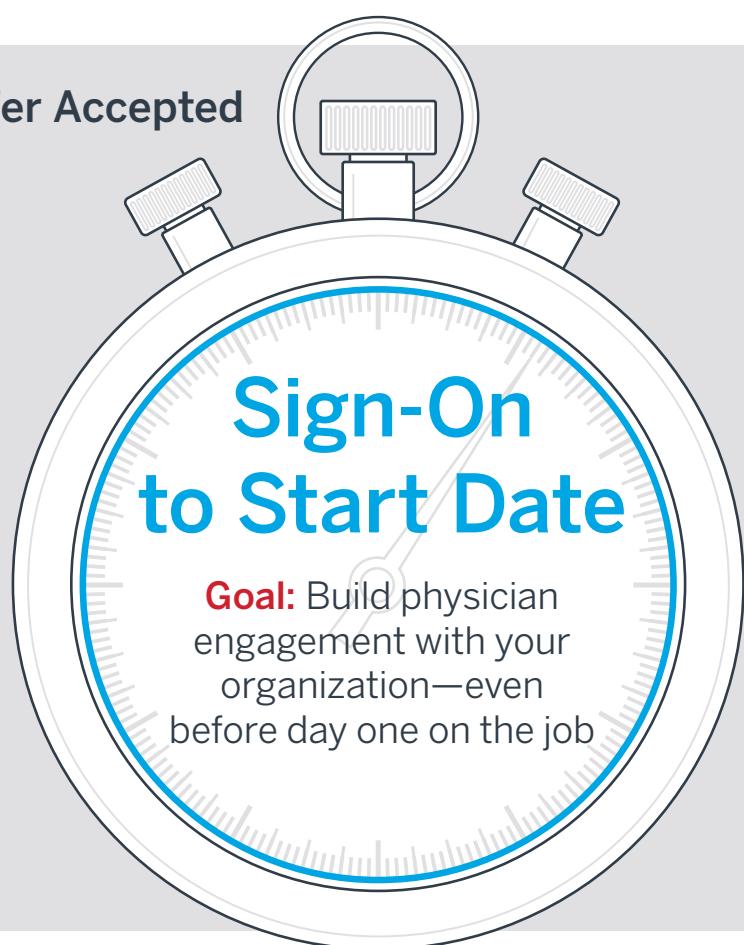


Mark Your Calendar:

# The Proactive Plan to Engage Newly Hired Physicians

Health care organizations increasingly employ physicians but struggle with engagement and turnover. Onboarding is a critical opportunity to connect physicians to your organization's mission, empower them to contribute, and ensure they feel supported. Read on to learn how medical leaders can make the most of newly hired physicians' first 90 days on the job—and achieve lasting engagement.

## ► After Offer Accepted



### Outreach Letter to Your New Recruit

Reiterate excitement for the physician's arrival and keep the lines of communication open by sending a warm welcome from department or service line leadership.

**Tip:** Supplement a formal outreach letter with monthly update emails or a quick text message.

**Tip:** Copy the new hire on the internal hiring announcement you send to his or her peers.

### Peer Physician Mentor Selection

Accelerate the physician's transition into your organization's work environment by facilitating easy—and early—access to a peer.

**Tip:** If no formal mentorship program exists, ask a medical staff member to make a brief welcome call to the new recruit.

## ► After Start Date



## The First 90 Days

**Goal:** Offer orientation sessions designed to help new physicians integrate into your organization, form connections with colleagues, and sustain high levels of engagement over time.

### MONTH 1

#### First Week Flash Check-In

Proactively identify opportunities to provide support and answer questions at the end of week one.

**Tip:** Keep it short and casual—a 15-minute face-to-face conversation.

#### Executive-Led Kickoff Breakfast

Invite a group of new hires to meet with an executive to learn about your organization's mission and how they can personally contribute.

**Tip:** Schedule early in a physician's tenure—within the first 30 days.

### MONTH 2

#### 30/60/90 Day Retention Risk Check-Ins

Gauge how the physician is adjusting with questions that test for engagement and retention red flags.

**Tip:** Proactively schedule these check-ins during physician's first week to ensure they take place.

#### Peer Physician Panel: "What I Wish I Had Known"

Connect new hires with tenured physicians who can share best practices for working at your organization.

**Tip:** Create an informal atmosphere and encourage candid questions from new hires.

### MONTH 3

#### New Hire Onboarding Survey

Give new physicians an opportunity to assess onboarding and identify areas where they want more support.

**Tip:** Administer a survey only if your organization has bandwidth to analyze and act on the results.

## Reminder!

Use all onboarding sessions to:

- Reinforce your organization's mission and values
- Promote strategic priorities, such as reducing care variation or enhancing patient experience
- Emphasize services your organization provides to promote physician work-life balance

## Beyond 90 Days

**Goal:** Routinely check in with new physicians across year one to monitor and support engagement.

### MONTH 4 AND BEYOND

**Tip:** Encourage hospital and service line leaders to ask **informal questions** that identify opportunities for improving engagement.

**Tip:** Develop an **executive rounding** program on new physicians in the hospital.

**Tip:** Require supervisors to conduct **6-month and 1-year check-ins**.