

# the STANDARD

4th Quarter 2014 January '14 - December '14



## INDUSTRY PERSPECTIVES

### Knowing your demographic: *Exploring the utilization of locums physicians to expand business*

Justin Roark, Recruiting Principal, Delta Locum Tenens

Offering services appropriate to the community is essential to maintaining patient retention for any healthcare facility. It is imperative to understand your patient draw area and the demand for specialties within the area. Even family practice clinics can tailor their services to community needs and draw in new patients by offering services that competing facilities do not.

For example, in a demographic of predominately female patients, could hiring a female practitioner make female patients feel more at ease, and therefore increase the likelihood of a return visit? Or if a facility is located in a predominately Spanish-speaking area, how would hiring a bilingual physician impact business expansion and patient care?

■ Offering short-term employment as a “trail run” to attract patients can be a cost-effective way to determine what permanent recruitment needs your facility may have. ■

A journal published by NCBI actually stated that a physician’s own demographic background and characteristics has been found to influence their practice of medicine.

The journal stated that understanding the way in which physician demographic characteristics influence clinical care using multidisciplinary and multimodal approaches provides an opportunity to improve the quality of medical education and improve the quality and efficacy of medical care of patients. Arguably, aligning these demographic influences may also align the way a patient adheres to post-visit directions.

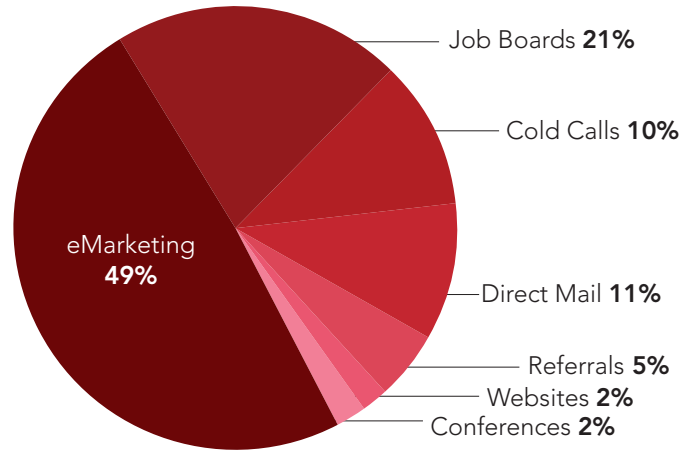
One way to test the waters with tailoring facility staff to the demographics of a community is by utilizing locum tenens physicians to extend healthcare services. Offering short-term employment as a “trail run” to attract patients can be a cost-effective way to determine what permanent recruitment needs your facility may have.

An additional benefit to understanding the needs and demands of your facility’s community is in foreshadowing what types of specialties may thrive in the area. Utilizing locums services can be an efficient way to test new services such as adding new programs or specialties to your practice. For example, adding a pediatrician to an adult heavy practice targets a new demographic (children of existing adult patients), which brings in new reimbursements through Medicaid and still allows parents access to their existing physician. If your primary care practice currently has an internist, could you benefit from adding a nurse practitioner to your staff? Utilizing a nurse practitioner would allow the existing internist to spend more time on inpatient care while the NP maintains outpatient volume. What if your inpatient neurology clinic brought in a locum physician to establish a MS patient base? How much more profitable would your facility be? Utilizing locums candidates in these situations allows facilities to test the practicability of sustaining new business, before committing to a permanent hire.

Additionally, having a locums physician spearhead the startup of such programs can actually increase recruitment incentives for permanent physicians. A locums doctor can help build a patient base and then turn the program over to an incoming permanent hire. Permanent candidates will be more attracted to such an opportunity, as the patient base is already thriving and viable. In the long run, this can help improve employee retention because incoming physicians will be providing specialized services to an area that has a proven need for the service.

# PLACEMENTS & INTERVIEWS

## Candidate Sources



Data indicates sources of candidates for placements and interviews from January 2014 through December 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](mailto:kfitzgibbon@TheDeltaCompanies.com).

