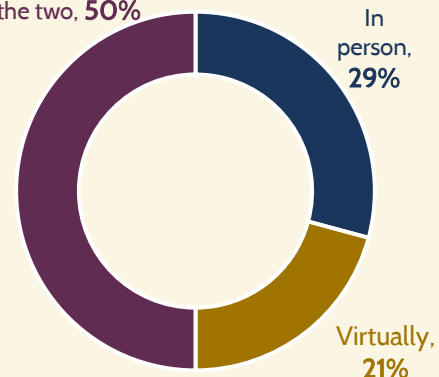
72%

of recruitment professionals listed they have a formal onboarding process.

89%

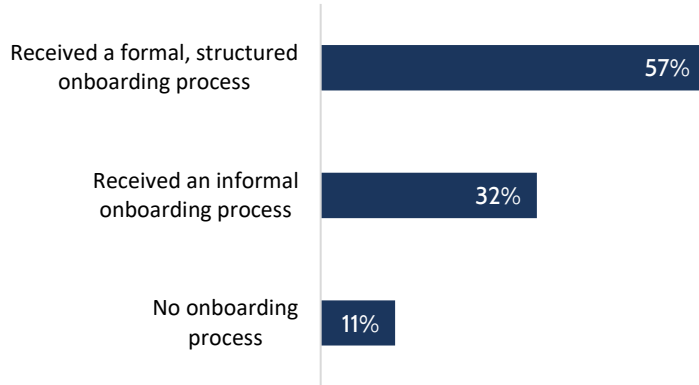
of organizations have a defined onboarding process for all new physicians and clinicians.

A combination of
the two, **50%**



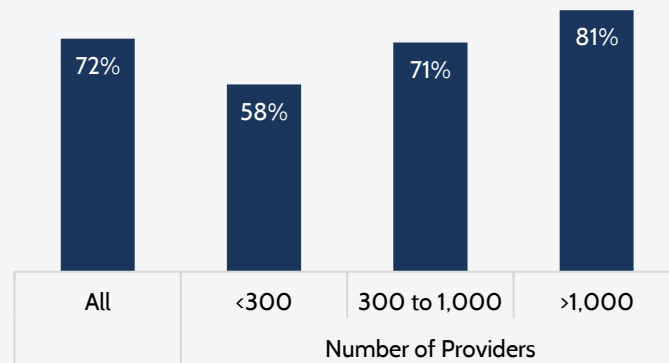
Eighty percent of organizations incorporate in-person components into their onboarding

While nearly ¾ of recruitment professionals claim they offer a formal onboarding structure, just over half of physicians and clinicians report receiving a formal onboarding experience.



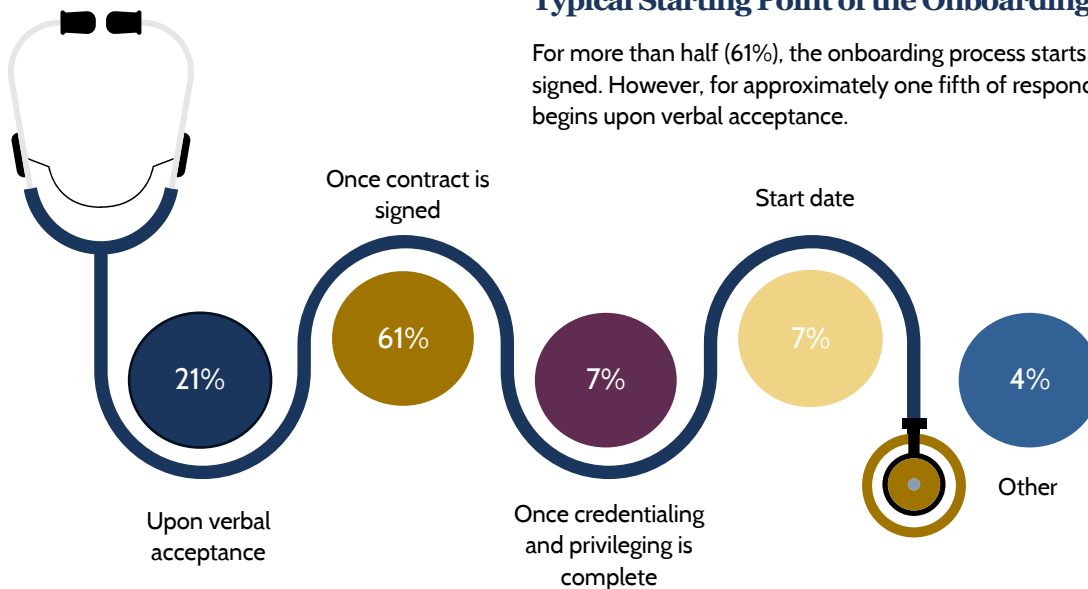
A formal onboarding process is a significant factor in determining satisfaction levels among medical professionals. Seventy-three percent of physicians and clinicians who reported satisfaction with their onboarding had undergone a formal process, compared to only 34% of those who were dissatisfied. Similarly, recruitment professionals also express higher satisfaction with the onboarding process when it is formalized.

