

# the STANDARD

2nd Quarter 2013 July '12 - June '13



## INDUSTRY PERSPECTIVES

### Quick tips for quick placements - Understanding the importance of speed in decision making as it relates to primary care recruitment

Ty Chambers, *Executive Vice President*

In today's abundance of one-click access to real-time tweets, instantaneous photo uploads, constant status updates, and instantly available information, most people are accustomed to quick turnarounds and speedy communication. This mentality is demonstrated in the world of physician recruitment as illustrated in a recent case study published by Delta Physician Placement. The study compares recruitment outcomes of five facilities in the process of hiring one or more primary care physicians, and suggests that facilities able to make quick decisions during the recruitment process leverage their offer above competing facilities and expedite overall placement time.

A qualified physician receives multiple calls per day from recruiters and facility representatives presenting open opportunities throughout the nation that match the physician's skill set. This influx of

■ For every day that a position goes unfilled, facilities experience loss in revenue from the inability to schedule potential patients and face the threat of patient migration due to long wait times or overbooking. ■

opportunities has resulted in a limited window of availability before a desired candidate moves on to the next option. This situation is termed a pyramid of interest,

which states a physician's interest in an opportunity is greatest within 72 hours of his or her on-site interview. According to the case study, facilities that gave an offer within this pyramid of interest had the most favorable outcome.

In Case 2 of Delta Physician Placement's study, a facility in Western Montana was able to take advantage of this speed-to-market mentality. Prior to interviewing any candidates for the facility's primary care opening, the facility's CEO prearranged a letter of intent to present to an interviewee on-site in order to aggressively pursue desirable candidates. This facility located, offered, and signed three primary care physicians within a span of two weeks.

Being prepared to act on a candidate (whether by choosing to extend an offer or realizing the candidate is not a fit

and moving on) illustrates that a facility is serious about their offer and ready to incorporate a new role into their team. In this particular case, offering a letter of intent or agreement on-site demonstrated the facility's commitment to urgency.

"Candidates tend to rethink an offer if they are not psychologically taken off the market at some point," said Lisa Zamora, marketing principal. "People have the need to feel desired. If a candidate is everything you expected them to be in the interview, it is important to act quickly and let them know of your interest. Let them know they are desired, and how they fit into the short and long term vision of the community."

Failing to express interest in a favored candidate is a common barrier in the recruitment process. In Case 5 of Delta Physician Placement's study, a facility in Central Missouri lost three potential candidates by focusing their recruitment efforts on only one match. After interviewing the first of three candidate submissions for an open OB/GYN position, the facility decided not to pursue interviews with the remaining candidates and extend an offer to the first interviewee. Facility representatives in this case did a fantastic job representing the community, practice, etc. during the interview, and the CEO followed with a serious and competitive offer within days of the interview. However, the offer extension did not include a return deadline, and the candidate declined the position after two months of consideration in order to take a competing offer. During this delay, both remaining submitted candidates located other employment.

"In the best case scenario, a client should move forward with two or three viable candidates simultaneously to secure the position," said Jim Fuller, recruiting principal. "By pursuing multiple avenues, candidates realize there is serious competition around the offer. This also gives facilities more than one option to have their needs met. This scenario

# THE PHYSICIAN RECRUITING STANDARD

helps drive the decision process quickly and keeps all viable candidates in play.”

In addition to better positioning an offer toward a viable candidate, utilizing a quick and decisive recruitment process allows facilities to benefit from filling an open position faster. For every day that a position goes unfilled, facilities experience loss in revenue from the inability to schedule potential patients and face the threat of patient migration due to long wait times or overbooking. This loss can spread through an entire community. Additionally, leaving a needed position unfilled can put strain on existing staff forced to take on additional responsibilities to cover the role.

A prime example of this loss is demonstrated in Case 1 of the study. In a search for a family practice physician, a facility in Eastern Oklahoma immediately identified a favorable candidate following his interview (Dr. L). However, the facility’s CEO and board of directors did not have a set plan in place to give feedback about Dr. L’s candidacy or discuss parameters of their offer, and did not reach an agreement until two weeks after Dr. L’s on-site interview. During this time, Dr. L. interviewed and signed with another facility. The facility in Eastern Oklahoma took an additional five months to locate and sign another physician.