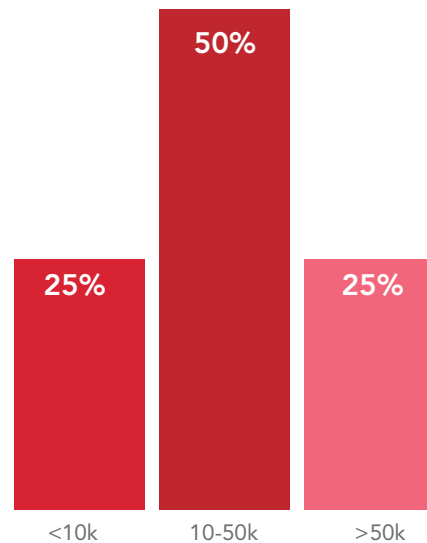
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## Placements by Population



Data indicates the percentage of placements made from January 2014 through December 2014 by the population of the search facility's metropolitan area.

# PLACEMENTS & INTERVIEWS



## Placement Data by Specialty

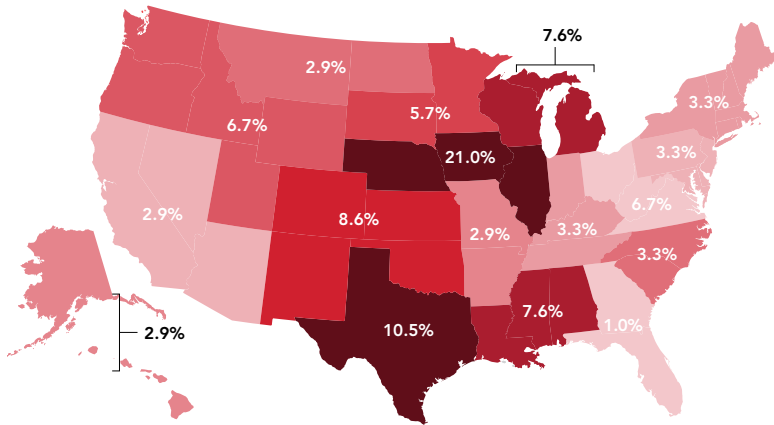
This data represents average statistics of placements and interviews by Delta Physician Placement over the twelve-month survey period. Since these averages only include placements and interviews, the compensation information presented indicates the rate at which candidates are choosing to interview or 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	\$212,208	\$35,227	\$253,250	41	112	21
	Internal Medicine	\$207,733	\$20,714	\$269,333	51	157	40
	Pediatrics	\$192,000	\$10,500	\$216,667	38	126	33
	Psychiatry	\$230,000	\$24,375	\$229,375	73	181	22
	Obstetrics/Gynecology	\$326,400	\$33,000	\$409,000	12	76	43
Surgery	General Surgery	\$383,750	\$32,857	\$446,250	116	218	63
	Orthopedic Surgery	\$568,000	\$40,000	\$760,000	35	143	40
	Otolaryngology	\$487,500	\$67,500	\$550,000	31	107	93
	Urology	\$535,000	\$61,667	\$708,333	39	89	72
Sub-Specialties	FM- Obstetrics	\$260,500	\$22,500	\$300,000	32	153	151
	Neurology	\$287,500	\$30,000	\$437,500	59	17	33
	Pulmonary Critical Care	\$335,000	\$37,500	\$386,667	36	116	25
Hospital Based	Occupational Medicine	\$240,000	\$10,000	\$250,000	87	140	140
	Hospitalist	\$237,833	\$23,333	\$256,333	32	149	33
	Emergency Medicine	\$255,000	\$15,000	\$270,000	9	77	77

Data reflects averages from placements and interviews by Delta Physician Placement from January 2014 to December 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



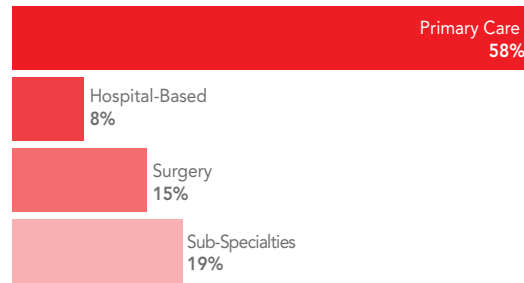
Map represents searches initiated by Delta Physician Placement on behalf of healthcare facilities from January 2014 through December 2014.

