

## SUCCESSFUL RECRUITING WHEN THERE ARE NOT ENOUGH ANESTHESIOLOGISTS

SAAAPM New Chair Session

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## GOALS

- To discuss approaches to have enough faculty/staff to provide care for patients and time for scholarly work through increased:
  - Recruitment
  - Retention

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## THE CHALLENGE(S)

- More clinical sites
  - Horizontal scheduling
  - Pressure on hospitals to increase volume
- There are not enough clinicians
  - Anesthesiologists
  - CAAs/CRNAs

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### GasWork Job Postings: Non-Recruiting Agencies, October 2018–June 2022

Non-Recruiting Agency\* Job Posting Trends for Anesthesiologists (AN) and Nurse Anesthetists (NA) October 16, 2018–June 1, 2022

Source: Developed by CAWS based on data from GasWork.com October 16, 2018–June 1, 2022. [www.gaswork.com](http://www.gaswork.com)

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### Evidence of Workforce Departures in CMS Data Files

#### Mean Quarterly Reductions in Workforce

Year(s)	Anesthesiologists	Nurse Anesthetists
2017-18	~400	~300
2019	~350	~250
2020	~550	~500
2021	~650	~600

Source: Retrieved May 4, 2022, from  
(1) <https://www.uschamber.com/workforce/understanding-americas-labor-shortage>, and  
(2) <https://www.uschamber.com/workforce/america-works-data-center>

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### Age Distribution of Anesthesiologists, 2022

Source: Developed by CAWS based on AMA data as of 12/31/2021

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### RECRUITMENT

- Ensure a seamless candidate experience.
- Develop a successful employee referral program.
- Work on reducing bias.
- Understand what talent wants.



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### RECRUITMENT: ENSURE A SEAMLESS CANDIDATE EXPERIENCE.

- Introductory phone call before their visit
- Travel and hotel reservations
- Dinner with faculty with similar interests (whether professional or personal)
- Interview schedule with faculty/administrators/students that facilitates building relationships and sharing information relevant for the candidate
- Be sure the candidate has contact information for everyone with whom they spoke and other individuals if it would be warranted
- Invite them to return for a second visit if they like
- Follow up phone call(s) shortly after the interview to address lingering questions and assess interest
- Send draft letter of offer or term sheet with date of expiration

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### RECRUITMENT: DEVELOP A SUCCESSFUL EMPLOYEE REFERRAL PROGRAM

- Internal and external search firms; social media; if necessary
- Consider as preferable:
  - Encourage faculty to refer colleagues from other institutions
  - Consider past candidates
  - Active consideration of residents as faculty



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### RECRUITMENT: REDUCE BIAS

- Treat candidates like you would want to be treated
- Be transparent in the details of the offer (salary, opportunities for professional development, call expectations)



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### RECRUITMENT: UNDERSTAND WHAT THE APPLICANT WANTS

- Academic Advancement
- Professional Development
- A Professional Community
- Flexible Scheduling
- A Limited Number of Hours

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### RECRUITMENT: INCLUDES ONBOARDING

- Create an onboarding plan
- Before the new physician's start date, inform colleagues and perioperative staff of their arrival
- Provide networking opportunities
- Communicate regularly
- Track the faculty's progress and growth
- Follow-up with the faculty
- Review the onboarding process and revise as necessary.



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ONBOARDING → RETENTION

new employee  
client  
business  
process  
integrating  
onboarding  
customer  
development  
socializing  
organizational  
welcome  
job understanding  
socializing  
client  
business  
integrating  
customer  
process  
development  
customer

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RETENTION

- Are expectations being met?
  - Time
  - Money
  - Opportunity
- Is the work culture a positive factor in retaining faculty?
  - Social environment
  - Fairness
  - Transparency

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Discussion

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