Organizations With a Formal Onboarding Process by Size (%)



Typical Starting Point of the Onboarding Process

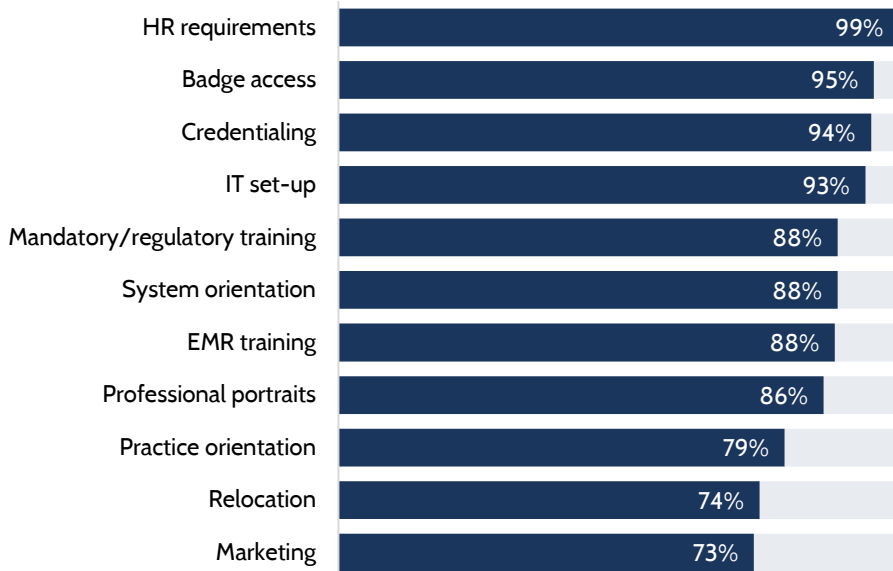
For more than half (61%), the onboarding process starts once a contract is signed. However, for approximately one fifth of respondents, onboarding begins upon verbal acceptance.





Elements Included in Onboarding Process

Recruitment professionals say that elements such as HR requirements, badge access, credentialing, and IT set-up, are virtually uniform across all onboarding processes.




Onboarding Elements Received, as Reported by Physicians and Clinicians

Details of where to report	90%
Opportunity to ask questions prior to arriving on site	89%
Introduction to the facility's systems/technology	88%
Introduction to team members and an understanding of their roles	81%
Timely credentialing and privileging	79%
Comprehensive facility tour	78%
Overview of patients	76%
Understanding the organization's mission, values and organizational structure	76%
Overview of job expectations	75%
Opportunities for social interaction with team members	69%
Dedicated time for self-paced learning and familiarization with facility processes	69%
Assignment of a peer mentor	68%
Regular checkpoints with supervisors, HR, recruiters, etc.	67%
Marketing effort to introduce to patients and the greater community	66%
Overview of the facility's protocols	66%
Understanding of billing and coding procedures	58%
Medical staff directory, list of area pharmacies, and social service agencies	55%

Challenges Cited by Physicians and Clinicians

Adapting to specific protocols and procedures consistently ranks as the most challenging aspect of starting a new position, with older clinicians particularly finding this adjustment difficult.

Onboarding Aspects that Create a Positive Experience

- 
- ✓ **Formal Structure and Organization**
A formal, structured onboarding process that is well-organized and thorough.
 - ✓ **Clear and Consistent Communication**
Prompt responses and regular updates throughout the onboarding process.
 - ✓ **Efficient Licensing and Credentialing**
Streamlined assistance with licensing and credentialing processes.
 - ✓ **Comprehensive and Practical Training**
Orientation sessions that include peers, detailed documentation, and robust training on essential systems like EMR.
 - ✓ **Interactive and Supportive Environment**
The opportunity for in-person interactions during orientation, including tours and detailed role explanations, alongside support from staff.
 - ✓ **Personalized Attention and Support**
Personal attention from dedicated onboarding staff and practical support such as reduced initial patient loads or job shadowing opportunities.
 - ✓ **Resource Availability**
Access to comprehensive orientation materials and necessary tools and technology

Perspectives of Permanent Physicians and Clinicians vs. Locum Tenens/Contractors

Permanent clinicians and locum tenens/contractors generally receive similar onboarding experiences. However, locum tenens/contractors report higher satisfaction with the process, with 73% rating their onboarding as Very Good or Excellent, compared to 61% of permanent clinicians. Both groups agree on the value of most onboarding elements, though they differ on what is considered "Must-Have." Permanent clinicians prefer more information on relocation and local community details, while locum tenens value efficient credentialing and precise first-day instructions. Permanent clinicians are more interested in comprehensive tours, understanding organizational missions, peer mentorships, and regular supervisor check-ins. They also prioritize the need for social interactions and dedicated time for familiarizing with facility processes. Both groups find adapting to new systems and technology to be the most challenging aspect of onboarding at a new facility.

Onboarding Activities Tracked by Organization

Capturing onboarding data for physicians is crucial for enhancing their integration into the organization, ensuring compliance, and improving overall retention rates. Data of this nature helps streamline, identify areas for improvement and helps tailor the onboarding process to individual and organizational needs. Ultimately, data trends and outcomes support resource allocation and continuous improvement, ideally leading to higher physician productivity and satisfaction. Most organizations monitor credentialing timelines, paperwork completion, and start date delays, with larger organizations more frequently tracking these activities. However, 27% of organizations do not track any onboarding metrics.

