‘Tis the Season: Recruiters Face Unique Challenges

By Jane E. Born, Ethics Committee Chairperson, CEO, Born & Bicknell, Inc.

Upon closing the chapter on the final quarter of 2012, many of our firm members report an improved year over last year compared to numbers in Q4 of 2011. During my last report to the NAPR Board of Directors, it was my pleasure to deliver data illustrating a decrease in ethics complaints and violations. And while this is delightful news that assures no coal in your stocking, it is worth noting that our industry is one where all business practices are not ethical, much less created equal. And despite this dynamic, our members who have embraced our governed body of ethics may be directly correlated to their professional and financial success.

In addition to business practice and industry hurdles, a challenge all recruiters seem to share occurs annually during the holiday season. During this spirited season, the unique subset of recruitment related frustrations including connecting with prospective candidates, scheduling interviews, arranging travel itineraries, negotiating contracts and closing deals is daunting at best. Interestingly, whether an in-house recruiter or firm recruiter, this stressful predicament is unbiased. Frankly, in my more than 20 years in the business, I have come to conclude specific attributes of successful physician recruiters despite the situation, circumstance or season.

Attributes of a Successful Physician Recruiter

- Inherent positive, enthusiastic “Can Do” and optimistic attitude
- Embraces ethical business practices
- Takes pride in their work and practices the trade with integrity
- Personable conversational style with strong relationship building skill set
- Demonstrates respect and is well-mannered toward anyone they encounter
- Goal oriented achievers
- Solid, consistent and dedicated work ethic
- Organized, maintains accurate time-date stamped records and notes
- Respectful persistence and tenacious
- Resilient. Ability to bounce back.
- Courageous. Willingness to step outside a comfort zone to achieve their goal.
- Prepared and always a step ahead
- Intelligent and diplomatic
- Action oriented and can also excite others to action. A closer who gets the job done.
- Humble and accountable. A professional who admits mistakes and learns from them.

Simply, Consistency breeds confidence; Confidence breeds trust; Being a reliable resource to your team breeds success no matter the season.
While most of us acknowledge the first day of the calendar year on January 1, the Chinese Zodiac begins its New Year on February 10, 2013, the Year of the Snake, which is the sixth sign of the Twelve Animal Chinese Zodiac Signs. According to ancient Chinese wisdom, “a Snake in the house is a good omen.” This proverb brings glad tidings all year long to those born under the Chinese Zodiac Snake, during the following years: *1953* *1965* *1977* *1989* *2001*.

Among a list of characteristics, these folks are quite intelligent, good at business and make great mediators. Best careers suited for the Snake include analysts, magicians, investigators, sociologists, spiritual leaders and physician recruiters.

Paul Ng, Geomancer and Philosopher, recently announced his global predictions for 2013, Year of the Water Snake. According to Ng, 2013 is the “tenth year of the Lower 8 Cycle of the world. Based on I-Jing, while the period between 1984 and 2043 (totaling 60 years) is ‘Fire-Wind Urn’, the year 2013 is ‘Mountain-Thunder Rhythm’. Hence, it is a year of conservation, a year of rebuilding and a year of changes.”

For most, Astrology and Chinese Zodiac serve as an entertaining hobby; however, Ng’s prediction for 2013 being a year of change remarkably aligns with the NAPR Action Plan for next year. Over the last year, your colleagues serving on Education, Convention, Co-op Services, Public Relations, Membership, EZ Split among other committees, have worked exhaustively to develop, create and improve programs to benefit NAPR members starting in early 2013. In this issue of the Pulse, introductions to innovative NAPR services offerings, vendor discounts, convention news, and refreshingly designed programs await you. And while, the Snakes will certainly be taking advantage of all these exciting initiatives, rest assured that these programs are available to all of the other 11 Chinese Zodiac Animals as well.


愿你有一个繁荣的新的一年

(Translation: "May you have a prosperous New Year.")

Ng’s prediction for 2013 being a year of change remarkably aligns with the NAPR Action Plan for next year.

