



APPENDIX H — RECRUITMENT METRICS & PERFORMANCE DASHBOARD

A complete analytics and reporting system for physician recruitment, retention, and workforce stability.

Turning recruitment from “activity-based” to “results-driven.”

The strongest physician recruitment programs operate like business units driven by data, dashboards, and accountability.

This appendix provides a full metrics framework that leaders can implement to measure:

- Performance
- Team productivity
- Pipeline health
- Hiring quality
- Time-to-fill
- Retention outcomes
- Cost efficiencies
- Referral trends
- Market competitiveness

This turns recruitment into a predictable, measurable, and strategically managed function.



SECTION 1 — RECRUITMENT DASHBOARD OVERVIEW

Five categories every organization must measure.

A complete recruitment dashboard includes:

1. **Pipeline Metrics**
2. **Performance Metrics**
3. **Process Metrics**
4. **Quality-of-Hire Metrics**
5. **Retention Metrics**

This appendix provides templates and definitions for each.

SECTION 2 — PIPELINE METRICS

Measures the strength and health of the recruitment funnel.

Core Metrics:

- **# of active candidates per specialty**
- **# of new leads generated this month**
- **# of passive candidates sourced**
- **# of active searches**
- **% of searches with ≥ 3 viable candidates**
- **Source of candidates (internal vs external vs passive sourcing)**

Pipeline Quality Indicators:

- **% of candidates meeting minimum requirements**
- **% of candidates progressing from screen → interview**
- **% of candidates engaged in the last 30 days**



SECTION 3 — PERFORMANCE METRICS

Measures recruiter output, productivity, and effectiveness.

Key Recruiter-Level Metrics:

Metric	Target
Candidate outreach touches	100–200/week
Candidate screens completed	8–15/week
New candidate entries in ATS	10–20/week
Interview-to-offer ratio	$\leq 3:1$
Offer acceptance rate	$\geq 80\%$
Time from lead to screen	< 72 hours
Time from screen to submit	< 48 hours
Time from submission to interview	< 7 days

Team-Level Metrics:

- Total hires per quarter
- Total hires per recruiter
- % of searches filled within 120 days
- % of searches filled within FMV compensation range



SECTION 4 — PROCESS METRICS

Measures efficiency and identifies bottlenecks.

Time-to-Fill Metrics:

- **Time-to-Identify** (first viable candidate found)
- **Time-to-Interview**
- **Time-to-Offer**
- **Time-to-Acceptance**
- **Time-to-Start**

Each phase should be tracked separately. This identifies where slowdowns occur.

Recruitment Step Efficiency Metrics:

- % of candidates scheduled within 48 hours
- % of interview scheduling delayed by hiring leader
- % of offer letters generated within 24–48 hours
- % of credentialing packets submitted within 7 days
- % of payor enrollment submitted within 14 days

SECTION 5 — QUALITY-OF-HIRE METRICS

Ensures the “right” hires are being made, not just any hires.

Measured at **90 days**, **6 months**, and **12 months**.

Quality-of-Hire Indicators:

- Cultural fit score (from leader evaluation)
- Operational fit score
- Patient satisfaction indicators



- Peer feedback
- EMR adoption and compliance
- OR efficiency (if applicable)
- Clinic throughput
- Error rates or quality flags
- Engagement markers (meeting attendance, collaboration)

Success Definition:

A “high-quality hire” is a physician who is:

- Clinically strong
- Operationally aligned
- Culturally additive
- Retained $\geq$ 12–24 months
- Meets or exceeds performance expectations

SECTION 6 — RETENTION METRICS

Where recruitment and retention intersect.

Key Retention Indicators:

- 12-month retention rate
- 24-month retention rate
- % of physicians completing 2+ years
- % of hires needing remediation
- % of hires voluntarily leaving within 18 months
- Turnover cost per departure



Voluntary Turnover Analysis:

Track departure reasons:

- Compensation
- Call burden
- Operational frustration
- Culture
- Leadership
- Community fit
- Family

Retention Red Flag Indicators:

- OR access concerns
- High call burden
- Low staffing support
- Spouse dissatisfaction
- Declining morale

Organizations should review retention dashboards **quarterly**.

SECTION 7 — COST & FINANCIAL METRICS

Critical for leadership and CFO partnership.

Direct Cost Metrics:

- Recruitment agency fees
- Advertising spend
- Travel/interview expenses
- Relocation



- Signing bonuses
- Locums coverage costs

Indirect Cost Metrics:

- Lost revenue due to vacancy
- Delayed procedures
- Lost referrals
- OR underutilization
- Increased overtime for staff
- Opportunity cost

Cost per Hire Formula:

(Total recruitment costs + onboarding costs + travel/interview costs) ÷ number of hires

SECTION 8 — TALENT ACQUISITION HEALTH SCORE

Gives executives a single snapshot metric.

Score each domain 0–20:

Domain	Score
Pipeline Strength	____ / 20
Recruitment Process Efficiency	____ / 20
Hiring Quality	____ / 20
Leadership Alignment	____ / 20
Retention Stability	____ / 20



Total Score: ____ / 100

Interpretation:

- **80–100:** Excellent
- **60–79:** Stable
- **40–59:** At risk
- **<40:** Critical

SECTION 9 — MONTHLY RECRUITMENT REPORT TEMPLATE

Ready for recruiters to send to leadership.

Month:

Prepared by:

Specialty Focus:

1. Activity Summary

- **of new leads**
- **of screens**
- **of submitted candidates**
- **of interviews scheduled**
- **of site visits**
- **of offers extended**
- **of accepted offers**

2. Pipeline Snapshot

- Active candidates per search
- Candidate sources
- Pending interviews



- Pending offers

3. Risks & Barriers

- Operational barriers
- Compensation misalignment
- Slow leader response times
- Call burden issues
- Market competitiveness challenges

4. Solutions & Next Steps

- Recommended adjustments
- Market intelligence updates
- Next 30-day focus areas

SECTION 10 — QUARTERLY EXECUTIVE RECRUITMENT REPORT T TEMPLATE

For system-level visibility.

1. Executive Summary

High-level overview of wins, challenges, and priorities.

2. Hiring Overview

- of physicians hired
- Specialties filled
- Time-to-fill averages
- Time-to-credential averages

3. Quality & Retention Indicators

- 90-day success rate



- 12-month retention metrics

4. Workforce Planning Insights

- Upcoming retirements
- Predicted vacancies
- Market pressures

5. Financial Impact

- Locums savings
- Revenue gained from new hires
- Vacancy loss reductions

6. Recommendations

- Immediate needs
- Market adjustments
- Operational priorities

SECTION 11 — RECRUITMENT KPIs (KEY PERFORMANCE INDICATORS)

What leaders should hold teams accountable for.

Top KPIs:

1. Time-to-fill
2. Offer acceptance rate
3. % of searches filled within 120 days
4. Candidate engagement rate
5. Physician 12-month retention rate
6. Recruiter activity benchmarks



7. Search completion rate
8. Quality-of-hire score
9. Cost per hire
10. Referral growth

These KPIs create a culture of performance and clarity.

SECTION 12 — SUMMARY: WHY METRICS MATTER

- Metrics create accountability.
- Dashboards clarify priorities.
- Data reveals gaps before they become crises.
- Reporting builds trust with executives.
- Strong recruitment teams track outcomes, not activity.
- Measurement is the foundation for continuous improvement.

A metrics-driven recruitment program is a stable, predictable, and high-performance program.