

CompHealth Quarterly

Q1 – 2017

Table of contents Q1 2017



- 01 What to expect from CompHealth in 2017.
by Melissa Byington
-
- 02 Hospital and facility recruiters--What to know about working with a physicians staffing agency.
-
- 04 "Explosive growth" for PAs, says the 2016 AAPA salary report.
-
- 06 How to use LinkedIn to attract job seekers.
-
- 09 Six ways to set up new hires for success at your facility.
-
- 10 Keeping your staff engaged at work.
-
- 13 Physician recruiting is on the rise: Information from the 2016 ASPR benchmarking survey.
by Carey Goryl

CompHealth.

Since founding the nation's first locum tenens company in 1979, CompHealth has grown into one of America's largest healthcare staffing firms. Our more than 700 recruiters and consultants are expertly trained to provide temporary and permanent staffing of physicians, nurse practitioners, physician assistants, therapists, medical lab professionals, and other healthcare positions in hospitals, private practice groups, and government facilities across the country.

What to expect from CompHealth in 2017.

By Melissa Byington

After years of change resulting from the implementation of the Affordable Care Act, it looks like there will be more changes on the way. Though none of us knows what will happen with the ACA, there is a good chance that 2017 will be a year of uncertainty.

Within the healthcare recruiting space, one thing is very clear. The shortage of healthcare providers isn't letting up and the need for physicians continues to rise in almost every specialty. In fact, we are seeing the highest level of growth in demand for locum tenens and permanent physicians in a decade.

As qualified talent becomes harder to find, it is important to have a staffing partner you can trust. We are continually refining our processes to make it easier for you to find providers to care for your patients. Here are a few of the things we're focusing on this year to improve our partnership:

Streamlining points of contact. Rather than being generalists, the recruiters at CompHealth are specialty focused. We believe this uniquely positions us to network deep into a specialty to find the best provider for your team. However, this specialization often results in you getting a call from a lot of different people from CompHealth. This year, we're taking steps to ensure you get both the best candidates and hassle-free service.

As part of that effort, we have created a new customer experience team. This group of people is dedicated to understanding your feedback and helping drive improvement across the organization. You may reach out to Jason Call at 801.930.3182 to share any feedback you may have.

A smoother process. Last year, we rolled out an online time entry and approval system. This year, we'll continue to improve that system and also make improvements to our invoicing processes.

A continued emphasis on quality and speed.

While we're working to improve our processes, we're not losing sight of our top priority—providing you with the best providers. We're paying a lot of attention to your quality evaluations to identify the top providers and streamlining our process to get them to you quicker.

More collaboration. We continue to look for more ways to get feedback from you. In addition to sending out surveys, we regularly host focus groups and one-on-one sessions with our clients. If you have ideas, suggestions, or even criticism, let us know so we can get better. In addition, if you are interested in attending one of our focus groups, please let your CompHealth representative know.

A new leader. I have recently taken on a new role within our organization as group president of CompHealth and Lisa Grabl is taking my spot as president of the locum tenens division at CompHealth. Lisa joined CompHealth in 2001 and has held roles in all areas of the company, most recently as sr. vice president of sales. She is a fantastic leader and will work tirelessly to improve your experience with CompHealth.

I wish we had a crystal ball to see what will happen with the Affordable Care Act and other healthcare legislation this year. Though we don't have all the answers, you can rest assured that during uncertain times, CompHealth will continue to find ways to improve our service and value.



Melissa Byington is the group president of CompHealth and has worked in healthcare staffing since 1997. She also serves as president of the NALTO executive board.

Hospital and facility recruiters—What to know about working with a physician staffing agency.

Do you have so much to do that you don't even know where to start? Your job title is "administrative assistant," but you had no idea that included being a secretary, credentialing manager, office manager, insurance credentialing manager, and everything else that gets thrown your way. It seems like you have more responsibility at work than the boss—all without getting the corner office!

Now, on top of everything else, your management gives you the responsibility of physician recruitment. Not only do you need to recruit for the open permanent positions in your hospital (and there are always plenty of them), but you need to recruit and source for your hospital's locum tenens needs. Oh, and you have to credential these doctors, too. It couldn't be worse, right?