	All	NUMBER OF PROVIDERS		
		<300	300 - 1,000	>1,000
Credentialing timelines	67%	54%	69%	76%
Paperwork completion	54%	38%	44%	69%
Start date delays	54%	34%	44%	70%
Number of days between acceptance and start date	50%	30%	47%	63%
Other	6%	9%	0%	7%
None	27%	29%	33%	24%

Days Between Accepting the Position and Starting



Practicing Physician	vs.	Resident or Fellow
112 days	Average	191 days
100 days	Median	180 days
90-120 days	Range	95-250 days

“Very Common” Reasons for Physician Start Delay

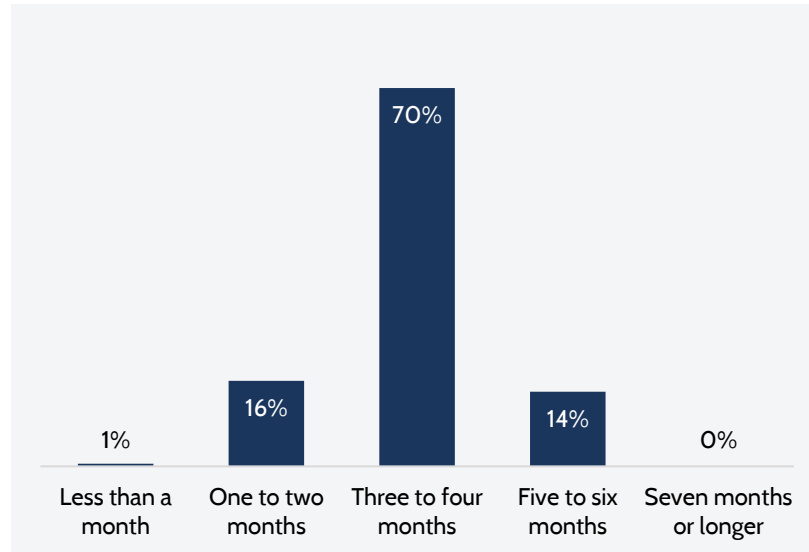
The most common causes for start delays include Medical Staff Services waiting on physicians for items, state license delays, and awaiting verifications or references.

- Medical Staff Services waiting on the Physician or Clinician for items **42%**
- State license delay **38%**
- Awaiting verifications or references **30%**
- Internal credentialing delays (awaiting signatures or reviews, etc.) **22%**
- DEA delay **15%**
- Shortage of staff to support hire process **11%**
- Physician requested change to start later **10%**
- Poor communication between parties **8%**
- A delay in the immigration process **7%**

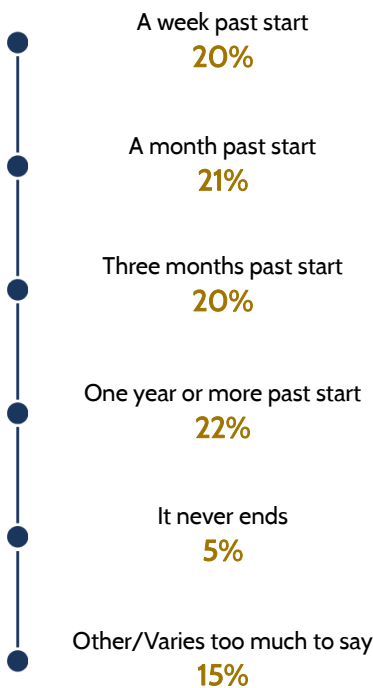
Typical Duration of Physician Credentialing and Privileging

In the credentialing and privileging process, a physician's education, training, experience, and licensure are thoroughly verified to ensure they meet the required standards. Following verification, the physician is granted specific clinical privileges based on their qualifications and competencies. This process is essential for ensuring patient safety and compliance.

Most respondents (71%) reported that physician credentialing and privileging typically ranges from three to four months.



Typical Endpoint of the Onboarding Process



Approximately 40% of respondents reported that the onboarding process ends within the first month, while another 40% report that the onboarding process extends from three months to a year or more.

Some (5%) claim it never ends.

Impact of Onboarding Process Duration: Insights from Recruitment Professionals

The duration of the onboarding process, ranging from one week to over twelve months, does not significantly vary by the size of organizations.

Organizations that restrict their onboarding to only the first week reported a longer time to start, averaging 120 days, compared to the typical 100 days. In addition, these organizations were less likely to have a formal onboarding process, with only 57% doing so, compared to 89% of organizations with processes lasting 12 months or longer.

Organizations with extended onboarding durations generally offer more comprehensive services and elements. They are also more likely to track the success of their onboarding, employing clinician surveys (84% vs. 68%) and retention monitoring (79% vs. 50%) more frequently than others with shorter processes.

Satisfaction among recruitment professionals significantly increases with the length of the onboarding process; those with onboarding periods of 12 months or longer report an 87% satisfaction rate with their processes, compared to just 66% for those with a one-week onboarding duration.

Timing Expectations: Insights from Physicians and Clinicians

Before 1st Day

Most clinicians stressed the importance of receiving detailed instructions about where to report and timely credentialing information before their first day. About 85% of clinicians highlighted these details as crucial for a smooth start.

