



AAPPR

ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

2023 Annual Report

AAPPR INTERNAL PHYSICIAN AND PROVIDER RECRUITMENT
BENCHMARKING REPORT

2023 Annual Report Highlights









This year's findings continue to show that the United States physician shortage is on the rise, impacting recruitment and retention. From specialists to family medicine practitioners, recruiting and hiring physicians continues to be a challenge facing health care systems and physician practices. Organizations are searching for more physicians than ever before, 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.

More than 150 organizations participated in the extensive annual research study representing more than 19,000 searches, 60% of which were specific to physicians. We encourage users to access the online portal (at www.aapprbenchmarking.com), where they can estimate the days to fill a particular search, using the online Days to Fill Calculator. This online predictive tool provides an estimated range of time that it will likely take to fill a specific physician specialty vacancy, based on circumstances such as the organization's size, geographic area, or desirability of location. The portal also provides a Compensation Calculator that estimates a recruitment professional's compensation, based on factors such as role in company, years of experience, formal education, size of organization, etc.

The pages of the full report provide highlights of the study's key findings, 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 2023 Internal Physician and Provider Recruitment Benchmarking Report:

	In 2022, the median number of searches active during the year grew to 110. This is more than double the median number of active searches reported in 2017 (53).
	As demand for physicians remains high, 2022 marks the fifth straight year that the percentage of searches filled decreased.
	Primary care specialties of family medicine, internal medicine, and hospital medicine physicians are the most sought-after specialties, accounting for more than a quarter of all searches.
	Physician positions least likely to be filled in 2022 included Surgery: Plastics, Geriatrics and Ophthalmology.
	Forty four percent of all physician searches in 2022 were to replace a departing physician. After 4 years of increases, this rate declined in 2022.
	The percentage of provider searches still open at year end remained high in 2022 (47% for physicians and 26% for APPs). Searches canceled or on hold also increased.
	Recruitment departments' budgets increased in 2022, after declining for several years. Departments relied more heavily on search agencies, with nearly three quarters of organizations using a search firm in 2022.
	Recruiter turnover in 2022 was the highest since we began tracking this metric in 2018. More than 1/5 of recruiters left their positions (voluntarily or involuntarily) during 2022. Larger organizations experienced more turnover than did smaller organizations.

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2023 Annual Report

AAPP INTERNAL PHYSICIAN AND PROVIDER
RECRUITMENT BENCHMARKING REPORT

Introduction

About AAPPR

The Association for Advancing Physician and Provider Recruitment (AAPPR) is a professional organization exclusively for internal physician and provider recruitment professionals, founded and incorporated as a non-profit organization in 1990.

AAPPR's mission is to empower industry experts through education, research and engagement. As the leading authority on physician and provider recruitment, onboarding, and retention, the organization supports and enhances professional development of members through which recruitment expertise is carried to local healthcare organizations in fulfillment of our vision where "healthcare is transformed in our communities".

AAPPR is comprised of more than 2,000 internal physician and provider recruitment professionals employed directly by hospitals, clinics, physician practices, academic medical centers, and managed care organizations from over 800 health care organizations across the United States and Canada.

About Internal Physician and Provider Recruitment

An "internal" physician and provider recruitment professional refers to individuals directly employed by the organizations served and, in most cases, living in the same communities. In the 1980's, hospitals and other healthcare organizations identified the need to have full-time staff dedicated to the recruitment of physicians to fill healthcare needs within the community. Recognizing the unique aspects of their work, a small group of "internal" recruitment professionals formed ASPR.

As the profession evolved, recruitment professionals were charged to continue their relationship with physicians through retention activities to enhance physician engagement. Early 2000 saw physician recruitment professionals reporting increased placements of advanced practice providers, due to the continued physician shortage. Later, as healthcare became more complex and technology-driven, the additional responsibilities of onboarding became an integral component of the recruitment function.

Today, the title "Internal Physician and Provider Recruitment Professional" encompasses recruitment, retention, and onboarding of physicians and a wide array of advanced practice providers. Throughout this report, the term "recruitment professional" refers to all these activities. ASPR was renamed in 2019 to the Association for Advancing Physician and Provider Recruitment (AAPPR) in order to address the changing environment in which members work.

About Industry Insights

Industry Insights has been serving the research needs of trade and professional associations, dealer organizations and other affiliated groups since 1980. The firm specializes in providing high-quality research services which assist such organizations in better fulfilling the informational and educational needs of their members.

With decades of experience in providing survey research solutions for trade and professional associations, Industry Insights excels in defining methods and tools that provide relevant and user-friendly information for each client.

Each year, approximately 150,000 companies and individuals participate in surveys fielded by Industry Insights. Industry Insights serves as an objective third party and ensures the confidentiality of respondents' data.

For more information about this project, Industry Insights, or its services, please contact:

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About This Report

The **2023 AAPPR Internal Physician and Provider Recruitment Benchmarking Report** (based on calendar year 2022) is designed to provide credible industry data to help internal 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, 2023. A total of 153 organizations (providing data for 644 internal physician recruiters and 19,269 active searches) participated prior to the final deadline of June 30, 2023.

In order to enhance the validity of the compensation data, responding internal 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 42 organizations’ HR departments completed the requested information, providing compensation values for a total of 319 internal 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 Infographics.

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.

Metric	Industry
RECRUITER PROFILE	
Primary Role	
CHC	114
PH	484
Executive	1.0%
Director	0.2%
Manager	0.1%
Recruiter	83.0%
Source	2.0%
Coordinator	0.7%
Orlando	0.2%
Other	1.0%
Years of Experience	
CHC	114
PH	484
Median	6.0

CALCULATORS

In addition to the Advanced Search application, the AAPPR Benchmarking Portal provides access to a **Compensation Calculator**, which is a tool to estimate internal physician recruitment professional's compensation ranges, based on several parameters such as years of experience, education, primary role, etc. The Portal also houses a **Days to Fill Calculator**, which allows users to broadly predict the number of days necessary to fill a search based on factors such as the specialty, the area's desirability, the organization's size, number of recruiters, etc.

The screenshot shows the 'Compensation Calculator' interface on the AAPPR Portal. At the top, there are two tabs: 'Compensation Calculator' (active) and 'Days to Fill Calculator'. The 'Report Year' is set to 2019. The 'Filter Criteria' section includes dropdown menus for 'Title Category' (Executive Position), 'Education Level' (Graduate Degree), 'Years of Experience' (0), 'AAPPR Designation?' (Yes), and 'Supervise Staff?' (No Selection). A 'Calculate' button is at the bottom. The 'Results' section shows 'Selected Filters' and 'Model Prediction' of \$88,521, with a 'Middle Range' of \$69,141 - \$113,333.

The screenshot shows the 'Days to Fill Calculator' interface on the AAPPR Portal. It has the same layout as the Compensation Calculator, with the 'Days to Fill Calculator' tab active. The 'Report Year' is 2019. The 'Filter Criteria' are identical. The 'Results' section shows a 'Model Prediction' of 161 days and a 'Middle Range' of 99 - 205 days.



INFOGRAPHICS

The **Infographics** combine a collection of images, charts and minimal text to give users large amounts of data in a concise, easy-to-use format.

How to Use This Report

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.

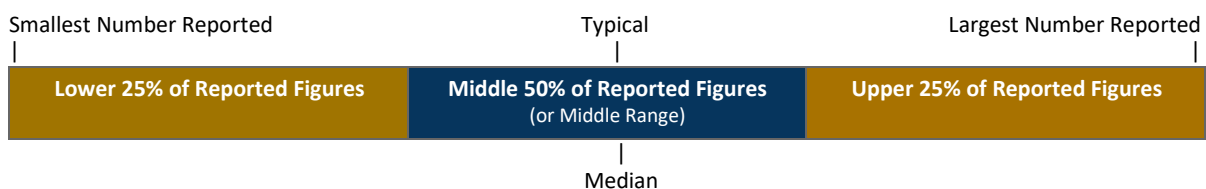
How the Report is Organized

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 internal physician recruiters.
- **Active Searches Data** – analyzes the various aspects of searches that were active during 2022.
- **Internal Physician and Provider Recruiter Profile Statistics** – details demographic information about responding internal physician recruiters, including their role, education level, responsibilities, etc.
- **Internal 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 internal 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.

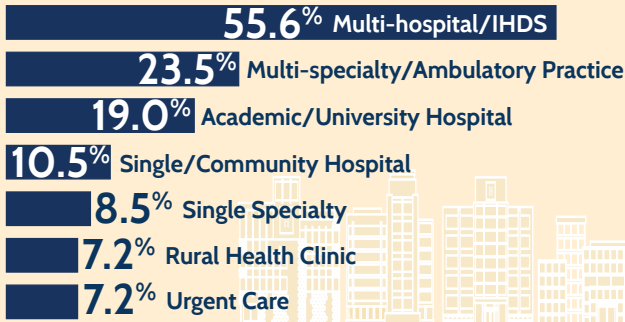
* The Compensation section is exclusively based on data of 319 recruiters from the 42 organizations whose HR departments participated in the study.

Recruitment Departments and their Searches

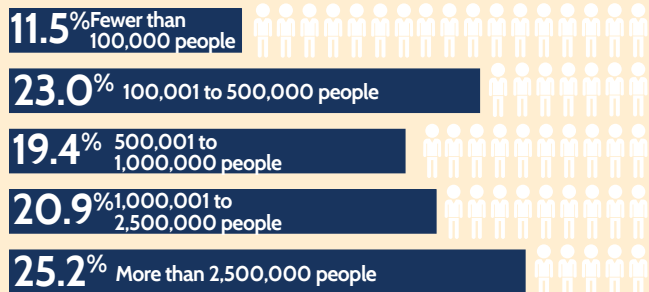


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Types of Organizations



Population Served



\$600,000 (2020) \$500,000 (2021)

\$717,100

Department's Annual Budget



Productivity

40
Total Searches per Recruiter

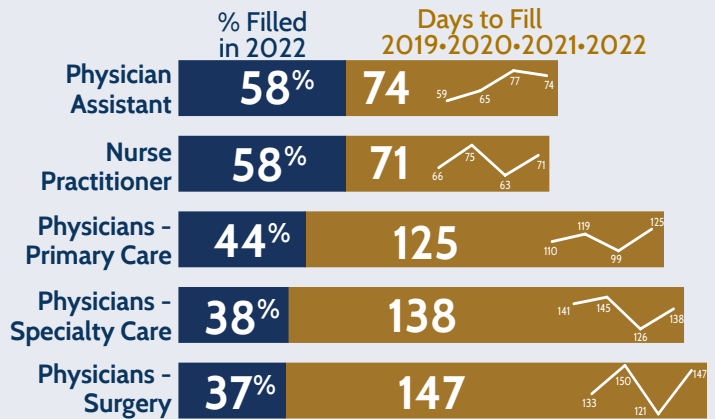
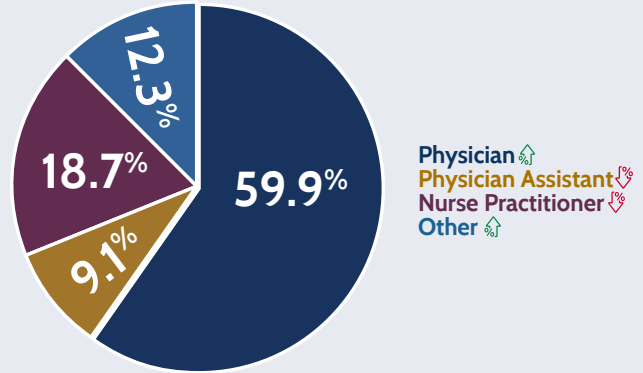
Department Staffing



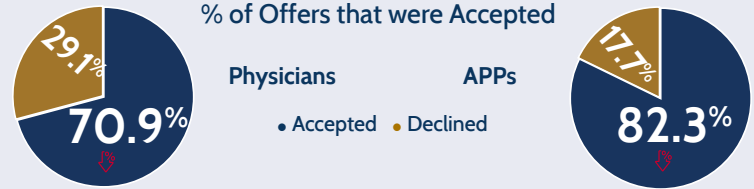
↑ 22.6% Average Recruiter Turnover

Searches

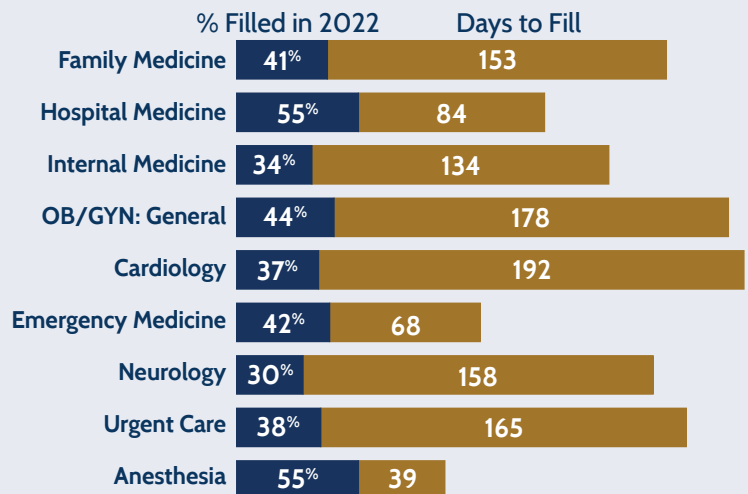
Searches by Type



% of Offers that were Accepted



Most Common Physician Searches



Figures shown as medians and frequency distribution unless stated otherwise.

