



**ARTHUR | MARSHALL**  
PHYSICIAN SEARCH

**PHYSICIAN RECRUITING INCENTIVES  
2014 REVIEW**



BUILDING YOUR SUCCESS

# SUMMARY REPORT

## 2014 Review

### Physician Recruiting Incentives



**ARTHUR | MARSHALL**  
PHYSICIAN SEARCH

#### INDUSTRY OVERVIEW

By: Curtis Pryor, *Chief Executive Officer, ARTHUR | MARSHALL*

There is no question that as the Patient Protection and Affordable Care Act (PPACA) phases in, many challenges face not only patients and consumers of these new insurance plans, but more specifically, the healthcare provider community. The law originated with the intent of covering 30 million uninsured Americans as well as improving other maladies in the delivery and servicing of health care. We are all aware of the problems with the rollout of the PPACA, i.e. the web design problems, but some say the issues are just beginning. The reality is that only time will tell. We are, however, in the midst of a huge shift in the delivery of health care and the recruitment of physicians and other providers.

ARTHUR | MARSHALL continues to observe a “flight to safety” in terms of practice style. The solo-practicing physician is for all practical purposes a thing of the past. Physicians continue to be employed by larger organizations. We obviously attribute this to the complexities of the new law and the safety net of working with larger organizations that are better equipped to handle the new, complex, day-to-day operations of a practice. We are observing an interesting trend in this most recent survey. There appear to be more group practices recruiting as a percentage of the whole than in previous surveys. Close to 25% of all search assignments this past year were for group practices. We believe, based on anecdotal evidence, that many of these groups are either owned or managed by hospital providers or large group organizations. Thus the trend away from traditional private practice and towards larger practices that take advantage of economies of scale. In addition, we continue to see strong, hospital-employed physician practice models, although slightly less than last year’s survey.

There is a continuing shift towards hospital system recruiting. We have stated in previous surveys that we anticipated a trend in this direction due to the continued consolidation of health care delivery. In essence, many smaller hospitals and groups find it more beneficial to consolidate or align with larger, more established systems. This trend has also created demand in larger metropolitan areas. In 2013, Arthur | Marshall conducted close to 50% of its search assignments in communities and metropolitan areas of more than 50,000 people.

#### SUPPLY AND DEMAND

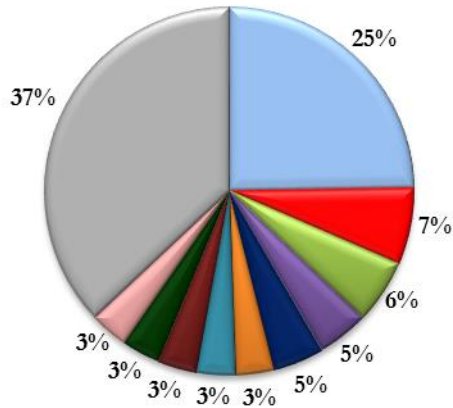
Primary care continues its march forward. It is now a given that due to the massive health care changes taking place, we will see more and more evidence of physician shortages, particularly in primary care medicine. ARTHUR | MARSHALL saw almost one-fourth of its search assignments in 2013 from Family Medicine. In addition, 10% of ARTHUR | MARSHALL’s searches were conducted for mid-level provider specialties, more specifically Advanced Practice Nursing and Physician Assistants (primary care). Another quarter of the search assignments came from other primary care specialties. While there was some slowing in the recruiting of Behavioral Health specialists, we still believe that Psychiatry will be a heavily-recruited specialty in the near future.

#### STRATEGY

According to the AAMC (Association of American Medical Colleges), the U.S. is headed for a physician shortage of some 90,000 physicians in 2020. Of this shortage, approximately half are in primary care medicine. The remaining physician deficit of 45,000 is expected in surgical and other specialties.

In order to fill these positions, proactive measures are needed to keep pace. It is always helpful to review recruitment incentives, parameters and processes in order to compete in this new marketplace of physicians. First and foremost, we recommend that clients recognize that this acute shortage exists and implement strategies into their recruitment programs with these issues in mind.