On 1st Day

There are strong expectations, with over 75% of clinicians expecting a comprehensive overview of job and productivity expectations, an introduction to the facility's systems and technology, and a review of the facility's protocols. These were successfully delivered for most respondents.

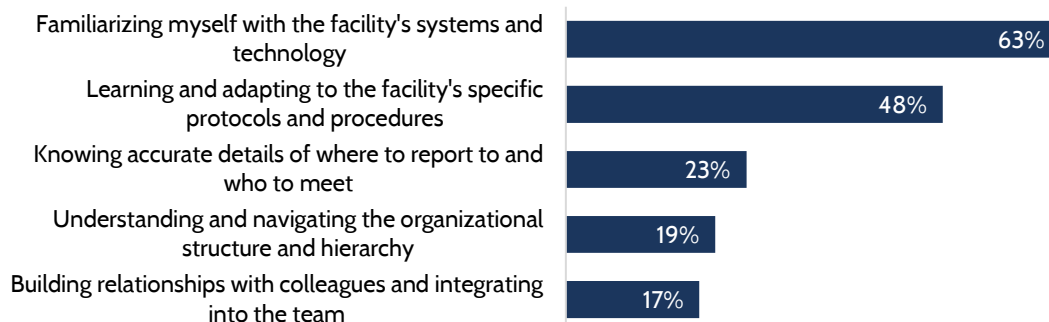
During the First Week

Physicians and clinicians highly value introductions to team members and a clear understanding of their roles, with most reporting that they received this support effectively.

Beyond the First Week

While there are no particularly strong needs beyond the first week, younger clinicians showed a preference for ongoing support, such as social interactions and dedicated time for learning more about the facilities and processes.

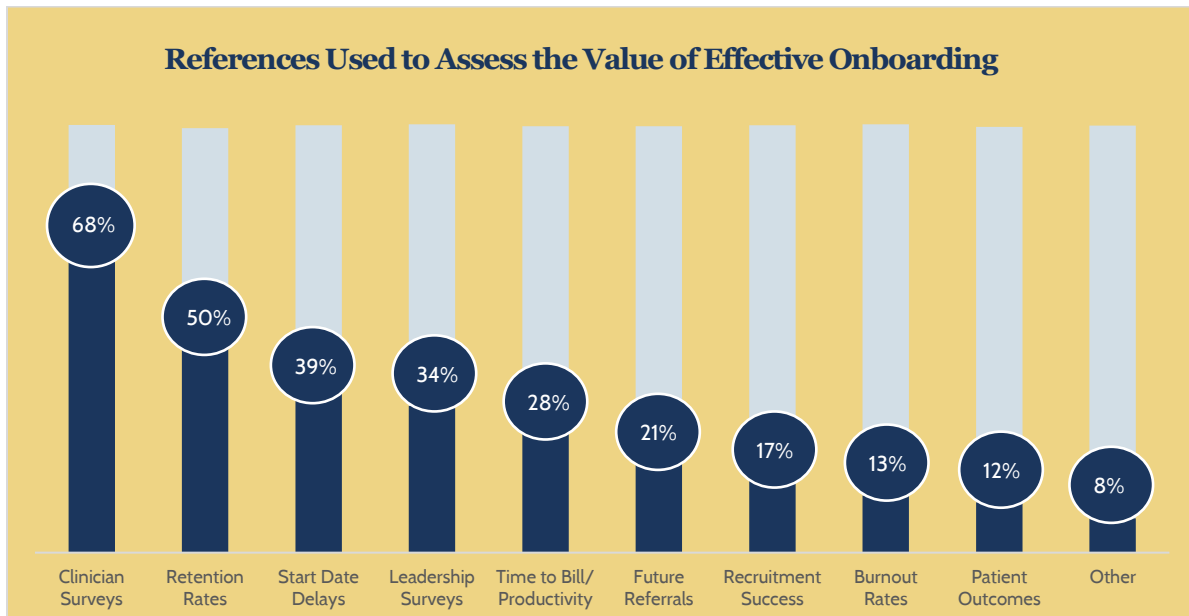
Most Difficult Parts of Starting a New Position: Insights from Physicians and Clinicians



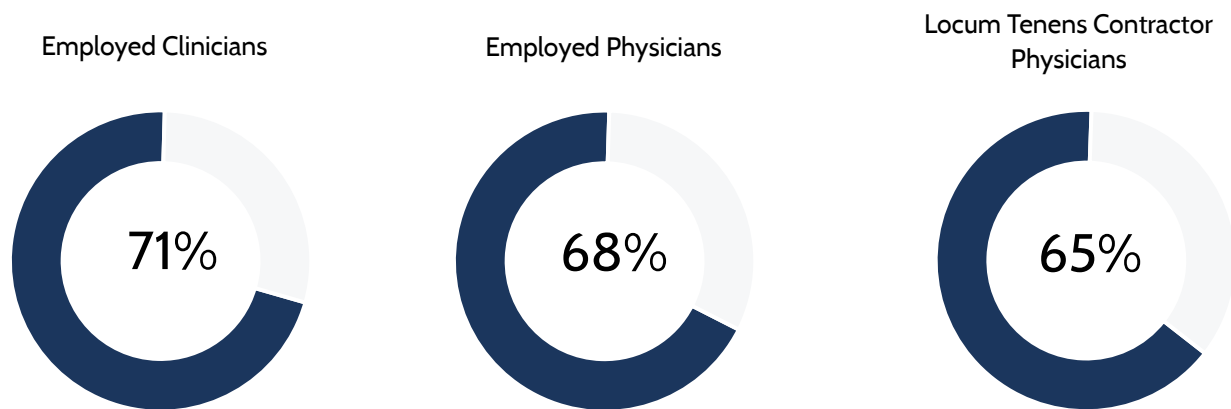
Physicians and Clinicians' Suggestions for Improving the Onboarding Process