Actually, things could get worse—if you aren't careful in choosing the right resources to help with your recruitment and credentialing needs.

Here are a few things you should know about working with a recruiter.

Your recruiter is a resource.

When you have so much going on in your day-to-day activities, your recruiter should make your job easier. Your recruiter should be an endless well of information and resources.

Need help credentialing your locum tenens physician? Your recruiter can handle that. Need help figuring out a call schedule for your locum tenens physician? Your recruiter can handle that. Want to source qualified candidates for your next open position? Your recruiter can handle that.

Aren't sure where to start? That's right, your recruiter can handle that, too.

Take advantage of all the free resources available to you. CompHealth has pages of "how-to" manuals, research articles, blog posts, and many other valuable time-savers—all for free.

Your recruiter knows doctors everywhere.

Your recruiter talks to doctors all over the United States, every single day. They know what's out there and who's looking for work. Not only is your recruiter's physician network expanding every day, it's a network that is free for you to use. Your recruiter will work with you to get to know your needs in order to determine which provider would be a good fit.

Gone are the days of putting an ad in the newspaper, sitting back, and waiting for new prospects to come running. In the ultra-competitive market of physician recruitment, actively seeking candidates is the only way to ensure you will out-recruit your competition.





CompHealth recruiters have been doing this for decades now. The vast amount of information available to them immediately puts them ahead of the competition. This is something you can't take full advantage of with just a 10-minute phone call.

By letting your recruiter know what you are looking for, your recruiter can open a customized search that is not only advertised on every major healthcare staffing website, but generates actual phone calls to potential candidates. Your recruiter will be talking to physicians about your opening faster than you can say, "We have a need!"

Why is filling your need quickly important? Simple. The longer you have a vacancy (or are understaffed), the more money you lose. Imagine how you'd feel if your recruiter helped fill an open position within a few weeks, when the average recruitment time is months. I bet you'd feel pretty good about yourself (and your recruiter won't mind if you take all the credit).



The experience you have with your recruiter is everything.

At CompHealth, we take our values and culture very seriously. In fact, we believe that our process sets us apart from the competition for one very special reason: The CompHealth Experience.

The CompHealth Experience is simple. We believe in setting expectations, being personable, acting with integrity, being responsive, and being credible.

How great would it be to work with a recruiter who not only believed in these values, but lived them?

Don't settle for less. When you decide to work with a recruiter at an agency, you should expect to be treated like the valued customer you are. The experience you have with your recruiter not only tells you a lot about the agency, but tells you a lot about the physicians that recruiter is going to attract. A top-notch recruiter will recruit top-notch talent.

Take advantage of what a recruiter can offer you. Let your recruiter make your job easier. As the old saying goes, "Work smarter, not harder."

“Explosive growth” for PAs, says the 2016 AAPA Salary Report.

The ranks of PAs continue to expand just as their presence in and importance to healthcare do. Nationally certified and state-licensed professionals, PAs practice medicine alongside physicians, surgeons, and other healthcare professionals in nearly every medical and surgical specialty throughout the US. Their training in general medicine provides them with a flexibility that enables movement across specialties and settings. It offers PAs career satisfaction and work variety that few other healthcare careers can match.

These conclusions are reported in the 2016 American Academy of PAs Salary Report.¹

PA training.

PAs are educated at the graduate level, usually after obtaining bachelor’s degrees and undergoing an average of 4 years of healthcare experience. The rigorous, nationally accredited graduate programs run 27 months, consisting of classroom and laboratory training and clinical rotations. The clinical rotations last a year and include the major specialties like internal medicine, family medicine, general surgery, emergency medicine, OB/GYN, pediatrics, and psychiatry. Graduates must pass a national certifying exam administered by the NCCPA² and must acquire a state license before practicing medicine.

PAs are then able to obtain patient medical histories, perform medical exams, order and interpret lab results, prescribe medications and other therapeutic interventions, perform office procedures, assist in surgery, and round in hospitals and other inpatient facilities such as skilled nursing facilities.

Report findings.

