



2019 Annual Report

Summary and Highlights

2019 Annual Report Highlights

Our new report has the definitive answer. New findings confirm that the United States physician shortage is on the rise, impacting recruitment and retention at every level. From specialists to family medicine practitioners, recruiting and hiring physicians continues to be a challenge facing health care systems and physician practices. This industry trend continues to worsen, according to the recently released benchmark study from the Association for Advancing Physician and Provider Recruitment (AAPPR), whose members are the leading authorities in the physician and provider recruitment to retention continuum.

Nearly 150 AAPPR member organizations participated in the extensive annual research study representing more than 10,000 searches, almost two-thirds specific to physicians. A new feature of the interactive report: users can create their unique benchmark report with a Days to Fill Calculator. This online predictive indicator provides a range of time it will likely take to fill a specific physician specialty vacancy based on geographic area or desirability of location.

The pages of the full report provide more detailed explanations, and the online, Advanced Search Application (available at www.aapprbenchmarking.com) provides a virtually limitless number of ways to review this year's data.

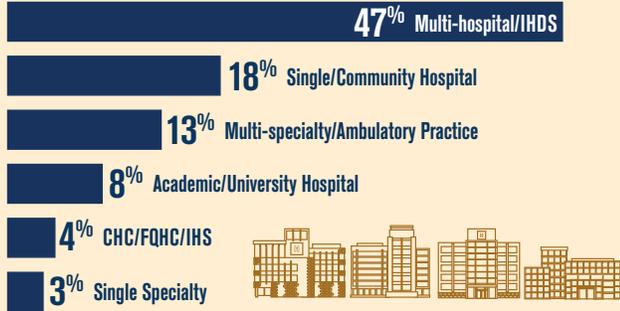
Highlights from the just-released 2019 In-House Physician and Provider Recruitment Benchmarking Report:

	Organizations are doing more searches than ever before, and they are hiring more in-house physician recruiters as a result.
	Physician searches are taking longer than ever recorded in the ten-year history of the report.
	Primary care specialties of family, internal medicine and hospitalist physicians are the most sought-after – making them the most competitive searches to fill.
	Physician positions least likely to be filled in 2018 included Dermatology, Genetics, Plastic Surgery and Gastroenterology.
	Facilities serving smaller communities see higher physician turnover thereby increasing staffing costs.
	The increasing difficulty of filling physician vacancies and the overall economy and job market are boosting recruiter compensation levels for the 24/7 role they fill.
	Most recruiters have some workplace flexibility that allows them to work from home or work flexible hours. But despite that and the increase in pay, turnover is highest for recruiters who are pushed to carry more than the median search load.

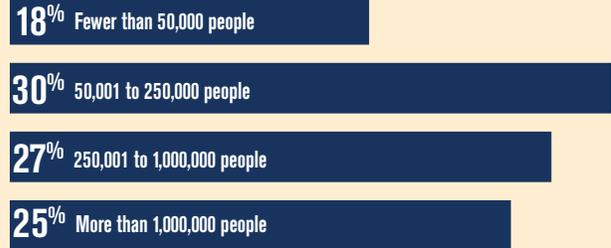
Recruitment Departments and their Searches



Types of Organizations



Area's Population



\$615,000
Department's Annual Budget



Department Staffing



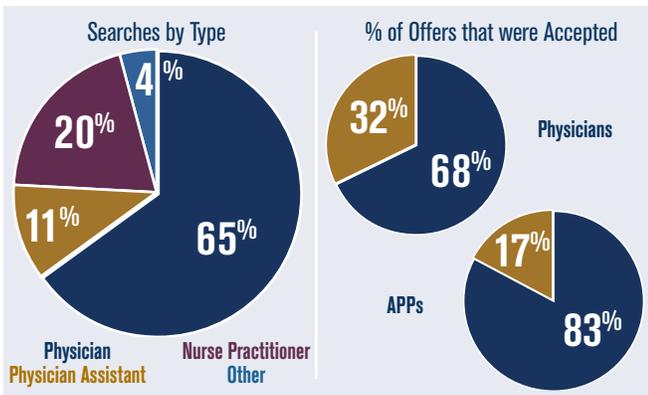
13% Average Recruiter Turnover

Productivity

32
Total Searches per Recruiter



Searches



	% Filled	Days to Fill
Physician Assistants	79%	63
Nurse Practitioners	78%	62
Physicians - Primary Care	52%	149
Physicians - Specialty Care	46%	161
Physicians - Surgery	43%	172

	% Filled in 2018	Days to Fill
Family Medicine	50%	227
Hospitalist	68%	144
Internal Medicine	49%	115
Urgent Care	69%	112
Cardiology	51%	147
Neurology	40%	186
Psychiatry	44%	180
Ob/Gyn: General	57%	125
Pediatrics: Non-Surgical	55%	124
Pediatrics: General	52%	92

Figures shown as medians and frequency distribution unless stated otherwise.