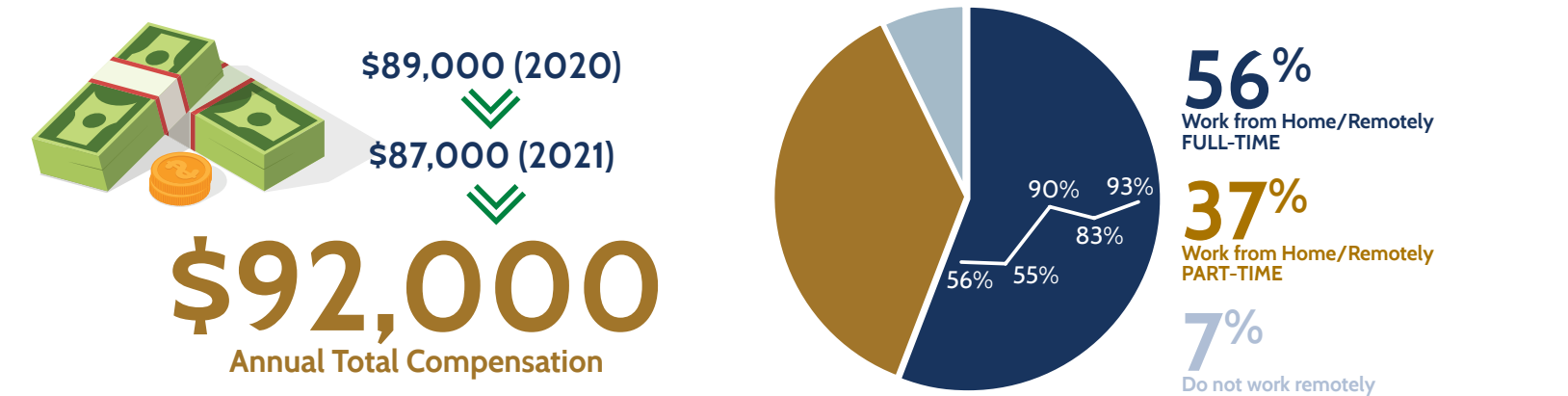
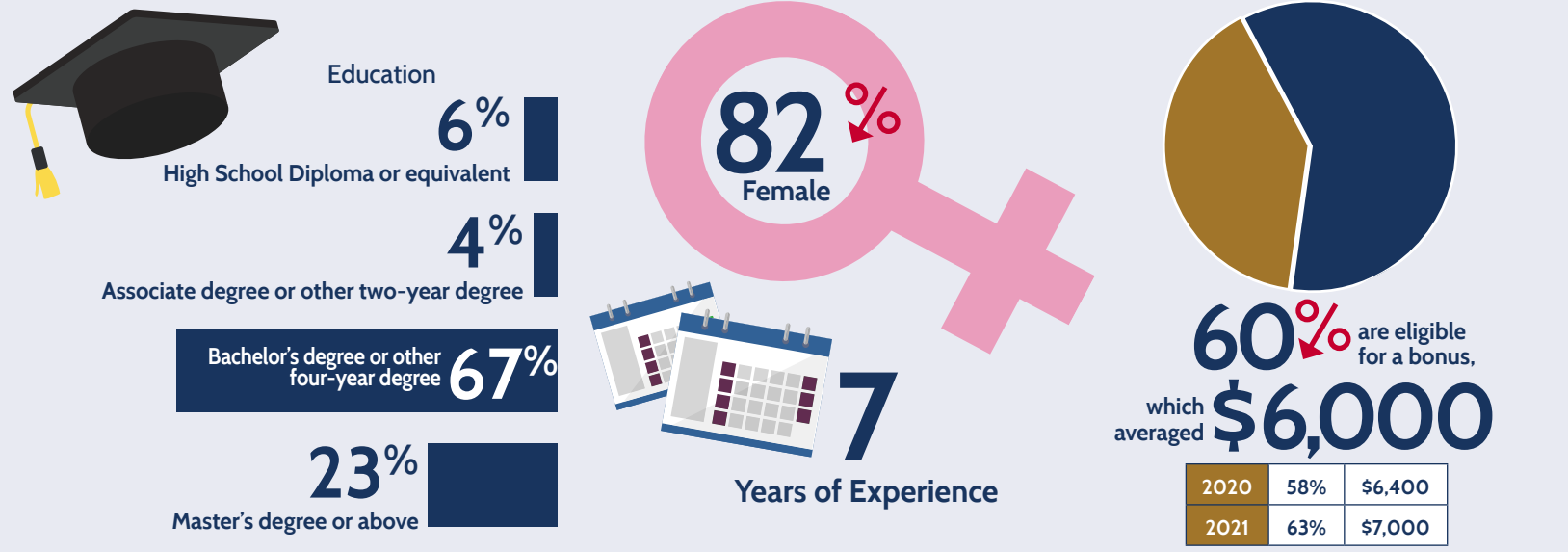
*Arrows indicate comparison to the AAPPR 2022 Benchmarking Results.

The Role of Recruiters



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Recruiters spend their time on . . .



Figures shown as medians and frequency distribution unless stated otherwise. | This page looks exclusively at the recruiter role.

*Arrows indicate comparison to the AAPPR 2022 Benchmarking Results.



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AAPPR INTERNAL PHYSICIAN AND PROVIDER
RECRUITMENT BENCHMARKING REPORT

CHAPTER 1

Organization Demographics

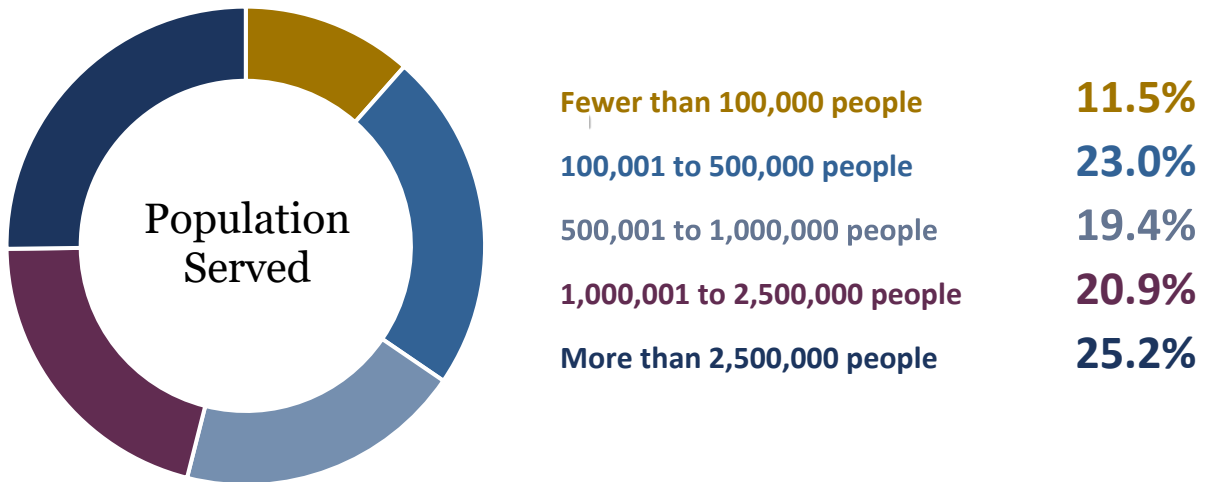
The statistics provided in this Demographics Overview are based on the 153 participating organizations that completed the 2023 benchmarking survey. The results of prior surveys are occasionally referenced for purposes of trending. We will also reference data points from various supplemental surveys that AAPPR conducted in the past. Overall, the benchmarking survey's participation was comparable to prior years, and the demographic characteristics are in line with recent years.

Reported Geographic Locations

The geographic location of participants was more evenly distributed this year, with 31% of respondents from the Midwest, 29% from Southern states, 22% from Eastern states, and 17% from Western states.

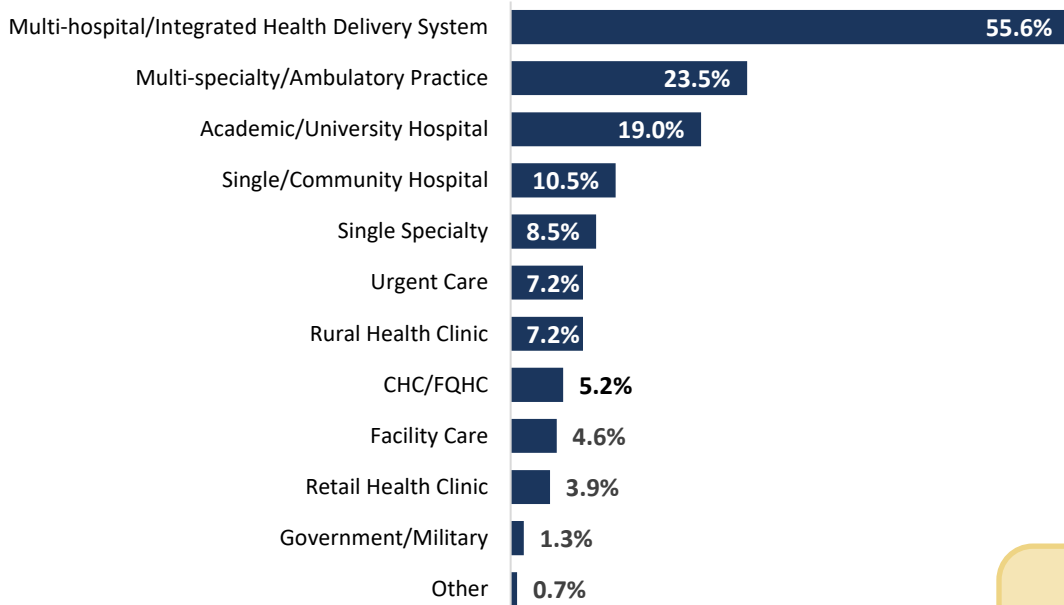
Population Served

The typical¹ responding organization serves a population between 500,001 and 1,000,000 people, though more than one fourth of respondents serve a population in excess of 2.5 million people.



¹ Throughout this report, the term “typical” refers to the median (or middle) value.

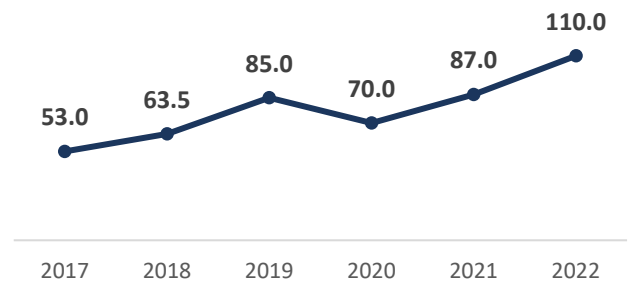
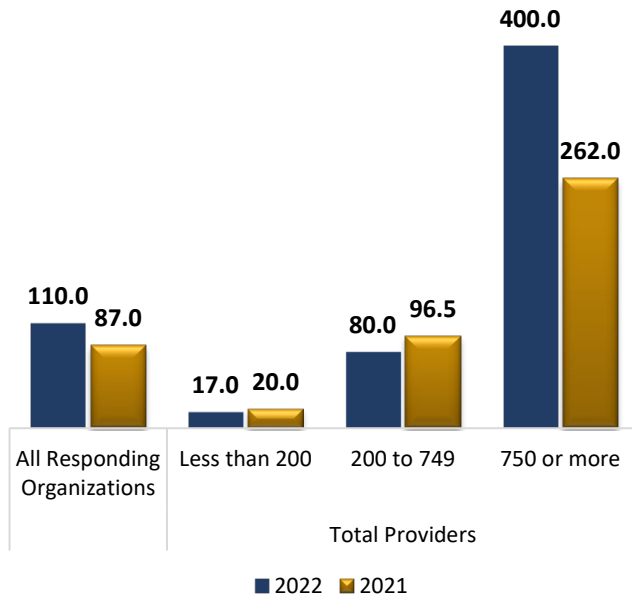
Primary Type of Organization



60% of All Searches were for Physicians

Number of Searches for Department (Median)

In general, organizations continued to increase the number of searches fielded over the prior year. The median participating organization had 110 searches active at some point during 2022. Not surprisingly, larger organizations conduct more searches.

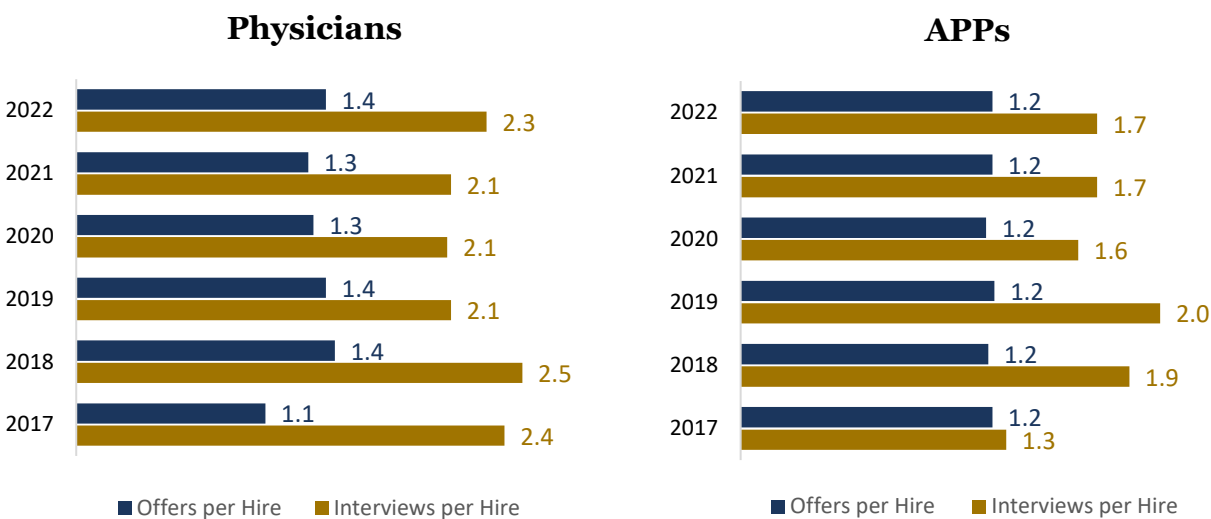


Number of Interviews and Offers per Hire

The process of moving from interviews - to offers – to hires can be taxing for recruitment professionals. This is especially true for physician searches, where recruiters sponsored 2.3 candidates for onsite visits or interviews and made 1.4 offers for every 1 hire.