The 2016 AAPA Salary Report found:

- Growth: “The profession has seen explosive growth in recent years” with 65 percent of PA professionals being under 40 years old.
- Makeup: 87.2 percent of PAs are white, and the majority are female (69.4 percent), in line with a nearly 20-year trend.
- Specialties: Three specialties account for employing nearly 40 percent of PAs: family medicine at 18 percent, orthopedic surgery at 10.9 percent, and emergency medicine at 10.5 percent.
- Localities: PAs are authorized to practice in every state and U.S. territory except Puerto Rico, and in Washington, D.C. PAs predominantly (85.3 percent) work in urban areas.
- Compensation: 78.3 percent of full-time PAs were compensated by salary, with a median annual pay of \$97,000. Full-time PAs earning hourly wages reported a median pay of \$55 per hour. However, self-employed PAs working as independent contractors and those working for staffing companies earned significantly above the median, \$117,000 and \$108,286 respectively.

Compensation versus inflation.

Compensation for PAs kept well ahead of inflation with a median increase of 55.2 percent during the years 2000 to 2015. The total inflation rate for the same years was 37.6 percent. With a Bureau of Labor Statistics projection of a 30 percent increase in PA jobs from 2014 to 2024, a PA career looks to continue to be rewarding both in the array of available opportunities and the competitiveness of their compensation.

Compensation by area, specialty, and employer.

The West Coast fared better than other parts of the U.S. when comparing PA salaries. The West Coast PA median salary of \$102,000 is above the national median, as was the Northeast at \$97,500. The South's \$96,000 and the Midwest's \$95,000 were slightly below. Compensation is contingent upon other factors as well, like specialty and employer. PAs in surgical specialties topped the salary range, and critical care access hospitals paid the best with a median compensation of \$120,000 per year.

Gender disparity.

"The 2015 median-base salary of full-time clinical practicing male and female PAs differed by \$11,000," the report says, "and the median bonus differed by \$2,000." The disparity, according to the AAPA, starts with the first years of practice. The difference in initial salary becomes compounded over time with future employers basing pay in part on a PA's previous salary. An analysis by AAPA finds that even when practice demographics and expertise are controlled for, salary differences between men and women exist. Past research by social scientists has found that women are less likely to negotiate salary than men, so women prepared with this knowledge are encouraged to negotiate the highest initial salary possible.

Clinical flexibility.

A PA career offers flexibility not available to many healthcare practitioners. PAs can change work settings and even specialties with relative ease, giving them a variety of opportunities for a better

quality of life. This flexibility proves beneficial to employers as well. The ability to move a PA within an organization with changing healthcare needs can make such adaptability invaluable.

The landscape of healthcare in the U.S. depends on PAs like never before. As the landscape continues to shift and be redefined to meet patient needs, that dependence will only increase with time. The explosive growth of the PA profession in past years offers but a glimpse of the growth to come. PAs will continue to prove a crucial and even indispensable asset to healthcare teams across every specialty.

1 <https://www.aapa.org/shop/salary-report/>

2 <https://www.nccpa.net/>

How to use LinkedIn to attract job seekers.



As the physician shortage continues to increase, finding qualified candidates for your facility is more important than ever. According to the Bureau of Labor Statistics, there are now only 1.7 candidates for every job opening. Add to these numbers the complexity that goes with online searches, social media, the ease of information sharing, and the myriad job boards available to healthcare professionals, and the job of recruiting becomes even more challenging.

So how do you find the right candidate for the job? In addition to posting your open positions on job boards, LinkedIn is a great resource for connecting with potential job candidates, but it requires a bit of finessing. Here are four simple steps to get you on the right path.

Step 1: Create an effective LinkedIn profile.

Everyone has a personal brand, and a great one can make the difference between attracting and losing top talent. Before a potential candidate returns your call or email, chances are they'll look you up on LinkedIn. If you aren't actively communicating who you are, what you do, and what you are passionate about, you're losing candidates to recruiters who are.

Here are four ways to enhance your LinkedIn profile:

1. Upload a current, professional profile photo.

Profiles that include a photo are 14 times more likely to be viewed. Make sure your photo is professional and reflects the image you want to portray. If your picture is more than a few years old, consider updating it to a more current photo.

