COVID-19 Impact and Response

28% of organizations reduced recruitment departments’ staff via furloughs, layoffs and terminations.

Recruitment Efforts Paused?
YES 38%
NO 62%

Organization has Paused Recruitment Efforts

Largest Organizations 47%
Mid-sized Organizations 43%
Smallest Organizations 23%

Organization has Reduced Staff via furloughs, layoffs & terminations

35% Largest Organizations
27% Mid-sized Organizations
21% Smallest Organizations

Current Trends in Physician Workplace
- Telehealth services
- Reliance on virtual/video technology
- Closing of private or small group practices
- Flexible scheduling
- Multi-state physician licensing
- Burnout of physician workforce
- Retiring physician workforce
- Mergers and acquisitions
- Candidate pool
- Relocation and job searching
- Lifting of residency caps
- On-Call hours
- Advanced Practice Provider utilization

Expected Impact of COVID-19 on Reporting Department’s...

Advertising Recruitment Spend

<table>
<thead>
<tr>
<th>Impact Level</th>
<th>Major Increases</th>
<th>Moderate Increases</th>
<th>No Impact</th>
<th>Moderate Reductions</th>
<th>Major Reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.4% Major Increases</td>
<td>7.0% Moderate Increases</td>
<td>30.9% No Impact</td>
<td>41.5% Moderate Reductions</td>
<td>20.2% Major Reductions</td>
<td></td>
</tr>
</tbody>
</table>

Technology Spend

<table>
<thead>
<tr>
<th>Impact Level</th>
<th>Major Increases</th>
<th>Moderate Increases</th>
<th>No Impact</th>
<th>Moderate Reductions</th>
<th>Major Reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.5% Major Increases</td>
<td>19.2% Moderate Increases</td>
<td>40.2% No Impact</td>
<td>21.0% Moderate Reductions</td>
<td>11.1% Major Reductions</td>
<td></td>
</tr>
</tbody>
</table>

Physician Candidate Pool

<table>
<thead>
<tr>
<th>Impact Level</th>
<th>Major Increases</th>
<th>Moderate Increases</th>
<th>No Impact</th>
<th>Moderate Reductions</th>
<th>Major Reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2% Major Increases</td>
<td>34.1% Moderate Increases</td>
<td>21.1% No Impact</td>
<td>29.6% Moderate Reductions</td>
<td>10.0% Major Reductions</td>
<td></td>
</tr>
</tbody>
</table>

Salary Bands/Compensation Offers

<table>
<thead>
<tr>
<th>Impact Level</th>
<th>Major Increases</th>
<th>Moderate Increases</th>
<th>No Impact</th>
<th>Moderate Reductions</th>
<th>Major Reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.4% Major Increases</td>
<td>1.9% Moderate Increases</td>
<td>69.7% No Impact</td>
<td>23.3% Moderate Reductions</td>
<td>4.8% Major Reductions</td>
<td></td>
</tr>
</tbody>
</table>

Expected Impact of COVID on Reporting Department’s...

0.4% Major Increases
7.0% Moderate Increases
30.9% No Impact
41.5% Moderate Reductions
20.2% Major Reductions

Major Increases
Moderate Increases
No Impact
Moderate Reductions
Major Reductions

Increasing
decreasing

5.2%
34.1%
21.1%
29.6%
10.0%
Response to COVID-19

- Canceled all large group activities: 96.3%
- Working from home: 90.1%
- Restricting or banned travel: 83.1%
- Increased telehealth offerings: 79.8%
- Canceled all in-person meetings: 71.7%
- Flexible work scheduling: 53.7%
- Redeploying providers: 49.6%
- Preparing for another surge of COVID: 48.2%
- Delaying new hire start dates: 45.6%
- Hiring freeze: 43.4%

Top Hiring Priorities:
- Family Medicine
- Internal Medicine
- Psychiatry
- Pulmonary/Critical Care
- Gastroenterology
- Neurology
- Cardiology
- Hospitalist
- Ob/Gyn: General
- Oncology

Recruiters’ Concerns About Their Position’s 5-Year Viability:
- No concerns: 35.7%
- Mild concerns: 47.8%
- Moderate concerns: 13.6%
- Major concerns: 2.9%

Recruitment Sourcing Changes:
- Email
- Career Fairs (virtual)
- Social media posts
- Internet job boards
- Direct mail
- Journal advertisements
- Search firms

Recruitment Sourcing Changes DECELERATING

Expectations for Returning to Normal:

**FIRST HALF 2021**
- Return to Normal

**1–3 MONTHS**
- Return to Onsite Interviews

**7–12 MONTHS**
- Return to Large Group Activities

(Results are based on responses from 273 internal recruiters, received between June 4-15, 2020.)