	Physicians		APPs	
	Interviews per Hire	Offers per Hire	Interviews per Hire	Offers per Hire
All Organizations	2.3	1.4	1.7	1.2
By Population Served				
100,000 or Fewer	2.5	1.6	1.7	1.2
100,001 to 1,000,000	2.4	1.5	1.5	1.2
More than 1,000,000	2.0	1.3	1.8	1.2
By Total Providers				
Less than 200	2.6	1.5	1.7	1.2
200 to 749	2.2	1.5	1.7	1.2
750 or More	2.0	1.3	1.7	1.2
By Location Desirability²				
Below Average	2.9	1.8	1.8	1.2
Average Range	2.1	1.4	1.6	1.2
Above Average	2.1	1.3	1.8	1.2

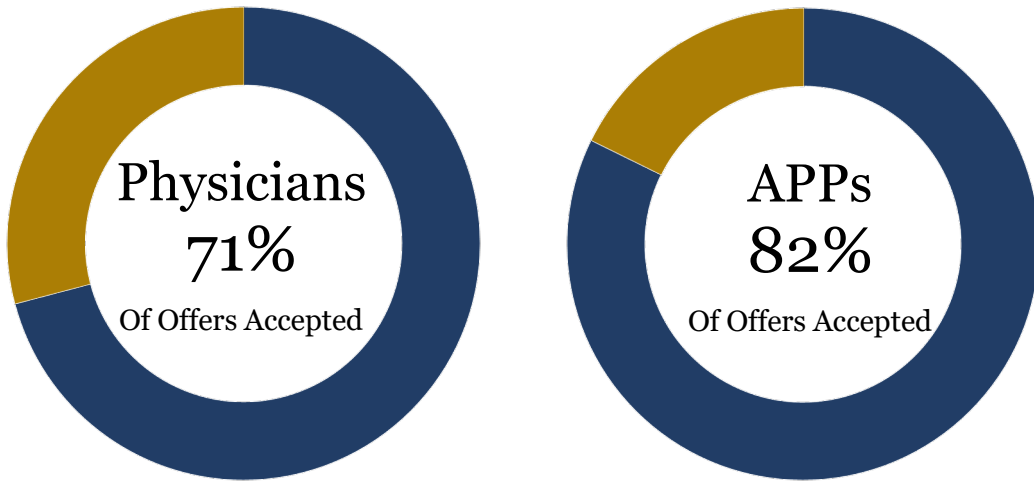
Number of Interviews and Offers per Hire 6-Year Trend



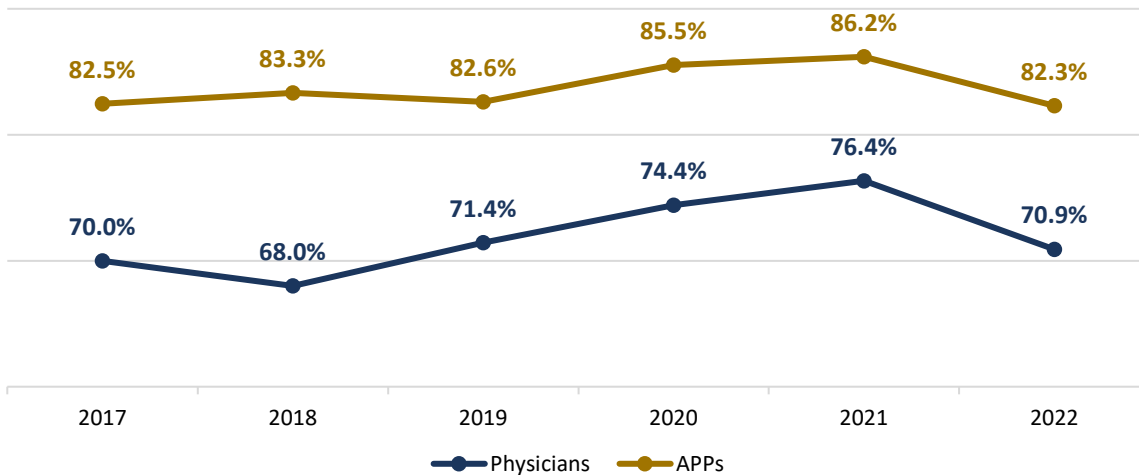
² The desirability of the organization's primary location is based on data from the U.S Bureau of Economic Analysis.

Percentage of Offers Accepted

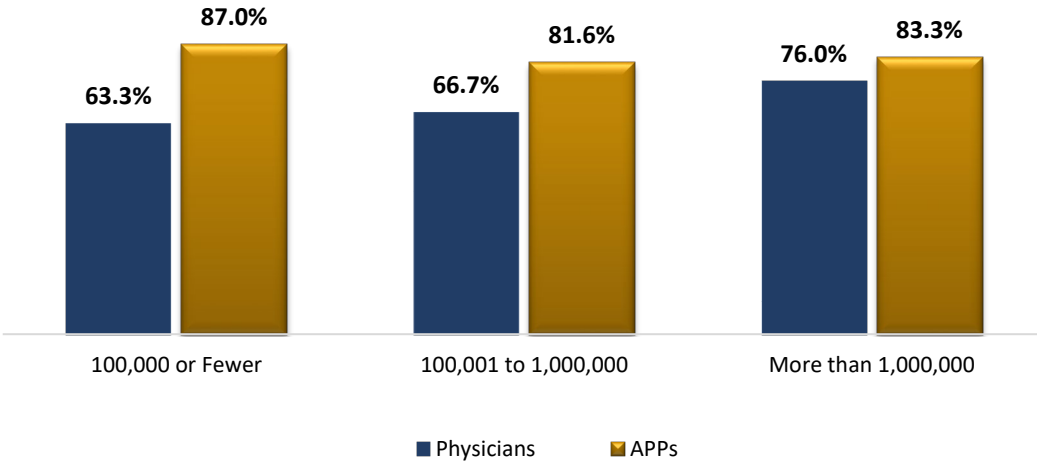
After trending upward for several years, the percentage of offers accepted fell in 2022 for both physicians and APPs. On average, advanced practice providers accepted 82% of offers extended to them, and physicians accepted 71% of their offers.



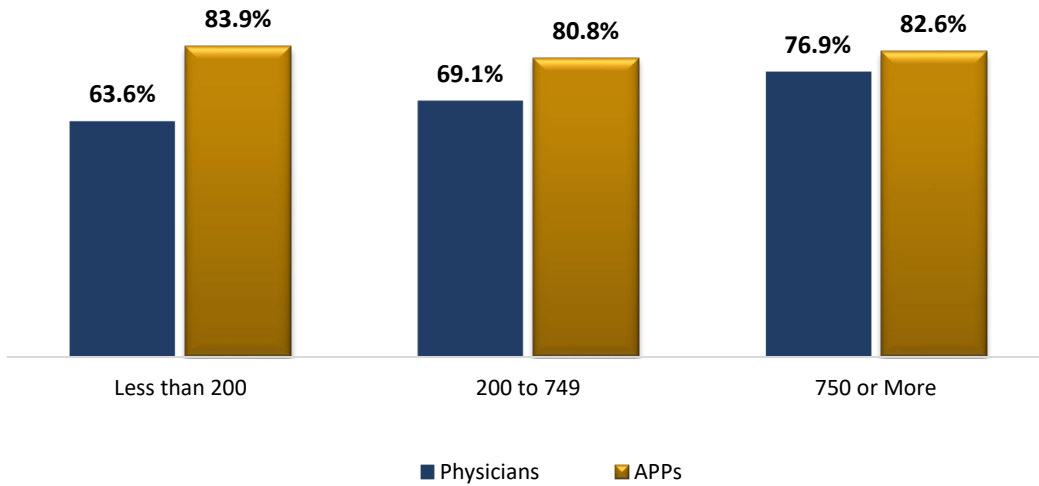
Percentage of Offers Accepted 6-Year Trend (By Provider)



Percentage of Offers Accepted by Population Served



Percentage of Offers Accepted by Total Providers



Percentage of Offers Accepted

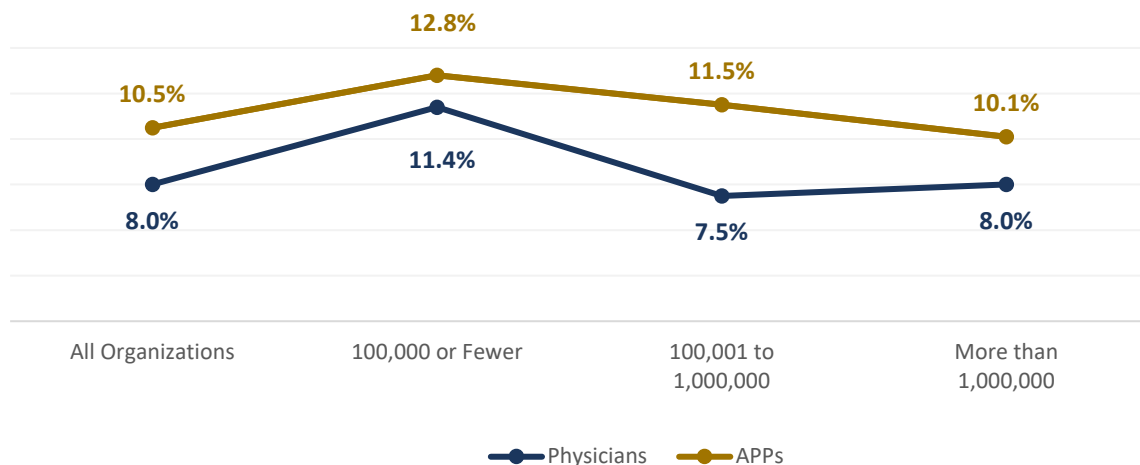
	Median	Average	25th Percentile	75th Percentile	(N)
Physicians	70.9%	68.6%	57.6%	82.4%	108
By Population Served					
100,000 or Fewer	63.3%	64.7%	48.2%	79.9%	12
100,001 to 1,000,000	66.7%	64.0%	48.2%	79.6%	42
More than 1,000,000	76.0%	71.9%	64.0%	83.4%	49
APPs	82.3%	80.4%	71.1%	90.4%	92
By Population Served					
100,000 or Fewer	87.0%	76.2%	55.0%	100.0%	13
100,001 to 1,000,000	81.6%	78.4%	71.9%	88.0%	33
More than 1,000,000	83.3%	81.6%	73.3%	89.0%	41

Provider Turnover by Population

Provider turnover has been creeping up over the past several years, reaching 11% for APPs and 8% for physicians. APPs tend to leave more frequently than physicians. Organizations serving smaller populations typically experienced the most turnover.

	All Organizations	Population Served		
		100,000 or Fewer	100,001 to 1,000,000	More than 1,000,000
Physicians				
Median	8.0%	11.4%	7.5%	8.0%
Average	11.0%	21.2%	8.5%	10.5%
APPs				
Median	10.5%	12.8%	11.5%	10.1%
Average	11.9%	13.9%	12.6%	12.1%

Provider Turnover by Population Served (Medians)



Primary Reason for Provider Turnover

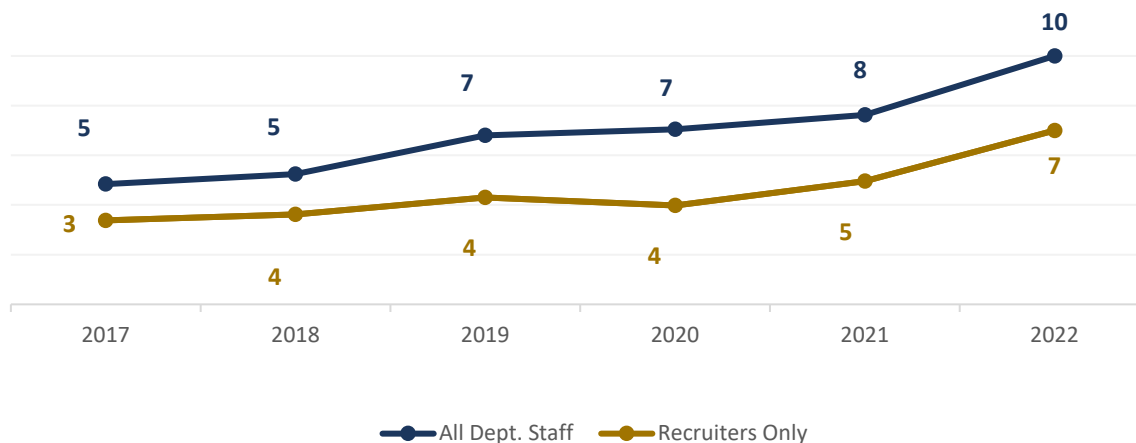
From the 2021 AAPPR Physician and Provider Retention and Turnover Survey* the top reasons for Physicians vs. APPs leaving their organizations were different. The largest discrepancies came from Retirement and Compensation. Physicians were much more likely to leave for retirement (32% vs. 5%) while APPs were much more likely to leave for compensation (30% vs. 7%). APPs were also more likely to leave for a similar role elsewhere (40% vs. 30%). Providers at the smallest organizations were much less likely to leave due to compensation, burnout, or geography. Even though it takes longer to fill, once they were there they stayed. They also had significantly fewer providers retire early. Providers at medium-sized organizations were more pinched than others. They had higher departures due to burnout and compensation matters.

Recruiters per Organization

The typical recruitment department in 2022 employed 5 recruitment professionals (3 recruiters and 2 other staff members). Most departments have at least one staff member whose role is mostly a support function.

	All Dept. Staff		Recruiters Only	
	Median	Average	Median	Average
All Organizations	5	10	3	7
By Population Served				
100,000 or Fewer	1	4	1	2
100,001 to 1,000,000	3	4	2	3
More than 1,000,000	9	19	6	13
By Total Providers				
Less than 200	1	2	1	1
200 to 749	3	4	2	3
750 or More	12	23	7	16

Recruitment Staff per Organization 6-Year Trend (Averages)



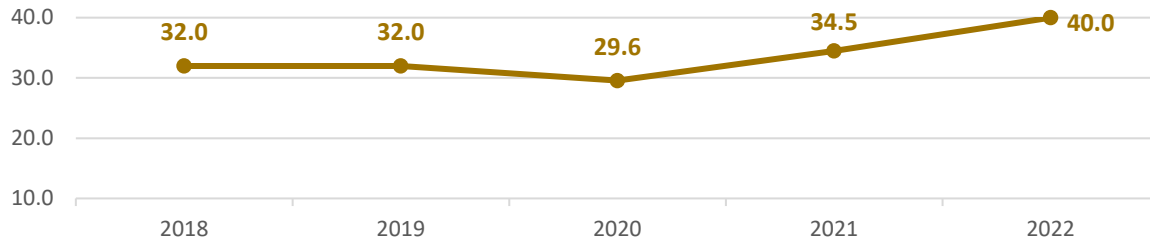
* The Physician and Provider Retention and Turnover Survey was fielded in early 2022 and included responses from 202 recruitment professionals. To access the full results, please visit: <https://aappr.org/research/surveys-reports/>.