2. Customize your headline.

Your professional headline should explain what makes you different from other people in your field. Make it short and catchy, but don't use your job title.

3. Use the summary section to tell people about yourself.

Take the time needed to make your summary unique and personal to you. Don't forget to showcase your strengths and achievements along with your passions, interests, and goals. In other words, let people know why they should connect with you and why you're special. Also, write in the first person to create a friendly tone, spell out even the most common abbreviations, and avoid using clichés.

4. Create a unique URL.

Make your LinkedIn profile URL as unique as you are by creating a custom URL (for example: [linkedin.com/yourname](https://www.linkedin.com/yourname)). A custom URL makes your profile more professional and allows you to add the link to your signature line, so others can connect with you on LinkedIn.

Step 2: Build your LinkedIn network.

Build your LinkedIn network every day by connecting with peers, reading news, and joining discussions. The more provider connections you make, the more profiles and contact info you can access and the higher you rise on connection feeds.

Here are four easy ways to build your network:

1. Make connections.

Develop a strategy for making connections with providers. A good place to start is with providers you are currently working with or those you worked with in the past. Keeping connected with these providers is a great way to find new connections through their networks.

2. Ask for recommendations and endorsements.

Reach out to a few of the providers you know and ask them for a recommendation. Also, ask co-workers and colleagues to endorse you for the skills that are most important. Endorsements help confirm that you are good at what you do. Don't forget to return the favor and endorse them as well.

3. Join groups.

Participating in groups increases your visibility to other profiles. Start by participating in discussions and listening to what people have to say. Take the opportunity to build a rapport with other group members. Once they become familiar with you, request to connect.

4. Engage your network with useful content.

Your profile gives you the opportunity to have a two-way dialogue with your network. Start the conversation by sharing content that you find interesting and relevant. Better yet, create your own content to build your follower base and become an industry thought leader. It's also important to engage and comment on the content your connections share.

Step 3: Personalize your communications.

Whether starting up a conversation through email or LinkedIn's InMail, take the time to write a personal message. Personalized InMails receive 37 percent higher response rates and increase the chances of a hire.

Before sending the message, review the potential candidate's profile and the content she's shared, commented on, or liked on LinkedIn as well as research the groups she's joined and the influencers she follows. All this information can be used to personalize your message.

Even if the recipient isn't open to the job opportunity, she may know someone who is. Don't be afraid to ask for referrals. Think of each message you send out as a networking opportunity.

Step 4: Use Boolean in your profile searches.

Computer programming languages use a logic called Boolean, named for its developer. By understanding a little about how this logic works, you can become an expert at getting better search results in much less time.

Try these five elements to enhance your searches:

1. Quotation marks

Enclosing a phrase in quotation marks tells the search engine to find the terms that appear within the marks in exactly the order they are written.

Example: "emergency medicine"

2. AND

AND (typed in capital letters) is used to refine your search by adding a descriptor, which requires that every result the search engine delivers contains both terms.

Example: "emergency medicine" AND physician

3. OR

OR (typed in capital letters) is used to broaden your search to include one or more terms. It's a great way to search for alternate spellings or for terms that mean the same thing. The more words you enter connected by OR, the more results you get.

Example: "emergency medicine" AND physician OR doctor

4. NOT

NOT (typed in capital letters) is used to exclude a particular term from your search. Your results will exclude any profile that contains that term.

Example: "emergency medicine" AND physician OR doctor NOT assistant

5. Parentheses

These come in handy when you are ready to do a complex search, allowing you to combine terms and modifiers. They require the search engine to search for the terms that are inside the parentheses first.

Example: ("emergency medicine" OR ER) AND physician OR doctor

Take advantage of the benefits a healthcare staffing agency offers.

Finding job candidates can be a grueling and time-consuming process. However, healthcare staffing agencies like CompHealth are available to provide you some relief. Not only do our recruiters understand the pressures you're under to hire the right person at the right time, we know the importance of the right fit.

We work closely with you to understand your goals for hiring, your organization's philosophy, and your make-or-break realities like budget and timing. And with a portfolio of nearly half a million healthcare professionals, we can respond to your needs quickly.

