the STANDARD

1st Quarter 2018 April '17 - March '18

the delta companies

Recruiting Strategy: Covering All the Bases

THE RANGE OF RECRUITING STRATEGIES AVAILABLE TODAY IS A TESTAMENT TO THE DEDICATED WORK THAT PROFESSIONALS PUT INTO FINDING THE RIGHT TALENT FOR THE RIGHT JOB. BEFORE LINKEDIN, THERE WAS EMAIL. BEFORE EMAIL, WE USED DIRECT MAIL. BEFORE THAT, WE MADE CALLS. TODAY, EACH OF THESE STRATEGIES HAS AN IMPORTANT PLACE IN HEALTHCARE RECRUITING. HOWEVER, RESEARCH REVEALS THAT THE MOST EFFECTIVE CHANNEL IS PERHAPS THE MOST WIDELY AVAILABLE. ACCORDING TO DATA FROM MEDICAL MARKETING SERVICES (MMS), EMAIL IS THE CHANNEL PHYSICIANS USE THE MOST TO LEARN ABOUT NEW OPPORTUNITIES.

KEEP PHYSICIANS IN THE KNOW
Does it surprise you to learn that an estimated 50 percent of physicians quit their first jobs within 24 months? Mitigating the risk means making sure the provider, facility, location, and opportunity are all aligned. The Delta Companies uses every communication channel available to recruit providers, and we do it with a vetted game plan to ensure our efforts lead to results. We start by understanding who wants to be contacted.

SEND A WELL WRITTEN MESSAGE
It turns out that the vast majority of physicians (both employed and seeking a job) want to know about job opportunities. Out of all the possibilities, from calls to job boards, 98 percent of physicians want to be contacted about recruiting opportunities via email, according to MMS. The firm also found that the key to click through is the subject line: 61 percent of physicians say that's what gets their attention. Recruiters who include the specialty and location in the subject line have the best chance for getting a response.

Today, no one leaves home without a smart device — and most people use their phones, tablets, and laptops to check email and social media. As such, recruiters are wise to write their messages in a way that quickly captures the attention of busy professionals on the go.

RECRUITING RATIONALE
Recruiters know every physician has personal and financial goals when it comes to advancing his or her career. However, by understanding that some of the main reasons for accepting a new position are based on compensation, location, and opportunity for advancement (according to MMS' research), recruiters can tap into the right messaging for email, calls, and social media posts.

In today's Information Age, recruiters have the ability to leverage a variety of channels for recruiting. At The Delta Companies, we leverage the power of every communication channel to ensure we reach candidates and prospects in the most effective way — and help facilities around the nation fulfill their healthcare staffing needs.

98% of physicians want to be contacted about recruiting opportunities via email, according to MMS.

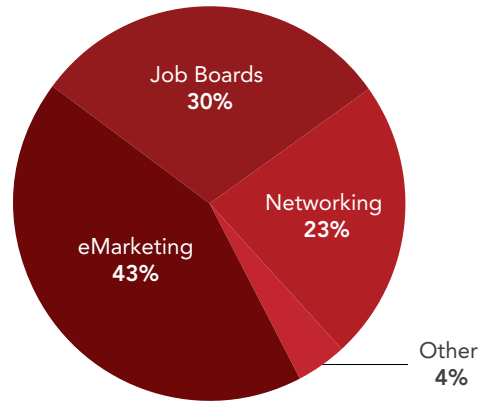**50%** of physicians quit their first jobs within 24 months.

61% of physicians say the subject line of emails is what gets their attention.

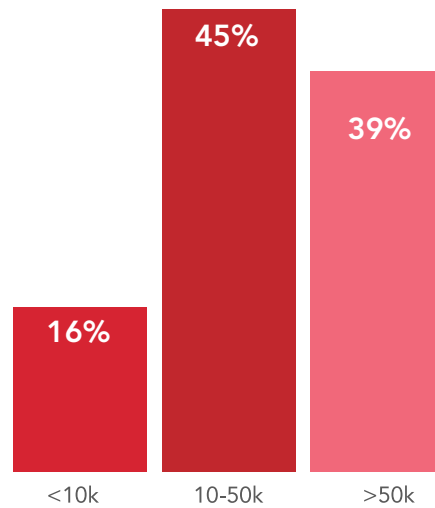THE **PHYSICIAN RECRUITING** STANDARD

PLACEMENTS & INTERVIEWS

Candidate Sources

Data indicates sources of candidates for placements and interviews from April 2017 through March 2018.

