

# INDUSTRY PERSPECTIVES

## Proactive Strategies Help Leaders Recognize the Signs of Physician Burnout

Leland Roberts, Associate Director, Delta Locum Tenens

PHYSICIAN BURNOUT IS A COMMON STORY ACROSS FACILITIES AND SPECIALTIES, IMPACTING PROVIDERS OF ALL AGES AND TENURE. WHILE YOU MAY NATURALLY CONCLUDE THAT BURNOUT ONLY HAPPENS AFTER DECADES INTO A CAREER, RESEARCH FROM THE ADVISORY GROUP'S MEDICAL GROUP STRATEGY COUNCIL SHOWS THAT 33.3 PERCENT OF PHYSICIANS WHO HAVE BEEN ON THE JOB FOR LESS THAN A YEAR SAY THEY EXPERIENCE STRESS AND BURNOUT. IN ITS REPORT, "COMBATING PHYSICIAN BURNOUT," THE MEDICAL GROUP STRATEGY COUNCIL SURVEYED U.S. PHYSICIANS ACROSS PRIMARY AND SECONDARY CARE DISCIPLINES TO CONCLUDE AN UNWELCOME REALITY: PHYSICIAN BURNOUT IS INCREASING.

WHILE WE CAN'T ELIMINATE BURNOUT ENTIRELY, WE CAN RECOGNIZE THE SIGNS AND TAKE A PROACTIVE STANCE TO MITIGATE THE NEGATIVE IMPACT TO PROVIDERS, PATIENTS, AND HOSPITALS.

**FIVE STEPS TO PROGRESS**  
By the time a physician expresses burnout, the damage is already done. At this point, he or she may already be ready to leave the facility, the profession, or be unmotivated to change. Because burnout is such a widespread issue, mitigating the impact is a high-level priority for 90 percent of the medical executives interviewed by the Advisory Group.

But how?  
And after consulting with stakeholders in the field, the Medical Group Strategy Council outlined five insights that could help combat the problem: recognize it might not be who you think; listen (via group forums, one-on-one conversations, or executive rounding); give physicians a choice in operational initiatives (ask them to weigh in on organizational priorities or to help solve problems); balance negative and positive feedback (use quantitative and narrative data); and offer emotional support (via off-center retreats). These insights can be part of a proactive strategy designed to create awareness before burnout becomes a reality.

**THE NEED FOR TIME OFF**  
While most providers begin their careers enthusiastic about the demands of the job, it's imperative to understand that the reality of the work may prove more taxing than they expected. Identifying when a physician has accumulated an abundance of personal time off (PTO) hours can be a sign that they don't feel they can take a vacation or spare time away from patients. In these instances, it's incumbent upon hospital leaders to recognize the need for providers to take a break. And it's where locum tenens providers can become invaluable.

Locum tenens providers can fill in for a day, week, month or longer. By providing a way for physicians to have PTO, locum tenens professionals help to combat physician burnout. In doing so, these providers not only fill a temporary need, but assist with the ongoing quest to provide excellence in patient care.



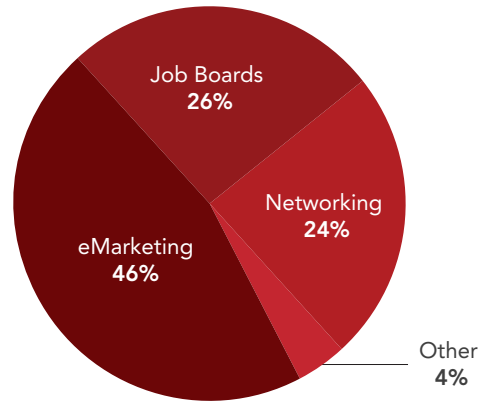
of physicians who have been on the job for less than a year say they experience stress and burnout.



of medical executives put mitigating the impact of burnout as a high priority.