# Top Physician Searches by Medical Specialty



- Family Practice
- Neurology
- Pediatrics
- General Surgery
- Gastroenterology
- Other Specialties Recruited\*
- Internal Medicine
- Emergency Medicine
- Psychiatry
- Hospitalist
- Urology

## \*Other Specialty Recruiting Assignments

Anesthesiology	Nephrology
Anesthesiology Pain Management	Orthopaedic Adult Reconstructive Surgery
Bariatric Surgery	Obstetrics and Gynecology
Critical Care Medicine	Orthopedic Foot & Ankle
Cardiology	Occupational Medicine
Child Psychiatry	Oncology
Chief Medical Officer	Ophthalmology
Colon & Rectal Surgery	Orthopedic Surgery
Dermatology	Orthopedic Surgery – Spine
Endocrinology	Otolaryngology
Family Practice – Geriatrics	Pain Medicine
Family Practice with Obstetrics	Physical Medicine & Rehabilitation
Family Practice/Sports Medicine	Physical Therapy
General Practice	Physician Assistant
Hematology/Oncology	Pulmonary Critical Care
Hospice & Palliative Medicine	Plastic Surgery
Interventional Cardiology	Pulmonary Disease
Intensivist – Critical Care Medicine	Radiology Oncology
Infectious Disease	Registered Nurse Practitioner
Internal Medicine - Geriatrics	Rheumatology
Internal Medicine - Pediatrics	Sleep Medicine
Invasive Cardiology	Urgent Care Medicine
Maternal-Fetal Medicine	Vascular Surgery



### Top States where Search Assignments were Conducted

	2013	2012	2011
Ohio	22%	22%	12%
Texas	19%	26%	24%
Arizona	8%	---	---
Tennessee	7%	8%	9%
Kansas	6%	2%	6%
Iowa	5%	20%	9%
Louisiana	4%	3%	---
Missouri	4%	6%	7%
Alabama	4%	---	1%
Arkansas	3%	1%	1%
Other States	18%	12%	31%

*Data reflects searches assigned from January 2013 through December 2013.*

### Medical Settings of Physician Search Assignments

	2013	2012	2011
Hospital Employee	59%	77%	72%
Single-Specialty Group	23%	7%	16%
Multispecialty Group	5%	3%	8%
Solo/Partner	1%	---	---
Academics	2%	10%	4%
FQHC	10%	3%	---

*Data reflects searches assigned from January 2013 through December 2013.*

### Placements by Community Size

	2013	2012	2011
Under 10,000	16%	26%	23%
10,000-20,999	27%	17%	19%
21,000-30,999	7%	7%	10%
31,000-50,999	13%	13%	16%
51,000-75,999	6%	6%	10%
76,000-99,999	6%	---	4%
Over 100,000	25%	31%	18%

*Data reflects the population of the search assignment's location for placements made from January 2013 through December 2013.*

### Compensation\* Offered to Top Recruited Specialties \*does not include signing bonus or benefits package

Family Practice	Low	Mean Avg.	High
2013	\$170,000	\$208,700	\$250,000
2012	\$169,000	\$191,600	\$332,000
2011	\$161,500	\$190,000	\$314,000

Registered Nurse Practitioner	Low	Mean Avg.	High
2013	\$90,000	\$96,300	\$100,000
2012	\$82,700	\$96,700	\$130,500
2011	\$82,500	\$94,500	\$120,000

Internal Medicine	Low	Mean Avg.	High
2013	\$200,000	\$242,500	\$300,000
2012	\$180,000	\$222,000	\$362,000
2011	\$172,500	\$211,500	\$340,000

Neurology	Low	Mean Avg.	High
2013	\$250,000	\$268,000	\$300,000
2012	\$214,500	\$274,000	\$440,000
2011	\$208,000	\$257,000	\$433,000



Emergency Medicine	Low	Mean Avg.	High
2013	\$260,000	\$272,500	\$355,000
2012	\$254,000	\$299,500	\$444,000
2011	\$182,000	\$212,000	\$420,500

Pediatrics	Low	Mean Avg.	High
2013	\$175,000	\$205,000	\$265,000
2012	\$166,500	\$210,000	\$345,000
2011	\$160,000	\$198,000	\$329,000

Psychiatry	Low	Mean Avg.	High
2013	\$180,000	\$211,000	\$260,000
2012	\$175,000	\$213,900	\$300,000
2011	\$171,000	\$206,000	\$298,000

General Surgery	Low	Mean Avg.	High
2013	\$300,000	\$337,000	\$410,000
2012	\$299,000	\$363,000	\$599,000
2011	\$286,000	\$354,000	\$562,000