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 Eric Sasser, VP of Advertising, The Delta Companies at (800) 521-5060 x4600 or esasser@TheDeltaCompanies.com.

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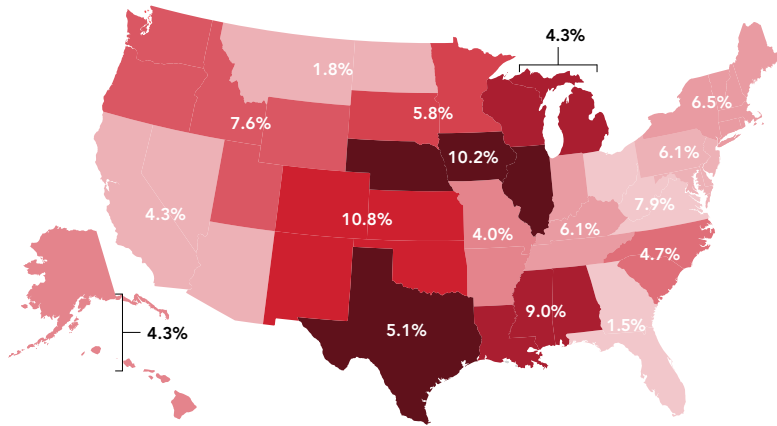
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Placements by Population

Data indicates the percentage of placements made from April 2017 through March 2018 by the population of the search facility's metropolitan area.

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
Primary Care	Family Medicine	$229,538	$23,333	$274,424	18
	Family Med.- Obstetrics	$227,918	$57,500	$352,873	27
	Internal Medicine	$221,250	$21,250	$263,750	28
	Obstetrics/Gynecology	$319,167	$21,000	$354,167	35
	Pediatrics	$203,750	$17,500	$240,455	12
	Psychiatry	$248,154	$23,000	$276,231	36
Surgery	Surgery - Orthopedic	$553,680	$58,333	$681,447	27
	Surgery - General	$406,250	$40,625	$440,000	35
	Surgery - Cardiothoracic	$547,500	$25,000	$1,011,500	12
	Urology	$441,250	$32,500	$554,250	30
Sub - Specialties	Critical Care Medicine	$530,000	$30,000	$700,000	2
	Neurology	$475,000	$25,000	$475,000	37
Hospital Based	Emergency Medicine	$359,037	$16,250	$387,867	21
	Hospitalist	$261,359	$21,375	$301,654	28
	Pediatric Hospitalist	$232,500	$26,000	$243,500	18

Data reflects averages from placements and interviews by Delta Physician Placement from April 2017 through March 2018. "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 April 2017 through March 2018.

Specialty Demand Comparison

	1st Quarter 2018	1st Quarter 2017
1.	Family Medicine	Family Medicine
2.	Obstetrics/Gynecology	Obstetrics/Gynecology
3.	Orthopedic Surgery	Emergency Medicine
4.	Pediatrics	Psychiatry
5.	Surgery - General	Family Medicine - Obstetrics
6.	CRNA	Hospitalist
7.	Internal Medicine	Internal Medicine
8.	Otolaryngology	Surgery - General
9.	Psychiatry	Urology
10.	Pulmonary Critical Care Medicine	Pediatric Gastroenterology
11.	Surgery - Cardiothoracic	Pediatric Hospitalist
12.	Allergy/Immunology	Pediatric Infectious Disease
13.	Anesthesiology	Pediatric Pulmonology
14.	CMO	CMO
15.	Dermatology	Critical Care Medicine

Data compares the top 15 most requested searches initiated by Delta Physician Placement, comparing the first quarters of 2017 and 2018.