Six ways to set up new hires for success at your facility.

Whether you've hired a temporary or permanent physician for your facility, a comprehensive onboarding process is essential to not only the success of that provider, but also the continued quality of care for your patients.

One of the best ways to ensure a successful onboarding is to start before the physician's first day at your facility. Here are six ways to set your providers up for success:

1. Follow up.

Commit to weekly follow-up calls to answer questions, introduce a new topic, or share any news. This will help ensure that your candidate remains invested in your practice. If they aren't hearing from you, they are likely being contacted by competing facilities. Stay in touch.

2. Provide background information about your practice.

If you have a newsletter, share past copies with your new candidates to give them background on your practice. Alert the clinic staff, hospital staff, referral groups, and any other contract groups you work with that your new physician will be starting. Include a bio and photo of the physician if you can.

3. Share information about policies and procedures.

Send copies of key policies and procedures that might be helpful for the physician to review ahead of time.

4. Familiarize the provider with the layout of your facility.

Send a map of your facility and the hospital, parking information, and the best entrance to use on their first day of work—yes, even the smallest details matter.

5. Introduce the provider to your staff.

Create a staff directory that includes photos and information about each person. If there are members of the community or hospital whom the physician will want to know, include them as well. The more time the physician has to get acquainted with your staff, the better.

6. Make the provider feel welcomed.

Send a welcome gift basket as a fun and personable way to introduce the candidate to your community. Items can include a community guide, a T-shirt from a local team, a gift card to a favorite restaurant, or tickets to a local museum.

Making sure your new providers have the right tools, information, and resources to fit in and do their best work is crucial to their success.

Visit CompHealth.com/resources to download our onboarding checklist.

Keeping your staff engaged at work.

More than 70 percent of U.S. employees are not engaged at work, according to a study¹ conducted by Dale Carnegie Training. While this number is sobering, even more shocking is this: Companies with engaged employees outperform unengaged companies by 202 percent!

So how do you keep your staff engaged at work? Below are 10 tips:



Ask your employees what they want from their jobs.

This may seem simple, but it's one of the easiest ways to show that you're interested in helping your people be happier at work. If you're not already having one-on-one meetings with your direct reports, schedule at least one per quarter (or more frequently, if you can) to give staff members a chance to voice their opinions. Make it clear that these meetings are meant to be candid and open. Write down feedback you receive and create an action plan for making necessary changes.



Have your staff rank their engagement from 1-10.

Not only does this exercise allow you to quickly measure how engaged your employees are at work, it gives you a chance to ask what you—and the company—can do to raise engagement to a 10. While you won't be able to please everyone, especially since some disengagement is purely circumstantial, you'll find that some staff members would be happier with a slight pay raise or even increased recognition from leaders. Figure out simple ways to show your employees you've heard their responses and are committed to helping them become more engaged.



Remember that satisfaction is not the same as engagement.

Though it's important to have satisfied staff members, the key to an engaged team is making sure they are satisfied and motivated. Factors like a clean, inviting workspace, competitive salary, job security, and the latest work technology may keep employees satisfied enough to stick with the company, but they don't guarantee engagement.

That's where motivators come into play—factors like relationships with leaders and coworkers, opportunities for advancement, making a difference, achievement, and recognition.



Show your team members you appreciate them.

Employee Appreciation Day rolls around every year, and it's a great time to recognize each member of your staff—but they'll appreciate the recognition even more if it comes when they're least expecting it. Surprise a hard-working assistant with flowers simply to say thank you or have lunch delivered to the office on an ordinary afternoon. Small gestures go a long way and can motivate your employees to stick with their jobs, even when work becomes stressful or mundane.



Communicate your company's mission and values often.

The company's core values and mission statement are probably mounted on the wall of the lobby, but how often do you discuss them with employees? Make it a point to talk about the values frequently

and have team members think about ways to demonstrate them in their work. Discussing your company's core values can give your people a sense of pride and ownership in the company and help them realize that they are an important part of it.



Be transparent (where possible) about company goals and upcoming changes.

