

# the STANDARD

2nd Quarter 2015 July '14 - June '15



## INDUSTRY PERSPECTIVES

### Locum Tenens Industry Growing; Where do You Stand on the Spectrum?

Chris McDonald, Regional Vice President, Delta Locum Tenens

According to studies throughout the industry, the utilization of locum tenens physicians is at an all time high, and is only projected to grow as a more popular practice in the coming years for physician recruitment. In a recent survey conducted by a national staffing firm, 91 percent of the 259 healthcare facility managers surveyed indicated they had used a locum tenens physician at least once in the last 12 months, 42 percent said they are currently looking for one or more locum tenens physicians, and 73 percent of respondents said they use at least one locum tenens physician in a typical month. As reported by this edition of The Standard, demand for hospitalists and primary care physicians make up almost half of requested searches, and demand remains relatively consistent across the nation.

■ As many talented physicians adopt locum tenens opportunities as a career, more healthcare organizations turn to locums as it becomes increasingly difficult to fill full-time positions. ■

Although evidence supports a much greater adoption of locum tenens practices than say, that of five years ago, there is still hesitancy on the part of hospital and medical practice executives about making use of this valuable resource. Understandably, the

most common argument to the implementation of a locums physician to a recruiting facility is the initial cost of the investment. When looking at the "bottom line," utilization of a locums physician requiring a certain dollar amount per hour toward salary, plus travel and housing fees might seem like a hindrance instead of a lucrative investment. However, in most instances, locum tenens physicians more than pay for themselves in terms of professional service revenue (physician billing) and inpatient and outpatient revenue generated for their affiliate hospital. This was recently illustrated in a study conducted by the National Association of Locum Tenens Organizations, where the following information was reported:

Specialty	Approximate cost for locum tenens physician per day	Approximate professional fee collections per day
Anesthesiology	\$1,855	\$2,425
Cardiology	\$1,780	\$2,970
Emergency Medicine	\$2,450	\$1,265
Family Medicine	\$865	\$1,535
Gastroenterology	\$1,575	\$3,225
General Surgery	\$1,740	\$2,325
Internal Medicine	\$905	\$1,500
OB/GYN	\$1,825	\$2,450
Orthopedic Surgery	\$1,920	\$2,450
Radiology	\$2,490	\$3,140

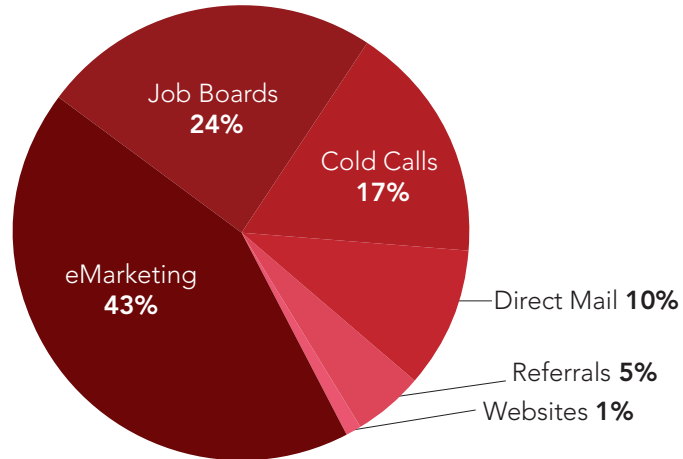
Other arguments against utilization of locum tenens physicians have included patient satisfaction ratings, referring physician satisfaction, and the argument against temporary employment itself on physician retention. In all, organizations that use locum tenens physicians have reported a positive impact toward their organization. In instances where high patient volume has increased wait times for patients to receive treatment, overall satisfaction rates plummet, as patients choose to seek healthcare elsewhere, or at a minimum share their woes with friends and relatives (or whatever digital channels at the disposal of their fingertips). Utilizing a locums physician to compensate high demand and decrease wait times for patients to see a doctor has an immediate effect on patient satisfaction. And, like patients, referring physicians expect full-service, high-quality care for their patients. They want their radiology reports delivered in a timely manner and they want the comfort of knowing that if they need a cardiology consult at 3:00 a.m. on a Sunday morning that they can get it. Locum tenens coverage creates access to such scenarios, eliminating tensions and increasing satisfaction of referring physicians. Also, in many cases the addition of a locum tenens physician to a team of overstretched full time physicians has actually seen a direct uptick in employment satisfaction and retention rates of full-time physicians. Full-time physicians seeking a work/life balance where they can avoid burnout appreciate the added help of a locums physician covering call twice per week or lessening patient demand by picking up a few additional shifts.