Due to the competitive nature of physician recruitment in today’s market, speed in the decision process is a serious advantage. Ease of communication and a high demand for physician placement, especially in primary care, has created a nationally scaled playing field for recruitment efforts. Facilities can combat this competition by preparing their decision process in advance and having a clear set of expectations and next steps in place to ensure fluidity in a physician’s candidacy.



# PLACEMENTS & INTERVIEWS

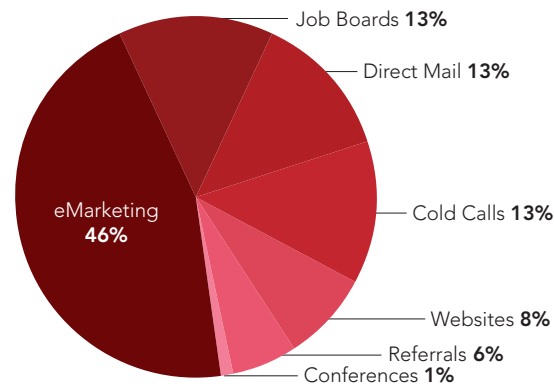
## Placement Data by Specialty

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	Total Placement	Fastest Days-to-Fill	
Primary Care	Family Medicine	\$217,474	\$23,535	\$250,075	20	149	42
	Internal Medicine	\$227,714	\$28,000	\$280,667	39	155	71
	Pediatrics	\$196,000	\$37,000	\$227,000	38	123	83
	Psychiatry	\$205,250	\$20,313	\$227,350	17	81	21
	Obstetrics/Gynecology	\$293,333	\$33,333	\$395,833	33	150	93
Surgery	General Surgery	\$352,857	\$30,286	\$410,714	25	109	23
	Orthopedic Surgery	\$473,373	\$61,667	\$616,667	26	142	34
	Otolaryngology	\$419,000	\$37,000	\$476,000	101	146	100
	Urology	\$400,000	\$23,333	\$550,581	82	164	136
Sub-Specialties	Cardiology	\$400,000	\$20,000	\$700,000	70	97	97
	Oncology	\$300,000	\$20,000	\$560,000	15	197	197
	Neurology	\$253,750	\$20,000	\$325,000	30	98	84
	Pulmonary Critical Care	\$287,500	\$22,500	\$350,000	59	200	200
	Gastroenterology	\$450,000	\$45,000	\$500,000	78	180	180
Hospital Based	Anesthesiology	\$433,750	\$16,667	\$473,750	14	32	31
	Radiology	\$350,000	\$25,000	\$700,000	22	53	53
	Hospitalist	\$235,400	\$24,750	\$283,060	27	144	21
	Emergency Medicine	\$293,729	\$23,750	\$320,951	23	187	29

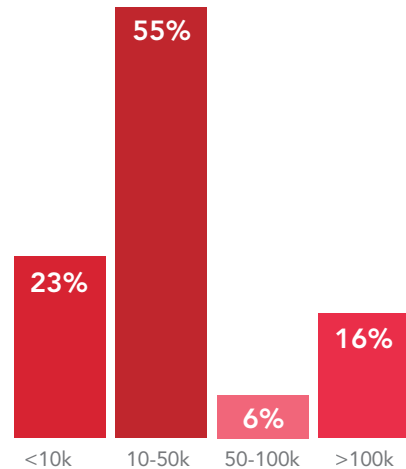
# PLACEMENTS & INTERVIEWS

## Candidate Sources



Data indicates sources of candidates for placements and interviews from July 2012 through June 2013.