2012-2013

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President’s Message: The NAPR Twelve Days of Christmas

By Anne M. Folger, Banner Health

In light of the holiday season, I cordially invite you to carol along with me to the “The NAPR Twelve Days of Christmas.” Ready, here we go...

On the FIRST DAY of Christmas NAPR gave to me, a membership with the best in the industry;

On the SECOND DAY of Christmas NAPR gave to me, educational programs that are relevant and trendy;

On the THIRD DAY of Christmas NAPR gave to me, a website with offerings abundantly;

On the FOURTH DAY of Christmas NAPR gave to me, conferences filled by fascinating workshops and Mickey;

On the FIFTH DAY of Christmas NAPR gave to me, the WJB that’s increasing my sourcing capability;

On the SIXTH DAY of Christmas NAPR gave to me, the Washington Insider which keeps me informed politically;

On the SEVENTH DAY of Christmas NAPR gave to me, social media outlets supportive of my being chatty;

On the EIGHTH DAY of Christmas NAPR gave to me, a Code of Ethics offering me credibility;

On the NINTH DAY of Christmas NAPR gave to me, access to a network making me a better employee;

On the TENTH DAY of Christmas NAPR gave to me, co-op services that help me make lots of money;

On the ELEVENTH DAY of Christmas NAPR gave to me, mentorship opportunities so I am not forever a rookie;

On the TWELFTH DAY of Christmas NAPR gave to me, a dedicated board who works without charging a fee.

To all, I wish peace, joy and love during the holiday season and prosperous New Year.
What exactly is a “Rock Star Recruiter” anyway? A “Rock Star Recruiter” is more than just a famous recruiter... a “Rock Star Recruiter” has to have three key ingredients: 1) must be a recruiter in the physician recruiter genre; 2) must have talent; and 3) most importantly, must have charisma and personality that sets them apart from ordinary human beings/recruiters, a “larger than life” persona, if you will, that actually inspires lesser mortals to want to become “Rock Star Recruiters.”

Want to be the Keith Richards or David Bowie of the physician recruiter industry? Then plan to attend the NAPR & NALTO 2013 Annual Convention scheduled April 10-12, at the Disney Contemporary Resort in Lake Buena Vista (Orlando), Florida, and become a “Rock Star Recruiter”! Already a “Rock Star Recruiter”? You should still plan to attend the Convention as the “play list” will only enhance your reputation as a “Rock Star Recruiter”!

The NAPR & NALTO 2013 Annual Convention “band” (aka committee) has compiled a “play list” of great “hits” including Mike Staver, a professional business coach dedicated to assisting individuals achieve and attain the highest results in business and life; Disney speaker on “Building a Business Through Story Telling;” and tracks for locum tenens, in-house, retained, and managers.

The “band” has also drummed up a pre-Convention “Bonus Session” for Wednesday (April 10) focusing on marketing and branding – two “hits” that will help you achieve “Rock Star Recruiter” status.

Now we know rock stars like to work and play hard, so what better place than Disney World?! Reservations are now being accepted at the Disney Contemporary Resort. Call 407-824-1383 and be sure to tell the reservation agent you are with NAPR & NALTO to receive the discounted room rate.

Online registration is now posted to both the NAPR and NALTO websites – just click on the Convention logo or “Convention Registration” for detailed information or to register online. Watch for emails with important information on the Convention in the weeks to come.
In the last issue of Pulse, Anne Folger wrote in the President's Message about Trends in the Medical Field stating a national trend towards physicians "choosing employment over private practice" because of the value of "predictability of employment with respect to a more balanced life" and the "daunting complexities of running a private practice." Though physician employees do not face the challenges of running a practice, they face rigorous credentialing verification before obtaining employment. One credentialing requirement is demonstration of recent clinical experience. For physicians who have been away from medicine (for any reason: administrative work, family reasons, disability...) this may be difficult without a formal refresher/reeducation course.