Hospitalist	Low	Mean Avg.	High
2013	\$217,000	\$259,000	\$280,000
2012	\$212,000	\$253,000	\$335,000
2011	\$210,000	\$232,500	\$250,000

Gastroenterology	Low	Mean Avg.	High
2013	\$398,000	\$520,000	\$655,000
2012	\$400,000	\$576,000	\$930,000
2011	\$375,000	\$545,000	\$871,000

Urology	Low	Mean Avg.	High
2013	\$344,000	\$450,000	\$540,000
2012	\$343,000	\$456,000	\$690,000
2011	\$324,000	\$447,000	\$665,000

Pulmonary Critical Care	Low	Mean Avg.	High
2013	\$325,000	\$387,000	\$452,000
2012	\$336,000	\$388,000	\$526,000
2011	\$263,000	\$335,000	\$491,000

Orthopedic Surgery	Low	Mean Avg.	High
2013	\$420,000	\$500,000	\$754,000
2012	\$411,000	\$535,000	\$960,500
2011	\$383,500	\$512,000	\$850,000

Obstetrics/Gynecology	Low	Mean Avg.	High
2013	\$255,000	\$295,000	\$420,000
2012	\$242,000	\$303,000	\$514,000
2011	\$237,000	\$289,500	\$496,000



Otolaryngology	Low	Mean Avg.	High
2013	\$375,000	\$400,000	\$425,000
2012	\$312,000	\$398,500	\$685,000
2011	\$302,500	\$381,500	\$665,000

Family Practice w/ Obstetrics	Low	Mean Avg.	High
2013	\$179,000	\$239,000	\$343,000
2012	\$173,000	\$210,000	\$336,000
2011	\$165,000	\$202,500	\$314,500

Interventional Cardiology	Low	Mean Avg.	High
2013	\$466,000	\$585,000	\$728,000
2012	\$430,000	\$536,000	\$840,000
2011	\$415,000	\$543,000	\$839,500

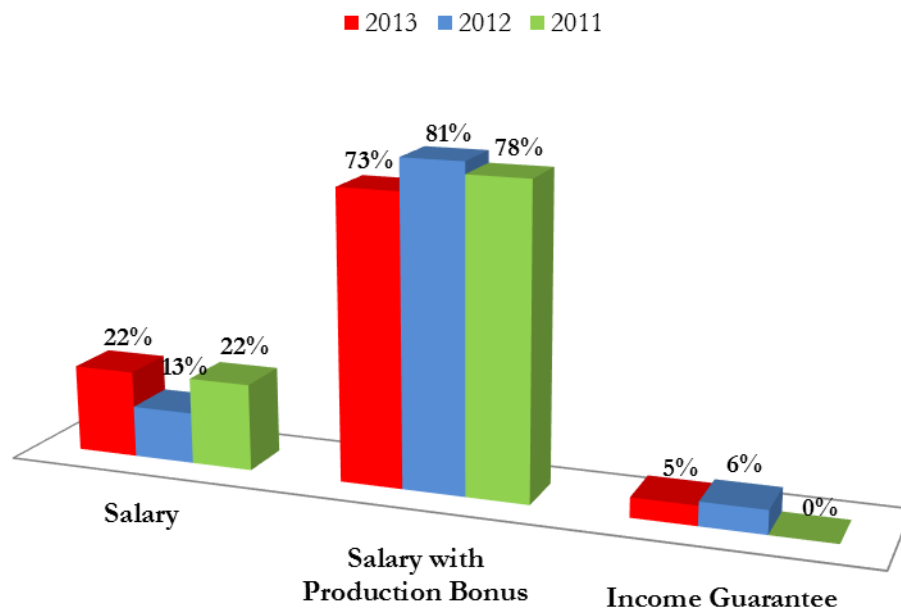
Hematology/Oncology	Low	Mean Avg.	High
2013	\$350,000	\$438,000	\$540,000
2012	\$351,000	\$493,000	\$833,000
2011	\$318,000	\$478,000	\$865,000

Physician Assistant	Low	Mean Avg.	High
2013	\$86,000	\$97,000	\$116,500
2012	\$83,000	\$95,000	\$130,500
2011	\$82,500	\$95,000	\$129,000