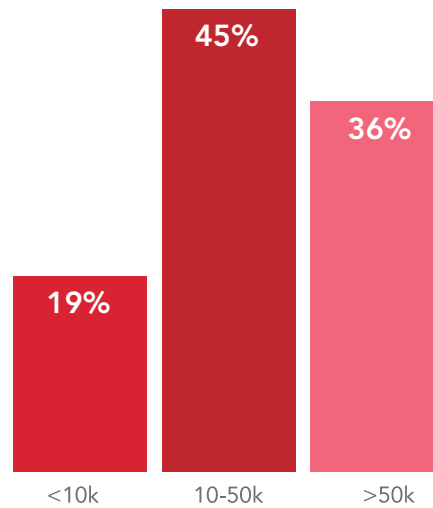
# PLACEMENTS & INTERVIEWS

## Candidate Sources



Data indicates sources of candidates for placements and interviews from January 2017 through December 2017.

## Placements by Population



Data indicates the percentage of placements made from January 2017 through December 2017 by the population of the search facility's metropolitan area.

# PLACEMENTS & INTERVIEWS

## Placement Data by Specialty

This data represents average statistics of placements and interviews by Delta Physician Placement over the twelve-month survey period. Since these averages only include placements and interviews, the compensation information presented indicates the rate at which candidates are choosing to interview or sign. Average days information can be used to forecast a probable timeline for a recruitment effort in a particular specialty.

		Average Compensation			Average Days	
		Starting Compensation	Sign-on Bonus	Potential Compensation	From Interview to Placement	Fastest Days-to-Fill
Primary Care	Family Medicine	\$231,664	\$24,516	\$278,318	22	1
	Family Med.- Obstetrics	\$222,334	\$52,000	\$310,299	23	60
	Internal Medicine	\$223,750	\$20,000	\$201,000	25	71
	Obstetrics/Gynecology	\$302,500	\$20,000	\$329,167	33	13
	Pediatrics	\$209,583	\$20,909	\$256,500	12	63
	Psychiatry	\$238,586	\$43,737	\$268,500	25	8
Surgery	Orthopedic Surgery	\$553,680	\$58,333	\$681,447	27	116
	Surgery - General	\$408,333	\$45,000	\$435,556	33	24
	Surgery - Cardiothoracic	\$460,000	\$30,000	\$700,000	15	163
	Urology	\$422,500	\$22,500	\$530,000	10	65
Sub-Specialties	Critical Care Medicine	\$300,000	\$25,000	\$425,000	13	73
	Neurology	\$422,500	\$22,500	\$530,000	10	65
Hospital Based	Emergency Medicine	\$333,878	\$16,667	\$381,150	22	5
	Hospitalist	\$261,533	\$21,000	\$301,827	28	4
	Pediatric Hospitalist	\$232,500	\$26,000	\$243,500	18	116

Data reflects averages from placements and interviews by Delta Physician Placement from January 2017 through December 2017. "Potential Compensation" data reflects average yearly compensation at full production excluding benefits. "Average Days" data does not include off-contract placements. "Average Days Total Placement" data is calculated from profile to placement.



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. No one should act on such information without appropriate counseling and thorough examination of the particular situation. For more information regarding specific specialties, regions, or trends, contact Eric Sasser, VP of Advertising, The Delta Companies at (800) 521-5060 x4600 or [esasser@TheDeltaCompanies.com](mailto:esasser@TheDeltaCompanies.com).

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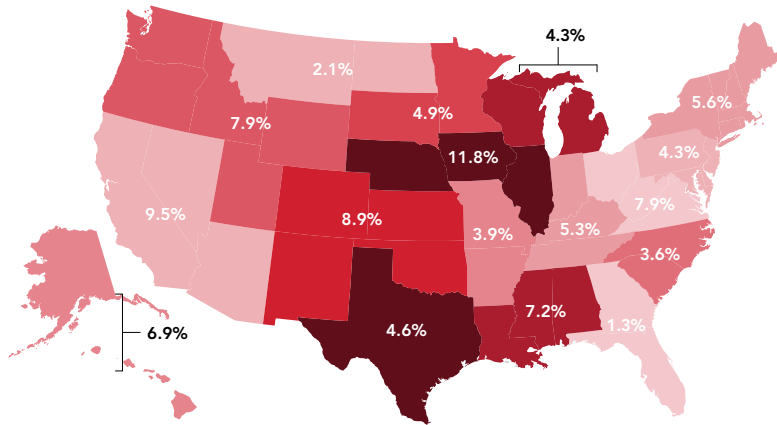
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# MARKET DEMAND