- ✓ **Comprehensive Orientation**
Offer an extensive introduction to processes, protocols, care, case management, financial, and administrative operations.
- ✓ **IT Systems Training**
Provide a thorough introduction to the EHR system and other necessary IT platforms, including hands-on training and ongoing support.
- ✓ **Personal Connections**
Designate a clear point of contact and facilitate introductions to team members to help build immediate connections and support networks.
- ✓ **Local Resources Information**
Distribute handouts or guides on local pharmacies, resources, and amenities to assist non-local clinicians in better serving their patients.
- ✓ **Facility Tours**
Conduct detailed orientation tours covering all relevant areas of the facility, introducing key staff and departments.
- ✓ **Practical Details**
Share essential practical details related to parking, lockers, meal options, and daily workflow.
- ✓ **Mentorship**
Offer opportunities for ongoing mentorship programs.
- ✓ **Feedback Systems**
Establish systems to provide regular feedback and checkpoints, allowing clinicians to discuss challenges and adjustments needed in their roles.

Two-thirds of organizations utilize clinician surveys to gauge the success of their onboarding processes, with it being more prevalent in larger organizations. About half also consider retention rates as a key measure of onboarding success.



Percent of Recruitment Professionals Who Are Satisfied with Their Level of Onboarding For...



Additional Insights from Recruitment Professionals

Recruitment professionals who are satisfied with their onboarding processes typically have someone in the organization with a dedicated focus on onboarding, and they are more likely to monitor credentialing timelines and paperwork completion times. They also more commonly describe their programs as formal and well-defined and are more likely to use clinician surveys to assess effectiveness. In contrast, those not satisfied often cite issues such as poor communication and staffing shortages. The data show that structured, data-driven onboarding processes help recruitment professionals feel better about the onboarding experiences they provide.

Closing

Effective onboarding has numerous benefits and significantly impacts both the physician's experience and the organization's overall success:

- **Retention and Job Satisfaction:** Well-structured onboarding programs enhance job satisfaction and increase the likelihood of physician retention. An effective onboarding process helps newly hired physicians and clinicians feel more valued, better understand their roles, and increase their productivity and performance, resulting in increased engagement. Rather than setting new employees up for success, organizations with poor onboarding processes are setting the stage for an early exit. This is both a cross-generational and an intergenerational problem. When physicians feel welcomed, supported, and adequately trained, they are more likely to stay with the organization long-term.
- **Time to Productivity:** Proper onboarding expedites the time it takes for new physicians to start providing patient care. By providing them with the necessary tools, knowledge, and guidance, organizations can reduce the learning curve and ensure that physicians can start making a positive impact sooner.
- **Patient Care and Safety:** Thorough onboarding processes ensure that physicians and clinicians are familiar with policies, procedures, and systems, improving patient care and safety. It allows physicians and clinicians to understand and adhere to best practices, quality standards, and compliance requirements.
- **Integration into the Culture:** Onboarding programs reinforce facilities' values, mission, and culture. This integration fosters a sense of belonging, teamwork, and collaboration, which are crucial for a positive work environment and patient-centered care.

Survey of Recruitment Professionals - Detailed Results

	All Respondents	SIZE OF ORGANIZATION		
		Small Organizations (<300 providers)	Mid-Size Organizations (300 to 1,000 providers)	Large Organizations (>1,000 providers)
DEMOGRAPHICS				
To what extent are you involved?				
I supervise those who have onboarding responsibilities	29.1%	14.8%	27.4%	45.4%
I am responsible for physician and/or clinician onboarding, and it is my primary focus	18.4%	11.5%	17.6%	20.8%
I have physician and/or clinician onboarding responsibilities but it is NOT my primary focus	43.6%	65.6%	41.2%	27.3%
Other	9.0%	8.2%	13.7%	6.5%
Which role best reflects your position in the organization?				
Recruiter	31.9%	41.0%	29.4%	20.5%
Director	26.8%	27.9%	33.3%	29.5%
Manager	14.5%	8.2%	13.7%	19.2%
Onboarder	13.6%	4.9%	15.7%	16.7%
Executive	4.3%	3.3%	0.0%	9.0%
Coordinator (liaison)	2.1%	1.6%	3.9%	1.3%
Sourcer	0.4%	0.0%	0.0%	0.0%
Other	6.4%	13.1%	3.9%	3.8%
To whom do those responsible for onboarding primarily report to administratively?				
Physician Recruitment Leader	37.9%	15.0%	47.1%	52.6%
CHRO or VP of Human Resources or equivalent	14.7%	26.7%	9.8%	10.5%
Chief Medical Officer or VP of Medical Affairs or equivalent	11.6%	11.7%	9.8%	9.2%
Talent Acquisition or equivalent	7.8%	3.3%	2.0%	13.2%
COO or equivalent	6.5%	10.0%	7.8%	2.6%
CEO	2.2%	5.0%	0.0%	0.0%
Other	19.4%	28.3%	23.5%	11.8%
Number of Physicians in your organization?				
Average	1,122	94	350	2,407
Median	368	84	300	1,456
Number of Clinicians (advanced practice) in your organization?				
Average	1,355	64	240	3,029
Median	300	50	236	930