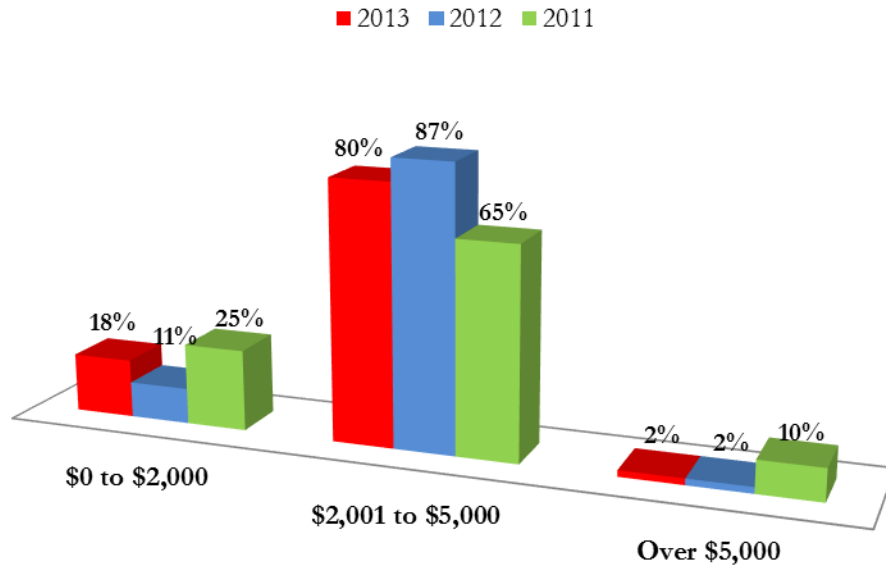
Data reflects placements made from January 2013 through December 2013.

## Type of Compensation Offered



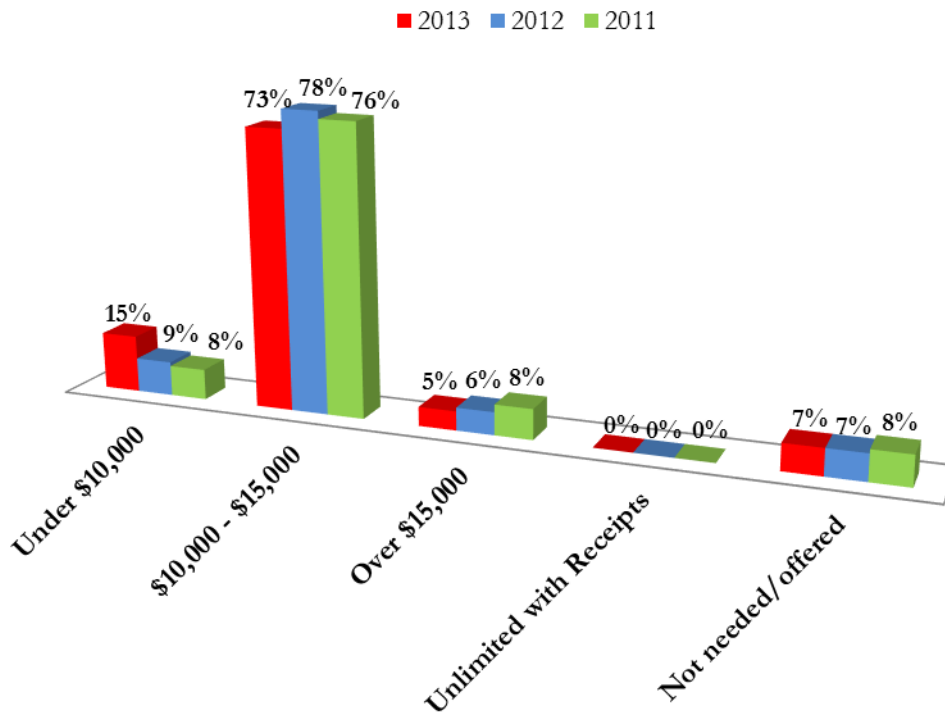
Data reflects compensation types for placements made over the past three years.

