



# HOSPITALIST ENGAGEMENT AND RETENTION SURVEY

## The Johns Hopkins Hospitalist Engagement and Retention Survey

is a report that rates hospitalists' morale (in the full range of hospital settings) based upon a survey of hospitalists, implemented by Johns Hopkins. The results include a score that can be compared to other hospitals to help you gauge your staff against the national average so that steps can be taken to improve morale and retention.

Hospital medicine is the fastest growing medical specialty in the past 25 years, with an estimated 30,000 hospitalists across the United States and an estimated need for 45,000 to 60,000 more in the coming years. Hospitalists tend to be relatively early in their career, and given that demand exceeds supply, they are often able to change jobs easily. Perhaps for that reason, Hospitalists are likely to be sensitive to work-life balance and career satisfaction.

Recruiting new hospitalists can easily exceed \$10,000 per individual, and with the average turnover rate of 12.5% to 18%, recruitment can add significant costs financially. Conversely, retaining hospitalists can reduce costs. Research shows that an experienced hospitalist (2+ years) can reduce health care costs by \$800 per case and decrease length of stay by a half-a-day.

## Components of the Johns Hopkins Hospitalist Engagement and Retention Survey:

- ▲ An Overview of the survey process and the report
- ▲ Survey implementation by Johns Hopkins
- ▲ Survey data analysis by Johns Hopkins
- ▲ Downloadable morale index report that includes:
  - Hospitalists' perceived morale
  - Individual morale scores
  - Characteristics of participating hospitalists
  - Highlights
  - Top most important drivers of morale
  - Open-ended comments
  - The Morale Index Score (MIS), which compares your hospitalists' morale to all others measured by Johns Hopkins nation-wide

## WHAT HAS ITS IMPACT BEEN AT JOHNS HOPKINS

Most hospitals do not measure hospitalists' morale, at least not through a standardized measurement tool. They rely on luck or leadership

{HOSPITALIST ENGAGEMENT: The cost of recruiting hospitalists can exceed \$10,000 per individual. Conversely, an experienced hospitalist can reduce health care costs by \$800 per case and decrease length of stay by a half-a-day.}

to help navigate these issues with varying success. And standard staff surveys do not often adequately address issues crucial to hospitalists.

The Hospitalist Engagement and Retention Survey has been given at both academic and community hospitals, and throughout the Johns Hopkins Hospital System so that hospital and department leaders and managers can adequately measure hospitalist morale and help identify areas for programmatic improvement, with the aim to increase overall hospitalist satisfaction and retention rates.

## Hospitalist Engagement and Retention Survey Outcomes:

- ▲ Currently in-use at many community and academic hospitals
- ▲ Adequately measure hospitalist morale
- ▲ Identifies areas for programmatic improvement
- ▲ Increases overall hospitalist satisfaction and retention rates