## Specialty Demand Comparison

	4 <sup>th</sup> Quarter 2014	4 <sup>th</sup> Quarter 2013
1.	Family Medicine	Family Medicine
2.	Emergency Medicine	Internal Medicine
3.	Pulmonary Critical Care Medicine	Neurology
4.	Hospitalist	Emergency Medicine
5.	Internal Medicine	Family Medicine - Obstetrics
6.	Family Medicine - Obstetrics	Orthopedic Surgery
7.	Neurology	Hospitalist
8.	Psychiatry	Pediatrics
9.	Radiation Oncology	Psychiatry
10.	Dermatology	Vascular Surgery
11.	Hospitalist Dir	Interventional Cardiology
12.	Nephrology	Critical Care Medicine
13.	Obstetrics and Gynecology	Endocrinology
14.	Ophthalmology	General Practice
15.	Orthopedic Surgery	Obstetrics and Gynecology

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

## Search Specialty Distribution



Data indicates the percentage of searches initiated by specialty grouping between January 2014 and December 2014.

## Candidate Placements

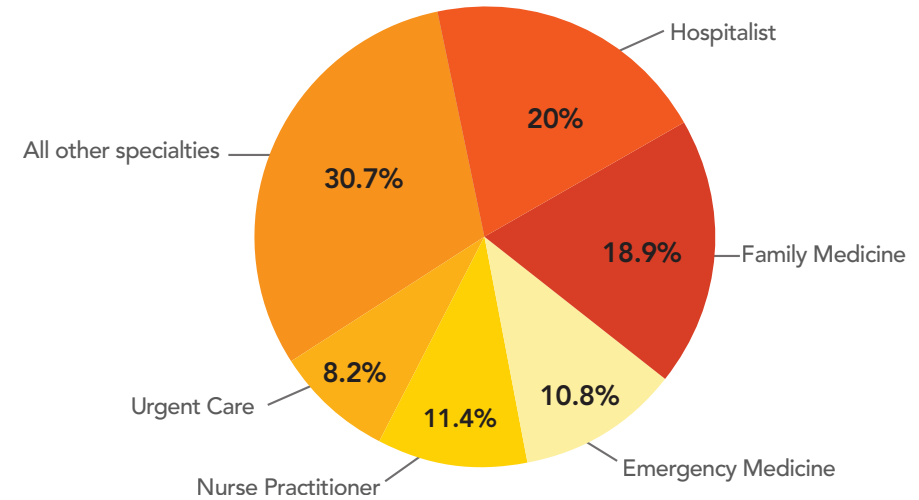
Top 5 States Providers Have Taken New Opportunities	
1.	Texas
2.	Iowa
3.	Wisconsin
4.	Louisiana
5.	Wyoming

Compares all states for the top 5 candidate placements as initiated by Delta Physician Placement from January 2014 through December 2014.