## Searches Offering Continuing Medical Education Allowance



*Data reflects CME allowances offered for placements made over the past three years.*

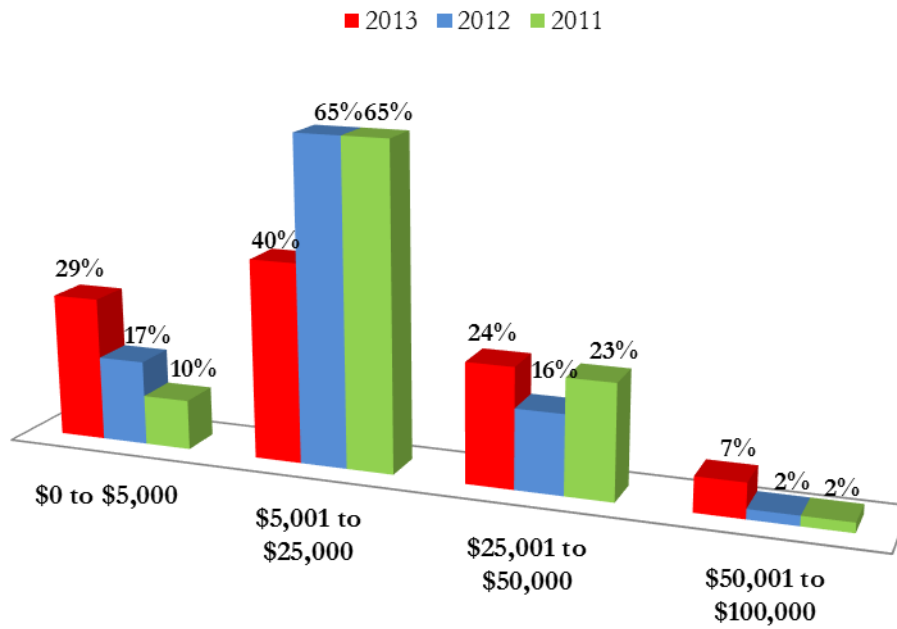
## Searches Offering Relocation Allowance



*Data reflects compensation offered towards relocation expenses for placements made over the past three years.*



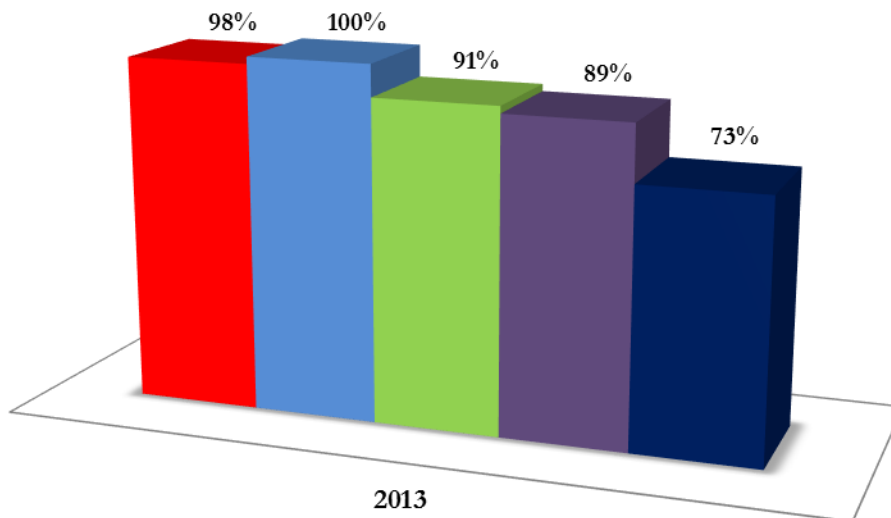
## Searches Offering Signing Bonus



*Data reflects signing bonus amounts for placements made over the past three years.*

## Searches Offering Additional Benefits

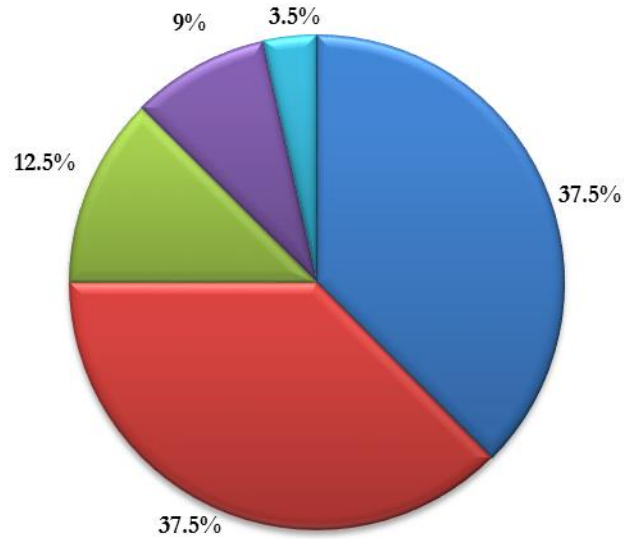
■ Health Insurance ■ Malpractice ■ Retirement ■ Disability ■ Educational Loan Forgiveness



