

the STANDARD

3rd Quarter 2014 October '13 - September '14



INDUSTRY PERSPECTIVES

Five tips to boost physician retention

Andrew Rossi, Sr. Director of Marketing, Delta Locum Tenens

As we learned from many of our readers at the 2014 Annual ASPR Conference, improving physician retention continues to be the top priority. Considering this, The Delta Companies sought to identify a series of situations where clients have seen exceptional success from their retention efforts; and, from this we have established five key elements in which facilities of all types may benefit. The following best practices have seen demonstrated success in improving retention of physicians from both permanent placement and reoccurring locum tenens' assignments.

1. Creating an effective orientation process, before Day 1

As we've discussed in previous articles, establishing a great first impression is essential to recruiting top talent to your team. A physician's first few days of introduction to the team are equally essential to retention. During this time, facility representatives communicate expectations to the new provider, discuss the organization's values and mission regarding patient care, and go over any procedures or daily housekeeping issues related to the staff (such as electronic medical record training and administrative responsibilities).

Best Practice: Properly onboarding a new physician is critical to daily performance; however, it is also a way to help facilitate relationships between the new physician and existing staff. It is important to establish a facility representative to be responsible for coordinating a new physician in order to create a seamless and welcoming experience. For example, one of our clients in a rural hospital setting identifies facility champions that volunteer to show a physician around during the first days of orientation. This champion acts as a guide for the new physician, answering questions and helping to welcome the new physician to the existing culture of the organization.

2. Get personal

Many employees rate the enjoyment of working with their colleagues among the highest of any employment attribute, according to research conducted by Inavero. Getting to know an incoming provider (and his or her priorities) can catalyze the facilitation of interpersonal relationships between new physicians and existing staff.

Best Practice: One of our clients in the Midwest does an excellent job of welcoming new physicians to their team. During the interview process, the client tailors the physician's experience to accommodate their interests, taking them to local points of interest such as a football game or museum, post-interview. Once the physician joins the organization, the client continues to personalize their onboarding experience by connecting the physician and their family members to interests throughout the community; i.e. connects the family to a church group; introduces the kids to the local soccer team's coach; ensures the provider's spouse knows the ins and outs of the community and employment options, etc.

3. Let physicians have a voice

One of the best ways to gauge job satisfaction (particularly as it relates to retention) is going directly to the source. What kind of channels does your organization have in place to collect feedback from your staff?

Best Practice: As a multi-location healthcare system across the southern US, one Delta

Physician Placement client keeps communication at the forefront of their recruitment strategy. Under the umbrella of this healthcare system, individual locations identify a physician representative to have a voice in how operations are managed throughout the healthcare system. These physician representatives are then invited to regularly scheduled meetings with administrators, who channel physician feedback up to the organization's CEO. This keeps the organization's leadership in the know about issues going on at an operational level while allowing staff to feel their interests are fairly represented.

4. Treat your locum like a perm

Physician retention is not exclusive to permanent assignments. Many of our clients rely on locum tenens physicians to supplement staff. Often, our Delta Locum Tenens' clients request repeat assignments from locums physicians that are a good fit for their organization.

Best Practices: One of our clients in rural Texas relies entirely on locums services to support their growing patient demand. At this facility, the organization's physician recruiter greets each incoming locum doctor at the airport upon arrival, ensures the physician obtains a rental car, and then escorts the physician to his or her hotel. This same personalized treatment continues onsite as the physician recruiter walks the locum provider through orientation. Creating a physician liaison between locum providers and administration has exponentially increased locum retention for this facility, and often our providers request to return to this assignment whenever available.

Another success we've seen is in a national urgent care group. This organization requires locums physicians to undergo the same three-day orientation as permanent providers; learning the values, mission, and procedures of the organization (such as EMR training and billing processes). After one locum assignment concludes, providers often opt to obtain licensure in other states and return to work for this client; returning to the organization knowledgeable of the healthcare system's processes and values.

Another Delta Locum Tenens client took a creative approach to retaining locums providers by providing premium housing to contracted providers. This client wows locum providers by providing a furnished apartment in place of hotel accommodations and actually saves money by paying rent instead of long-stay hotel fees. This client has seen success in converting locum physicians into full time staff, in large part due to the extra effort they make to accommodate their providers.