# LOCUM TENENS

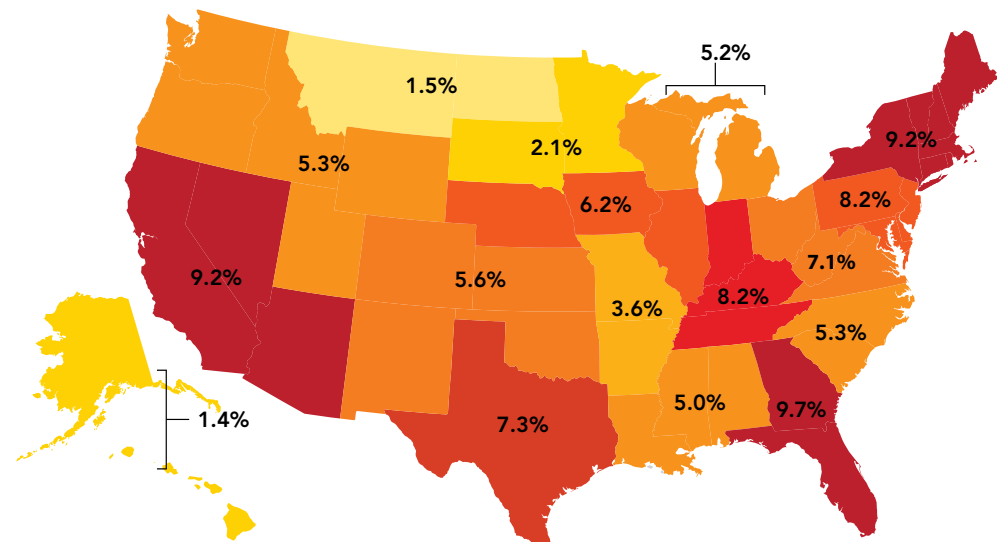


## Days Requested - Top Specialties



Data indicates the top specialties by days requested from January 2014 through December 2014.

## Nationwide Physician Distribution



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

# INDUSTRY PERSPECTIVES

## Combating the nursing shortage: *What one rural client is doing RIGHT*

Zondre Morris, Director of Marketing, Delta Healthcare Providers

Nursing is the highest requested search Delta Healthcare Providers has seen this quarter. The high demand for qualified, talented nurses has forced many hiring facilities to combat increased gaps in coverage and extended length of search times for nursing candidates, as rival facilities craft competitive offers.

The average placement time for nursing candidates of clients working with Delta Healthcare Providers is 89 days; however, there are some clients that have expedited the average fill time at their facility. In fact, one Delta Healthcare Providers client located in rural Minnesota has located and placed two registered nurses within the last quarter. One nurse was placed in as quickly as 20 days.

■ By utilizing creative, personalized recruitment techniques, the facility located two nurse practitioners in search times equivalent to less than a quarter of the average placement time. ■

The client practices several unique recruitment techniques to attract ideal candidates, and after completing their second successful nursing placement with Delta

Healthcare Providers marketer Karla Thompson, the facility's CEO Jeff C. agreed to an interview to discuss recruitment techniques and the evolution of their quick placements.

In this case, the Minnesota facility's biggest challenge was in attracting qualified nurses to the area, as there wasn't a large pool of local candidates. "We had four retirements all really close together," explained the CEO. "If I was in Minneapolis, I think I would have an easier time finding staff. But because most people are migrating toward the larger cities, it's hard to come across staffing on your own."

In addition to its rural location, the town in which the facility resides underwent its own struggles with migration. When a local prison was closed in the area, almost half of the population left and with this decreasing patient draw, available opportunities at the facility grew less and less desirable, in the

traditional sense. The need for available and quality healthcare only continued to spike for the population that did remain in town.

"We came to realize we had to try to come up with creative packages that would bring staffing out here," Jeff said. "We can't just sit by idly and offer a wage anymore. We have to add something that interests and attracts the right staffing."

While working with Karla and Delta Healthcare Providers recruiter Gleason Daniel, the facility was able to take advantage of government assistance grants available to health clinics in rural areas. Utilizing these finances, the facility created several incentive packages targeted at attracting top talent for nurses and physicians to the local area.

