Are there Advantages to Hiring Training Program Graduates?

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**BACKGROUND**
- The question has arisen (in Medical Education meetings) if there are advantages to hiring our own residency graduates regarding care management and patient satisfaction scores.
- There is virtually nothing in the literature regarding this question.
- To our knowledge, no studies have compared internally and externally hired physicians.

**OBJECTIVE**
To identify if there is a difference in hiring patterns and care management (CM) or patient satisfaction (PS) scores between internal vs. external residency hires.

**METHODS**
- Quality Improvement Study
- Compared physicians hired during January 2006 through December 2015
- Study population was identified by physician recruitment

**RESULTS**
- A total of 108 physician hires were included
  - Mean Age 38.0 years
  - 42.0% were Female
  - 56.5% White
  - Mean starting FTE 0.99
- Majority of hires were external graduates (70.4%) and family medicine physicians (50.9%)
  - Of those hired since 2006:
    - 71.3% are still employed at Aurora
    - Mean longevity 3.5 years so far
    - No difference in longevity between internal (71.9%) and external (71.1%) graduates

**Inclusion criteria:**
- Physician specialty of family medicine, internal medicine, obstetrics and gynecology, gastroenterology, pediatrics, general surgery, and urology

**Exclusion criteria:**
- Those with no care management or patient satisfaction scores
- Those with less than one year of employment

**Statistical Analysis:**
- Conducted with MiniTab
- Means were compared with 2-sample T-tests and regression analysis
- Categorical variables were analyzed with chi-square and Fisher’s exact test, as appropriate

**Care Management Scores:**
- First year CM scores did not differ by age, sex, race, year offer accepted, or external vs. internal residency
- Family Medicine hires had lower initial CM scores compared to other physician specialties (2.76 vs. 3.14, p=0.009)
- No difference between second year CM scores
- First and second year CM scores were not statistically different
- However, second year CM scores were marginally- statistically different between females and males (3.2 vs. 2.8, p=0.050)

**DISCUSSION**
- Does local supply and demand or differential willingness to stay (by specialty) or both relate to higher proportion of FM hires being internal?
- Lower initial CM scores for FM across the board may be due to higher number of CM items to be scored on compared to other specialties (improves by second year).

**LIMITATIONS:**
- Single institution and limited sample size
- Not generalizable
- Change in PS score scales half way through
- PS scores based on calendar year, not hire date
- Likely many uncaptured variables

**CONCLUSIONS**
- CM scores do not differ between internally and externally hired graduates
- PS Scores differ based on scale used
- Further study is warranted

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