Annual Total Searches per Recruiter

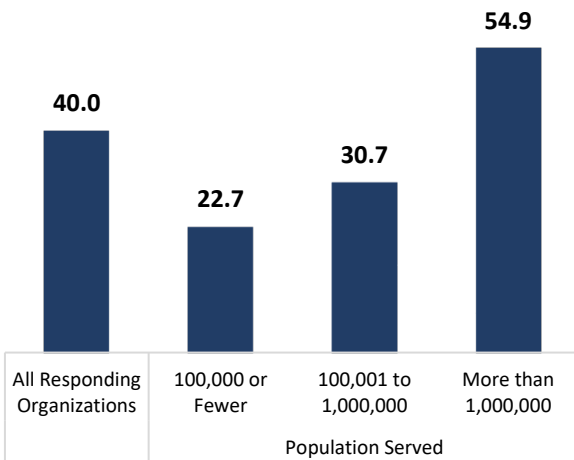
Recruiters averaged 53 searches during the year. Recruiters from the largest organizations and largest populations served carry more searches than others. However, they are also more likely to have other staff on their team available to help them.

	Median	Average	25th Percentile	75th Percentile	(N)
All Organizations	40.0	53.2	21.0	62.4	134
By Population Served					
100,000 or Fewer	22.7	33.1	13.0	42.0	15
100,001 to 1,000,000	30.7	39.6	20.0	45.6	53
More than 1,000,000	54.9	73.6	28.0	85.4	57
By Total Providers					
Less than 200	17.0	22.9	10.0	22.7	33
200 to 749	35.0	42.2	20.3	49.7	35
750 or More	58.7	80.7	46.3	93.3	49

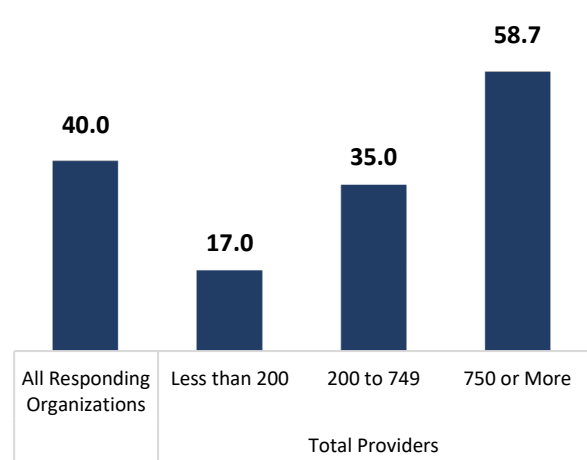
Annual Total Searches per Recruiter 5-Year Trend (Median)



By Population Served

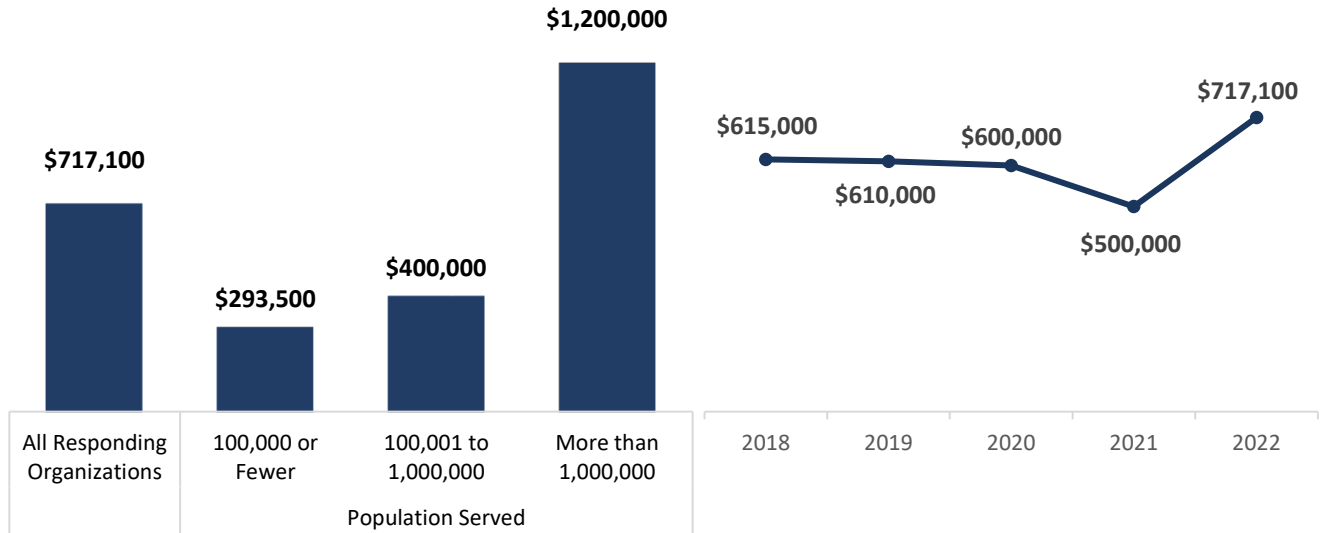


By Total Providers



Annual Budget for Internal Physician Recruitment Department

The median budget for Internal Physician Recruitment Departments was \$717,100. As expected, the department’s budget typically depends on the organization’s size and number of searches. Budgets largely reflect a department’s marketing and advertising costs as well as digital recruitment tools and travel. Travel may include costs both for candidates to attend onsite interviews as well as costs for recruitment teams to attend various provider society conferences as part of their recruitment efforts. It does *not* include locums fees that may be incurred while seeking a replacement, provider salary, signing bonuses, relocation expenses, tuition reimbursement, or other benefits paid out to the provider. Recruitment departments’ budgets increased in 2022, after declining for several years.





AAPPR

ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

2023 Annual Report

AAPPR INTERNAL PHYSICIAN AND PROVIDER
RECRUITMENT BENCHMARKING REPORT

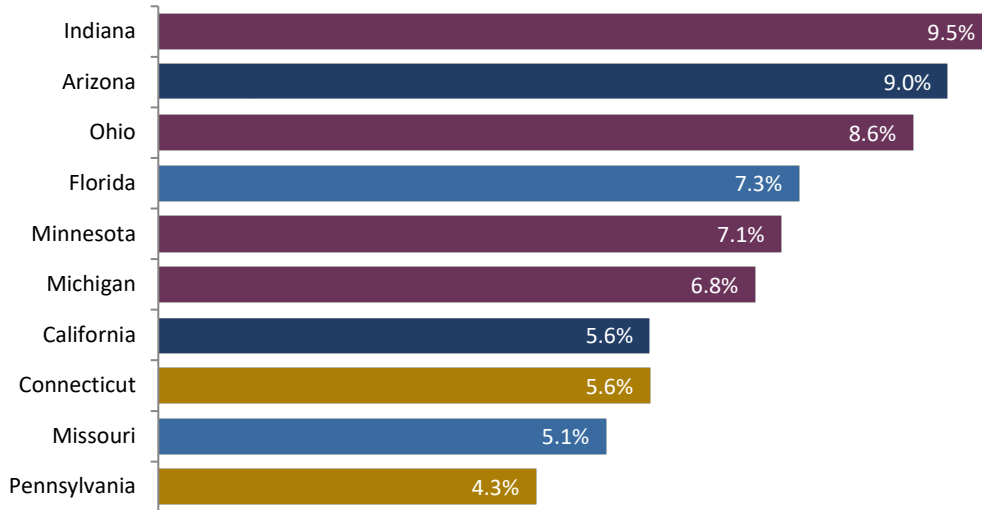
CHAPTER 2

Searches Information

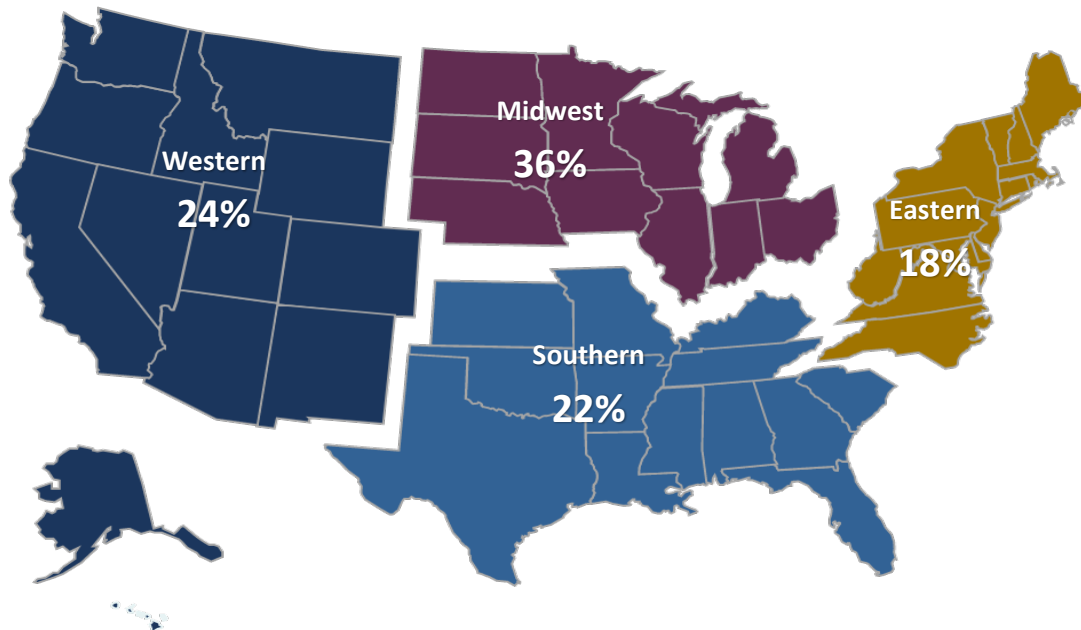
The Searches Information section relays key statistics on 19,269 searches that were active during 2022. A total of 73 organizations provided detailed information about their searches for the year.

Searches by State (Top 10)*

The Midwest Region had the largest representation of searches in 2022, accounting for 36% of the total searches. The Midwest Region also had the most states in the Top 10.



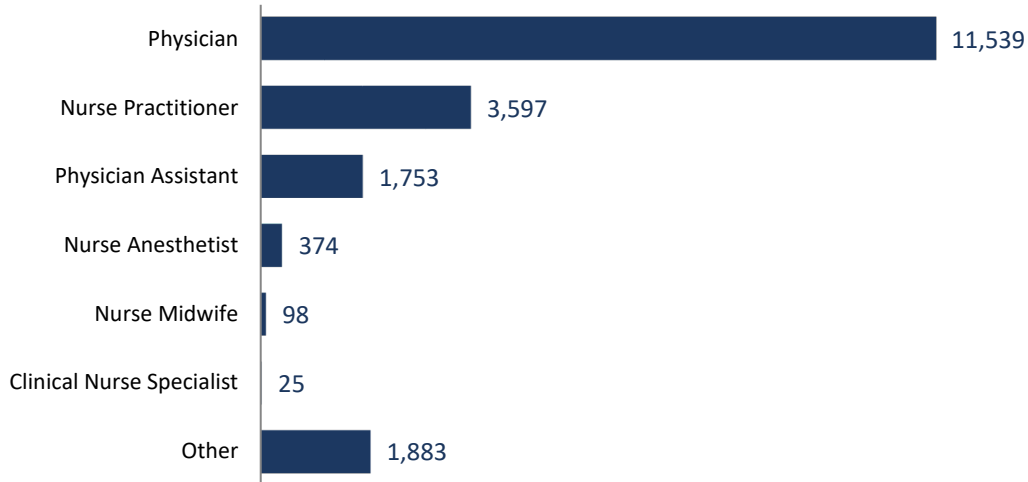
Searches by Geographic Region



*The 2022 search locations were reported on a search-specific basis.

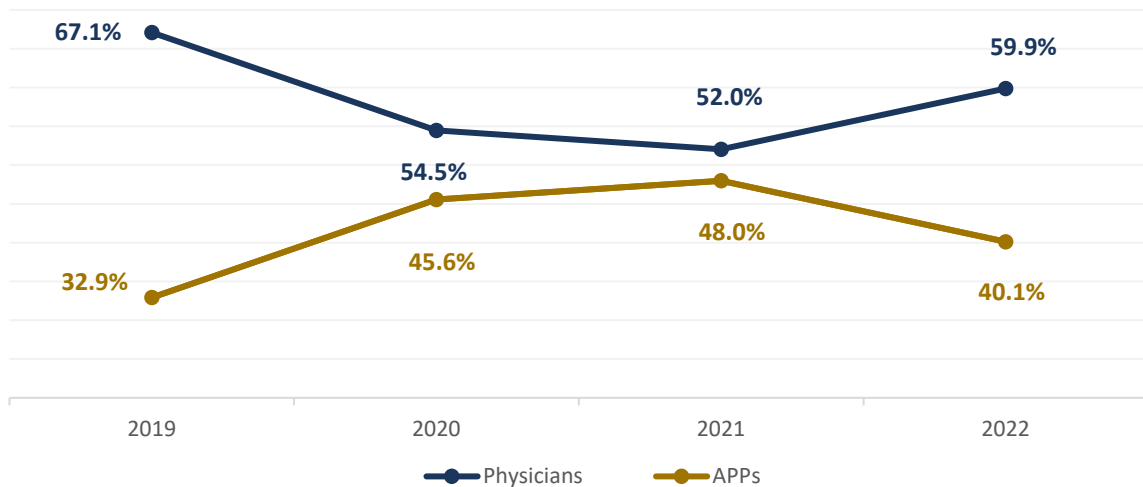
Active Searches by Provider Category

The majority of all reported searches were for Physicians. The remainder primarily included searches for Nurse Practitioners (3,597) and Physician Assistants (1,753). The “Other” provider category contained titles such as psychologist, physical therapist and occupational therapist.