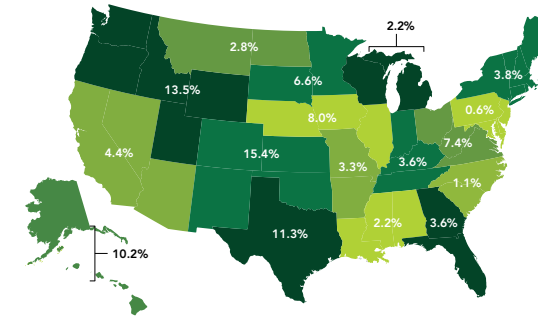
The facility saw success by offering a 5-year tuition reimbursement program to nurses with student loans, paying back 20 percent of their loans per year. In addition to being a major recruitment incentive, this program promises to increase retention rates of new talent as they continue to work and pay off their debt. The facility created a similar program to target nurse aids by offering to pay for a candidate's tuition after 30 days of employment.

"(For candidates), it's not only a job," Jeff said. "We found we can help pay for housing, school loans, anything that would encourage (nurses) to venture out and stay in this area."

By working with their recruiter's expertise on the market, the client in this case was able to formulate strategic recruitment incentives to attract top talent. By utilizing creative, personalized recruitment techniques, the facility located two nursing candidates in search times equivalent to less than a quarter of the average placement time. In following this example, it is important to consider what options your facility could offer to incentivize open opportunities, particularly in a rural or under populated community. Define what advantages your facility could present as distinguishers from competition, which could turn a traditionally less desirable location into an ideal offer.

# MARKET DEMAND

## Nationwide Search Distribution



Map represents searches initiated by Delta Healthcare Providers on behalf of healthcare facilities from January 2014 through December 2014.

## Specialty Demand Comparison

	4 <sup>th</sup> Quarter 2014	4 <sup>th</sup> Quarter 2013
1.	Registered Nurse	Physical Therapist
2.	Physical Therapist	Nurse Practitioner
3.	Nurse Practitioner	Physician Assistant
4.	Dentist	Registered Nurse
5.	Director of Nursing	Occupational Therapist

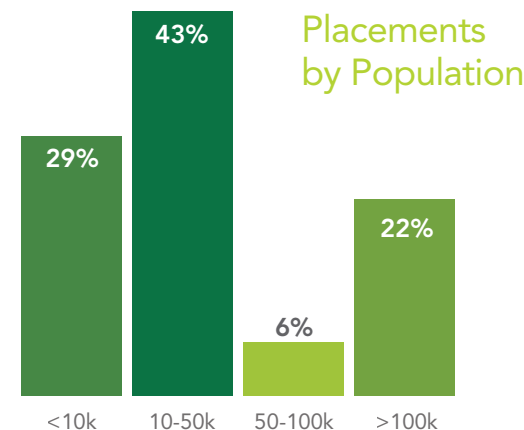
Data compares the top 5 most requested searches initiated by Delta Healthcare Providers in the fourth quarters of 2013 and 2014.

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

## Candidate Placements

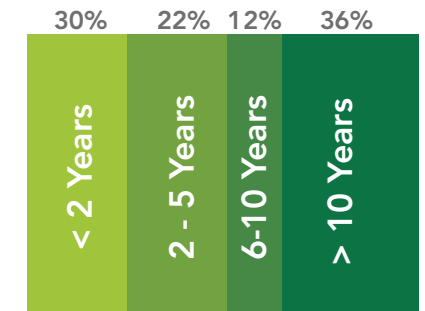
Compares all states for the top 5 candidate placements as initiated by Delta Healthcare Providers from January 2014 through December 2014.

# PLACEMENTS & INTERVIEWS



Data indicates the percentage of placements made from January 2014 through December 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 January 2014 through December 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	\$80,779	\$11,042	\$12,121	\$4,130	10	80	3
	OT	\$81,247	\$12,360	\$77,000	\$5,841	7	73	1
	SLP	\$71,800	\$6,667	-	\$4,000	5	50	14
Extenders	NP	\$104,315	\$7,019	\$47,962	\$5,265	19	96	9
	PA	\$120,361	\$7,500	\$65,000	\$5,286	16	81	8
Allied/Other	RN	\$66,475	\$8,304	\$12,900	\$4,742	9	82	1
	MT	\$51,650	\$4,000	-	\$3,000	2	34	1