These reentry physicians update their knowledge and skills through various modalities. A retired surgeon reentered medicine through locum tenens work successfully after a formal refresher course. Refresher courses are one way medical staff offices can ensure physician competency. Some choose self-paced continuing medical education; some shadow friends—though they may face malpractice barriers, and some use assessment centers to demonstrate their competence. "Reentry programs offer a structured option for returning physicians." A structured reentry program provides formal reeducation curriculum through assessment and preceptorship. In the Northeast, one such program is the Drexel Physician Refresher/Reentry Course (http://www.drexelmed.edu/home/OtherPrograms/PhysicianRefresherCourse.aspx), established in 1968 and enhanced in 2006. Drexel's courses provide structured curricula individualized to physicians' backgrounds, career goals and needs for their reentry to clinical medicine.

Drexel offers numerous courses that physicians may take independently or in combination to refresh and gain up-to-date clinical knowledge and skills. An online medical update curriculum and assessment is available, which provides more than 120 hours of online lectures across all topics of general medicine (including subspecialties) with pre and post-test assessment examination questions and up to 89 hours of CME credit. There is a structured Preceptorship available at Hahnemann University Hospital in Philadelphia in various specialties of medicine. Even though there is a structured core curriculum, its details and duration are individualized to meet the physicians' future employment needs. For instance, if the physician has long practiced outpatient medicine and is now switching to work which would involve both inpatient and outpatient medicine, s/he could structure a preceptorship with greater emphasis on inpatient medicine to regain his/her hospital skills. The Preceptorship combines online learning tools, traditional didactics through conferences, and clinical rotations to refresher physicians' knowledge and skills. In addition, the reentering physician is assessed and provided with summative and formative evaluations using various modalities: multiple choice exams, standardized patients, 360 degree evaluations, oral discussions, medical documentation, and online assignments. Almost all trainees find the courses rigorous and comment enthusiastically about their newly gained knowledge and skills; they emphasize how much teaching has changed since they originally completed medical training.

National trends in medicine are changing: fewer physicians choose private practice and some inactive physicians are returning to clinical medicine. As physicians seek locum tenens agencies for employment, having up-to-date recent experience is expected and could be regained through a refresher/reentry course. From 1968-1994, and then since 2006, Drexel's program has successfully helped inactive physicians achieve their goals and return to clinical medicine.

3. Jones E. Practice makes perfect: Physician refresher/reentry courses. Medical Staff Briefing 2008; 18(9):5-7
Tenet Healthcare Corporation, one of the largest investor-owned healthcare delivery systems in the United States, seeks a highly experienced physician recruiter to serve as Vice President, National Physician Recruiting. The candidate selected for this newly created position will work with Tenet’s hospitals and regional operations leaders to oversee and direct activities related to the recruitment and retention of highly skilled and productive physicians for Tenet’s 49 hospitals and more than 100 outpatient centers. Based in Dallas, Texas, the VP, National Physician Recruiting will work across all Tenet hospitals with both regional and local executives to develop physician manpower plans and the associated strategy for recruitment, identify sources of physician talent, develop and market a distinctive value proposition, evaluate and cultivate prospects, coordinate with the hospitals and outpatient center leadership on placements, and work within the Tenet guidelines on contracting. Successful candidates must possess a minimum of ten years of physician recruiting experience, with significant knowledge of government and healthcare regulations and reporting requirements that impact physicians. Critical to this role is a pre-established network and/or relationships with physician sources, and a deep knowledge of the needs/interests of physicians and physician segments and/or sub-groups. An MBA, MHA or similar advanced degree from a leading university is strongly preferred.

Qualified candidates and nominees should contact and forward their resume to:

Deedra Hartung  
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Cejka Executive Search  
Phone: 800.209.8143  
Email: dhartung@cejkasearch.com

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Phone: 800.209.8143  
Email: pesselman@cejkasearch.com

NAPR Services:

Upgrades to the NAPR World Job Bank

Exciting news! NAPR recently launched multiple upgrades to the World Job Bank. Here is a brief recap of the upgrades and new functionality:

- Updated specialties.
- A simplified, printable view of physician profiles.
- Ability to cross-post your jobs to Facebook, Twitter and LinkedIn.
- Auto match of your jobs and posted candidates.
- Member page displays the number of times a job has been viewed by physicians.
- Ability to post your jobs with bullets, fonts and colors (HTML support in job posts with WYSIWYG editor).
- Multiple physician alerts per member allows different specialty/region settings.
- Additional search fields were added to the physician search function (MD/DO; immigration status; availability date).
- Profile navigation within a physician search (move to the previous or next record without searching again).
- Ability to see how many views each of your jobs get.
- Apply button for physicians on job posts.
- Physicians may only now choose 12 states (instead of all US) to better define geographic preferences.
- Performance improvements – new server.