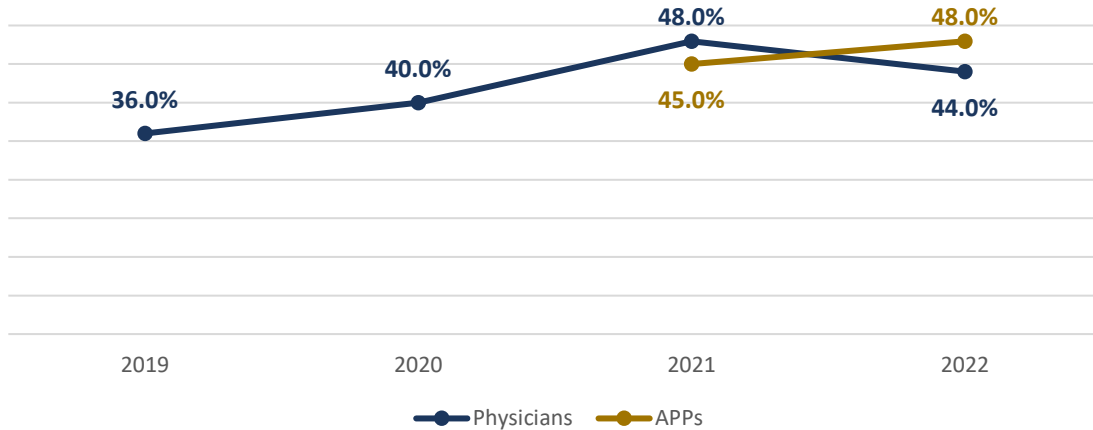
Active Searches by Provider Category (Trends)

Overall, more searches were for physicians than APPs. Larger organizations were more likely to have a higher percentage of active searches for APPs versus smaller organizations.



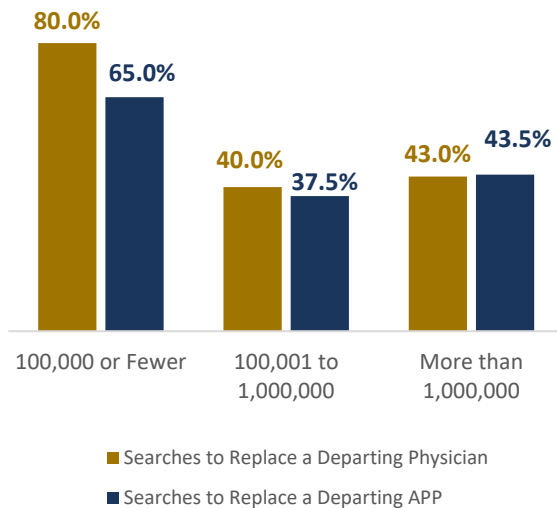
Replacing Departing Providers (Trends)¹

Forty four percent of all physician searches in 2022 were to replace a departing physician. After 4 years of increases, this rate declined in 2022. Forty eight percent of APP searches were to replace a departing APP, up from 45% in 2021.

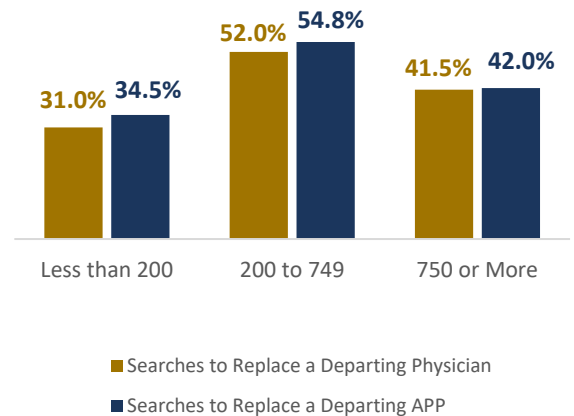


¹ APPs were added to the questionnaire in 2022 and therefore no trend is shown prior to 2021.

By Population Served



By Total Providers



Physician Searches by Specialty*

For the fifth straight year, Family Medicine was the most common physician search (13% of all physician searches), and 74% of organizations searched for the specialty in 2022. Hospital Medicine (10%), Internal Medicine (6%), and OB/GYN: General (5%) were the next most common searches.

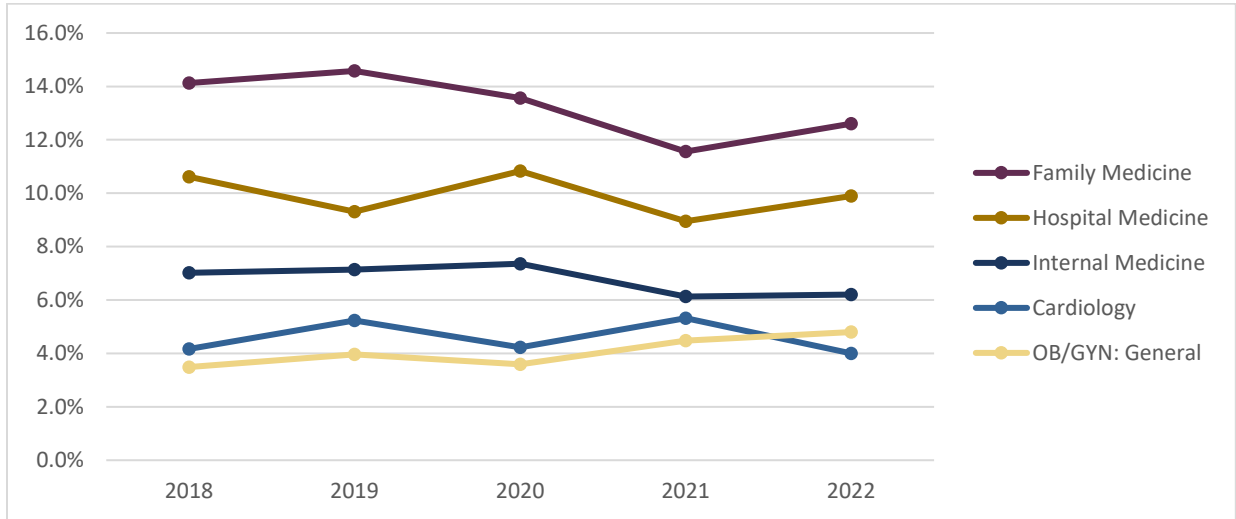
	Percent of Searches	Number of Searches	Days to Fill
Family Medicine	12.6%	1454	153
Hospital Medicine	9.9%	1142	84
Internal Medicine	6.2%	715	134
OB/GYN: General	4.8%	554	178
Administrative/Physician Executive/Medical Director	4.0%	462	81
Cardiology	4.0%	462	192
Emergency Medicine	3.9%	450	68
Neurology	3.5%	404	158
Urgent Care	3.2%	369	165
Anesthesia	3.0%	346	39
Gastroenterology	2.7%	312	117
Pediatrics: Non-Surgical	2.7%	312	123
Pediatrics: General	2.6%	300	115
Radiology	2.6%	300	133
Psychiatry	2.5%	288	120
Pulmonary/Critical Care	2.3%	265	141
Oncology	2.0%	231	133
Surgery: Cardio/Thoracic/Vascular	1.8%	208	136
Surgery: General	1.7%	196	125
Orthopedics: Subspecialties	1.5%	173	230
Endocrinology/Metabolism	1.4%	162	228
Urology	1.4%	162	344
Intensivist	1.2%	138	**
Otorhinolaryngology	1.1%	127	127
OB/GYN: Subspecialties	1.0%	115	170
Pathology	0.9%	104	139
Dermatology	0.8%	92	222
Hematology	0.8%	92	158
Palliative Medicine	0.8%	92	134
Physiatry	0.8%	92	185
Surgery: Neurological	0.8%	92	254
Infectious Disease	0.7%	81	161
Orthopedics: General	0.7%	81	231
Rheumatology	0.7%	81	230
Geriatrics	0.6%	69	**
Pediatrics: Surgical	0.6%	69	158
Surgery: Trauma	0.6%	69	142

*Specialties with smaller samples have been removed from this table.

**Insufficient Data

The top 5 specialties have seen only mild fluctuations in popularity, consistently ranking within the top 10 most-searched specialties. The graph below depicts the proportion of total searches each has maintained over the five-year period.

Top 5 Physician Searches by Specialty in 2022 (Trends)



Top 10 Physician Searches by Specialty 2018 - 2022

Searches	2018	2019	2020	2021	2022
Family Medicine	✓	✓	✓	✓	✓
Hospital Medicine	✓	✓	✓	✓	✓
Internal Medicine	✓	✓	✓	✓	✓
OB/GYN: General	✓	✓	✓	✓	✓
Cardiology	✓	✓	✓	✓	✓
Administrative/Physician Executive/Medical Director			✓	✓	✓
Emergency Medicine		✓	✓		✓
Neurology	✓	✓	✓	✓	✓
Urgent Care	✓		✓	✓	✓
Anesthesia					✓
Surgery: General			✓	✓	
Psychiatry	✓	✓		✓	
Pediatrics: Non-Surgical	✓	✓			
Pediatrics: General	✓	✓			

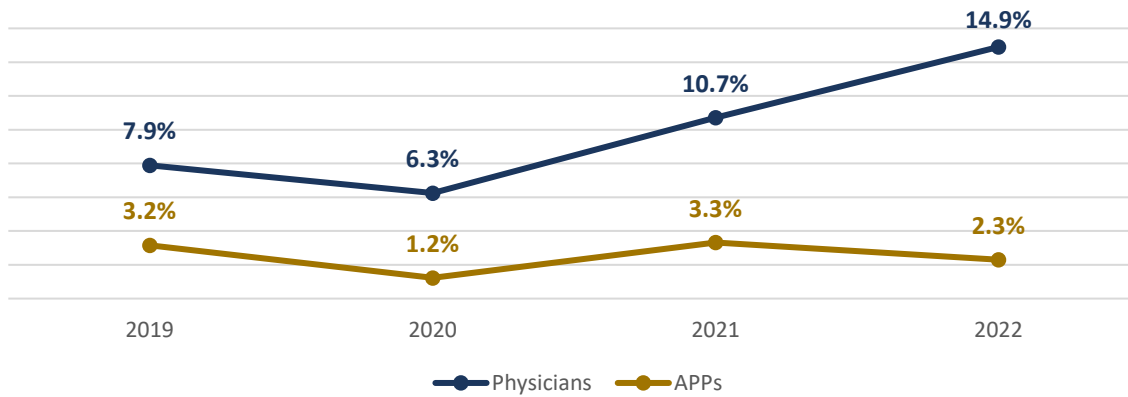
Percent of Organizations Searching for the Following Specialties

Sorted by Specialties Searched by Most Organizations			
Family Medicine	74.0%	Surgery: Neurological	35.6%
Internal Medicine	67.1%	Pediatrics: Non-Surgical	34.2%
Gastroenterology	64.4%	Surgery: Trauma	32.9%
OB/GYN: General	63.0%	Geriatrics	31.5%
Cardiology	60.3%	Surgery: Plastics	31.5%
Pediatrics: General	60.3%	Administrative/Physician Executive/Medical Director	30.1%
Neurology	57.5%	Nephrology	30.1%
Psychiatry	57.5%	Radiation Oncology	28.8%
Hospital Medicine	56.2%	Occupational Health	27.4%
Pulmonary/Critical Care	56.2%	Pathology	27.4%
Endocrinology/Metabolism	54.8%	Podiatry	27.4%
Urology	54.8%	Intensivist	23.3%
Surgery: General	53.4%	Ophthalmology	23.3%
Anesthesia	49.3%	Sleep Medicine	21.9%
Oncology	49.3%	Psychology	20.6%
Urgent Care	49.3%	Hyperbaric Medicine/Wound Care	19.2%
Surgery: Cardio/Vascular/Thoracic	48.0%	Behavioral Health (exclude Psychology)	17.8%
Otorhinolaryngology	46.6%	Hematology	17.8%
Dermatology	45.2%	Surgery: Transplant	17.8%
Palliative Medicine	45.2%	Pediatrics: Surgical	16.4%
Orthopedics: General	43.8%	Allergy/Immunology	13.7%
Physiatry	43.8%	Genetics	12.3%
Rheumatology	42.5%	Dentistry	9.6%
Orthopedics: Subspecialties	41.1%	Optometry	8.2%
Infectious Disease	39.7%	Integrative Medicine	5.5%
Emergency Medicine	38.4%	Surgery: Oral	5.5%
Radiology	38.4%	Informatics	1.4%
OB/GYN: Subspecialties	37.0%		

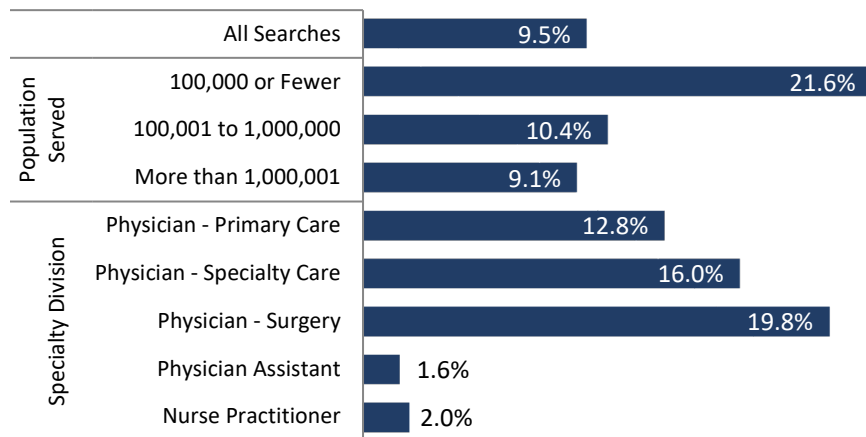
Percent of Searches that Used Locum Tenens

For the second year, the percentage of physician searches using locum tenens has increased (15% of searches in 2022). Size of population served seems to impact the use of locum tenens, with those serving smaller populations more likely to use locum tenens for their searches. Within the specialty divisions, locum tenens was more likely to be used for surgeons.

Locum Tenens Usage 4-Year Trends



Locum Tenens Usage by Population and Specialty Division



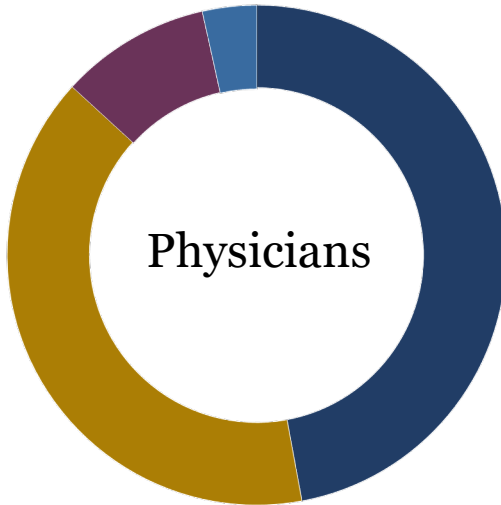
Top 5 Search Specialties that Used Locum Tenens*

	(%)	(N)
All Physicians	14.9%	2,037
Psychiatry	32.6%	89
Gastroenterology	30.8%	52
Emergency Medicine	30.7%	75
Hospital Medicine	25.9%	278
Neurology	11.4%	79

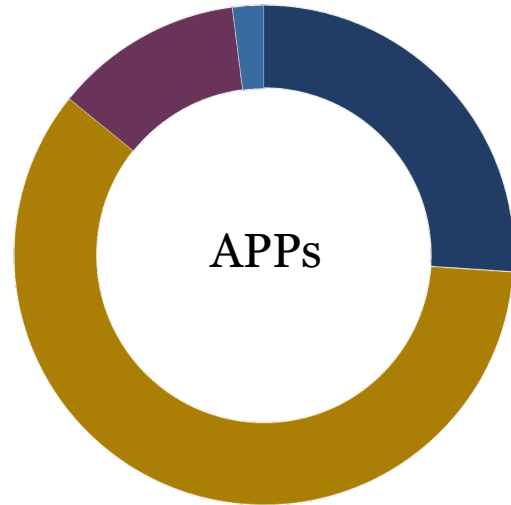
*Specialties with fewer than 50 searches have been removed from this table.