## Placements by Population

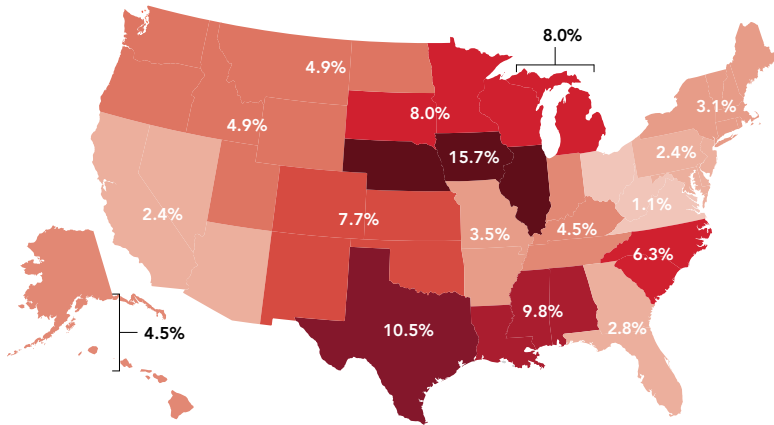


Data indicates the percentage of placements made from July 2012 through June 2013 by the population of the search facility’s metropolitan area.

Data reflects averages from placements and interviews by Delta Physician Placement from July 2012 through June 2013. “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.

# MARKET DEMAND

## Nationwide Search Distribution



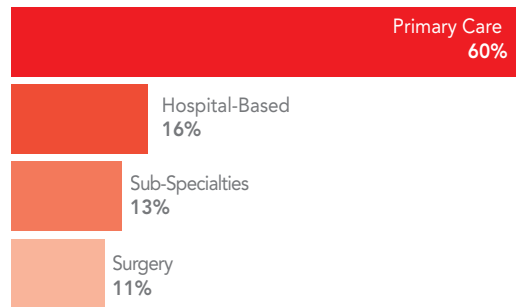
Map represents searches initiated by Delta Physician Placement on behalf of healthcare facilities from July 2012 through June 2013.

## Specialty Demand Comparison

	2 <sup>nd</sup> Quarter 2013	2 <sup>nd</sup> Quarter 2012
1.	Family Medicine	Family Medicine
2.	Psychiatry	Internal Medicine
3.	Hospitalist	Hospitalist
4.	Emergency Medicine	Emergency Medicine
5.	Family Medicine - Obstetrics	General Surgery
6.	Internal Medicine	Psychiatry
7.	General Surgery	Obstetrics and Gynecology
8.	Pediatrics	Pediatrics
9.	Obstetrics and Gynecology	Urology
10.	Orthopedic Surgery	Pulmonary Critical Care
11.	Gastroenterology	Family Medicine - Obstetrics
12.	Child & Adolescent Psychiatry	Gastroenterology
13.	Urology	Orthopedic Surgery
14.	Neurology	Otolaryngology
15.	Otolaryngology	Neurology

Data compares the top 15 most requested searches initiated by Delta Physician Placement, comparing the 2<sup>nd</sup> quarters of 2012 and 2013.

## Search Specialty Distribution



Data indicates the percentage of searches initiated by specialty grouping between July 2012 and June 2013.

## Candidate Placements

Top 5 States Providers Have Taken New Opportunities	
1.	Texas
2.	Wisconsin
3.	Iowa
4.	Alaska
5.	North Carolina

Compares all states for the top 5 candidate placements as initiated by Delta Physician Placement from July 2012 through June 2013.

# LOCUM TENENS



## Days Requested

	Top 5 Specialties	No. of Days
1.	Hospitalist	29,494
2.	Family Medicine	14,165
3.	Emergency Medicine	13,971
4.	Nurse Practitioner	9,918
5.	Psychiatry	6,825

Data indicates the top five specialties by days requested from July 2012 through June 2013.

## Privileging

	Lowest Average to Close Credentialing	# Days			
1.	West Virginia	16	6.	Texas	28
2.	Maryland	20	7.	South Dakota	28
3.	Iowa	22	8.	Wyoming	29
4.	Nevada	24	9.	New Mexico	31
5.	Arkansas	25	10.	Wisconsin	34

Data indicates total number of days - highest and lowest for a state to close credentialing from July 2012 through June 2013. This data represents all states Delta Locum Tenens has done business in during the past 12 months.