## Nationwide Search Distribution



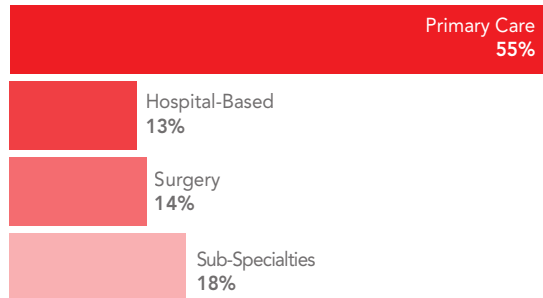
Map represents searches initiated by Delta Physician Placement on behalf of healthcare facilities from January 2017 through December 2017.

## Specialty Demand Comparison

	4 <sup>th</sup> Quarter 2017	4 <sup>th</sup> Quarter 2016
1.	Family Medicine	Family Medicine
2.	Anesthesiology	Internal Medicine
3.	Internal Medicine	Family Medicine - Obstetrics
4.	Neurology	Pediatrics
5.	Psychiatry	Surgery - General
6.	Urology	Obstetrics/Gynecology
7.	Pediatrics	Urology
8.	Emergency Medicine	Emergency Medicine
9.	Family Medicine - Obstetrics	Geriatric Medicine - IM
10.	Hospitalist	Otolaryngology
11.	Cardiology - Interventional	Psychiatry
12.	Gastroenterology	Allergy/Immunology
13.	Gynecology	Gastroenterology
14.	Hematology/Oncology	Hospitalist
15.	Occupational Medicine	Medical Oncology

Data compares the top 15 most requested searches initiated by Delta Physician Placement, comparing the fourth quarters of 2016 and 2017.

## Search Specialty Distribution



Data indicates the percentage of searches initiated by specialty grouping between January 2017 through December 2017.

## Candidate Placements

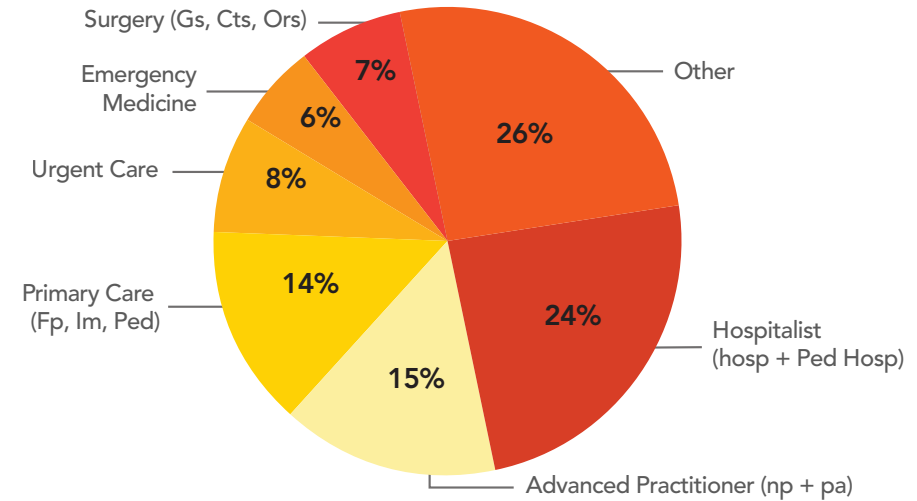
	Top 5 States Providers Have Taken New Opportunities
1.	Wisconsin
2.	Pennsylvania
3.	Iowa
4.	Arizona
5.	Minnesota

Compares all states for the top 5 candidate placements as initiated by Delta Physician Placement from January 2017 through December 2017.