Trust is a big factor among engaged and disengaged employees. It's easy to lose a staff member's trust by not communicating promotions, policy changes, or upcoming circumstances that affect him or her. While it won't always be possible to talk about sensitive issues like employee terminations or sudden schedule readjustments beforehand, your teams will appreciate your candor about issues that you can communicate early, like facility remodels or government mandates that affect your company—and doing this will help you build trust and an engaged workforce.



Pay attention to those who are becoming burned out at work.

While you may not be able to do much for a single mom who is exhausted from working in the office and at home or a technician who's attending school full-time and working at your hospital when he's not in class, simply acknowledging your staff's busy schedules and asking them how they're doing can make a big difference. If you notice a particularly unhappy employee, meet with him or her individually to find out what you can do to ease the workload or help him or her achieve a better work/life balance.



Make sure your employees' positions are the right fit.

Sometimes it can be tempting to give a staff member extra work or promote him or her to a new position, especially when you have an unexpected hole to fill or someone is on a leave. However, overloading an employee can quickly cause discord, even if that person is too afraid to admit that he or she is overwhelmed. Before promoting someone or giving her additional responsibilities, consult with her to make sure that a new position or set of tasks fits with her goals and her schedule.



Encourage your staff to build strong relationships with each other.

It is often said that people leave organizations because of other people (usually their managers). Foster a healthy team environment by giving your staff time to get to know each other—whether it's through a team-building activity at a local park, a work barbecue, or even a simple birthday party for a coworker. While it may not be possible to get your entire staff away for a few hours, you can set time aside for a few teams to get to know each other quarterly and ensure that your staff knows building relationships is a priority.



Meet individually with team members to come up with development plans.

Don't miss opportunities to discuss your employees' long-term goals, especially for promotion or expanded work scope. Where possible, meet with your direct reports at least every six months to see the progress they have made and help them work toward a new position or a pay raise.

¹ https://www.ragan.com/Main/Articles/Infographic_71_percent_of_employees_are_not_engage_47961.aspx

Physician recruiting is on the rise: Information from the 2016 ASPR Benchmarking Survey.

By Carey Goryl

The Association of Staff Physician Recruiters (ASPR) has been serving physician recruiters for more than 25 years. During that time we have had to reinvent ourselves a few times as the industry has changed. When we started there were no online job searches, no cell phones, and if you wanted to hire someone you put an ad in a paper or trade journal.

As an organization we continue to look to the future as we determine the best way to help our members. One of the major ways we do this is through our annual benchmarking survey. We understand that in-house recruitment is different at every organization, and the survey helps us to understand those differences but also points out what we have in common.

We recently completed our 2016 survey and feel it is the most accurate reflection of the current state of the in-house physician recruiting industry we have ever seen. The survey found:

- Positions are being filled quicker. Overall, the average search was filled in 161 days, compared with approximately 200 days reported a few years ago.
- Organizations are searching for more health providers. The typical responding organization performed 45 active searches during the course of 2015. This continues a pattern of steady increases, and is more than double, from an average of 20 searches in 2012.
- Recruiters are working more. Respondents employed a median of two in-house physician recruitment professionals (four on average), which has held fairly constant. This continues to help explain the increases in the typical

recruiter's workload over the past several years. Per calendar year, the number of annual active searches per recruiter has climbed from 13 searches in 2010 to 22 searches per recruiter in 2015, an increase in excess of 68 percent in the past five years.

- Nurse practitioners and family medicine are in high demand. The top five overall searches conducted were nurse practitioner (11%), family medicine (11%), urgent care (9%), pediatrics (8%), and physician assistant (7%).

Recruiters are clearly being asked to do more with less and are looking for ways to more effectively find the best providers for their facilities. We use this survey to help us design programs and support our 1,600 members who work in hospitals, clinics, physician practices, academic medical centers, and managed care organizations across the United States and Canada.

We're already collecting data for next year; if you want to participate visit www.aspr.org and click on "industry data." To get hands-on training and learn more about this year's survey, we recommend you attend the 2017 ASPR Annual Conference in San Diego, CA, April 29-May 3.



Carey Goryl is the Executive Director of ASPR overseeing day-to-day operations and working closely with the Board of Directors.

CompHealth®