5. A quick tip on compensation

Offering a competitive compensation package is a necessary component to retaining top talent. Although healthcare providers have a variety of reasons for taking or choosing to stay in certain jobs, money always plays a hand. While increasing retention does not necessarily require you to be the highest paying organization in the nation, it does require that your physicians feel they are paid at a market competitive rate. If they feel they are being overworked and underpaid, often times they will walk away.

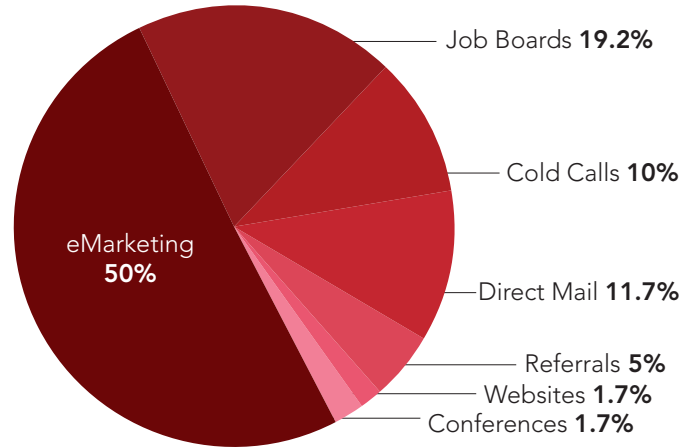
Best Practice: Several of our clients have responded to the need to keep compensation competitive by offering a retention bonus to long-term physicians. By offering a five percent annual salary increase, these clients have seen successful upticks in their recruitment efforts and avoided the loss in revenue associated with losing a provider.

Overall, physician retention continues to be a key priority to healthcare facilities throughout the country. One way to capitalize on this initiative is to differentiate your organization by increasing retention efforts and getting creative with your recruitment and retention strategies.

THE PHYSICIAN RECRUITING
STANDARD

PLACEMENTS & INTERVIEWS

Candidate Sources



Data indicates sources of candidates for placements and interviews from October 2013 through September 2014.

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.

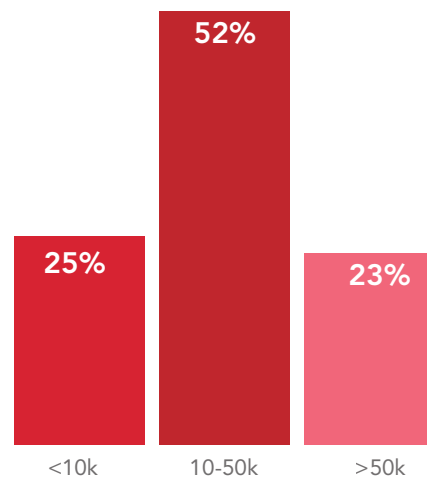
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Placements by Population



Data indicates the percentage of placements made from October 2013 through September 2014 by the population of the search facility's metropolitan area.

PLACEMENTS & INTERVIEWS



Placement Data by Specialty

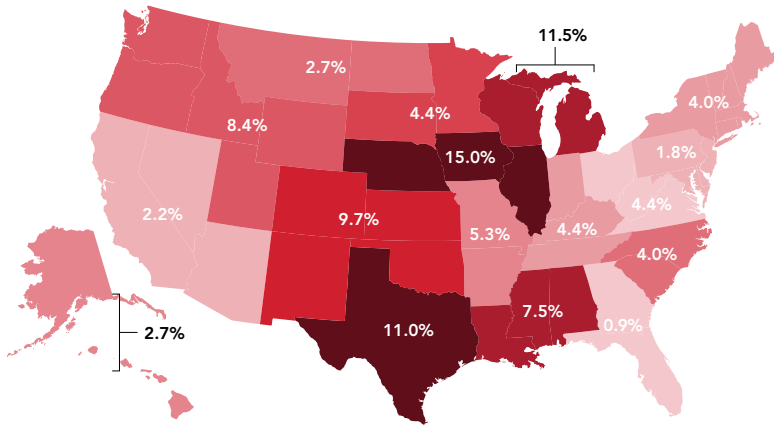
This data represents average statistics of placements and interviews by Delta Physician Placement over the twelve-month survey period. Since these averages only include placements and interviews, the compensation information presented indicates the rate at which candidates are choosing to interview or 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	\$212,044	\$30,885	\$259,741	35	119	21
	Internal Medicine	\$218,833	\$24,167	\$291,250	42	158	40
	Pediatrics	\$192,000	\$10,500	\$216,667	38	126	33
	Psychiatry	\$223,333	\$22,778	\$225,556	70	169	22
	Obstetrics/Gynecology	\$327,500	\$32,500	\$406,250	14	95	43
Surgery	General Surgery	\$374,444	\$32,857	\$435,556	107	198	37
	Orthopedic Surgery	\$566,667	\$41,667	\$716,667	44	144	134
	Otolaryngology	\$487,500	\$67,500	\$550,000	31	107	93
	Urology	\$541,667	\$45,000	\$708,333	27	79	72
Sub-Specialties	FM- Obstetrics	\$250,500	\$22,500	\$287,500	33	117	79
	Neurology	\$287,500	\$30,000	\$437,500	59	17	33
	Pulmonary Critical Care	\$310,000	\$35,000	\$377,500	33	75	16
Hospital Based	Occupational Medicine	\$245,000	\$12,500	\$257,500	48	118	95
	Hospitalist	\$234,833	\$24,167	\$256,667	31	135	33
	Emergency Medicine	\$304,376	\$32,000	\$337,000	19	72	15