Today, many talented and qualified individuals are choosing locum tenens as a long-term career choice, and this trend seems to be growing. With greater access to locum tenens physicians, healthcare facilities have the opportunity to take advantage of these resources to improve care and satisfaction rates at their organization. According to the Association of American Medical Colleges, by 2025, physician demand is expected to exceed supply by a range of 46,000 to 90,000, due to an aging population and full implementation of the Affordable Care Act. How healthcare facilities choose to handle this implication will involve creative staffing solutions and the adoption of new payment and delivery models. As a result, more organizations may be turning to locum tenens physicians as it becomes increasingly difficult to find physicians to fill full-time positions.

# THE PHYSICIAN RECRUITING STANDARD

# PLACEMENTS & INTERVIEWS

## Candidate Sources



Data indicates sources of candidates for placements and interviews from July 2014 through June 2015.

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 Kelsey Fitzgibbon, Communications Specialist, The Delta Companies at (800) 521-5060 x4536 or [kfitzgibbon@TheDeltaCompanies.com](mailto:kfitzgibbon@TheDeltaCompanies.com).

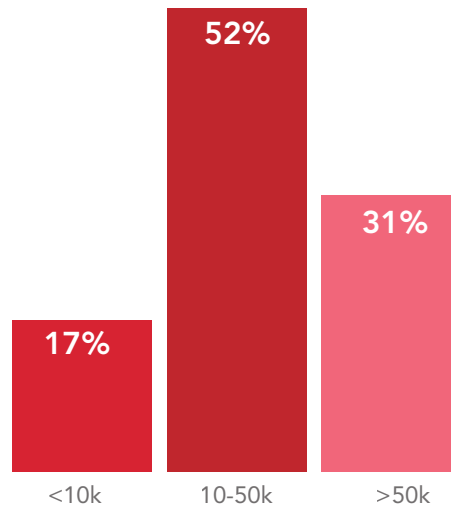
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## Placements by Population



Data indicates the percentage of placements made from July 2014 through June 2015 by the population of the search facility's metropolitan area.

# PLACEMENTS & INTERVIEWS



## Placement Data by Specialty

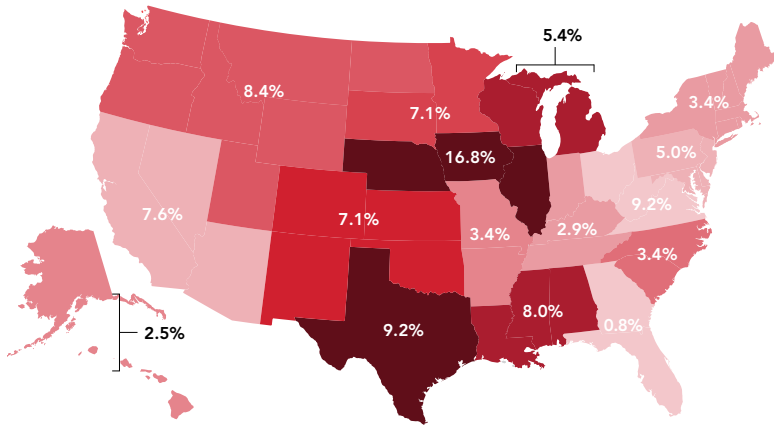
This data represents average statistics of placements and interviews by Delta Physician Placement over the twelve-month survey period. Since these averages only include placements and interviews, the compensation information presented indicates the rate at which candidates are choosing to interview or 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	Total Placement	Fastest Days-to-Fill
Primary Care	Family Medicine	\$203,448	\$40,423	\$253,207	55	144	22
	Internal Medicine	\$217,188	\$19,286	\$273,125	44	135	34
	Obstetrics/Gynecology	\$328,000	\$31,250	\$398,750	18	84	55
	Pediatrics	\$217,200	\$20,000	\$257,000	25	133	33
	Psychiatry	\$228,200	\$16,667	\$276,500	13	134	19
Surgery	Orthopedic Surgery	\$573,333	\$79,167	\$791,667	32	134	40
	Otolaryngology	\$487,500	\$62,500	\$550,000	53	141	93
	General Surgery	\$373,750	\$53,750	\$416,250	45	181	63
	Urology	\$515,000	\$75,000	\$625,000	108	173	118
Sub-Specialties	Pulmonary Critical Care	\$357,500	\$30,000	\$375,000	34	174	96
	Physical Medicine/Rehab	\$322,500	\$23,750	\$487,500	24	131	73
Hospital Based	Emergency Medicine	\$400,000	\$33,333	\$466,667	9	129	94
	Hospitalist	\$261,188	\$21,875	\$267,063	39	173	1

