



Hiring Your Way to High Performance

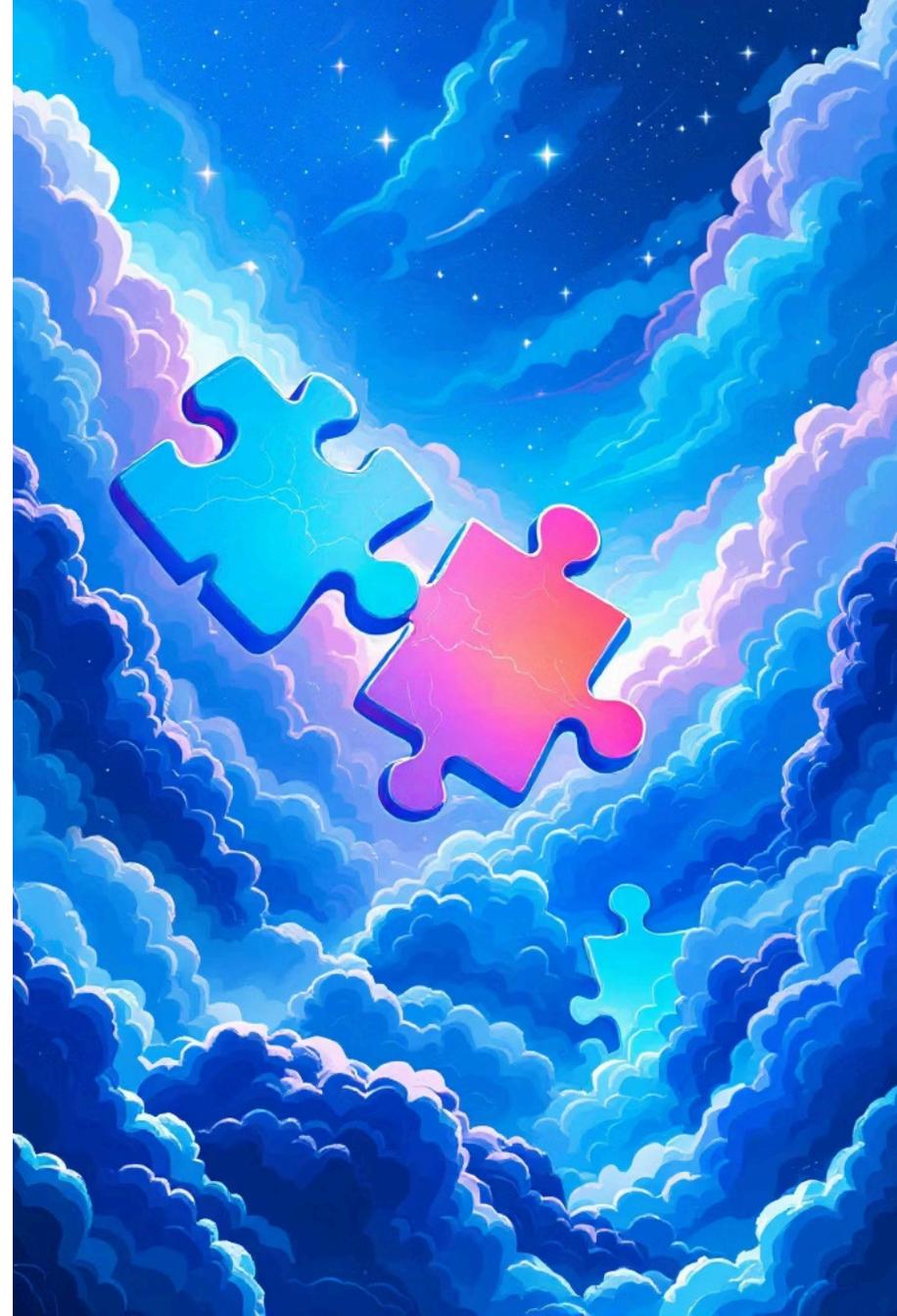
Strategic Workforce Design for Medical Practices

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**You Don't Have a Staffing
Problem.**

**You Have a Design
Problem.**

Hiring is no longer administrative; it's strategic survival in healthcare.



The Healthcare Reality

Demand Rising

Patient needs are increasing.

Supply Shrinking

Fewer healthcare professionals available.

Burnout Accelerating

Staff exhaustion is a growing concern.

Margins Tightening

Financial pressures are increasing.



Every Bad Hire Is a Leadership Failure Upstream.