Data reflects averages from placements and interviews by Delta Physician Placement from October 2013 to September 2014. "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



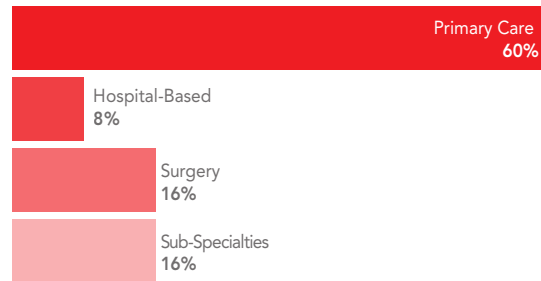
Map represents searches initiated by Delta Physician Placement on behalf of healthcare facilities from October 2013 through September 2014.

Specialty Demand Comparison

	3 rd Quarter 2014	3 rd Quarter 2013
1.	Family Medicine	Family Medicine
2.	Psychiatry	Psychiatry
3.	Internal Medicine	Hospitalist
4.	Orthopedic Surgery	Internal Medicine
5.	Family Medicine - Obstetrics	Surgery - General
6.	Hematology / Oncology	Emergency Medicine
7.	Hospitalist	Obstetrics and Gynecology
8.	Obstetrics and Gynecology	Dermatology
9.	Pediatrics	Family Medicine-Obstetrics
10.	Dermatology	Pediatrics
11.	Maternal Fetal Medicine	Urology
12.	Medical Oncology	Anesthesiology
13.	Ophthalmology	Endocrinology
14.	Physical Medicine & Rehabilitation	General Practice
15.	Surgery - General	Nephrology

Data compares the top 15 most requested searches initiated by Delta Physician Placement, comparing the third quarters of 2013 and 2014.

Search Specialty Distribution



Data indicates the percentage of searches initiated by specialty grouping between October 2013 and September 2014.

Candidate Placements

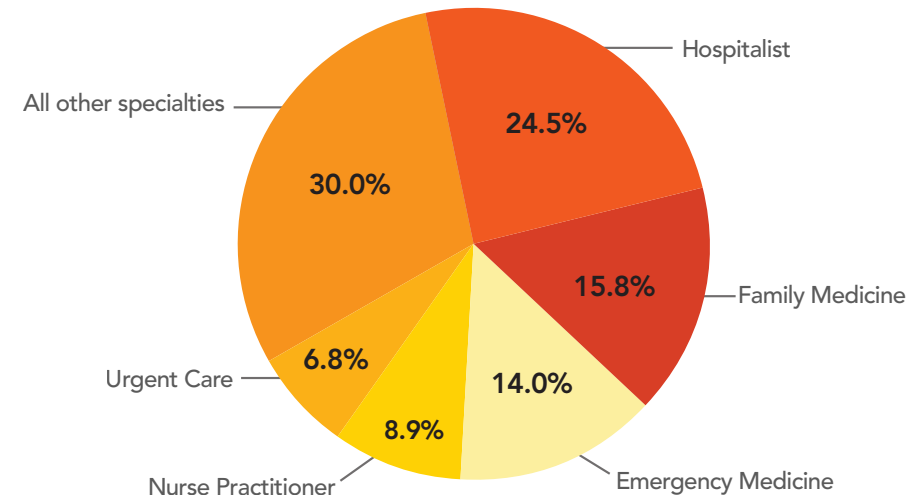
Top 5 States Providers Have Taken New Opportunities	
1.	Texas
2.	Iowa
3.	Wisconsin
4.	Louisiana
5.	Oklahoma

Compares all states for the top 5 candidate placements as initiated by Delta Physician Placement from October 2013 through September 2014.