*Data reflects additional benefits offered for placements made from January 2013 through December 2013.*



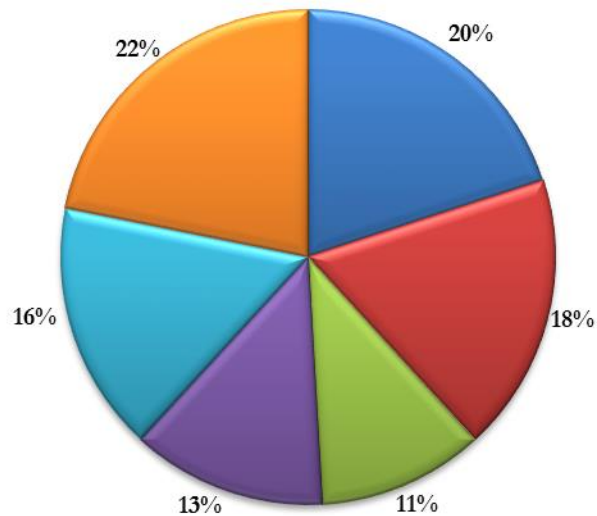
## Placement Sources



■ Direct Mail/E-mail Campaigns ■ Job Boards ■ Referrals ■ Cold Calls ■ Website

*Data reflects sources of candidates for placements made from January 2013 through December 2013.*

## Years of Experience



■ Less than 2 Years ■ 2-5 Years ■ 6-10 Years ■ 11-15 Years ■ 16-20 Years ■ Over 20 Years

*Data reflects placements made from January 2013 through December 2013.*

ARTHUR | MARSHALL is a retained physician search firm. We use our resources and experience to find and place physicians and mid-level healthcare providers in practices that are having difficulty filling the position on their own. Due to the success of our retained business model, we are able to provide a high level of service, detail and professionalism to our clients that most firms cannot offer. While our job is to represent our client, not the candidate, our approach to recruitment is to act as a consultant to both parties, with a focus on finding the best possible match to improve candidate retention. As each of our marketing territories open under expert guidance from our consultants, our excellent reputation for success and service, as well as our national presence, continues to extend and grow.

ARTHUR | MARSHALL effectively manages state-of-the-art methods to market and accurately represent our clients' opportunities to physician prospects. These include:

- Targeted direct marketing and electronic marketing campaigns
- Social media outlet representation
- A sophisticated, in-house database
- A variety of internet-based tools
- One-on-one physician contact

Once qualified candidates are identified, we initiate a well-defined recruitment system that follows the process through to its successful completion.

ARTHUR | MARSHALL understands the unique needs of physicians, hospitals and clinics. Conducting hundreds of successful searches annually, ARTHUR | MARSHALL provides a physician candidate who is the ideal match for your position.

Contact one of our consultants at **(866) 414-6077** or **(214) 234-3580** or visit our website, [www.arthurmarshall.com](http://www.arthurmarshall.com).

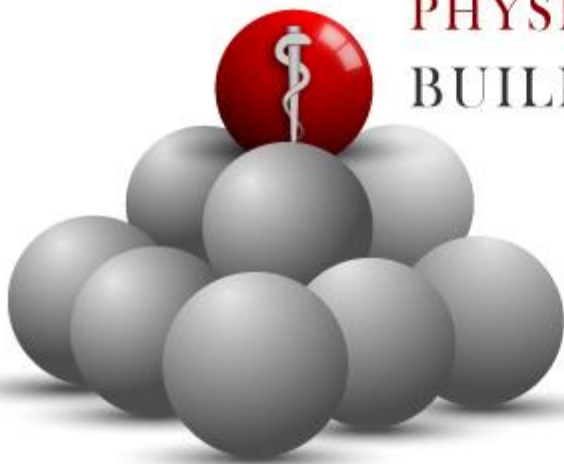
For more information regarding our search and placement statistics or media requests, please contact Kate Austin, Director of Procurement Marketing, ARTHUR | MARSHALL at **(866) 414-6077** or [kaustin@arthurmarshall.com](mailto:kaustin@arthurmarshall.com).

You may access previous versions of our annual reviews at [www.arthurmarshall.com/surveys](http://www.arthurmarshall.com/surveys).

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