Search Specialty Distribution

Primary Care
57%

Hospital-Based
9%

Surgery
16%

Sub-Specialties
18%
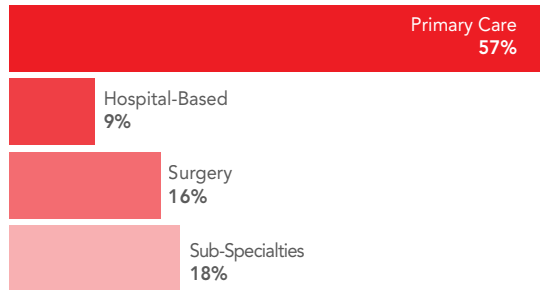
Data indicates the percentage of searches initiated by specialty grouping between April 2017 through March 2018.
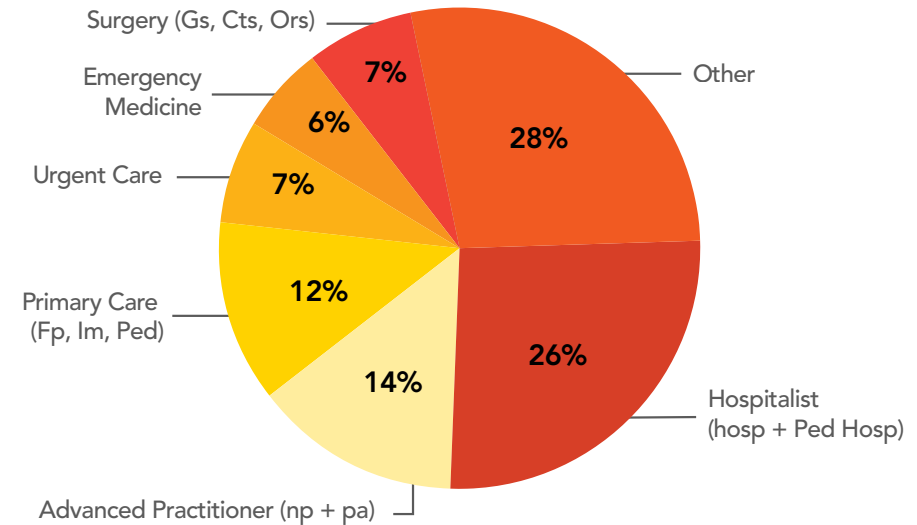
Candidate Placements

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

Compares all states for the top 5 candidate placements as initiated by Delta Physician Placement from April 2017 through March 2018.
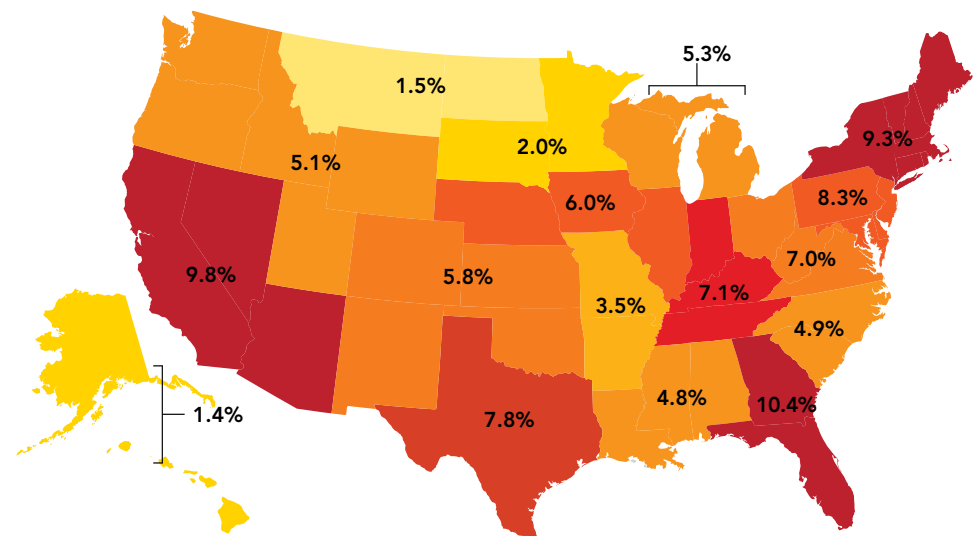
LOCUM TENENS

Days Requested - Top Specialties

- Surgery (Gs, Cts, Ors) — **7%**
- Emergency Medicine — **6%**
- Urgent Care — **7%**
- Primary Care (Fp, Im, Ped) — **12%**
- Advanced Practitioner (np + pa) — **14%**
- Hospitalist (hosp + Ped Hosp) — **26%**
- Other — **28%**

Data indicates the top specialties by days requested from April 2017 through March 2018.