*The desirability of location is based on the Economic Policy Institute's Cost of Living Index.

Status of Searches, as of 12/31/22

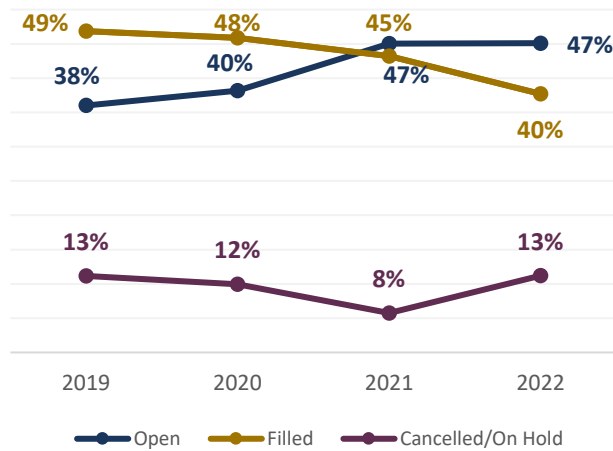


Open	47.1%
Filled	39.7%
Cancelled	9.7%
On Hold	3.5%

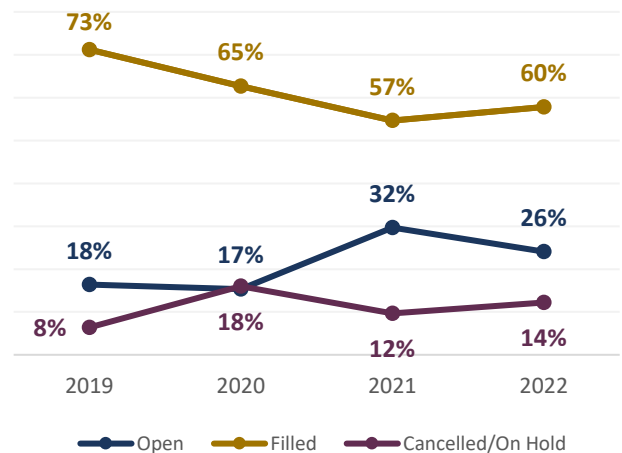


Open	26.1%
Filled	59.8%
Cancelled	12.2%
On Hold	2.0%

Status of All Active Searches (Physicians) 4-year Trend

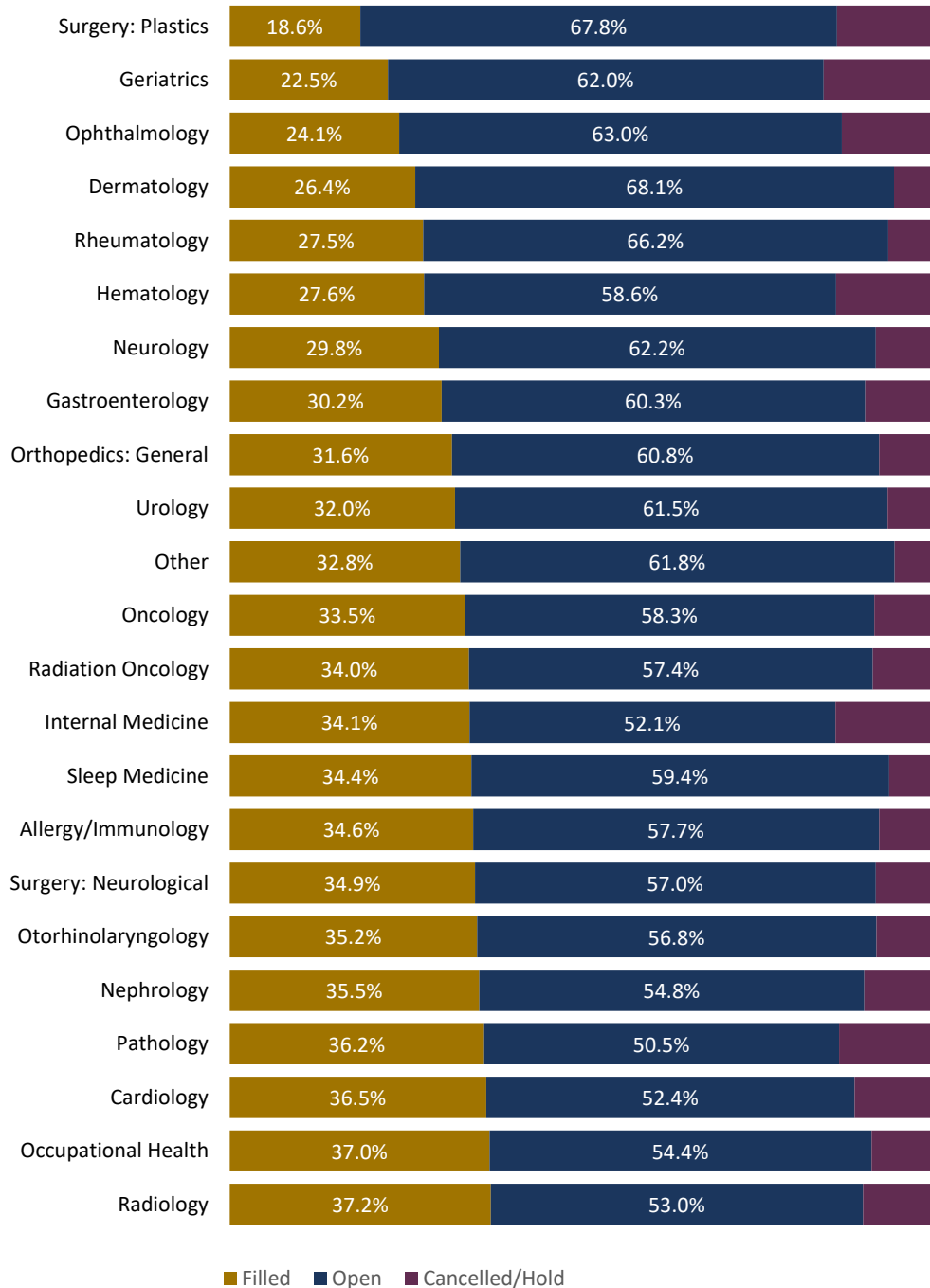


Status of All Active Searches (APPs) 4-year Trend



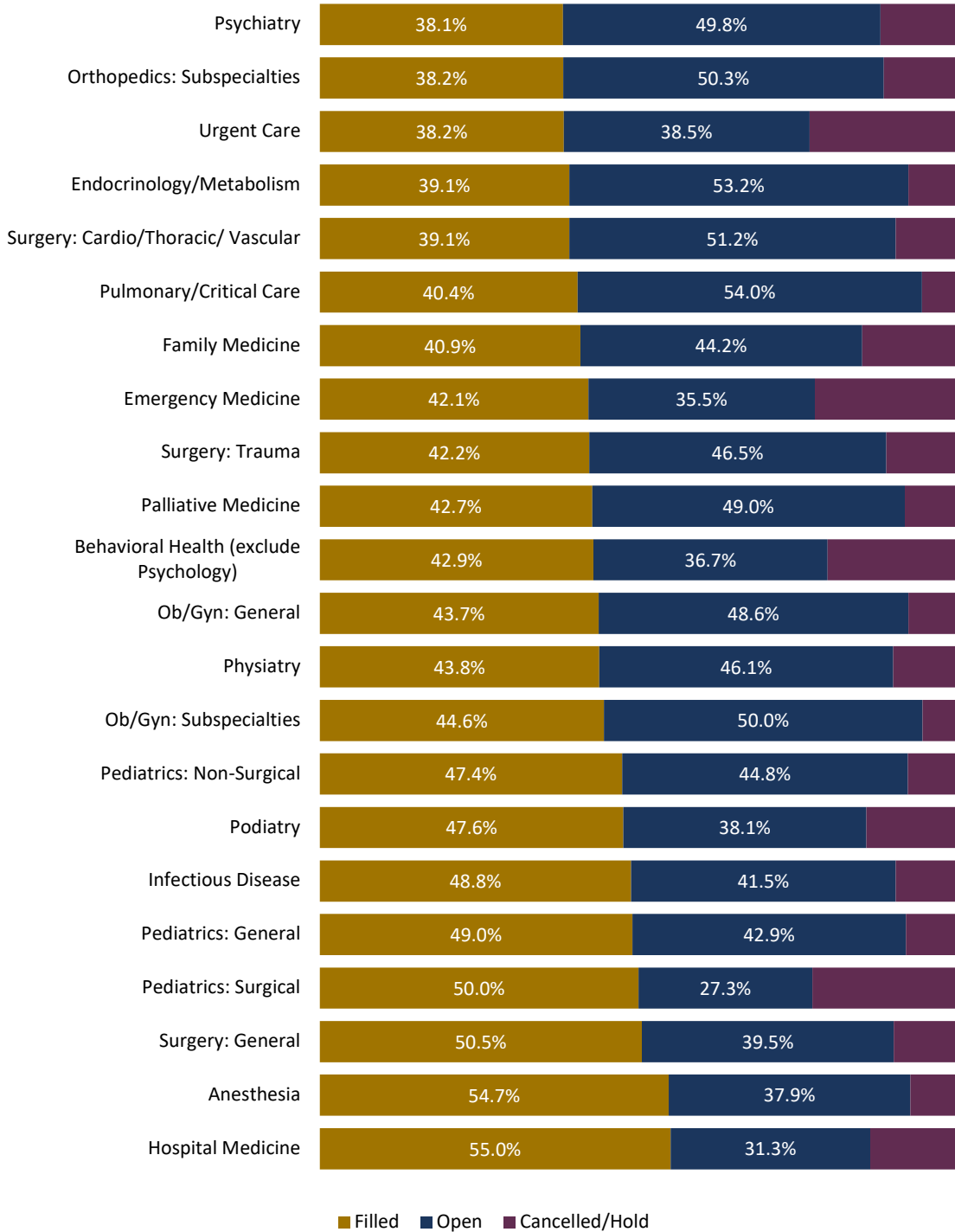
Status of Searches by Specialty* (Sorted by Least Often Filled)

The percentage of physician searches filled during 2022 decreased while the percentage of APP searches filled increased. Searches for Surgery: Plastics were the least likely to be filled in 2022 (19% were filled), while Hospital Medicine searches were the most likely to be filled (55%).



*Specialties with fewer than 20 searches have been removed from this table.

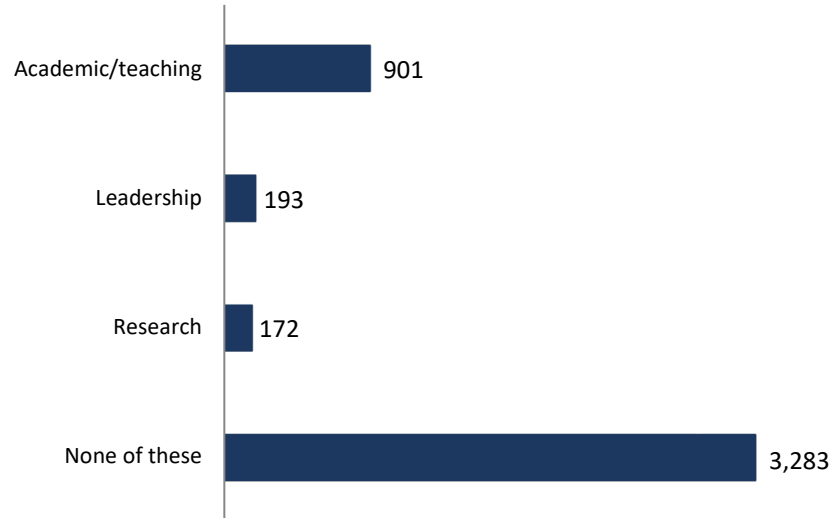
Status of Searches by Specialty* (Sorted by Least Often Filled) (continued)



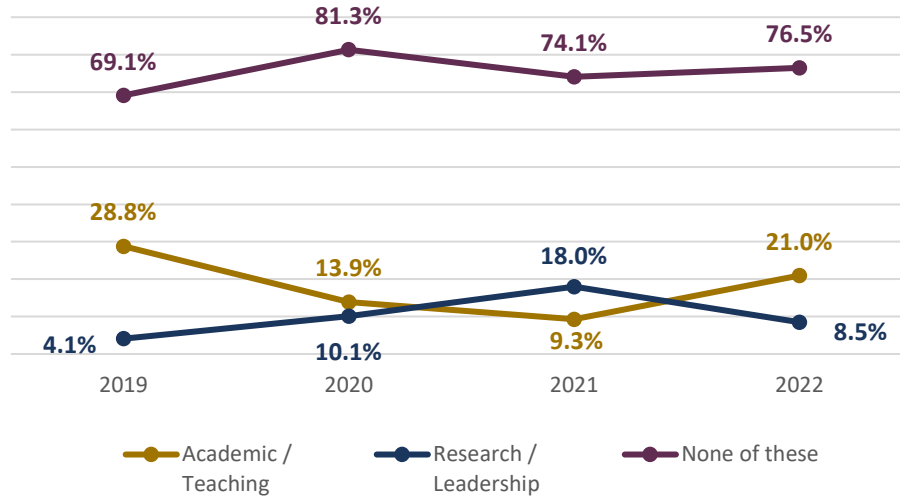
*Specialties with fewer than 20 searches have been removed from this table.