The Role of Recruiters



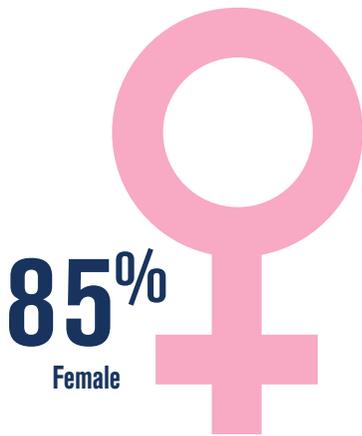
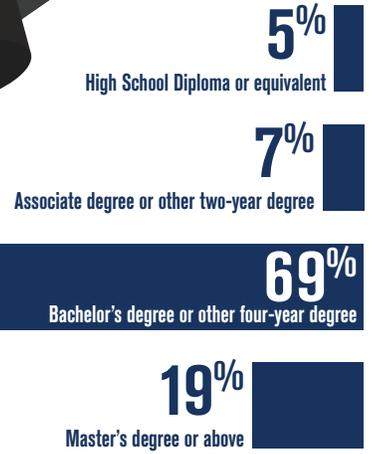
Formerly ASPR
AAPP
ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT



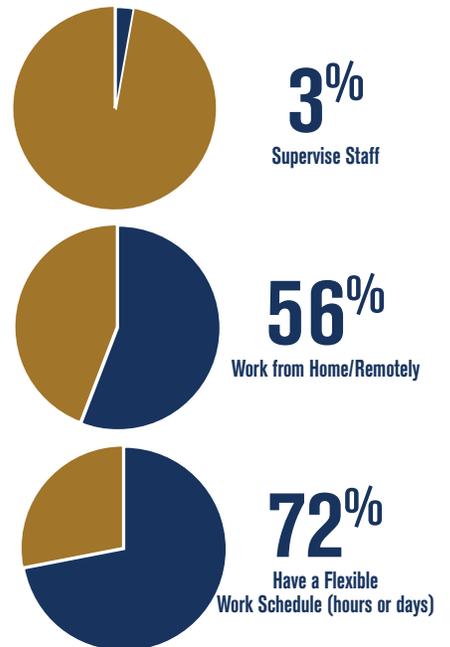
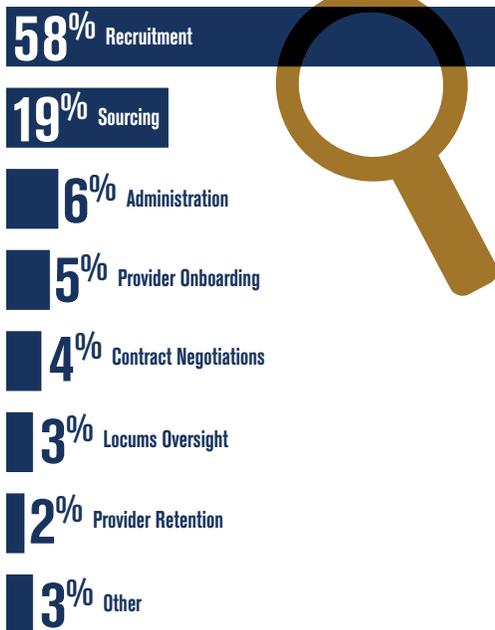
6
Years of Experience



Education



Recruiters spend their time on . . .



\$83,000
Annual Total Compensation



About This Report

The **2019 AAPPR In-House Physician and Provider Recruitment Benchmarking Report** (based on calendar year 2018) is designed to provide credible industry data to help in-house physician and provider recruitment professionals prepare, plan, and forecast to meet the challenges of an evolving healthcare landscape. Benchmarks are critical for our industry as we constantly strive for improved processes and results within our organizations to meet the needs within our communities.

The information was collected and confidentially prepared by Industry Insights, Inc. of Columbus, Ohio, while working closely with AAPPR representatives in all aspects of the study. An online, survey portal is available and hosted by Industry Insights at www.AAPPRbenchmarking.com. Survey invitations were emailed to physician and provider recruitment professionals nationally, beginning in February 2019. A total of 146 organizations (providing data for 492 in-house physician recruiters and 10,139 active searches) participated prior to the final deadline of July 8, 2019.

In order to enhance the validity of the compensation data, responding in-house recruiters were unable to self-report their compensation figures. Instead, the survey program required that the compensation values be reported by a member of their organization’s Human Resources department. A total of 46 organizations’ HR departments completed the requested information, providing compensation values for a total of 219 in-house physician recruitment professionals.

