



APPENDIX V — EXECUTIVE PHYSICIAN RECRUITMENT, RETENTION & SERVICE-LINE DASHBOARD

A one-stop, high-level scorecard for leadership visibility, decision-making, and performance tracking

Executives rarely have a single, consistent way to monitor the health of their physician workforce. Instead, they are handed fragmented updates from HR, service-line leaders, recruitment teams, and department chairs, which leads to:

- Missed warning signs
- Avoidable resignations
- Burnout going undetected
- Slow recruitment cycles
- Poor operational coordination
- Financial leakage
- Declining OR utilization
- Inaccurate staffing forecasts

This appendix provides a consolidated **Executive Dashboard** to solve these issues.

It allows leadership to see, in one view, the true health of recruitment, retention, morale, and operational performance.



SECTION 1 - EXECUTIVE SUMMARY SNAPSHOT (TOP-LINE METRICS)

Updated monthly; shared with CEO/COO/CMO and Board as needed.

Metric	Current	Target	Status
Open Physician Roles			
Average Time-to-Fill			
12-Month Retention Rate			
24-Month Retention Rate			
Vacancy Cost (Monthly)			
Call Coverage Stability	Stable / At Risk / Unstable / Crisis		
Burnout Risk Indicator	Low / Med / High		
OR Utilization			
Clinic Access Time (New Patient)			
Transfer Rate Due to Lack of Specialty			

This “at-a-glance” view helps executives identify red flags instantly.



SECTION 2 - PHYSICIAN RECRUITMENT DASHBOARD

Visibility into recruitment pipeline health.

A. Active Searches

Specialty Stage Candidates in Pipeline Time-to-Fill Barriers

B. Pipeline Strength Indicators

- of active candidates
- of interviews this month
- % of candidates moving forward
- Sources producing highest-quality candidates
- Offers extended vs. offers accepted

C. Recruitment Risk Flags

- Zero viable candidates for > 30 days
- Declining pipeline quality
- Compensation misalignment
- OR access issues deterring candidates
- Process delays (> 5 days between steps)

SECTION 3 - RETENTION & CULTURE DASHBOARD

Predictive indicators for turnover risk.

A. Retention Metrics

- 12-month retention
- 24-month retention



- Historical trend over 3–5 years
- Reasons for departure

B. Burnout & Well-Being Indicators

Collected from rounding, stay interviews, and leadership engagement.

Category	Risk Level	Notes
Call Burden		
Clinic Support		
OR Frustration		
EMR/Documentation Load		
Hospital-Physician Relations		
Physician Morale		

C. Relationship Health Indicators

- Frequency of leadership rounding
- % of physicians with completed stay interviews
- **of unresolved issues > 30 days**
- Culture red flags (conflict, isolation, avoidance)

Organizations that track these indicators retain more physicians.



SECTION 4 - SERVICE-LINE OPERATIONAL DASHBOARD

Measures the operational health of each specialty.

Operational Area	Metric
OR block utilization	% used, % released
Clinic template optimization	Visits/day, no-show rate
Procedure room readiness	Delays, equipment issues
ED consult response	Timeliness, trends
Patient access	New-patient appointment availability
Transfer rate	Cases diverted due to lack of coverage

Operational problems are often misinterpreted as recruitment problems.



SECTION 5 - FINANCIAL DASHBOARD

The business intelligence executives need to make decisions.

Financial Category	Metric
Vacancy cost per role	\$ / month
Locum spend	Monthly + YTD
Contribution margin per physician	New vs. returning
Downstream revenue trends	OR, imaging, clinic
Cost of burnout	Estimated losses
Recruitment cost per hire	\$
ROI of stabilization efforts	Qualitative & quantitative

This connects recruitment and retention to financial performance.



SECTION 6 - PATIENT IMPACT DASHBOARD

How vacancies and turnover affect patients.

Area	Metric
New patient wait times	
Surgical backlog	
ED wait times for specialty consults	
Rescheduled or canceled cases	
Community referral feedback	
Outmigration patterns	

Executives respond quickly when patient impact is visible.

SECTION 7 - RISK & STABILIZATION DASHBOARD

Helps identify when a service line is becoming unstable.

A. Risk Levels

Level	Description
Level 1 — Stable	Manageable call, no burnout signs
Level 2 — At Risk	Rising call burden, tensions growing
Level 3 — Unstable	Vacancies affecting operations
Level 4 — Crisis	Unsafe call, ED risk, OR cancellation



B. Early Warning Signs

- Increasing transfers
- Rising staff frustration
- ED delays
- Physician isolation
- Repeated concern themes
- Equipment breakdown patterns
- Declining clinic capacity

C. Stabilization Actions

- Locum deployment
- Workflow fixes
- Leadership rounding
- Redistribution of call
- OR access repair
- Bridge plans

This prevents spiraling crises.

SECTION 8 - EXECUTIVE “HEALTH OF THE WORKFORCE” SCORE

A single index summarizing recruitment, retention, and morale.

Rated **0–100**, across:

- Vacancy levels
- Pipeline strength
- Leadership engagement



- Burnout indicators
- Morale
- OR access
- Clinic stability
- Financial impact
- Culture signals

A powerful metric for boards, CEOs, CMOs, and COOs.

SECTION 9 - LEADERSHIP ACTION CALENDAR (MONTHLY)

Ensures consistent leadership involvement.

MONTHLY TASKS

- Review Executive Dashboard
- Conduct leadership rounding
- Update recruitment progress
- Burnout watchlist review
- Approve operational fixes
- Recognize 2–3 physician wins

QUARTERLY TASKS

- Review compensation competitiveness
- Evaluate service-line structure
- Present dashboard to board
- Assess high-risk departments
- Review strategic workforce plan



ANNUAL TASKS

- Workforce planning (5-year outlook)
- Culture & retention assessment
- Burnout interventions
- Leadership accountability review

Consistency prevents instability.

SECTION 10 - SUMMARY: EXECUTIVES NEED VISIBILITY TO LEAD EFFECTIVELY

This dashboard ensures:

- No surprises
- No hidden burnout
- No slow-moving vacancies
- No misalignment
- No unnecessary turnover
- No overlooked operational barriers

Leaders finally have a **single, clear view** of the physician workforce enabling proactive decisions, improved stability, and a stronger organizational culture.