Data reflects averages from placements and interviews by Delta Physician Placement from July 2014 to June 2015. "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



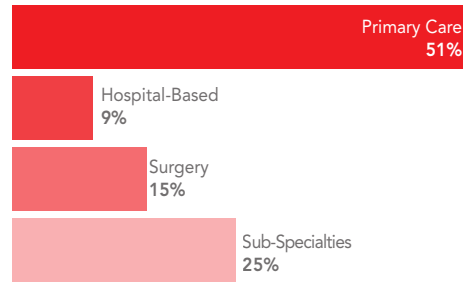
Map represents searches initiated by Delta Physician Placement on behalf of healthcare facilities from June 2014 through July 2015.

## Specialty Demand Comparison

	2 <sup>nd</sup> Quarter 2015	2 <sup>nd</sup> Quarter 2014
1.	Family Medicine	Family Medicine
2.	Psychiatry	Internal Medicine
3.	Gastroenterology	Pediatrics
4.	Urology	Psychiatry
5.	Pediatrics	Urology
6.	General Surgery	Obstetrics and Gynecology
7.	Orthopedic Surgery	Physical Medicine & Rehab
8.	Otolaryngology	Surgery - General
9.	Cardiology	Surgery - Oral & Maxillofacial
10.	Emergency Medicine	Endocrinology
11.	Family Medicine - Obstetrics	Family Medicine - Obstetrics
12.	Hospitalist	Gastroenterology
13.	Internal Medicine	Geriatric Medicine - IM
14.	Obstetrics and Gynecology	Gynecology
15.	Podiatry	Hospitalist

Data compares the top 15 most requested searches initiated by Delta Physician Placement, comparing the second quarters of 2014 and 2015.

## Search Specialty Distribution



Data indicates the percentage of searches initiated by specialty grouping between June 2014 and July 2015.

## Candidate Placements

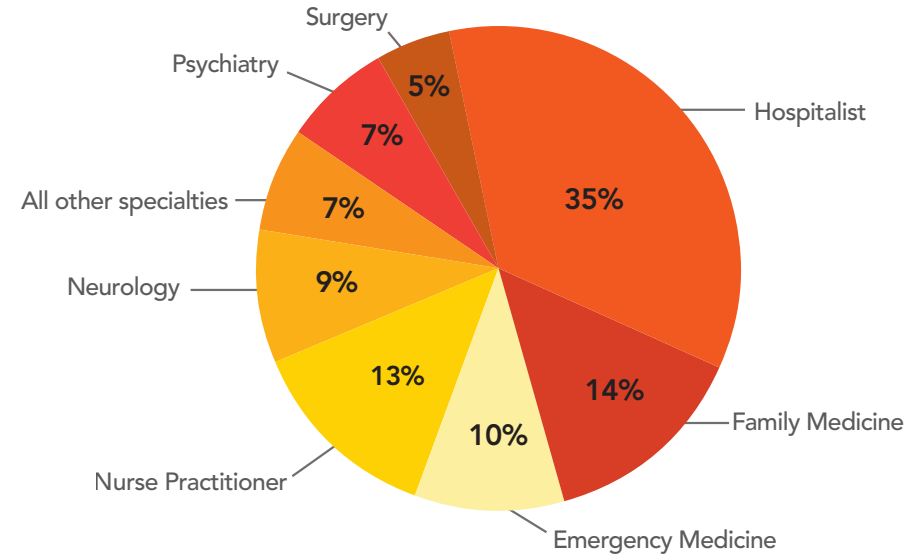
Top 5 States Providers Have Taken New Opportunities	
1.	Wisconsin
2.	Texas
3.	Iowa
4.	Nebraska
5.	Pennsylvania

Compares all states for the top 5 candidate placements as initiated by Delta Physician Placement from June 2014 through July 2015.