Physician Searches including Additional Responsibilities

Thirty percent of searches included additional responsibilities for the physician. Additional responsibilities were most common for Pediatrics: Non-Surgical and Pathology. The additional responsibilities are most frequently Academic/teaching.



Additional Responsibilities of Physicians (4-Year Trend)



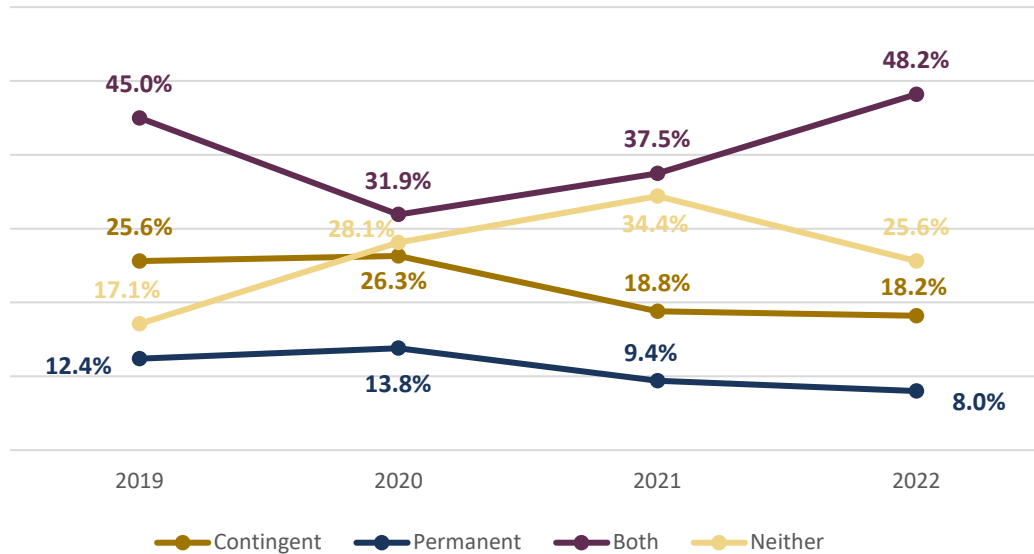
Sourcing Types Used to Fill Position

The primary method for filling searches in 2022 was the organization’s website, followed by referrals and internet job boards. The order has shuffled, but these sourcing types have consistently been the top 3 primary methods since 2019.

Sourcing Types	Physician	APPs
Organization website	33.1%	60.5%
Referrals	22.1%	11.7%
Internet job boards	15.3%	10.7%
Email	4.8%	1.4%
Internal transfer (non-resident/trainee)	3.8%	3.4%
Internal trainees	3.4%	3.8%
Residency and fellowship programs	2.9%	0.0%
Search firms: contingency	2.1%	0.2%
Search firms: retained	2.0%	0.1%
Former employee	1.4%	1.6%
Social media	0.8%	2.4%
Casual/Locum/Per Diem converted to Perm	0.7%	0.3%
Journal advertisements	0.6%	0.0%
Job fairs: Virtual	0.4%	0.0%
Job fairs: Traditional	0.3%	0.5%
Cold-calling	0.2%	0.1%
Direct mail	0.2%	0.1%
Provider-specific association meetings	0.1%	0.0%
Virtual Events	0.1%	0.0%
Other	5.8%	3.3%

Type of Search Firm Used

Nearly three quarters of organizations used a search firm in 2022. Of those who used a search firm, more than a third used both contingent and permanent firms to fill searches. The median search firm expense per search was \$15,000. Smaller organizations and organizations that serve smaller populations were more likely to use a search firm than others.



Search Firm Usage and Costs

	Average Percent of Searches Using a Search Firm	Median Number of Search Firms Used	Median Expense Per Search	Average Expense Per Search
All Organizations	13.8%	3.0	\$ 15,326	\$ 23,719
By Total Providers				
Less than 200	27.0%	3.0	\$ 13,913	\$ 18,315
200 to 749	15.8%	3.0	\$ 15,000	\$ 27,502
750 or More	4.7%	4.0	\$ 22,188	\$ 25,748
By Population Served				
100,000 or fewer	52.9%	6.0	\$ 11,250	\$ 19,129
100,001 to 1,000,000	10.4%	3.0	\$ 21,917	\$ 30,051
More than 1,000,000	9.1%	3.0	\$ 15,000	\$ 21,725
4 Year Trends				
2019	15.0%	3.0	\$ 19,181	\$ 25,490
2020	16.7%	3.0	\$ 17,083	\$ 30,505
2021	12.5%	3.0	\$ 16,556	\$ 21,375
2022	13.8%	3.0	\$ 15,326	\$ 23,719

Days to Fill Position¹ (All Searches) – By Specialty Division²

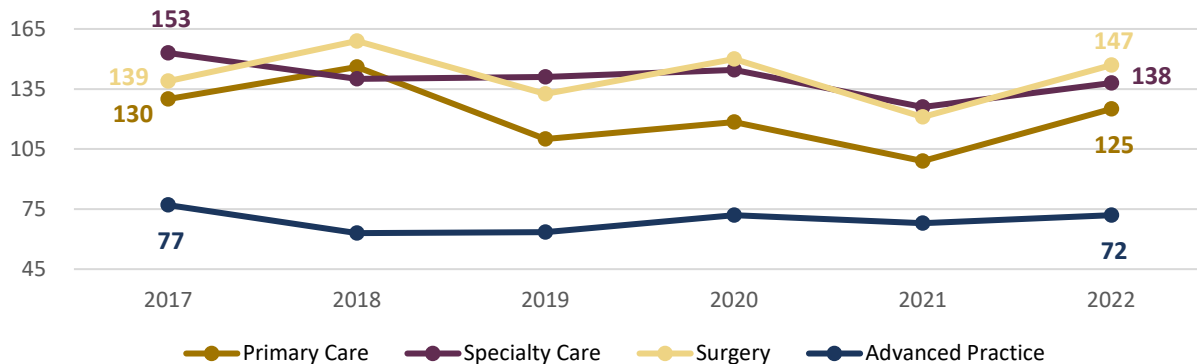
In 2022, it took 130 days to fill the typical physician search and 69 days for an APP search. The time needed to fill all positions increased versus the times to fill reported in 2021, returning to 2020 levels. Searches for surgery physicians are taking the longest, at 147 days to fill.

	Median	Average	25 th Percentile	75 th Percentile
Advanced Practice Providers	72	111	36	138
Primary Care	125	180	46	240
Specialty Care	138	240	41	308
Surgery	147	277	63	371

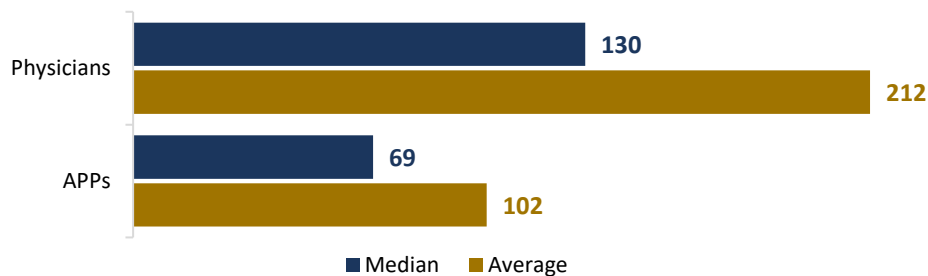
¹ Days to fill is defined as the time a search is open to the time of a signed contract.

² Refer to the Appendix for a detailed list of specialties included in each specialty division.

Days to Fill Position (Medians) – By Specialty Division 6-Year Trend

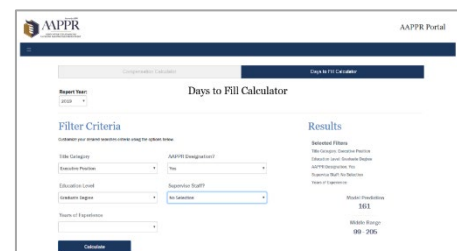


Days to Fill Position (All Searches) – By Provider Category



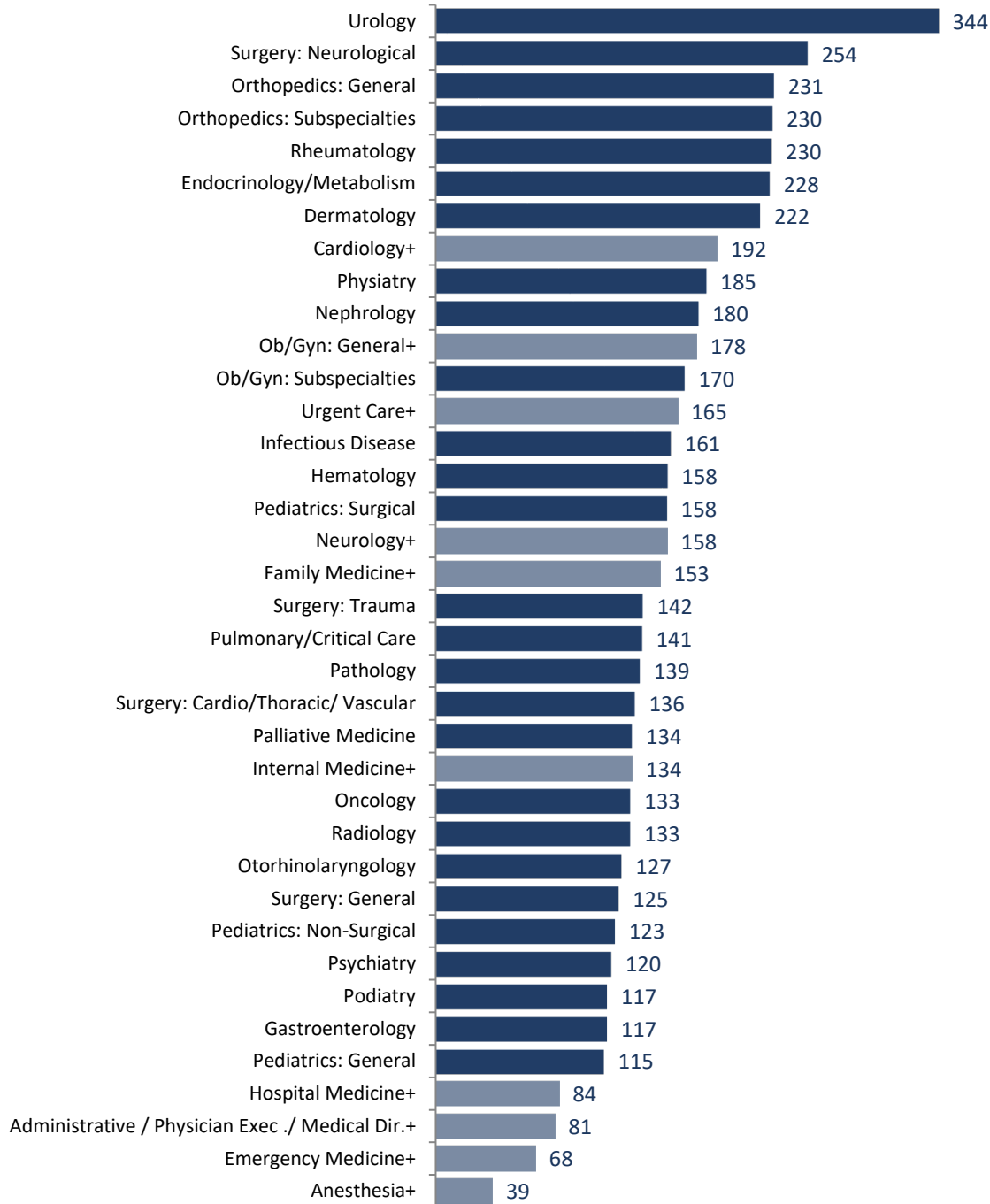
Days to Fill Calculator

Log into the portal at www.AAPPRbenchmarking.com and use the Calculator to broadly predict the number of days necessary to fill a search based on factors such as the specialty, organization's size, number of recruiters, etc.



Physician Specialties by Days to Fill Position* (Sorted by Median Days to Fill Position)

The Physician specialty Urology rated the longest median time to fill, at 344 days, followed by Surgery: Neurological (254 days). Family Medicine – which was the most in-demand position in 2022 – was typically filled in 153 days.

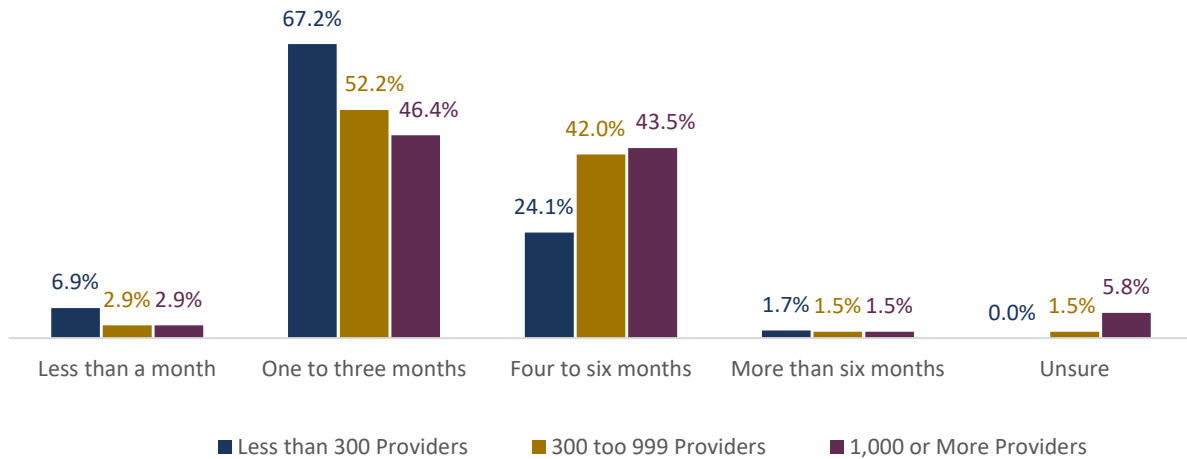


*Excludes specialties with fewer than 20 filled searches.