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

# STAFFING

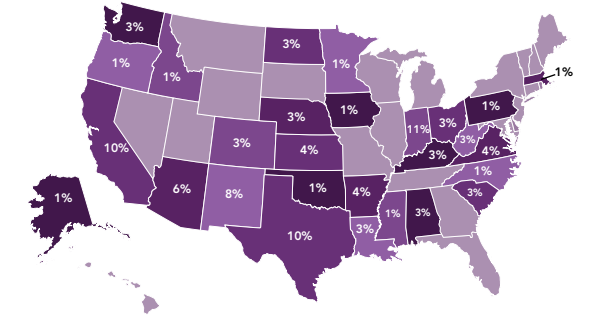


## Assignments by Specialty

Specialty	Average Length Contract to Start Date	Average Length of Assignment
Occupational Therapist	3 Weeks	10 Weeks
Occupational Therapy Assistant	5 Weeks	11 Weeks
Physical Therapist	4 Weeks	10 Weeks
Physical Therapy Assistant	4 Weeks	12 Weeks
Speech Language Pathologist	5 Weeks	9 Weeks

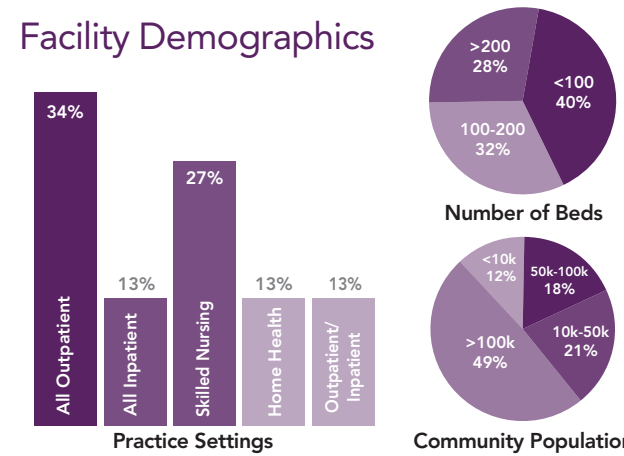
Data is compiled from assignments placed by Delta Healthcare Providers from October 2014 through December 2014.

## Top Licensure States

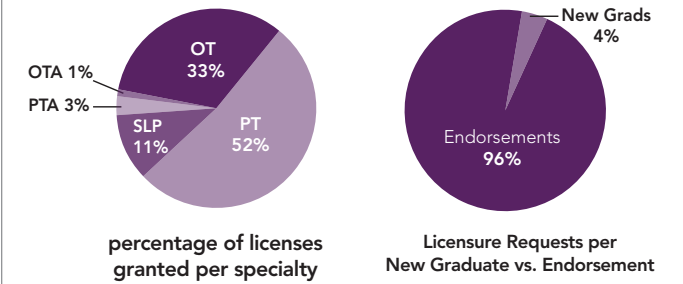


Map represents top licensure states by Delta Healthcare Providers on behalf of healthcare facilities from October 2014 through December 2014.

## Facility Demographics



## Licenses Per Quarter



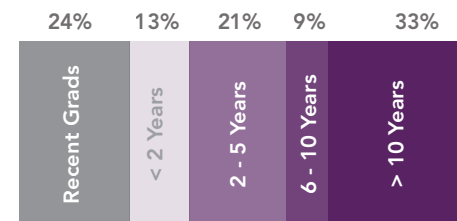
Data is compiled from assignments placed by Delta Healthcare Providers from October 2014 through December 2014.

## Licensure Cost

Specialty	Avg. Cost of Licensure
Physical Therapist	\$261.44
Physical Therapy Assistant	\$145.00
Occupational Therapist	\$189.14
Occupational Therapy Assistant	\$240.00
Speech Language Pathologist	\$287.50

Data is compiled from assignments placed by Delta Healthcare Providers from October 2014 through December 2014.

## Years of Experience



Data is compiled from assignments placed by Delta Healthcare Providers from October 2014 through December 2014.