# LOCUM TENENS

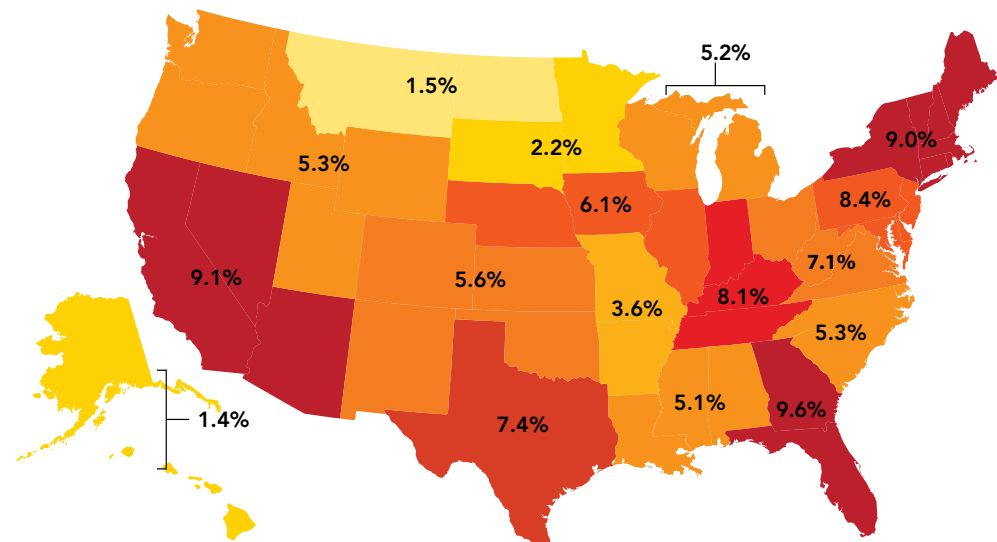


## Days Requested - Top Specialties



Data indicates the top specialties by days requested from June 2014 through July 2015.

## Nationwide Physician Distribution



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

# INDUSTRY PERSPECTIVES

## Licensure regulations on the Rise for Allied Healthcare Providers

Trinity Bruce, Director of Logistics Agents, Delta Healthcare Providers

Recently, allied licensing has seen an uptick in regulation of healthcare providers. As patient safety concerns grow, state licensing boards have begun to look at new ways to protect the public and ensure that allied professionals are qualified and eligible for licensure.

Some states have instituted licensure for specialties that previously were unregulated. For instance, Hawaii and Colorado now license physical therapy assistants, occupational therapy assistants, and speech language pathologists. In states where licensure was already in effect, we have seen requirements for licensure become more stringent, with more and more states requiring criminal background checks as part of the licensing process. Additionally, the majority of states now require a Jurisprudence exam to ensure that Allied providers are knowledgeable of the rules, laws, and ethics for each specific state.

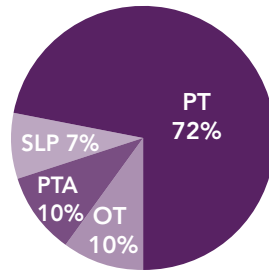
Navigating the licensure process can seem daunting to many providers entering into the process, or hiring facilities looking to employ eligible talent. As new regulations come into effect, it is important to remain informed of eligibility standards, as they impact recruitment and potential

employee start dates. Partnering with an agency knowledgeable of the evolving requirements necessary for allied licensure equips hiring facilities with an army of informed, experienced experts of the licensure field. These individuals are prepared to evaluate and administer all necessary requirements specific to any allied assignment.