	All Respondents	SIZE OF ORGANIZATION		
		Small Organizations (<300 providers)	Mid-Size Organizations (300 to 1,000 providers)	Large Organizations (>1,000 providers)
How many years have you been involved in physician and provider onboarding?				
Less than 1 year	4.3%	6.6%	2.0%	2.6%
1 to 2 years	15.3%	14.8%	25.5%	6.4%
3 to 5 years	20.0%	21.3%	19.6%	15.4%
6 to 10 years	25.1%	23.0%	19.6%	32.0%
More than 10 years	35.3%	34.4%	33.3%	43.6%
Does your organization collect and review data on the following onboarding activities? (multiple responses allowed)				
Credentialing timelines	67.2%	53.6%	68.9%	76.1%
Paperwork completion	53.7%	37.5%	44.4%	69.0%
Start date delays	53.7%	33.9%	44.4%	70.4%
Number of days between acceptance and start date	49.8%	30.4%	46.7%	63.4%
Onboarding data not collected	27.4%	28.6%	33.3%	23.9%
Other	6.0%	8.9%	0.0%	7.0%
Unsure	8.5%	14.3%	6.7%	4.2%
For the last year, how much time does physician credentialing and privileging typically take?				
Less than a month	0.5%	1.8%	0.0%	0.0%
One to two months	15.8%	21.4%	13.3%	12.7%
Three to four months	70.0%	60.7%	73.3%	73.2%
Five to six months	13.8%	16.1%	13.3%	14.1%
Seven months or longer	0.0%	0.0%	0.0%	0.0%
Number of days from when a practicing physician accepts the position to the day they start?				
Average	112	110	115	114
Median	100	90	120	120
Number of days from when a resident or fellow accepts the position to the day they start?				
Average	191	225	187	173
Median	180	196	180	180
How common are the following reasons for physician start delay?				
Physician requested change to start later				
Very Common	9.8%	9.3%	9.3%	8.8%
Not Common	48.7%	51.8%	58.1%	42.6%
State license delay				
Very Common	38.3%	32.1%	37.8%	48.6%
Not Common	24.4%	30.4%	28.9%	12.9%
DEA delay				
Very Common	14.5%	13.0%	14.3%	19.1%
Not Common	55.4%	66.7%	59.5%	48.5%
Medical Staff Services waiting on the Physician or Clinician for items				
Very Common	42.0%	39.6%	43.2%	37.7%
Not Common	12.8%	15.1%	11.4%	11.6%

	All Respondents	SIZE OF ORGANIZATION		
		Small Organizations (<300 providers)	Mid-Size Organizations (300 to 1,000 providers)	Large Organizations (>1,000 providers)
Internal credentialing delays (awaiting signatures or reviews, etc.)				
Very Common	21.8%	18.5%	25.0%	18.8%
Not Common	38.1%	48.2%	36.4%	31.9%
Shortage of staff to support hire process				
Very Common	10.8%	5.6%	9.1%	11.6%
Not Common	65.1%	75.9%	63.6%	59.4%
A delay in the immigration process				
Very Common	7.1%	5.6%	6.7%	8.6%
Not Common	51.8%	46.3%	60.0%	48.6%
Poor communication between parties				
Very Common	8.3%	1.9%	11.6%	8.7%
Not Common	58.0%	69.8%	72.1%	42.0%
Awaiting verifications or references				
Very Common	30.3%	25.4%	24.4%	34.8%
Not Common	28.3%	38.2%	24.4%	24.6%
ONBOARDING AND ORIENTATION				
Does your organization require an Orientation for all new physicians and clinicians?				
Yes	94.1%	94.7%	95.6%	95.8%
No	5.9%	5.3%	4.4%	4.2%
If "Yes", is it held				
In person	49.0%	72.2%	60.5%	26.5%
Virtually	15.6%	1.8%	7.0%	32.4%
A combination of the two	35.4%	25.9%	32.6%	41.2%
If "Yes", is it a separate orientation for clinicians?				
Yes, it is separate	51.8%	55.6%	41.9%	59.7%
No, orientation for physicians and clinicians are together	48.2%	44.4%	58.1%	40.3%
Does your organization have a defined Onboarding process for all new physicians and clinicians?				
Yes	88.7%	87.7%	84.4%	90.0%
No	6.9%	8.8%	8.9%	4.3%
Unsure	4.4%	3.5%	6.7%	5.7%
If "Yes", is the onboarding held				
In person	29.2%	54.0%	29.7%	9.7%
Virtually	20.8%	10.0%	10.8%	35.5%
A combination of the two	50.0%	36.0%	59.5%	54.8%
Would you consider the organization's onboarding program to be...				
Formal	72.2%	58.0%	71.0%	81.0%
Informal	27.8%	42.0%	29.0%	19.0%