Nationwide Physician Distribution

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

INDUSTRY PERSPECTIVES

Dr. Alexa Will See You Now: The Rise Of Voice-Assisted Devices in Healthcare

JUST AS CONSUMERS ARE GETTING COMFORTABLE ASKING ALEXA TO PLAY THEIR FAVORITE SONGS, ORDER PIZZA, AND PROVIDE DRIVING DIRECTIONS, THE USE OF DIGITAL ASSISTANT TECHNOLOGY IS BUILDING IN HEALTHCARE. FROM ANSWERING BASIC HEALTHCARE QUESTIONS, PROVIDING APPOINTMENT OR THERAPY REMINDERS, TO MONITORING VITALS LIKE BLOOD PRESSURE, THE USE OF SMART VOICE TECHNOLOGY IS HELPING STREAMLINE PATIENT CARE WHILE USHERING IN A NEW ERA OF GOVERNANCE.

ANSWERS ON DEMAND

Hands-free help can be vital if you're injured or unable to pick up a phone. Three of the most prevalent health-related assistants that are enabled through a smart speaker device like Amazon's Alexa are Cigna's "Answers by Cigna 2," Mayo Clinic's "Mayo Clinic First Aid 3," and Orbita's "Voice Experience Designer." These technologies make it possible for patients to ask about symptoms, treatments, and general insurance questions.

Cigna's application provides on-demand answers to 150 commonly-asked healthcare questions. It is also designed to promote health literacy by enabling clients to ask about insurance and their specific coverage. (After a survey, the firm found that 20 percent and 66 percent of respondents didn't understand certain terms, such as "premium" or "formulary," according to Cigna.)

Mayo Clinic's app provides instructions for everyday self-care (treating a wound or fever, etc.) and gives answers to common medical questions. Orbita's tool empowers a healthcare entity to write its own application that is then deployed via a smart speaker device.

All of these applications have a common goal: to provide a more personalized patient while streamlining wait times, reducing information clutter, and eliminating stress.

ACCURACY OF INFORMATION

Today, most patients are familiar with automated calls, that voice on the line when you're asked what department you need, if you'd like to make an appointment, if you want the nurse's line, or if you want to fill a prescription. This automation saves patients time — and can save providers about $.30 per call.

But just how conversational will these technology become? It's a wait-and-see scenario.

One of the biggest obstacles to voice-assisted technology is accuracy of information. What if the app can't understand the patient and delivers incorrect information? Or what if the data is outdated and the resulting answer is wrong? The burden of delivering the right information to the right patient at the right time falls on the company behind the app.

Artificial intelligence and machine learning will never fully replace human interaction, but like any technology, its design and function will innovate with the times. And as more people warm to the benefits of voice-assisted devices, its usage in healthcare is poised to pick up.

COMMON GOALS:

1. provide a more personalized patient
2. streamline wait times
3. reduce information clutter
4. eliminate stress

30¢ PER CALL
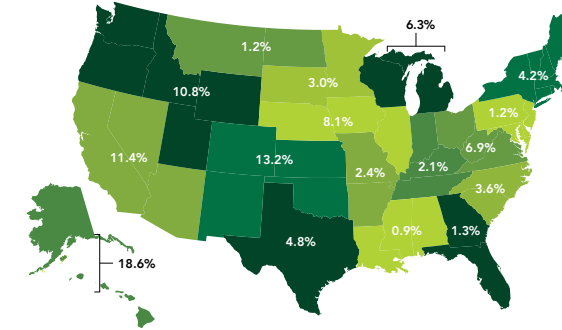amount of money providers save with automated calls.