With over 26,000 candidate registrations, an average of 225 registrations per month and 239,800 jobs viewed per month, the World Job Bank is one of the best sources for candidates!

Call 800-726-5613 or e-mail us at napr@napr.org to subscribe.
MEDICARE REIMBURSEMENT

House Majority Leader Eric Cantor (R-VA) indicated that House Republicans would look to repeal the Independent Payment Advisory Board (IPAB) that was created through the Affordable Care Act. There are further indications that this plan could garner support in the Senate despite the chamber’s Democratic leadership. The IPAB was created to cut Medicare reimbursement rates when the program’s per-person spending becomes too great. Conservatives argue that the IPAB will create a system where Medicare is rationed as providers limit their services in response to cuts. Recommendations tendered by the IPAB are scheduled to automatically take effect unless Congress affirmatively votes to block the cuts and comes up with equivalent savings. The House voted this past spring to repeal the IPAB, a move that the CBO estimates will add $3.1 billion to the deficit over the past 10 years.


President Obama and Speaker Boehner have both expressed willingness to compromise on the two parties’ tax plans to avoid the upcoming sequestration cuts, including the proposed changes to entitlement programs like Medicaid and Medicare. However, Obama’s Press Secretary Jay Carney specifically mentioned that the President would veto any piece of legislation that came to his desk without a tax increase on the top two percent of earners. The president has several proposals in his 2013 budget, which could serve as a framework for a deal. This includes reducing the value of all itemized tax deductions for households earning more than $250,000 to 28 percent from the current 35 percent; lifting tax rates on investment income for those households; and reinstating old limits on some tax breaks for the wealthy that were suspended by the Bush tax cuts. Obama also wants to propose a special minimum tax on those who make more than $1 million a year. The president will meet with labor leaders and business CEOs next week to discuss the looming fiscal cliff.

http://professional.wsj.com/article/SB100001424127887324439804578108971200674876.html

According to a new report from the Congressional Budget Office, spending on Medicare, Medicaid, and CHIP will account for 6.3 percent of the federal gross domestic product by 2020, an increase from 4.7 percent in 2012. Medicare costs are projected to total more than $700 billion in 2020 and Medicaid is expected to cost an additional $514 billion. CHIP and private insurance subsidies called for under the Affordable Care Act will account for the remainder of federal health care spending, about 0.5 percent of the GDP. There are several cost-control proposals that could be enacted which would save money according to the CBO. Raising the qualifying age for Medicare would save about $30 billion in 2020, Raising Medicare premiums would save about $40 billion, and placing limits on medical malpractice lawsuits would save $10 billion.


CAPITOL HILL

There are currently disagreements between Speaker of the House John Boehner and Senate Majority Leader Harry Reid over the timing and extent of the deficit deal that needs to be struck to avoid the “fiscal cliff” at the end of 2012 when a variety of tax cuts expire and sequestration takes effect. According to some, the long-term effects of raising taxes and cutting spending could send the country back into a recession. Democrats, eager to capitalize on the political capital garnered by November’s elections, are seeking to strike a deal in the near-term. However, Speaker Boehner and his Republican colleagues believe that six weeks until the end of the session is not enough time to get a deal completed. Speaker Boehner wants to push off discussions

Continued on page 9
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on entitlement and tax reform that both parties agree is necessary for any substantive discussions on the national debt until 2013. However, Democrats have countered that they will not accept any postponement of a debt deal unless Republicans agreed to provide up-front funds to come from raising tax rates on the highest two income brackets. Tax rates are going to play a major role in the upcoming negotiations as all the Bush Tax Cuts are set to expire at the end of the year. President Obama campaigned on raising taxes on all American families making over $250,000 a year and has, so far, held strong to not signing any deal that keeps the low rates for those individuals.


