

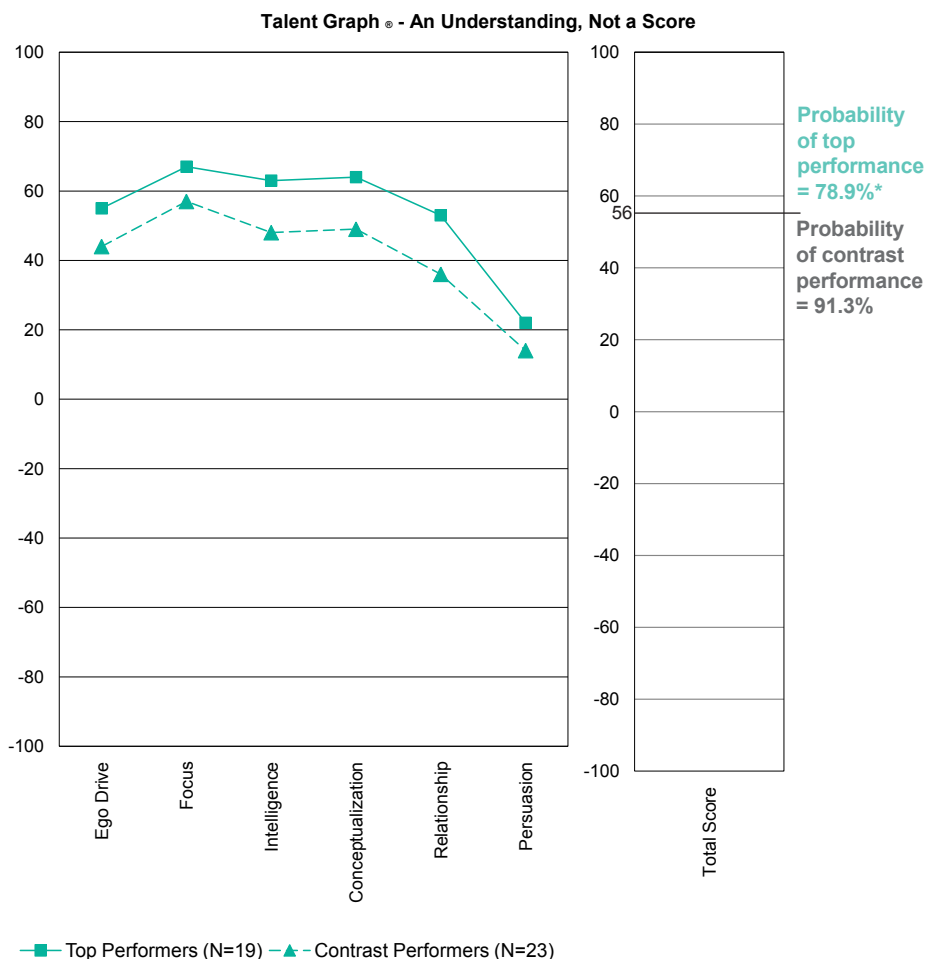
Physician leadership impacts staff team members, as well as patients and their families. Additionally, the cost of a poor physician choice can easily reach \$1 million dollars per physician (based on recruiting costs, compensation and expenses upon a physician's departure). Understanding this impact, Talent Plus partnered with a long-standing health care client through a multiyear study to understand the talents that define excellence for top-performing physicians.

Physicians have traditionally been selected based upon information from curriculum vitae combined with board certification and references. These are an inconsistent predictor of their future performance in an organization of which they have not been a part. Measuring talent is a more comprehensive predictor than evaluating degrees and experience.

This client used Talent Plus' In-depth Physician Interview along with information from curriculum vitae when hiring physicians. For this study, the client gathered the performance data of 63 physicians. Using Talent Plus' validated Performance Rating ScaleSM, 19 of them were identified as top — the type of physician who succeeds in their culture.

This study enables the client's health care system to move forward with an understanding of what their top physicians are really like, and they are able to refine their pursuit of the best and brightest with an interview cutoff score appropriate to their organization. This is a distinctive competitive advantage, as their talented physicians will attract other talented physicians to the organization.

The overall interview scores of the 19 top performers were significantly higher than the other physicians studied. Moreover, it was determined that physicians who were not recommended were three times more likely to terminate (for any reason).



* This probability is specific to this client study, different organizations may see different results.

Five of the In-Depth Physician Interview themes were shown to be statistically predictive of top performers and the sixth, persuasion, trended in the direction of predicting top performers.

This health care system's chief medical officer, a nationally renowned surgeon, remarked that Talent Plus' In-depth Physician Interview is "revolutionary" for health care. Through the careful selection of physicians, this client has not only saved the cost of a poor selection but also enhanced its culture and brand reputation, both internally and externally. As stated previously, the financial impact of selecting the best physicians is staggering.