20%
of survey respondents didn't know certain healthcare terms like "premium".

THE HEALTHCARE RECRUITING STANDARD

MARKET DEMAND

delta
healthcare providers

Nationwide Search Distribution

Map represents searches initiated by Delta Healthcare Providers on behalf of healthcare facilities from April 2017 through March 2018.

Specialty Demand Comparison

	1st Quarter 2018	1st Quarter 2017
1.	Physical Therapist	Registered Nurse
2.	Registered Nurse	Physical Therapist
3.	Nurse Practitioner	Nurse Practitioner
4.	Occupational Therapist	Occupational Therapist
5.	Medical Technologist	Dentist

Data compares the top 5 most requested searches initiated by Delta Healthcare Providers in the first quarters of 2017 and 2018.
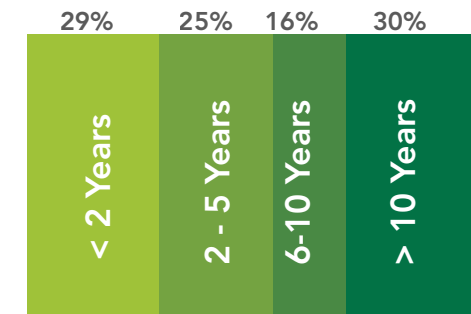

PLACEMENTS & INTERVIEWS

Placements by Population
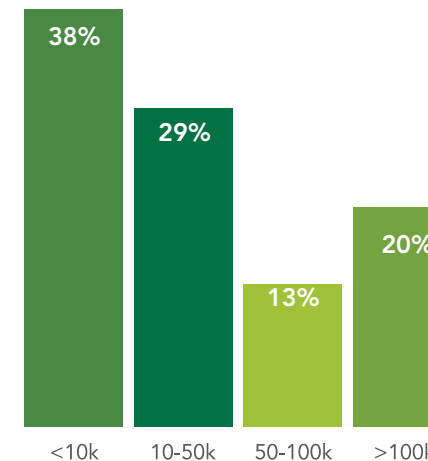
- 38% — <10k
- 29% — 10-50k
- 13% — 50-100k
- 20% — >100k

Data indicates the percentage of placements made from April 2017 through March 2018 by the population of the search facility's metropolitan area.

Years of Experience

- 29% — < 2 Years
- 25% — 2 - 5 Years
- 16% — 6-10 Years
- 30% — > 10 Years

Data indicates the average years of experience of candidates for placements and interviews from April 2017 through March 2018.

PLACEMENTS & INTERVIEWS

## Placement Data by Specialty

delta healthcare providers

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	$85,341	$7,417	$30,000	$4,143	6	70	22
	Physical Therapist	$84,765	$11,758	$24,263	$4,550	9	73	1
	Speech-Language Pathologist	$83,884	$7,000	$19,000	$3,800	7	81	21
Extenders	Nurse Practitioner	$146,986	$19,633	$42,174	$9,417	15	68	1
	Physician Assistant	$141,000	$12,500	-	$5,000	2	50	19
Allied/Other	Dentist	$170,262	$21,286	$52,500	$9,727	16	92	1
	Diagnostic Medical Sonographer	$65,000	$65,000	$6,500	$2,500	0	71	181
	Licensed Clinical Social Worker	$71,355	$6,200	-	$3,500	18	89	26
Nursing	CRNA	$141,600	$100,000	-	$3,750	15	83	274
	Registered Nurse	$72,232	$10,298	$20,333	$8,908	4	78	3
	Director of Nursing	$78,000	$2,000	-	$5,000	2	89	121

Data reflects averages from placements and interviews by Delta Healthcare Providers from January 2017 through December 2017. "Average Compensation" data reflects average yearly compensation for each position listed above. "Average Days" data does not include off-contract placements.