Not a candidate failure. Not an HR failure. A design failure.

Costly Turnover

- Average MA salary: \$45,000
- Replacement cost at 1.5x: \$67,500
- If turnover is 30% in a 40-person practice = 12 exits
- Annual turnover cost: ~\$810,000

Productivity Drag

Impacts team efficiency.

Provider Burnout

Increases stress on existing staff.

Patient Experience

Negatively affects care quality.

Cultural Contamination

Undermines team morale.

The 7 Habits as a Hiring Strategy

Not soft skills. Not philosophy. A strategic operating system. The first four:



This framework provides a structured approach to high-performance hiring.

Habit 1: Be Proactive

Stop Hiring Reactively

If you're hiring because someone resigned... you're already behind.



Strategic Workforce Forecasting

- 30–90 day predictive planning
 - Quarterly Workforce Forecast Worksheet
 - Top 3 roles at risk in next 12 months
- Load balancing before burnout
- Build pipelines before vacancies

High-performance practices recruit continuously (because they are growing).

Build Talent Pipelines



GME

- Continuity Clinics
- Elective Rotation Site
- Voluntary Faculty Appointment
- Grand Rounds



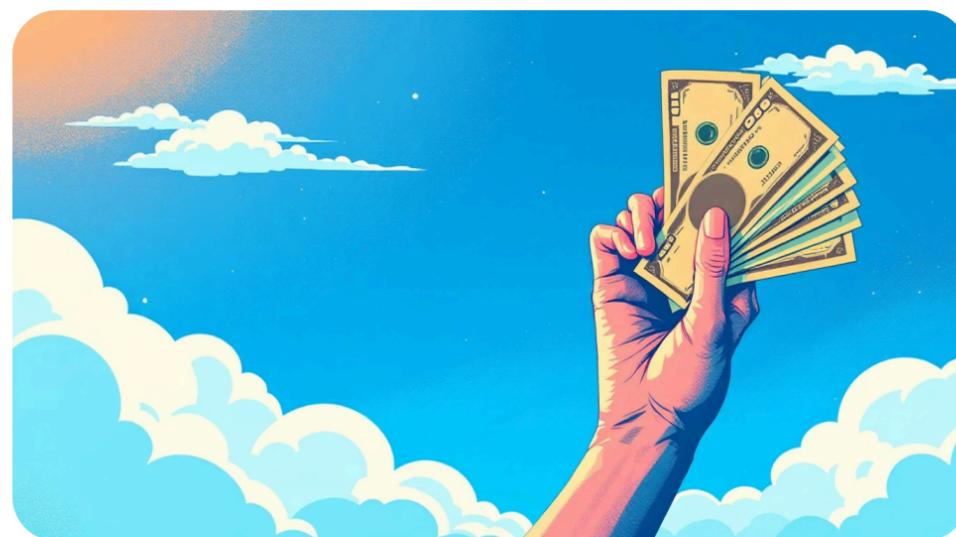
Local Schools and Colleges

- Clinical Practicums
- Pre-Med Shadowing
- Career Days
- Health Fairs
- Science/STEM Mentorship



Community Engagement

- Professional Associations
- Health Seminars
- Nonprofit Board Membership
- Civic Leadership Roles



Financial Incentives

- Tuition Reimbursement
- Student Loan Forgiveness
- Scholarships
- Stipends
- Professional Development

For your physician recruiting, over 40% of residents stay where they train. Design for that.

Habit 2: Begin With the End in Mind

Don't Hire for a Job. Hire for an Outcome.

Define Success

- What must this person deliver in 12 months?
- What does high performance look like?

Clarity eliminates compromise.



Redesign Roles

1

Separate Needs

Distinguish "must-have" from "nice-to-have" skills or experience.

2

Align to Priorities

Ensure roles support practice goals and priorities.

3

Remove Legacy Tasks

Eliminate outdated responsibilities.

Most job descriptions are archaeological artifacts; update them for current and future needs.



Habit 3: Put First Things First

Structure the Interview

If you improvise interviews... you're hiring on charisma.



High-Performance Interviewing

- Standardized process
- Multiple interviewers
- Behavioral questions
- Scenario-based evaluation

Consistency beats intuition.



Habit 4: Think Win/Win

Structure Offers for Mutual Success

If compensation and benefits don't align with candidate needs, you're setting up for failure before they even start.