# LOCUM TENENS

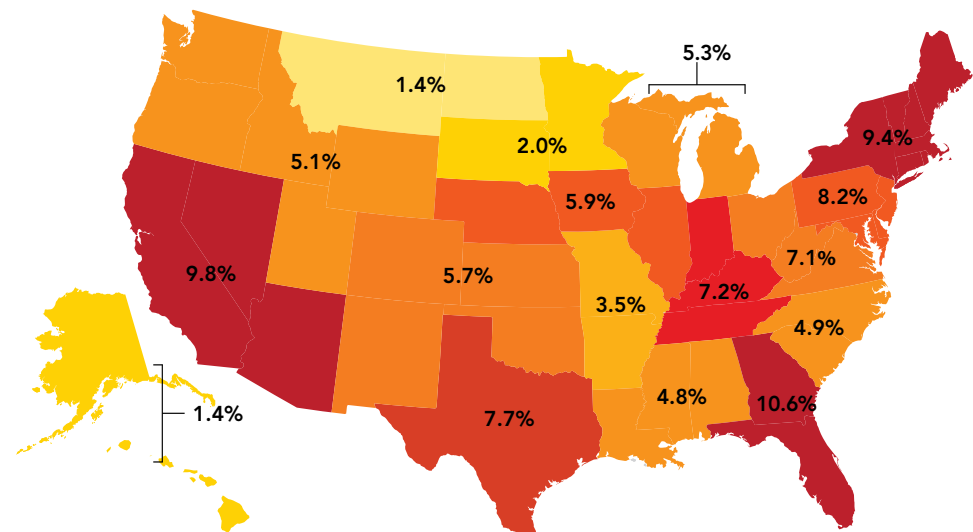


## Days Requested - Top Specialties



Data indicates the top specialties by days requested from January 2017 through December 2017.

## Nationwide Physician Distribution



Map represents the percentage of licensed physicians by region working with Delta Locum Tenens.



# PLACEMENTS & INTERVIEWS

## Placement Data by Specialty

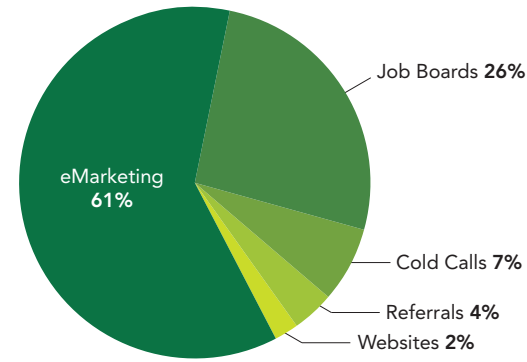
This data represents average statistics of placements and interviews by Delta Healthcare Providers over the twelve-month survey period. Since these averages only include placements and interviews, the compensation information presented is an indicator of the rate at which candidates are choosing to interview or sign. Average days information can be used to forecast a probable timeline for a recruitment effort in a particular specialty.

	Average Compensation				Average Days			
	Starting Compensation	Sign-on Bonus	Student Loan Repayment	Relocation Reimbursement	From Interview to Placement	Total Placement	Fastest Days-to-Fill	
Rehabilitation	Occupational Therapist	\$85,750	\$7,571	\$30,000	\$4,000	5	61	22
	Physical Therapist	\$83,665	\$10,667	\$22,667	\$4,691	10	68	2
	Speech-Language Pathologist	\$83,704	\$7,600	\$15,000	\$4,083	6	106	21
	Physical Therapy Assistant	\$70,000	\$2,500	-	\$2,500	3	74	1
Nurse Practitioner		\$144,600	\$18,984	\$43,288	\$9,515	11	73	1
	Physician Assistant	\$111,000	\$7,666	\$28,000	\$5,500	7	52	14
Dentist		\$174,292	\$20,667	\$52,500	\$9,500	11	91	1
	Diagnostic Medical Sonographer	\$61,620	\$37,500	\$6,500	\$6,250	4	59	148
Licensed Clinical Social Worker		\$71,914	\$6,250	-	\$3,250	14	80	26
	CRNA	\$153,000	\$48,750	\$25,000	\$4,500	31	319	255
Nursing	Registered Nurse	\$79,497	\$10,036	\$17,714	\$8,286	4	57	3
	Director of Nursing	\$78,000	\$2,000	-	\$5,000	2	121	121
	Nurse Manager of Surgical Services	\$90,000	\$4,500	-	\$2,000	4	40	40