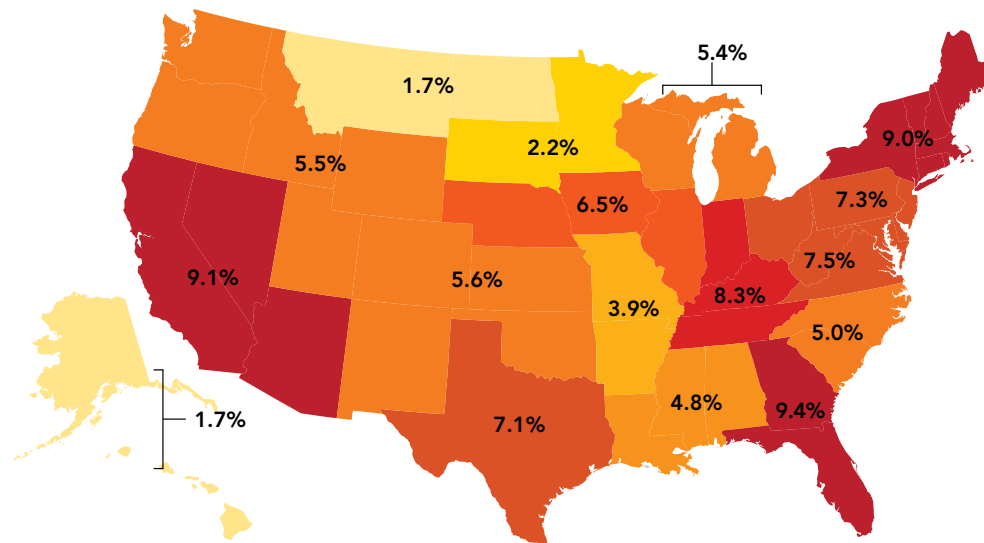
Total Privileging files completed

487

Average days to complete a file

53

## Nationwide Physician Distribution



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

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 Mary Glover, Vice President of Communications, The Delta Companies at (800) 521-5060 x4144 or mglover@TDCpeople.com

Subscription information and an archive of previous versions is available at [www.TDCpeople.com/Standard](http://www.TDCpeople.com/Standard).

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# INDUSTRY PERSPECTIVES

## What does your accreditation do for me?

### How to ensure you are recruiting the best healthcare traveler in the industry

Ryan Anholt, *Vice President of Travel Recruiting, Delta Healthcare Providers*

It has been said that the best defense is a good offense—why wouldn't this theory extend to patient care? For facilities utilizing healthcare traveler services, the best defense against the risk of liability is to employ providers with up-to-date licensure, background records, and training. When choosing to partner with a staffing agency in the search for such providers, accreditation from The Joint Commission is the quarterback of the healthcare-staffing field, providing a comprehensive evaluation of a staffing firm's ability to present qualified and competent staffing services.

In order to maintain The Joint Commission's Healthcare Staffing Services Certification, staffing firms undergo rigorous and systematic on-site surveys, which ensure the firm is achieving all requirements set in place to qualify for certification. Certified firms are responsible for verifying licensure; conducting education and training programs related to infection control, cultural diversity, and The Joint Commission's National Patient Safety Goals; assessing competency; performing background checks; and ensuring all personnel records are up to date.

As a certified firm, Delta Healthcare Providers requires the following documents from all travelers on contract assignment:

- Resume
- Summary of all licenses active and inactive
- Excluded parties list search
- Office of inspector general search
- Online verification of state licensure needed for this assignment
- Annual Self Assessment Skills Checklist
- Criminal Background check by county
- CPR Basic Life Support for Healthcare Providers
- Annual 9-Panel Drug Screen
- Annual TB screening
- 3 Professional References
- Certificate of Professional Liability
- Certificate of Worker's Compensation

These are the minimum requirements set to maintain The Joint Commission certification. Delta Healthcare Providers offers copies of these documents to clients prior to a traveler's assignment. If a client requires additional documentation for an assignment, Delta Healthcare Providers has a prepared list of vendors ready to fill these needs.

■ Facilities engaging in staffing services can be assured that the healthcare providers represented by an accredited agency are screened and fully oriented prior an assignment. ■

In addition to maintaining certification, tracking the above materials also holds a staffing organization and the talent they represent accountable to unwavering standards. This parallel creates a mutually beneficial relationship between a hiring facility and healthcare traveler. Facilities engaging in staffing services can be assured that the healthcare providers represented by an accredited agency are screened and fully oriented prior an assignment.

