**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

#### Care Management and Patient Satisfaction Scores:

**Care Management (CM):**
- Obtained from Department of Continuous Quality Improvement
- Determined based on hire date

**Patient Satisfaction (PS):**
- Obtained from Service Quality Department
- Calculated based on calendar year regardless of exact hire date
- Two different scales
- First scale was based on five point Likert scale
- Scoring changed in mid-2010
- Second scale was based on three point Likert scale

### 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

#### Internal vs. External Graduate Hires:

- Did not differ based on age, sex or race/ethnicity
- Family Medicine hires more likely to be internal graduates compared to:
  - Internal Medicine (40.0% vs. 13.6%, p=0.03)
  - All other physician specialties combined (40.0% vs. 18.9%, p=0.03)

### 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).

#### Patient Satisfaction Scores:

- **Scale one – 5 point Likert Scale:**
  - First year PS scores were significantly higher with younger age (p=0.03), female sex (p=0.04), and internal graduates (p=0.04)
  - Younger age (p=0.013) and internal graduates (p=0.017) remained predictors of higher first year PS scores on multivariable analysis
  - Second year PS scores were also significantly higher with younger age (p=0.010) and female sex (p=0.016)
  - Female sex (p=0.038) remained a predictor of higher second year PS scores on multivariable analysis
  - First and second year PS scores were not statistically different from each other

- **Scale two – 3 point Likert Scale:**
  - No statistical difference was noted with use of this scale
  - First and second year PS scores were not statistically different

### 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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