- **Competitive Compensation:** Research market rates to ensure attractive salary packages.
- **Benefits Alignment:** Tailor health, retirement, and PTO benefits to individual candidate needs.
- **Career Growth Opportunities:** Clearly outline pathways for professional development and advancement.
- **Work-Life Balance:** Promote a culture that supports employee well-being and flexibility.

Mutual success isn't just a philosophy; it's the foundation of long-term retention and a thriving practice.

Habit 5: Seek First to Understand

Listen Before You Hire

1 Listen for Their Why

- Stop pitching the organization
- Start diagnosing motivation
- Alignment predicts retention

2 Hire for Growth Mindset

- Clinical environments change fast
- Look for: Resilience, Learning velocity, Humility, Adaptability
- Static talent becomes fragile talent





Habit 6: Synergize

Use AI. But Don't Abdicate Judgment.

AI Handles:

- Volume
- Screening
- Scheduling
- Pattern recognition

Humans Handle:

- Character
- Culture
- Mission alignment
- Final decision

Technology scales performance. Leadership defines it.

The 2026 Hiring Model: Agentic AI + Critical Thinking Leaders

73% of talent leaders say critical thinking now outweighs AI fluency.

The differentiator isn't tools. It's discernment.

Habit 7: Sharpen the Saw

The First 90 Days Decide Everything

Onboarding is not orientation. It's acceleration.

Introducing **The FLIGHT Check™**: a 6-Point Retention Diagnostic

F

Future

L

Load

I

Impact

G

Growth

H

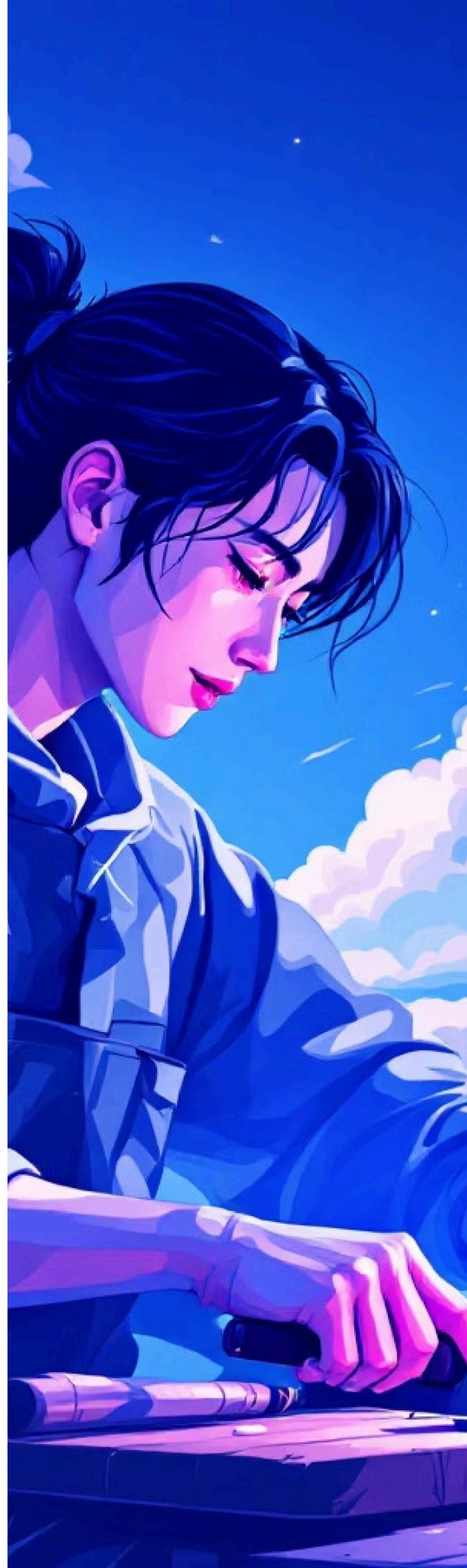
Human Connection

T

Trust

Retention begins before resignation.

Leaders lose people long before HR sees paperwork.





Hiring Is a Strategic Advantage

When done intentionally:



**Burnout
Drops**



**Retention
Improves**



**Productivity
Rises**



Culture Strengthens



**Financial Performance
Stabilizes**

This is operational design.

What Will You Do Differently on Monday?

Start with one strategic change.

1

Redesign one role

2

Add structured interviews

3

Build a GME relationship

4

Implement FLIGHT checks

5

Audit your AI tools

Change one thing. Every week. Execute consistently.

Thank You

Questions?

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