	All Respondents	SIZE OF ORGANIZATION		
		Small Organizations (<300 providers)	Mid-Size Organizations (300 to 1,000 providers)	Large Organizations (>1,000 providers)
Organizationally, when does the onboarding process typically begin?				
Upon verbal acceptance	21.2%	14.0%	21.0%	24.2%
Once contract is signed	61.4%	64.0%	65.8%	53.2%
Once credentialing and privileging is complete	6.7%	14.0%	0.0%	6.4%
Start Date	6.7%	8.0%	7.9%	8.1%
Other	3.9%	0.0%	5.3%	8.1%
Organizationally, when does the onboarding process typically end?				
A week past start	19.6%	18.0%	18.4%	19.4%
A month past start	20.7%	18.0%	18.4%	19.4%
Three months past start	19.6%	22.0%	21.0%	19.4%
One year or more past start	21.8%	26.0%	21.0%	24.2%
It varies too widely to say	9.5%	8.0%	10.5%	9.7%
It never ends	4.5%	4.0%	5.3%	1.6%
Other	4.5%	4.0%	5.3%	6.4%
What elements are included in your onboarding? (multiple responses allowed)				
HR requirements	99.0%	98.2%	100.0%	100.0%
Badge access	94.6%	93.0%	95.6%	94.3%
Credentialing	94.1%	91.2%	95.6%	94.3%
IT set-up	93.1%	93.0%	91.1%	95.7%
Mandatory/regulatory training	88.2%	82.5%	93.3%	88.6%
System orientation	88.2%	82.5%	88.9%	88.6%
EMR training	87.7%	87.7%	86.7%	88.6%
Professional portraits	85.7%	80.7%	95.6%	84.3%
Practice orientation	78.8%	75.4%	77.8%	80.0%
Relocation	74.4%	75.4%	80.0%	70.0%
Marketing	73.4%	66.7%	80.0%	75.7%
How do you assess the value of effective onboarding? (multiple responses allowed)				
Surveying Clinicians	68.3%	59.2%	75.6%	75.0%
Retention Rates	49.5%	49.0%	65.8%	45.6%
Start Date Delays	39.2%	26.5%	36.6%	51.5%
Surveying Leaders	34.4%	16.3%	48.8%	44.1%
Time to Bill/Productivity	28.0%	18.4%	31.7%	32.4%
Future Referrals	21.0%	22.4%	31.7%	17.6%
More Effective Recruitment	17.2%	20.4%	17.1%	17.6%
Reduced Burnout Rates	13.4%	14.3%	19.5%	10.3%
Improved Patient Outcomes	11.8%	12.2%	9.8%	10.3%
Other	8.1%	18.4%	7.3%	1.5%

	All Respondents	SIZE OF ORGANIZATION		
		Small Organizations (<300 providers)	Mid-Size Organizations (300 to 1,000 providers)	Large Organizations (>1,000 providers)
Is your organization satisfied with their level of onboarding for:				
Employed physicians				
Yes	67.8%	76.8%	64.4%	67.1%
No	32.2%	23.2%	35.6%	32.9%
Employed clinicians (advanced practice)				
Yes	71.0%	78.2%	65.9%	68.6%
No	29.0%	21.8%	34.1%	31.4%
Locum tenens contractor physicians				
Yes	65.0%	76.0%	59.5%	64.6%
No	35.0%	24.0%	40.5%	35.4%



Survey of Providers - Detailed Results

		All Providers	Permanent Providers	LT/Contract Providers
PRE-FIRST DAY ONBOARDING ELEMENTS				
Opportunity to ask questions prior to arriving on site	% Citing Must Have	69.4%	72.8%	67.4%
	Was Available	88.6%	87.7%	88.4%
Details of where to report and who to meet on my first day	% Citing Must Have	85.2%	85.3%	86.0%
	Was Available	90.1%	89.5%	90.3%
Timely credentialing and privileging	% Citing Must Have	84.2%	82.8%	85.4%
	Was Available	79.1%	76.4%	81.9%
FIRST DAY ONBOARDING ELEMENTS				
Overview of job expectations, including duties, supervisory requirements, productivity expectations, etc.	% Citing Must Have	79.9%	83.6%	77.9%
	Was Available	75.4%	74.6%	76.4%
Introduction to the facility's systems/technology and EMR/EHR training	% Citing Must Have	79.8%	79.8%	80.2%
	Was Available	87.6%	89.0%	87.0%
Overview of the facility's protocols that apply to my job	% Citing Must Have	73.7%	77.2%	72.2%
	Was Available	66.4%	68.5%	65.8%
Understanding of billing and coding procedures and a cheat sheet for commonly used codes and charges	% Citing Must Have	45.5%	55.4%	39.9%
	Was Available	57.8%	56.3%	60.9%
Overview of patients I will be seeing, including social and physical determinants of health and chronic conditions	% Citing Must Have	45.3%	52.2%	41.9%
	Was Available	76.4%	76.8%	77.0%
Comprehensive facility tour	% Citing Must Have	39.2%	42.6%	37.6%
	Was Available	78.4%	80.3%	78.0%
Understanding the organization's mission, vision and values and organizational structure	% Citing Must Have	30.9%	38.5%	26.6%
	Was Available	76.3%	82.9%	71.1%
FIRST WEEK ONBOARDING ELEMENTS				
Introduction to team members and an understanding of their roles	% Citing Must Have	51.8%	54.1%	50.8%
	Was Available	80.7%	80.8%	79.9%
Marketing effort to introduce me to patients and the greater community	% Citing Must Have	15.9%	21.7%	12.5%
	Was Available	66.5%	65.3%	67.5%
Provision of medical staff directory (with photos), list of area pharmacies, and social service agencies	% Citing Must Have	21.4%	26.8%	18.6%
	Was Available	55.1%	55.9%	55.6%
Assignment of a peer mentor for culture insights, hands-on training, and to answer questions	% Citing Must Have	22.0%	28.1%	18.3%
	Was Available	68.3%	66.9%	68.1%



