



# Additional Strategies for Recruiting for Oncology Positions

These strategies were originally geared towards recruiting gynecologic oncologists. However, they can be adapted for any oncology position and be used to recruit candidates with oncology or non-oncology backgrounds.

---

**PUBLISHED BY**

Oncology Roundtable

[advisory.com/or](http://advisory.com/or)

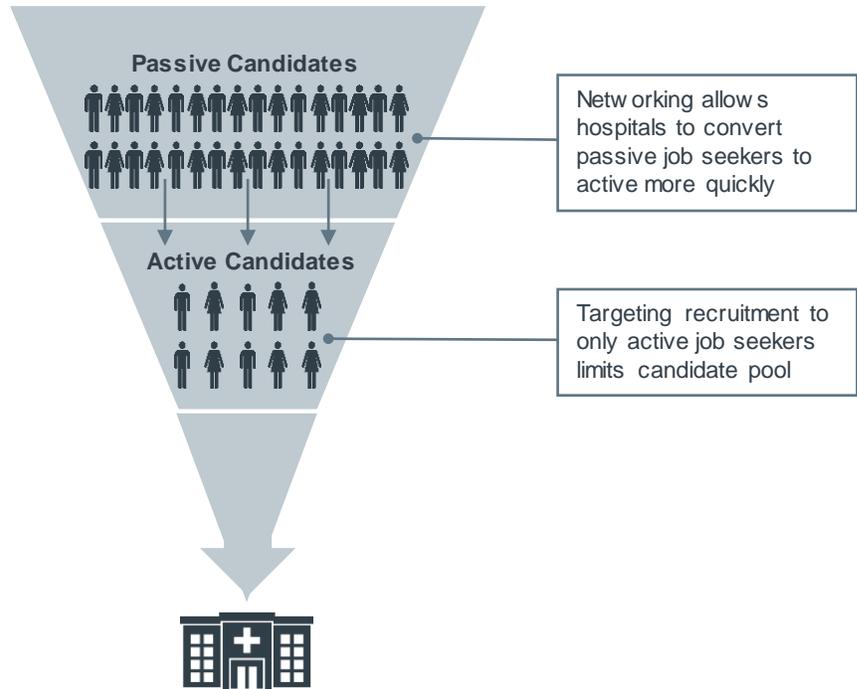
# Don't Limit Recruitment to Job Seekers

Typically, organizations focus their recruitment efforts on active job seekers. With the shortage of gynecologic oncologists, cancer programs should consider expanding their scope beyond active candidates to so-called "passive candidates."

Passive candidates include practicing gynecologic oncologists who are not seeking new positions but who may consider the right offer. If a cancer program can create the right offer, a passive candidate might consider accepting immediately.

But even if the candidate is not interested in moving immediately, the cancer center can plant a seed to make the candidate more likely to move in the future.

## Activate Passive Candidates



### Passive Candidate Characteristics

- Already established physician in practice
- Discontent with job or willing to consider leaving current position, but not yet seeking alternatives
- Low loyalty to current practice or hospital
- Generally less responsive to advertising
- Not targeted by traditional recruitment sourcing efforts

# Identifying Passive Candidates

Standard recruiting methods do not typically reach passive candidates. Networking is the most effective way to find high-quality candidates.

Physician-led networking has the most potential for success. Cancer program leaders should encourage physicians to reach out to new recruits by making it as easy as possible for them to do so. They can identify or set up networking opportunities, provide sample outreach emails, and share tips for success. This support can reduce physicians' time commitment and potential discomfort.

Cancer program leaders can also reach out to relatively new physicians because they are often more willing to consider new practice opportunities.

## Developing Networks of Passive Job Seekers

- 

**New Physician Outreach**  
Reach out to physicians practicing in similar markets who are within their first five years on the job, the critical turnover period
- 

**Market-Specific Outreach**  
Build relationships with physicians in communities undergoing high rates of mergers and acquisitions
- 

**Relationships with Health Associations**  
Maintain relationships with various health care and specialty-specific associations (e.g., Society for Gynecologic Oncology)
- 

**Physician-Physician Outreach**  
Encourage physicians to assist recruiters in staffing national conferences to increase hospital exposure

# Start Recruitment Early

A more attractive and possibly lower-cost alternative to physician networking is to develop a network of physicians in training, including fellows, residents, even medical students. This page outlines a number of different tactics for building these relationships.

Success requires active and ongoing administrator and physician support. For example, the cancer center might host an annual event for medical students, residents, and fellows interested in gynecologic oncology to demonstrate organizational commitment to the field and its physicians.

Similarly, the cancer center could encourage its existing gynecologic oncologists to build and maintain strong relationships with residents in the existing training program.

## Make Connections to Medical Students, Residents, Fellows

### Six Tactics for Developing Networks of Physicians in Training

1



#### Track Physicians in Training

Monitor and maintain relationships with medical students, residents, and fellows from the local area who are interested in gynecologic oncology

2



#### Sponsor a Faculty Position

Fund a faculty position at a local university in exchange for schools' assistance in channeling new grads to hospital

3



#### Organize Community Events

Host events for local residents and fellows interested in gynecologic oncology to demonstrate hospital's interest in attracting and retaining them

4



#### Encourage Physician-Led Training

Encourage physician participation in local residency programs to increase visibility of gynecologic oncology specialty

5



#### Contact Physician Alma Maters

Ask physicians to contact directors of their residency and fellowship programs to build network

6



#### Employ Residents

Sponsor or employ residents part-time to provide incremental income opportunity and expose them to the organization

# Heading Off the Competition

After building relationships with gynecologic oncologists, cancer centers' must work to secure a commitment. Bryan Hospital, a pseudonym, goes upstream and secures commitments from fellows.

Bryan is located in a highly competitive market and was struggling to find board-certified gynecologic oncologists for its program. Cancer program leaders decided to hire board-eligible physicians who have completed their fellowship at Bryan but have not yet taken the board exam.

Under this arrangement, the fellow must perform 50 inpatient surgeries within a 12-month period and receive hands-on training. While in the fellowship, the physician generates surgical revenues and starts building a referral base. They are then under contract to remain at Bryan after they become board-certified.

## Hiring Gynecologic Oncologist Fellows

### Bryan Hospital<sup>1</sup> Secures Commitments Before Candidates Enter Job Market



### Benefits of Recruiting from Fellowship Program

- ✓ Defrays administrative costs of operating fellowship program
- ✓ Reduces challenges associated with recruiting a qualified physician to the program
- ✓ Gynecologic oncologist builds referral base during fellowship



### Case in Brief: William J. Bryan Hospital<sup>1</sup>

- 800-bed hospital located in the Northeast
- To offset the difficulty of finding board-certified gynecologic oncologists to hire, administrators hire physicians out of hospital's gynecologic oncology fellowship program
- Hospital signs long-term contracts with board-eligible gynecologic oncologists who agree to remain after attaining board certification
- Helps defray administrative costs of operating fellowship program, builds referral network for the fellow, and reduces challenges associated with recruiting a qualified physician

1) Pseudonym.

Source: Technology Insights, *Gynecologic Oncology: Overview and Specialist Strategy*, Washington, DC: The Advisory Board Company, 2009; Oncology Roundtable interviews and analysis.