LOCUM TENENS

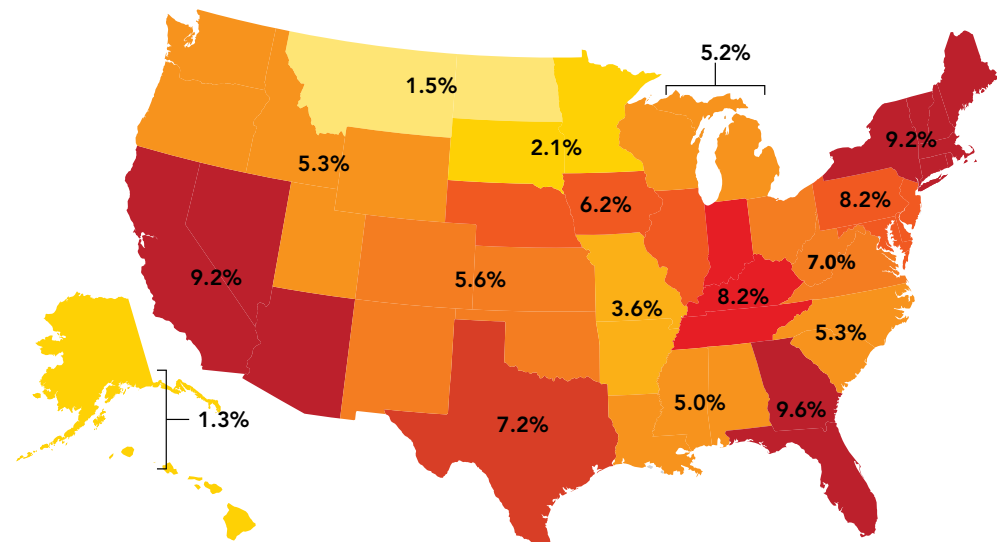


Days Requested - Top Specialties



Data indicates the top specialties by days requested from October 2013 through September 2014.

Nationwide Physician Distribution



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

INDUSTRY PERSPECTIVES

Hiring for cultural fit: The effects on patient care

Natalie Notko, Recruiting Principal, Delta Healthcare Providers

Ask anyone to define “organizational culture” and its impact on operations, and you may get varying degrees of explanation. A fluid, multifaceted concept, it is hard to stick a universal definition on what organizational culture is and how exactly a culture originates. Culture is, however, widely accepted as part of an organization’s DNA and plays a crucial role in shaping an establishment’s behaviors and operational output.

In any organization, employees are the embodiments of their entity’s culture—their behaviors, values, rituals, are all a reflection of their parent organization. Although an organization may have formal values, mission, or goals outlined, it is the employees that execute these principals and define how the culture is perceived.

In a healthcare setting, caregivers communicate more to patients than just information about their case. A provider’s actions determine a patient’s experience with the facility; and, ultimately

■ Patients with a lower level of trust in their healthcare provider are less satisfied with their care, less likely to follow healthcare advice, and less likely to see symptom improvements. ■

the culture (behavior) a provider presents is the one the patient walks away remembering. This logic applies to internal interactions among staff as well, as daily behaviors (and the outcome to these behaviors) set the standard of what employees expect from each other and from organizational leaders. This is why finding the right fit for your team is essential to creating cohesion among your staff and quality care to your patients.

What does this mean for recruitment? Since employees drive an organization’s culture and directly impact the day-to-day operations of a facility, a fundamental practice in influencing your facility’s overall culture is in ensuring that the values and attitudes of the providers you hire align

with the values your organization represents.

Facility recruiters can accomplish this by utilizing a more evolved prescreening process for candidates during the interview process, according to a 2014 webinar published by The Advisory Board Company. Look beyond standard screening elements like education and practice history, and incorporate personality assessments and behavior-based interviewing techniques into your conversations. In addition to screening candidates for cultural fit with your organizations, findings from these assessments can be used to tailor orientation and integration processes for the hired provider.