Additionally, since all documentation and personnel records are in order, incoming healthcare providers can begin an assignment fully focused on their work, instead of the fine print.

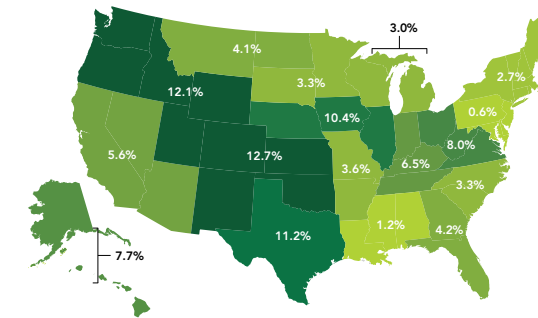
A database of certified healthcare-staffing agencies associated with The Joint Commission can be found at [qualitycheck.org](http://qualitycheck.org). By partnering with an agency prepared to hold themselves accountable to nationally recognized standards, hiring facilities relinquish the threat of liability in travel opportunities to a team prepared to evaluate and administer all necessary requirements specific to each assignment. This structure allows facilities and providers the peace of mind necessary to continue being all-stars in their field, and to focus on exceptional patient care.

THE HEALTHCARE RECRUITING  
STANDARD

# MARKET DEMAND



## Nationwide Search Distribution



Map represents searches initiated by Delta Healthcare Providers on behalf of healthcare facilities from July 2012 through June 2013.

## Specialty Demand Comparison

	2 <sup>nd</sup> Quarter 2013	2 <sup>nd</sup> Quarter 2012
1.	Physical Therapist	Physical Therapist
2.	Nurse Practitioner	Occupational Therapist
3.	Occupational Therapist	Nurse Practitioner
4.	Registered Nurse	Registered Nurse
5.	Physician Assistant	Physician Assistant

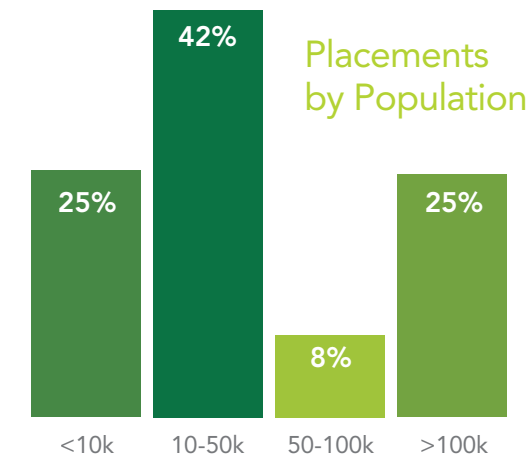
Data compares the top 5 most requested searches initiated by Delta Healthcare Providers in the 2<sup>nd</sup> quarters of 2012 and 2013.

Top 5 States Providers Have Taken New Opportunities	
1. Texas	4. Oregon
2. Alaska	5. Kansas
3. Indiana	

## Candidate Placements

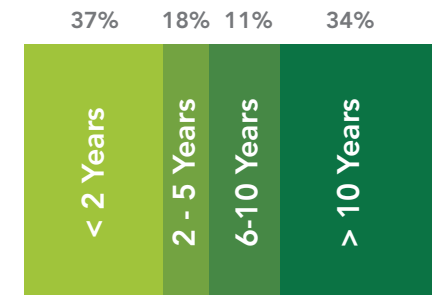
Compares all states for the top 5 candidate placements as initiated by Delta Healthcare Providers from July 2012 through June 2013.

# PLACEMENTS & INTERVIEWS



Data indicates the percentage of placements made from July 2012 through June 2013 by the population of the search facility's metropolitan area.

## Years of Experience



Data indicates the average years of experience of candidates for placements and interviews from July 2012 through June 2013.

# 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	PT	\$82,189	\$8,557	\$37,225	\$3,344	10	85	1
	OT	\$76,690	\$8,037	\$17,214	\$3,783	11	91	14
	SLP	\$72,558	\$8,750	\$40,000	\$2,250	6	73	7
Extenders	NP	\$97,881	\$7,208	\$34,167	\$6,800	14	72	3
	PA	\$98,571	\$7,500	\$76,000	\$6,250	13	65	7
Allied/Other	RN	\$65,086	\$5,136	\$15,000	\$5,500	10	67	20
	MT	\$52,000	-	-	\$2,500	3	29	29

Data reflects averages from placements and interviews by Delta Healthcare Providers from July 2012 through June 2013. "Average Compensation" data reflects average yearly compensation for each position listed above. "Average Days" data does not include off-contract placements.