Candidate Sources

- eMarketing **59%**
- Job Boards **23%**
- Cold Calls **10%**
- Referrals **5%**
- Websites **3%**
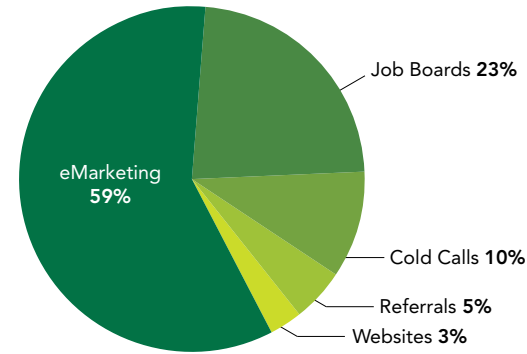
Data indicates sources of Delta Healthcare Providers permanent candidates for placements and interviews from April 2017 through March 2018.

Candidate Placements

Compares all states for the top 5 candidate placements as initiated by Delta Healthcare Providers from April 2017 through March 2018.
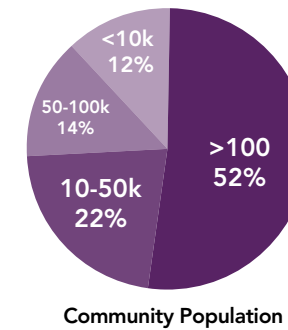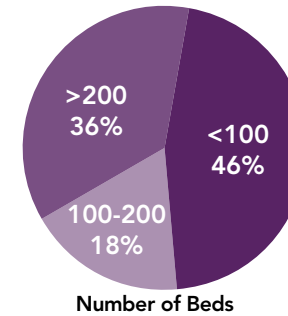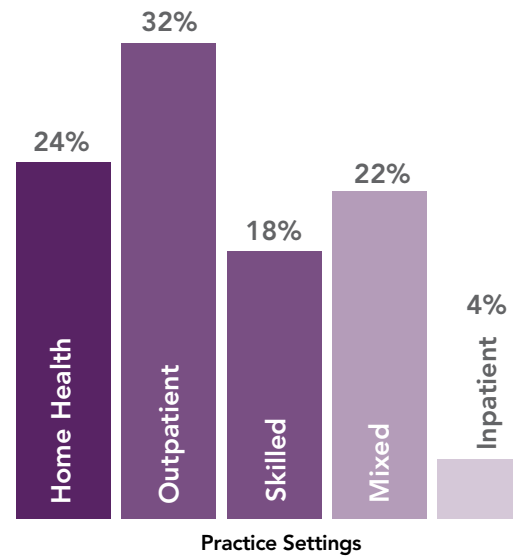
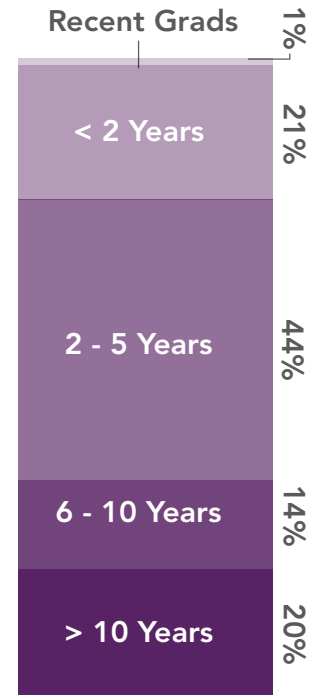| Top 5 States Providers Have Taken New Opportunities			
1.	Alaska	4.	Nebraska
2.	California	5.	Kansas
3.	Wisconsin		

STAFFING

delta healthcare providers

The data below is comprised of travel placements made by Delta Healthcare Providers over a three-month survey period.

Facility Demographics

- Home Health 24%
- Outpatient 32%
- Skilled 18%
- Mixed 22%
- Inpatient 4%

Practice Settings

Number of Beds
- >200 36%
- <100 46%
- 100-200 18%

Community Population
- <10k 12%
- 50-100k 14%
- >100 52%
- 10-50k 22%

Years of Experience

- Recent Grads 1%
- < 2 Years 21%
- 2 - 5 Years 44%
- 6 - 10 Years 14%
- > 10 Years 20%

Data is compiled from assignments placed by Delta Healthcare Providers from January 2018 through March 2018.