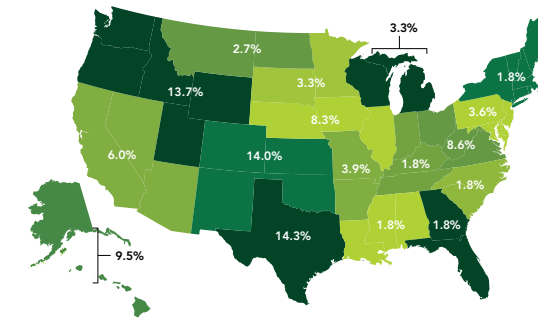
The ability to collaborate with colleagues, relate to patients, be open to new processes and technologies—all are examples of something that differentiates an adequate healthcare provider from the ideal candidate that can help your facility thrive. It is also possible that hiring for fit (i.e. hiring a candidate that proves to be relatable and congenial) may outweigh hiring for experience, as it relates to patient care and satisfaction. For example, a recent study by the Oxford Journal of Medicine & Health explored the relationship between a patient’s trust in their provider and how the patient perceived the outcome of their treatment. The study found patients with a lower level of trust in their healthcare provider are less satisfied with their care, less likely to follow healthcare advice, and less likely to see symptom improvements over the span of two weeks. This would argue that enhancing efforts to build patient trust would lead to improved treatment outcomes for patients.

Once you have identified a candidate that fits with your personality and behavioral expectations, you can utilize your facility’s orientation process to educate the new provider on organizational values, goals, and processes. Using this time to acclimate a new hire into the facility culture not only ensures that the provider and facility expectations are aligned, but also helps to orient the provider with the facility community, strengthening interpersonal relationships and increasing chances of retention.

MARKET DEMAND



Nationwide Search Distribution



Map represents searches initiated by Delta Healthcare Providers on behalf of healthcare facilities from October 2013 through September 2014.

Specialty Demand Comparison

	3 rd Quarter 2014	3 rd Quarter 2013
1.	Physical Therapist	Physical Therapist
2.	Occupational Therapist	Nurse Practitioner
3.	Registered Nurse	Occupational Therapist
4.	Nurse Practitioner	Registered Nurse
5.	Dentist	Physician Assistant

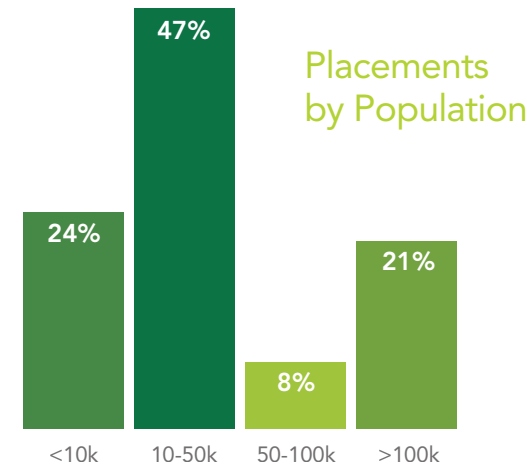
Data compares the top 5 most requested searches initiated by Delta Healthcare Providers in the third quarters of 2013 and 2014.

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

Candidate Placements

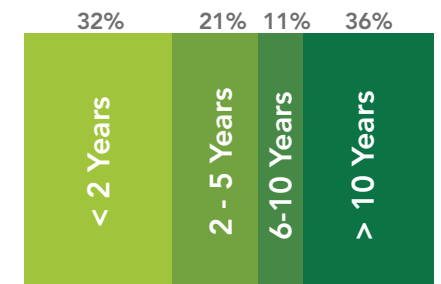
Compares all states for the top 5 candidate placements as initiated by Delta Healthcare Providers from October 2013 through September 2014.

PLACEMENTS & INTERVIEWS



Data indicates the percentage of placements made from October 2013 through September 2014 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 October 2013 through September 2014.