Data reflects averages from placements and interviews by Delta Healthcare Providers from January 2017 through December 2017. "Average Compensation" data reflects average yearly compensation for each position listed above. "Average Days" data does not include off-contract placements.



## Candidate Sources



Data indicates sources of Delta Healthcare Providers permanent candidates for placements and interviews from January 2017 through December 2017.

## Candidate Placements

Compares all states for the top 5 candidate placements as initiated by Delta Healthcare Providers from January 2017 through December 2017.

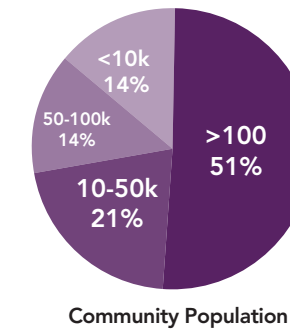
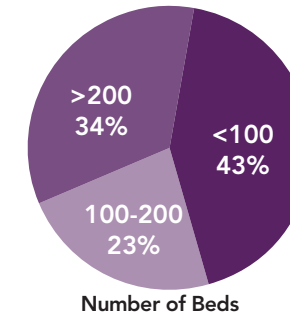
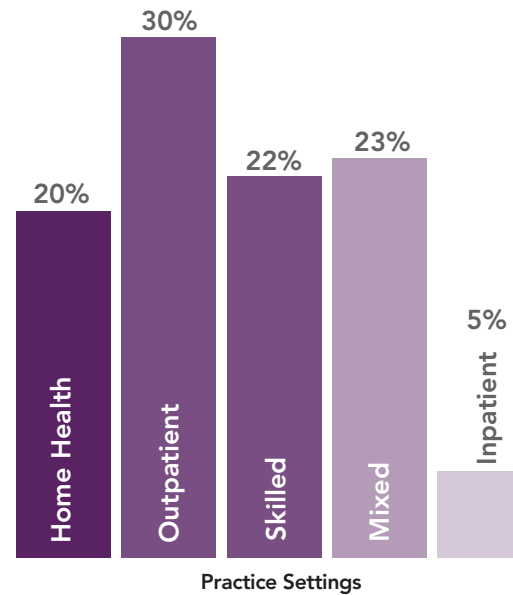
Top 5 States Providers Have Taken New Opportunities				
1.	Alaska	4.	Nebraska	
2.	California	5.	Kansas	
3.	Wisconsin			

# STAFFING

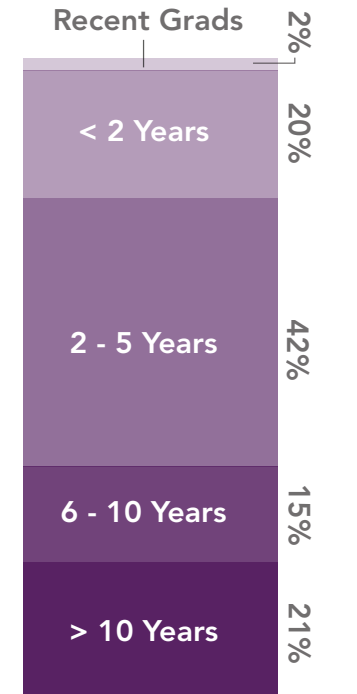
The data below is comprised of travel placements made by Delta Healthcare Providers over a three-month survey period.



## Facility Demographics



## Years of Experience



Data is compiled from assignments placed by Delta Healthcare Providers from October 2017 through December 2017.