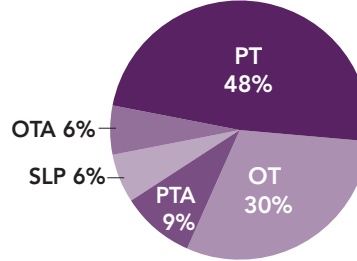
■ We have seen requirements for licensure become more stringent, with more and more states requiring criminal background checks as part of the licensing process. Additionally, the majority of states now require a Jurisprudence exam to ensure that Allied providers are knowledgeable of the rules, laws, and ethics for each specific state ■

Overall frequency and cost of licensure has seen a slight uptick since last quarter. While licensure for physical therapy has remained consistent, occupational therapy and occupational therapy assistants have seen a significant increase licensure this quarter.

Licensure by Specialty Q1 2015



Licensure by Specialty Q2 2015



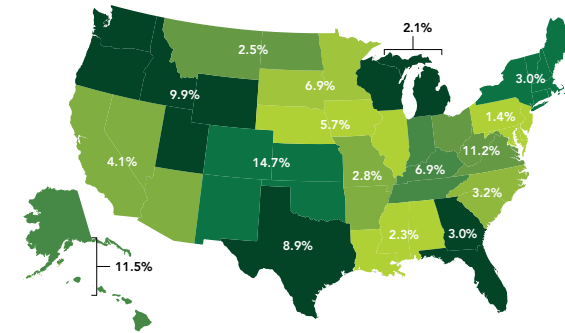
Despite an influx in occupation therapy licensure this quarter, and increased regulation in the overall licensing process, Delta Healthcare Providers did not see an impact in required time per license.

Why? A qualified licensing team is in constant communication with the allied state licensing boards to ensure that employees are current on the requirements for licensure for each specialty in each state. This ensures that any changes to the processes at the state level will not impact the time required for an allied provider to obtain a new license. Adopting 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, while the licensure process remains behind the scenes.

# MARKET DEMAND



## Nationwide Search Distribution



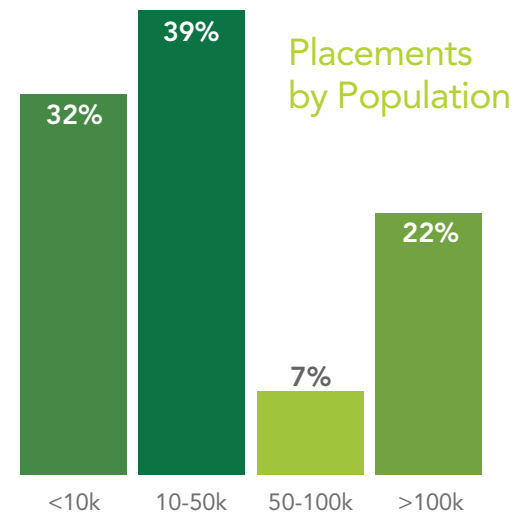
Map represents searches initiated by Delta Healthcare Providers on behalf of healthcare facilities from June 2014 through July 2015.

## Specialty Demand Comparison

	2 <sup>nd</sup> Quarter 2015	2 <sup>nd</sup> Quarter 2014
1.	Registered Nurse	Physical Therapist
2.	Physical Therapist	Registered Nurse
3.	Nurse Practitioner	Nurse Practitioner
4.	Occupational Therapist	Occupational Therapist
5.	Dentist	Physician Assitant

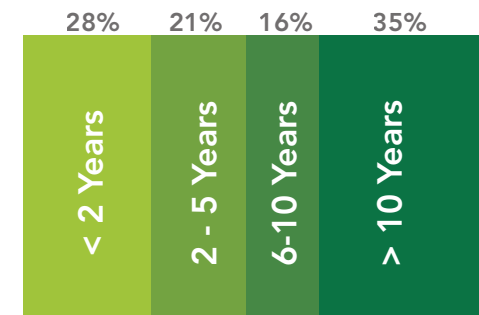
Data compares the top 5 most requested searches initiated by Delta Healthcare Providers in the second quarters of 2014 and 2015.

# PLACEMENTS & INTERVIEWS



Data indicates the percentage of placements made from June 2014 through July 2015 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 June 2014 through July 2015.