# STAFFING

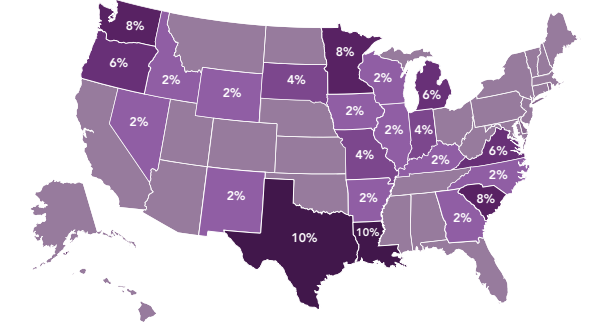


## Assignments by Specialty

Specialty	Average Length Contract to Start Date	Average Length of Assignment
Occupational Therapist	4 Weeks	9 Weeks
Occupational Therapy Assistant	3 Weeks	10 Weeks
Physical Therapist	4 Weeks	10 Weeks
Physical Therapy Assistant	3 Weeks	10 Weeks
Speech Language Pathologist	4 Weeks	11 Weeks

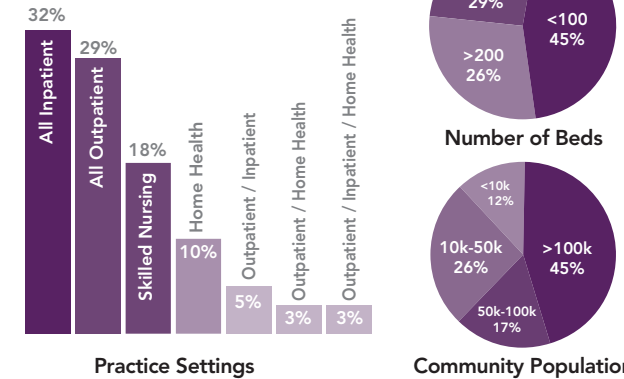
Data is compiled from assignments placed by Delta Healthcare Providers from April 2013 through June 2013.

## Top Licensure States

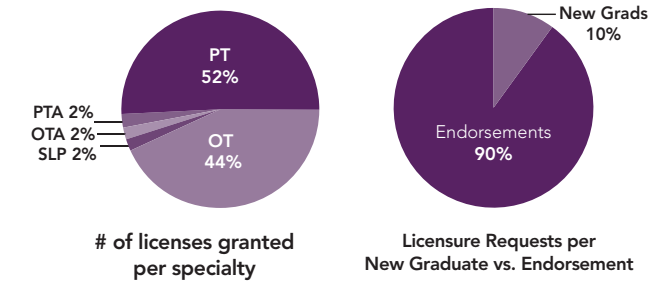


Map represents top licensure states by Delta Healthcare Providers on behalf of healthcare facilities from April 2013 through June 2013.

## Facility Demographics



## Licenses Per Quarter



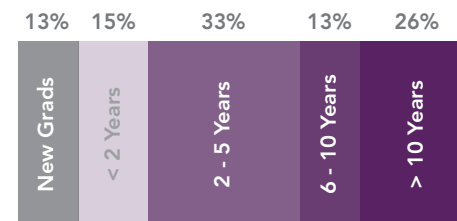
Data is compiled from assignments placed by Delta Healthcare Providers from April 2013 through June 2013.

## Licensure Cost

Specialty	Avg. Cost of Licensure
Physical Therapist	\$248.34
Physical Therapy Assistant	\$247.00
Occupational Therapist	\$251.00
Occupational Therapy Assistant	\$205.00
Speech Language Pathologist	\$125.00

Data is compiled from assignments placed by Delta Healthcare Providers from April 2013 through June 2013.

## Years of Experience



Data is compiled from assignments placed by Delta Healthcare Providers from April 2013 through June 2013.