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	\$82,641	\$11,704	\$17,281	\$4,282	11	90	3
	OT	\$78,459	\$13,200	\$28,750	\$3,694	8	83	1
	SLP	\$79,333	\$7,500	-	\$5,000	4	46	51
Extenders	NP	\$102,904	\$6,900	\$44,567	\$5,794	19	98	9
	PA	\$123,932	\$6,600	\$20,000	\$5,250	16	61	8
Allied/Other	RN	\$64,787	\$7,450	\$11,583	\$4,679	9	87	4
	MT	\$51,650	\$4,000	-	\$3,000	2	34	1

Data reflects averages from placements and interviews by Delta Healthcare Providers from October 2013 through September 2014. "Average Compensation" data reflects average yearly compensation for each position listed above. "Average Days" data does not include off-contract placements.

STAFFING

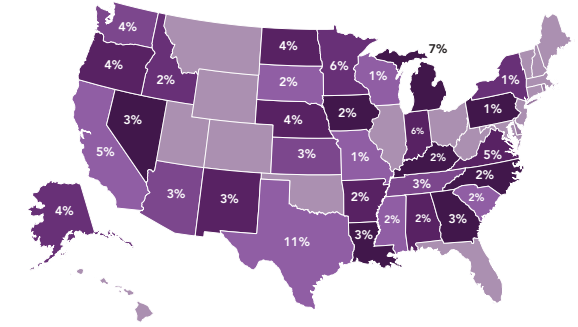


Assignments by Specialty

Specialty	Average Length Contract to Start Date	Average Length of Assignment
Occupational Therapist	4 Weeks	10 Weeks
Occupational Therapy Assistant	8 Weeks	10 Weeks
Physical Therapist	4 Weeks	11 Weeks
Physical Therapy Assistant	6 Weeks	9 Weeks
Speech Language Pathologist	3 Weeks	10 Weeks

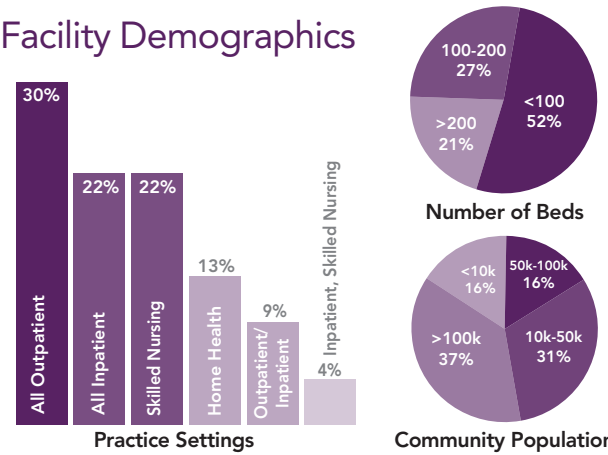
Data is compiled from assignments placed by Delta Healthcare Providers from July 2014 through September 2014.

Top Licensure States

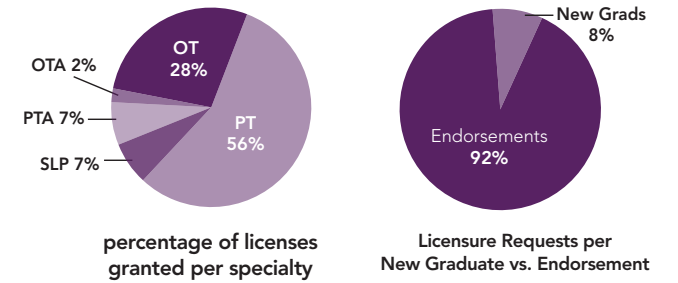


Map represents top licensure states by Delta Healthcare Providers on behalf of healthcare facilities from July 2014 through September 2014.

Facility Demographics



Licenses Per Quarter



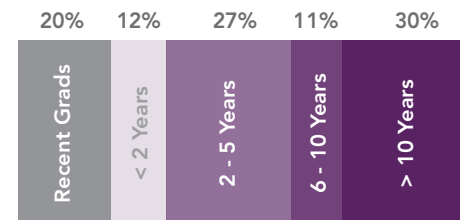
Data is compiled from assignments placed by Delta Healthcare Providers from July 2014 through September 2014.

Licensure Cost

Specialty	Avg. Cost of Licensure
Physical Therapist	\$221.88
Physical Therapy Assistant	\$280.17
Occupational Therapist	\$234.89
Occupational Therapy Assistant	\$180.00
Speech Language Pathologist	\$95.00

Data is compiled from assignments placed by Delta Healthcare Providers from July 2014 through September 2014.

Years of Experience



Data is compiled from assignments placed by Delta Healthcare Providers from July 2014 through September 2014.