		All Providers	Permanent Providers	LT/Contract Providers
ONGOING ONBOARDING ELEMENTS				
Establishment of regular checkpoints with supervisors, HR, recruiters, etc.	% Citing Must Have	22.3%	26.4%	19.8%
	Was Available	66.9%	67.5%	66.9%
Dedicated time for self-paced learning and familiarization with facility processes	% Citing Must Have	26.5%	32.8%	22.5%
	Was Available	69.3%	70.1%	69.0%
Frequent opportunities for social interaction with team members	% Citing Must Have	13.9%	19.0%	11.1%
	Was Available	69.3%	69.0%	72.2%
WHAT IS THE MOST DIFFICULT PART OF STARTING A NEW ASSIGNMENT OR POSITION AS A HEALTHCARE PROVIDER AT A NEW FACILITY?				
Familiarizing myself with the facility's systems and technology		62.5%	61.2%	63.4%
Learning and adapting to the facility's specific protocols and procedures		48.4%	52.2%	45.3%
Knowing accurate details of where to report to and who to meet		23.1%	20.9%	25.0%
Understanding and navigating the organizational structure and hierarchy		18.8%	22.2%	16.3%
Building relationships with colleagues and integrating into the team		17.2%	18.4%	16.7%
Other - please specify		2.3%	0.7%	3.4%
WHAT WOULD HAVE THE GREATEST POSITIVE IMPACT ON THE FIRST DAY OF WORK?				
Concise instructions of where to report to and which team members to coordinate with		51.0%	44.7%	55.3%
Clear and comprehensive orientation materials and resources		46.1%	44.5%	47.3%
Opportunities for hands-on training and shadowing experienced staff		28.8%	33.4%	25.6%
Accessible and supportive mentors or guides		26.1%	29.6%	23.6%
Dedicated time for self-paced learning and familiarization with facility processes		14.5%	14.9%	14.1%
Regular check-ins and guidance from the onboarding coordinator		13.4%	15.1%	12.2%
Other - please specify		1.5%	0.7%	2.0%
HOW ENGAGED ARE YOU WITH YOUR WORK AT YOUR CURRENT JOB OR ASSIGNMENT? PLEASE SELECT ONE OPTION THAT BEST DESCRIBES YOUR LEVEL OF ENGAGEMENT.				
Highly engaged - I am deeply committed to and enthusiastic about my work. I find it fulfilling and meaningful.		47.9%	39.2%	54.1%
Moderately engaged - I am generally satisfied with my work and find it rewarding, but there may be occasional moments of disengagement.		33.3%	36.1%	31.2%
Neutral - My level of engagement with my work is neither high nor low. I have a balanced perspective and do not feel strongly one way or the other.		13.5%	16.3%	11.6%
Somewhat disengaged - I feel somewhat disconnected or uninterested in my work at times. It may not always hold my full attention or motivation.		3.7%	5.4%	2.6%
Highly disengaged - I have little or no enthusiasm for my work. I feel disconnected and unfulfilled in my current role.		1.6%	3.1%	0.5%



	All Providers	Permanent Providers	LT/Contract Providers
OVERALL, HOW SATISFIED ARE YOU WITH YOUR CURRENT JOB OR ASSIGNMENT?			
Highly satisfied	36.5%	25.4%	44.3%
Moderately satisfied	40.3%	44.2%	37.6%
Neutral - neither satisfied nor dissatisfied	14.8%	17.4%	13.1%
Somewhat dissatisfied	6.1%	9.6%	3.6%
Highly dissatisfied	2.3%	3.4%	1.5%
THINKING ABOUT YOUR CURRENT JOB OR ASSIGNMENT, WERE YOU "ONBOARDED" WHEN YOU BEGAN?			
Yes, there was a formal, structured onboarding process	56.7%	57.6%	56.1%
There was an informal onboarding process	32.2%	30.2%	33.6%
There was no onboarding process	11.1%	12.2%	10.4%
PLEASE RATE THE QUALITY OF YOUR ONBOARDING EXPERIENCE FOR YOUR CURRENT JOB OR ASSIGNMENT.			
Excellent	27.4%	21.8%	31.3%
Very Good	40.8%	39.2%	41.9%
Fair	27.2%	33.9%	22.5%
Poor	4.6%	5.1%	4.3%