Members of Congress in both the Senate and the House are closing in on a deal to hammer out an omnibus spending bill for the current fiscal year with both Democratic and Republican staffers hoping that the bill can find a slot on a jam-packed year-end Congressional calendar. The appropriations committees are assuming a $1.047 trillion spending limit set by the Budget Control Act, as opposed to the lower number that the House of Representatives had passed this year, which the White House has already deemed a nonstarter. Congressional aides believe that there is approximately a 50 percent chance of getting a bill at this point. Should Congress fail to get a deal done, the White House and other departments will be operating under a continuing resolution that extends the past fiscal year’s policies and spending levels through March 27, 2013.


**SMALL BUSINESS**

With tight lending policies still being enforced by many banks, entrepreneurs and small business owners are looking for alternative ways to secure funding. These policies have paved the way for new companies like Kabbage, a two-year-old online company that provides cash advances to small businesses, to grow. Companies are able to get initial approval for small loans in a matter of minutes and can use the money to expand and hire more employees when funding from traditional sources is not available. While traditional banks make their loan decisions through credit scores and collateral, these cash-flow lenders use software that reviews online sales, banking transactions, and comments on social-media sites, among hundreds of other criteria, to help make loan decisions within a matter of minutes instead of weeks or months. These companies can provide loans upwards of $150,000 to thousands of small businesses that cannot qualify for bank loans. However, these loans do sometimes come with hefty fees and effective annual interest rates of 20 percent to 60 percent, which siphons cash that many small businesses need to be able to invest in their business. Bank rates compare at 4.5 percent to 6 percent.


More than 600 small business owners and executives wrote a letter to all members of Congress urging them to end the Bush Tax Cuts for the wealthy under any deal that is brokered to avoid the fiscal cliff. The letter states, “As business owners, none of us hire more employees simply because someone gives us a tax cut. We hire more employees when our customers demand more of what we have to sell. When a teacher, firefighter, or construction worker building public infrastructure loses his or her job, many of us also lose a customer.” The letter was organized for the American Sustainable Business Council and Business for Shared Prosperity, two non-partisan small business groups that are advocates of allowing the tax cuts for those making more than $250,000 a year to expire. There is disagreement from other groups of small business owners who believe that raising taxes on them will in turn hurt demand and prevent them from hiring more employees or even laying off staff.


**With tight lending policies still being enforced by many banks, entrepreneurs and small business owners are looking for alternative ways to secure funding.**

Dave Wenhold
Q3 2012 Healthcare Jobs Snapshot

Executive Summary

Healthcare employment is projected to continue to outpace every other economic sector through 2020. At the same time, there is a growing concern about physician burnout as many are leaving medical practice. More than ever, hospitals and healthcare organizations are looking to retain precious physician staff and simultaneously increase the number of secondary care providers – such as nurse practitioners and physician assistants – to fill the staffing gap.

Physicians/surgeons continue to be the most in-demand healthcare professionals among employers. After physicians, nursing, nurse practitioners, administrative/executive professionals and physician assistants were the most in-demand in terms of job openings posted to the HEALTHeCAREERS Network in the third quarter of 2012.

Key Findings

General Findings

• In Q3 2012, the most healthcare job openings by profession, as identified by employers, included in order: physicians/surgeons, nursing, administrative/executive healthcare professionals, nurse practitioners, and physician assistants.

• From Q2 to Q3 2012, the number of job openings for physicians increased by about six percent; the number of job openings for nursing, however, decreased by about 15 percent.

• Year over year the top three physician specialty job openings remain unchanged: family medicine, emergency medicine, and psychiatry; the number of openings in these areas increased slightly in 2012.

• In both Q2 and Q3, Texas, Florida and California ranked as the top three states in terms of the number of healthcare job openings.

Physicians/Surgeons

• Physicians/surgeons remain the top employment priority for healthcare organizations, accounting for about 43 percent of all HEALTHeCAREERS Network job openings in Q3.