THE HEALTHCARE RECRUITING STANDARD

# PLACEMENTS & INTERVIEWS



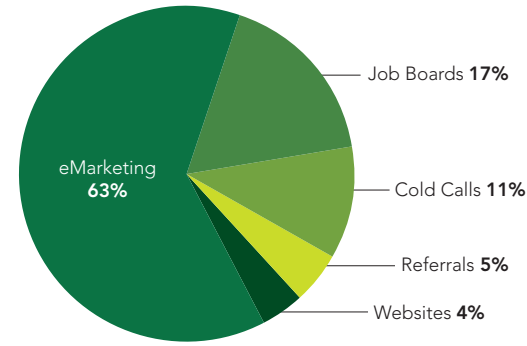
## Placement Data by Specialty

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	\$80,270	\$10,543	\$67,960	\$6,250	6	66	1
	Physical Therapist	\$80,544	\$9,872	\$13,754	\$4,125	8	82	2
	Speech Language Pathologist	\$74,120	\$4,500	\$18,000	\$3,500	4	39	14
Extenders	Nurse Practitioner	\$110,027	\$7,275	\$54,063	\$5,758	14	105	10
	Physician Assistant	\$122,099	\$7,167	\$49,667	\$6,444	13	125	15
	Medical Technologist	\$51,364	\$4,500	-	\$2,500	3	43	20
Allied/Other	Dentist	\$143,667	\$9,750	\$55,000	\$6,143	6	94	8
	Psychologist	\$86,705	\$5,000	\$27,500	\$5,333	9	124	16
Nursing	Registered Nurse	\$67,448	\$10,692	\$31,800	\$5,589	8	76	1
	Dir. of Nursing	\$87,250	\$5,000	-	\$5,000	13	95	61
	Dir. Surgical Services	\$85,009	-	-	\$3,000	7	89	89
	Home Healthcare Dir.	\$75,421	\$30,000	-	\$5,000	5	134	85
	Nurse Manger of ICU	\$95,000	\$5,000	-	\$5,000	6	72	72
	Nurse Manger of OB/GYN	\$85,000	\$5,000	\$5,000	\$2,500	11	53	53
	Nurse Manger of Surgical Services	\$79,000	\$5,000	-	\$5,000	29	111	111

Data reflects averages from placements and interviews by Delta Healthcare Providers from June 2014 through July 2015. "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 July 2014 through June 2015.

## Candidate Placements

Compares all states for the top 5 candidate placements as initiated by Delta Healthcare Providers from June 2014 through July 2015.

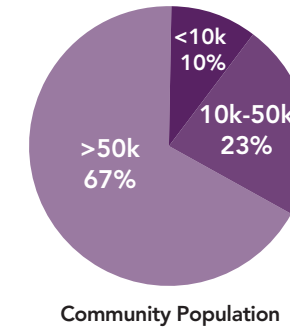
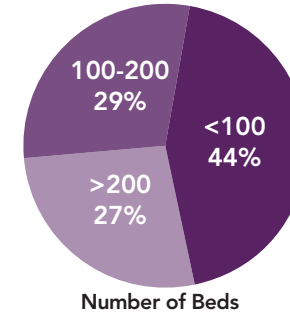
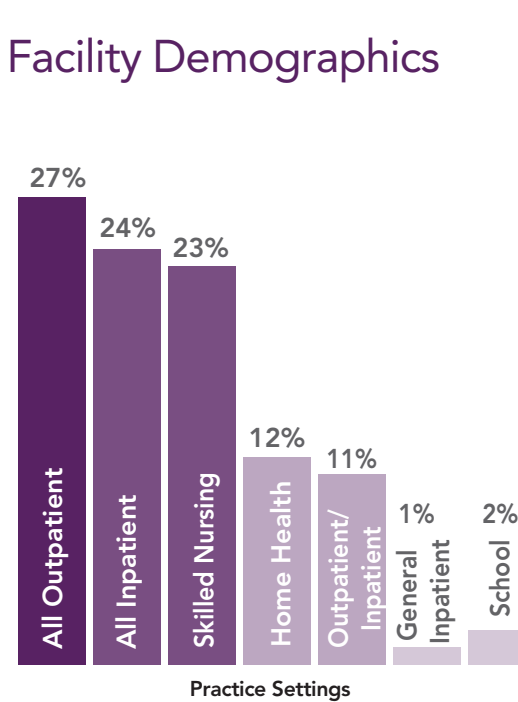
Top 5 States Providers Have Taken New Opportunities			
1.	Texas	4.	New Mexico
2.	Alaska	5.	Minnesota
3.	Kansas		

# 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 April 2015 through July 2015.