



APPENDIX P — PHYSICIAN RECRUITMENT METRICS, DASHBOARDS & REPORTING TOOLKIT

A complete system for tracking performance, forecasting needs, and giving leadership meaningful visibility

You cannot improve what you do not measure.

Recruitment is one of the most complex operational functions in healthcare—and without structured tracking and reporting, even strong recruitment teams struggle to show progress, demonstrate value, or influence leadership decisions.

This appendix gives you a practical, leader-ready system for:

- Tracking recruiting performance
- Measuring sourcing effectiveness
- Forecasting workforce needs
- Identifying bottlenecks
- Predicting vacancies
- Reporting to executive leadership
- Aligning recruitment with financial and operational strategy
- Building accountability across service lines

This toolkit creates clarity, transparency, and alignment across the entire recruitment ecosystem.



SECTION 1 - CORE RECRUITMENT METRICS

The most important measures to track monthly, quarterly, and annually.

1. Vacancy Metrics

- Total active vacancies
- New vacancies opened
- Vacancies filled
- Average time-to-fill
- Vacancy aging (30/60/90/180+ days)

2. Pipeline Metrics

- Active candidates by specialty
- New candidates sourced
- Passive candidates engaged
- CVs received
- Candidates declined
- Candidates withdrawn

3. Interview Flow Metrics

- First-call completed
- First-call conversion %
- On-site interviews scheduled
- On-site interview acceptance %
- Post-interview candidate satisfaction

4. Offer Metrics

- Offers extended



- Offer acceptance rate
- Offer decline reasons
- Compensation variances
- Lead time between interview → offer

5. Source Effectiveness

Track where your best candidates come from:

- LinkedIn
- PracticeLink
- DocCafe
- Website
- Internal referrals
- GME pipeline
- Conferences
- Locums-to-perm conversions

6. Retention-Linked Metrics

Because recruitment and retention are inseparable:

- 12-month retention
 - 24-month retention
 - Turnover rate
 - Exit reason categories
 - Burnout indicators
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SECTION 2 - RECRUITMENT KPI DASHBOARD

KPI Category	Metric	Target	Actual	Status
Vacancy	Time to Fill	180 days	145 days	
Pipeline	CVs Received	25/mo	19/mo	
Interviews	On-Site Conversion	65%	73%	
Offers	Acceptance Rate	85%	92%	
Source	LinkedIn %	20%	32%	
Retention	12-Month Retention	95%	88%	

Legend:

Good

Caution

At Risk

Leadership loves this format because it makes complex information instantly understandable.



SECTION 3 - MONTHLY RECRUITMENT REPORT TEMPLATE

A ready-to-send format for CEOs, CMOs, COOs, and service-line leaders.

To: Executive Leadership

From: Physician Recruitment Team

Subject: Monthly Physician Recruitment Summary [Month/Year]

1. Vacancies & Prioritization

- Open positions: ____
 - New this month: ____
 - High-priority vacancies: ____
 - Risks or urgent gaps: ____
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2. Candidate Pipeline Overview

- New candidates sourced: ____
 - Active pipeline by specialty:
 - Urology: ____
 - Primary Care: ____
 - Cardiology: ____
 - ____: ____
 - Passive candidate activity: ____
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3. On-Site Interview Summary

- Total on-site interviews: ____
 - Interviews scheduled next month: ____
 - Interview acceptance rate: ____
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4. Offers & Negotiations

- Offers extended: ____
 - Offers accepted: ____
 - Offers declined (with reasons):
 - Compensation
 - Call burden
 - Geographic preference
 - Competing offer
 - Leadership/fit
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5. Operational Barriers & Support Needed

Examples:

- Slow credentialing causing candidate withdrawal
 - Excessive call burden discouraging applicants
 - OR access concerns from candidates
 - Delayed interview feedback
 - Compensation approval delays
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6. Wins & Highlights

- Filled critical vacancy
 - Strong candidate pipeline in ____
 - Successful conference participation
 - Positive feedback from interviewees
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7. Next Steps

- Scheduled interviews
 - Targeted sourcing priorities
 - Service lines with needs emerging
 - Forecasted upcoming vacancies
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SECTION 4 - TIME-TO-FILL ANALYSIS SYSTEM

How to diagnose recruitment speed.

Time-to-fill consists of:

- Sourcing time
- Screening time
- Interview scheduling
- Travel coordination
- Committee decision making
- Offer generation
- Credentialing
- Payor enrollment



Leadership insight:

Most delays are caused by *internal operational bottlenecks*, not candidate shortages.

SECTION 5 - RECRUITMENT BOTTLENECK IDENTIFICATION TOOL

Quick diagnostic for operational improvement.

Check all that apply:

Leadership

- ☐ Slow interview feedback
- ☐ Lack of CEO/CMO involvement
- ☐ Committee delays

Operations

- ☐ OR schedule unpredictability
- ☐ Staffing shortages
- ☐ Clinic workflow concerns

Recruitment

- ☐ Limited sourcing time
- ☐ Not enough passive outreach
- ☐ Delayed scheduling

Compensation

- ☐ Slow approval
- ☐ FMV concerns



- ☐ Misaligned market rates

Culture

- ☐ High turnover
- ☐ Low morale
- ☐ Call dissatisfaction

Once identified, leadership can fix high-impact barriers.

SECTION 6— RECRUITMENT FORECASTING TOOL

Anticipates future vacancies before they happen.

Track the following per physician:

- Age & retirement likelihood
- Call burden tolerance
- Productivity trends
- Burnout signals
- Community/family stability
- Relationship with leadership
- Career goals (research, leadership, relocation)
- Turnover history of specialty

Use a **12-month and 24-month forecast** to plan proactively.



SECTION 7 - EXECUTIVE RECRUITMENT SCORECARD

Measures team performance and leadership accountability.

Category	Target	Actual	Notes
Time to Fill	180 days	—	—
Pipeline Growth	+20%	—	—
Quarterly On-Sites	8	—	—
Offer Acceptance	85%	—	—
Red-Flag Closures	<5%	—	—
Leadership Response Time	<48 hrs	—	—

This scorecard aligns recruitment with organizational goals.

SECTION 8 - PHYSICIAN EXIT INTERVIEW TEMPLATE

Used when turnover cannot be prevented.

Core Questions

- What led to your decision to leave?
- What could we have done differently?
- Did workload affect your decision?
- Did operational support meet your needs?
- How was your relationship with leadership?
- What advice would you give the next physician in this role?

Data from exit interviews helps close the loop and strengthen retention.



SECTION 9 - SUMMARY: METRICS TRANSFORM RECRUITMENT INTO A STRATEGIC FUNCTION

- Data drives decisions
- Metrics reveal bottlenecks
- Dashboards create transparency
- Reporting builds trust
- Forecasting prevents crises
- Scorecards increase accountability
- Insight strengthens retention and stability

Organizations that track recruiting with this level of structure see **stronger pipelines, faster hiring, and better long-term retention.**