• We are seeing more physicians training to become specialists, in turn increasing the number of job openings for family medicine and primary care physicians. We are also seeing more PA and NP job openings in the area of family and general practice.

Nurses, Nurse Practitioners and Physician Assistants

• Nursing, nurse practitioners and physician assistants together accounted for about 33 percent of all HEALTHeCAREERS Network job openings in Q3.

• Nursing job openings declined from Q2 to Q3 by about 15 percent; however, when comparing Q3 to a year prior in Q3 2011, nursing job openings increased slightly by three percent.

• In Q3 the top three NP specialties include general, family medicine, and psychiatric/mental health.

• In Q3 the top three PA specialties include general, emergency medicine, and orthopaedic.

• Job openings for nurse practitioners grew from Q2 to Q3 by eight percent. When compared to a year ago in Q3 2011, job openings for nurse practitioners grew by 35 percent.

• Similarly, job openings for physician assistants increased from Q2 to Q3 by seven percent. When compared to a year ago, job openings for physician assistants increased by 22 percent.
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— Physician Recruiter, Tucson, AZ

Contact: Christine Whorton, EndoCareers | endocareers@endo-society.org | 1 (800) 361-3906 | www.endocareers.org
Unfortunately many of our members haven’t seen the advantage of the EZ Splits program, or haven’t had the time to trial it. That’s ok! Starting February 2013, it will be replaced with an innovative new program called NAPR-Connect, exclusively for NAPR Members only. This program was designed by the collaborating efforts of large and small search firms, NAPR Board Members, and in-house recruiters while keeping your suggestions for a better program top of mind.

This new program is designed to: minimize your time to fill critical vacancies; save time & energy; collaboratively work in a safe and equally beneficial environment (founded on our governed Code of Ethics) between In-House and Search Firms, as well as Search Firms to Search Firms; an affordable annual investment in NAPRConnect will get you access to exclusive access to opportunities and physicians unavailable on overused job boards and networks (available to NAPRConnect Members only).

Keep your eyes and ears open to the launch date, as this new program will be limited to the first 50 firms that join! Limited membership will keep relationships strong, the jobs fresh, and the candidates of the highest quality. See you FEBRUARY 2013!

From HEALTHeCAREERS:

Special Report: Q3 Healthcare Jobs Snapshot

What’s going on in healthcare hiring? Each quarter online healthcare job board, HEALTHeCAREERS Network, develops a hiring report based on an analysis of the site’s quarterly job posting data. The Snapshot reveals that healthcare providers continue to rank physicians/surgeons among the highest in hiring priority. Additionally, since last quarter we see notable increases in job openings for mid-levels as both physician assistants and nurse practitioners continue to fill in the gaps brought about by the continuing physician shortage.

Key Findings*:

• In Q3 2012, the most healthcare job openings by profession, as identified by employers, included in order: physicians/surgeons, nursing, administrative/executive healthcare professionals, nurse practitioners, and physician assistants.
• From Q2 to Q3 2012, the number of job openings for physicians increased by about six percent.
• Year over year the top three physician specialty job openings remain unchanged: family medicine, emergency medicine, and psychiatry; the number of openings in these areas increased slightly in 2012.

Find out more!

Click here to access the report for all the details.

*Data was collected from the HEALTHeCAREERS online database of job openings, which are placed by healthcare providers across the U.S. Data for this snapshot was collected from July 1-September 30, 2012, and is comprised of approximately 50,215 healthcare and medical job openings placed by 3,294 hospital and healthcare organizations. These organizations range from large health systems to single specialty practices, with an average hospital size of 300 beds. For more information or questions on breakdown by demographic please email hecn@shiftcomm.com.
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The MGMA/NAPR starting salary survey is scheduled to close at the end of January. To participate, simply click on the link (www6.mgma.com) and enter your data. As a gift to you, for participating, a free copy of the full survey will be mailed the address of your choosing. As a gift to others, your data along with other participants will be collated, published and become a resource used by healthcare systems nationally in benchmarking financial packages for physician candidates.