As a safeguard to ensure the confidentiality of all responses, a minimum of 5 responding organizations for each value is required in order to show means and medians (a minimum of 7 organizations is required to display percentiles). In addition, values are not displayed if a single organization represents more than 50% of the reported values for a data grouping. An asterisk (*) replaces the values for all cases in which the data sampling fails to meet both requirements.

This report includes comparative organizational profiles, search information, recruiter profile data and recruiter compensation figures. The data in this report, coupled with the online portal, have been segmented to reveal findings and provide tools that allow insights for process refinement and strategy development. The information in this report provides an “abridged” view of the survey results. The online portal (www.AAPPRbenchmarking.com) provides a more complete view of the results through its Advanced Search tool, Calculators, and Interactive Infographics. To obtain a copy of this report, log in or register at (www.AAPPRbenchmarking.com) and see messaging to purchase the current year’s results.

ADVANCED SEARCH TOOL

In cases where a more precise data segment is needed, all survey participants and report purchasers may access the Advanced Search Tool, which allows more specific data reviews than this report could reasonably contain. Users can customize their own data cuts to create benchmarks that most closely match their circumstances or areas of interest.

RECRUITER PROFILE	
Primary Role	Count
ONS	114
NO	402
Executive	1.0%
Director	9.2%
Manager	9.1%
Recruiter	69.9%
Source	2.0%
Coordinator	6.7%
Other	5.3%
Other	1.0%

Years of Experience	
Years of Experience	Count
ONS	114
NO	404
Median	6.0

AAPPR Portal

Demographics | **Recruiters** | Searches | Compensation

Report Year: 2018

Advanced Search Tool: Recruiters

Recruiter Role: Executive

Years of Experience: More than 10 years

Percent of Time Spent Recruiting: Select

Education: Masters degree or higher

Filter Test: High school diploma or less Associate degree Bachelors degree or other four-year degree Masters degree or higher

Matching Results: 6

BUILD REPORT | RESET

How to Use This Report

In order to maximize the usefulness of this report, it is important to understand how the report is organized and how to best understand and interpret the reported values.

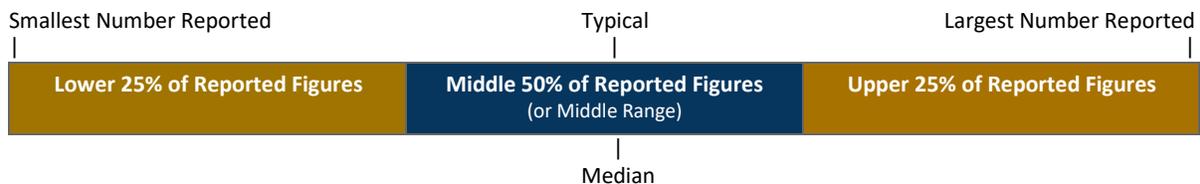
How the Report is Organized

The survey results have been separated into four chapters, with each chapter representing a different type of survey results. Each chapter examines key findings through some textual analysis and a number of charts, graphs, and tables. This year's chapters examine the data by:

- **Organizational Demographics** – provides an overview of the organizations that employ in-house physician recruiters.
- **Active Searches Data** – analyzes the various aspects of searches that were active during 2018.
- **In-house Physician and Provider Recruiter Profile Statistics** – details demographic information about responding in-house physician recruiters, including their role, education level, responsibilities, etc.
- **In-house Physician and Provider Recruiter Compensation** – examines compensation levels of recruiters by their role, experience, education level, etc.

How to Interpret the Numbers

In most cases, the results of this study are explained, graphed and charted based on medians rather than arithmetical averages or means. Unlike the mean, the median is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances. The “median” value represents the mid-point of the data for a particular measure, with one-half of the responses above it and one-half below. Each median was computed independently based on the responses for that item. As a result, mathematical relationships do not always exist when different metrics are computed. Figures reported were not used unless they were in accordance with the survey instructions and definitions.



Disclaimer

The statistical information contained in this report is believed to be largely representative of in-house physician recruiters and their organizations. All reasonable efforts were taken by Industry Insights, Inc. to ensure data comparability within the limitations of basic reporting procedures. However, the findings are based on those who chose to participate in this year's survey, and the sample was not adjusted to reflect any pre-determined profile expectations. Respondents' data have not been audited, and the statistical validity of any given number varies depending upon sample sizes and the amount of consistency among responses. Industry Insights and AAPPR, therefore, make no representations or warranties with respect to the results of this study and shall not be liable for any information inaccuracies, or errors or omissions in contents, regardless of the cause of such inaccuracy, error or omission. In no event shall Industry Insights and/or AAPPR be liable for any consequential damages.

* The Compensation section is exclusively based on data of 219 recruiters from the 46 organizations whose HR departments participated in the study.