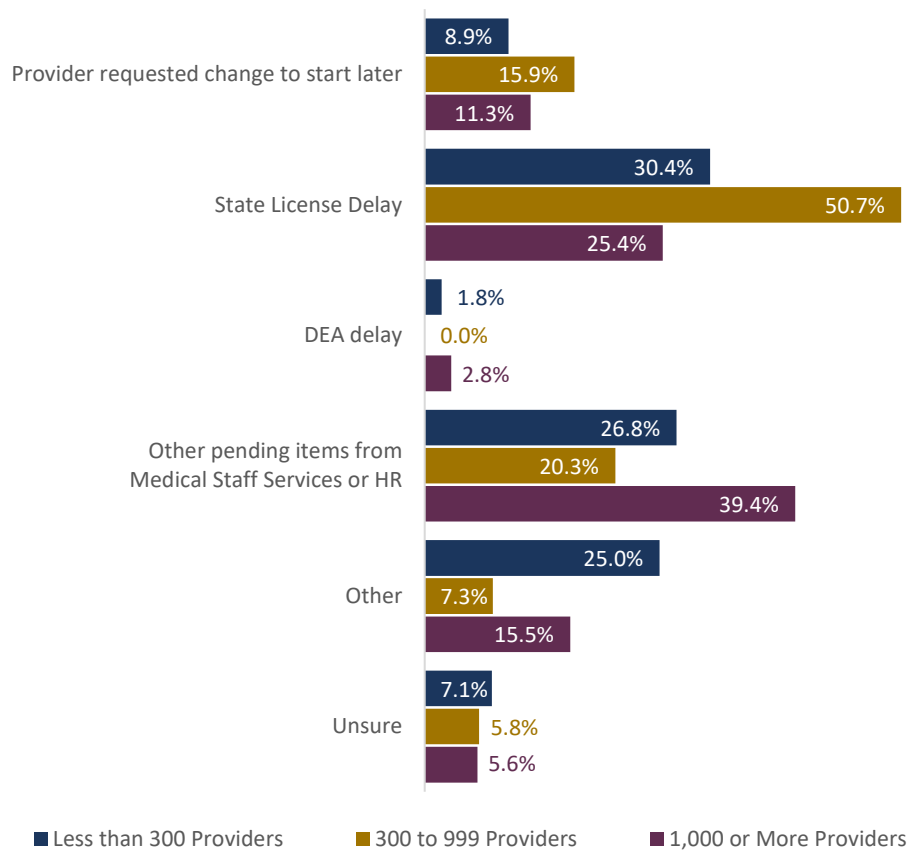
+ Sign (and lighter shading) denotes the 10 most common search specialties in the above graph.

The 2023 AAPPR Recruitment Process Survey* collected information on various stages of the hiring process. Onboarding is a continuance of the recruitment process and the time needed to onboard a hire is not included in “days to fill”. Regardless of organization size, it typically takes four months from when a physician accepts the position to the day they start.

Time Physician Credentialing and Privileging Typically Takes



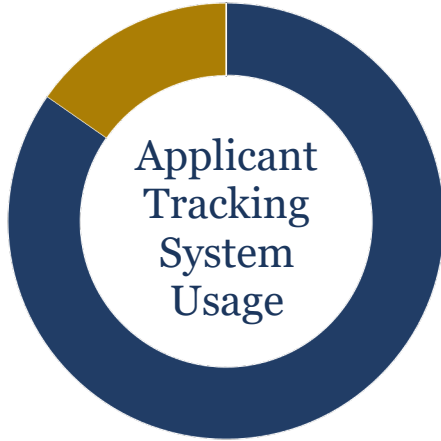
Most Common Physician Start Delays



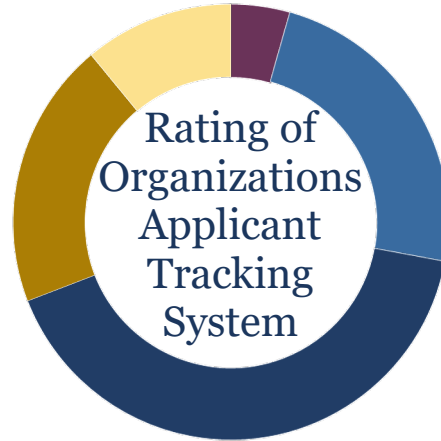
* The Recruitment Process Survey was fielded in early 2023 and included responses from 241 recruitment professionals. To access the full results, please visit: <https://aappr.org/research/surveys-reports/>.

Applicant Tracking Systems

More than eighty percent of organizations employ some form of Applicant Tracking System. As expected, larger organizations are more likely to have an applicant tracking system. Organizations with applicant tracking systems have consistently filled their searches in fewer days. This year's data show that searches took 21% longer for those without an applicant tracking system.



Yes **84.7%**
No **15.3%**



Very Advanced **4.4%**
Somewhat Above Average **23.5%**
Average **41.2%**
Somewhat Below Average **19.8%**
Poor **11.0%**

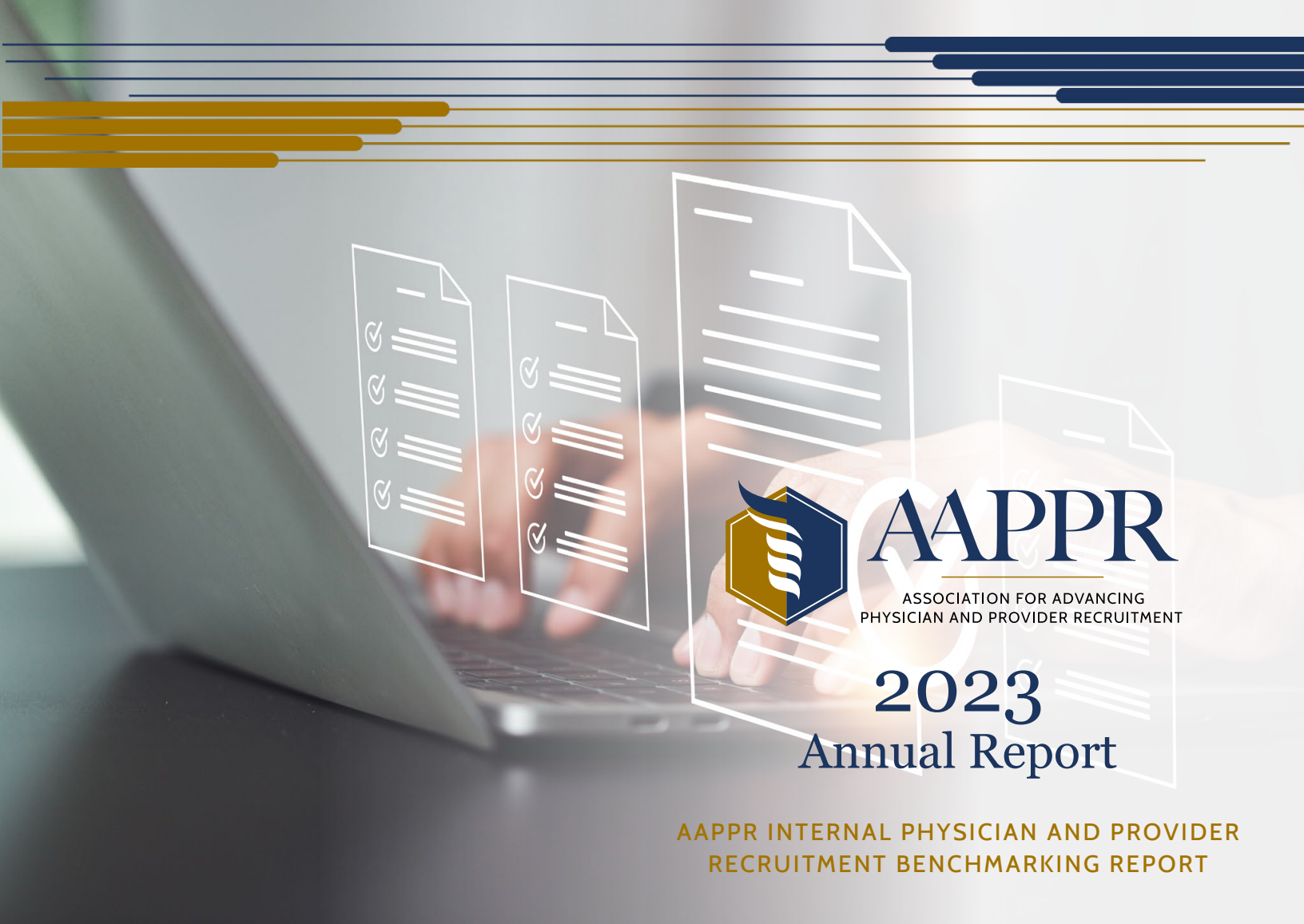
Organizations' Technology Ratings

When recruiters were asked to rate their organization's overall use of technology, more than half (64.8%) rated their organizations as average at best.



Very Advanced **10.1%**
Somewhat Above Average **25.2%**
Average **46.8%**
Somewhat Below Average **14.4%**
Poor **3.6%**

¹ Ratings were self-reported by recruiters and are reported at the organization level.



AAPP INTERNAL PHYSICIAN AND PROVIDER
RECRUITMENT BENCHMARKING REPORT

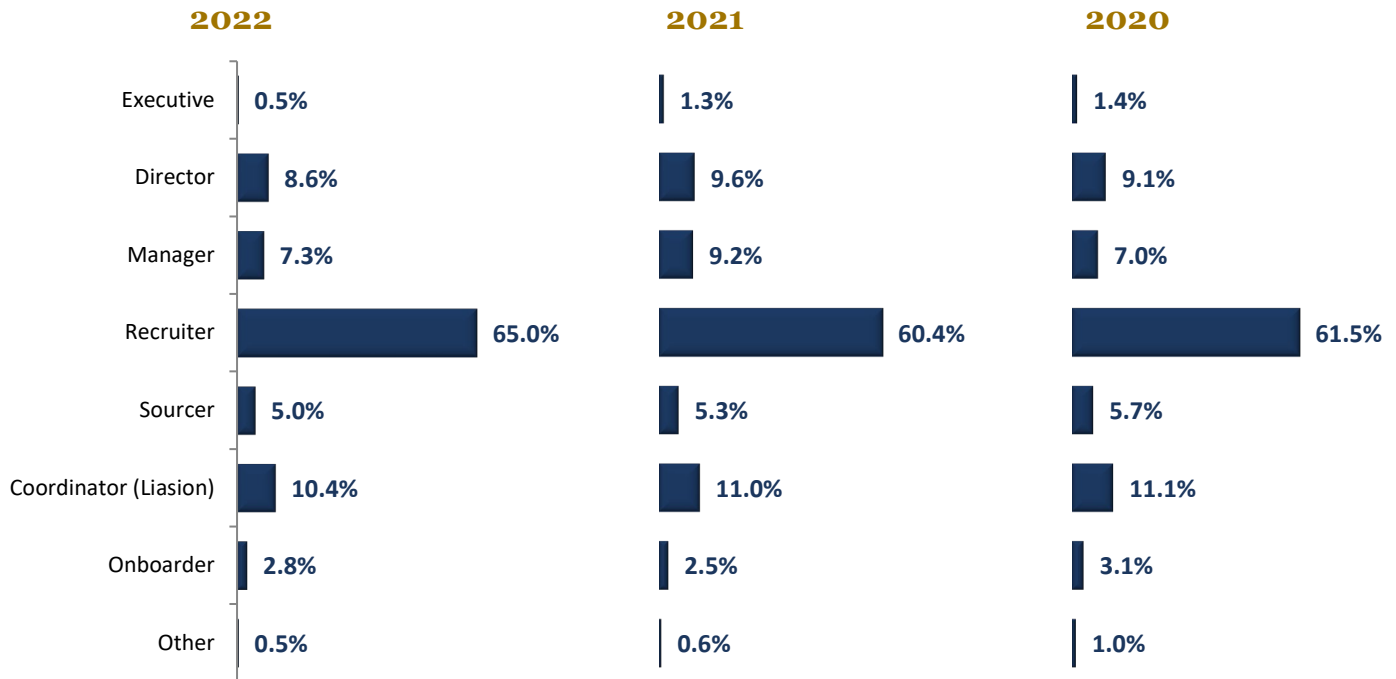
CHAPTER 3

Recruiter Profile

The following overview of recruiters is based on 644 internal physician and provider recruitment professionals from 108 organizations.

Role Description of All in Recruitment Department

Nearly two thirds of recruitment professionals hold the general role of "Recruiter," while 16% are in a supervisory role, such as "Executive," "Director," or "Manager."

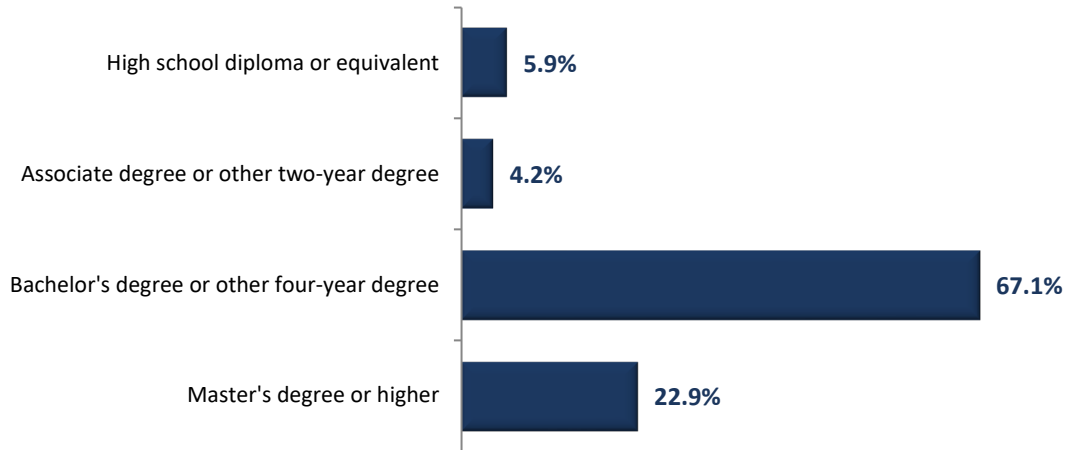


Percent of Organizations Employing the Following Recruitment Department Position Title/Roles

	(N)
(N)	106
Executive	3.8%
Director	37.7%
Manager	34.9%
Recruiter	80.2%
Sourcer	17.9%
Coordinator	27.4%
Onboarder	11.3%
Other	1.9%

Highest Level of Formal Education Completed (Recruiter Role Only)

Recruiters are well-educated, with more than 85% holding a bachelor’s degree or higher. While only 23% of Recruiters have earned their master’s degree, 43% of Directors and 31% of Managers possess a master’s degree.

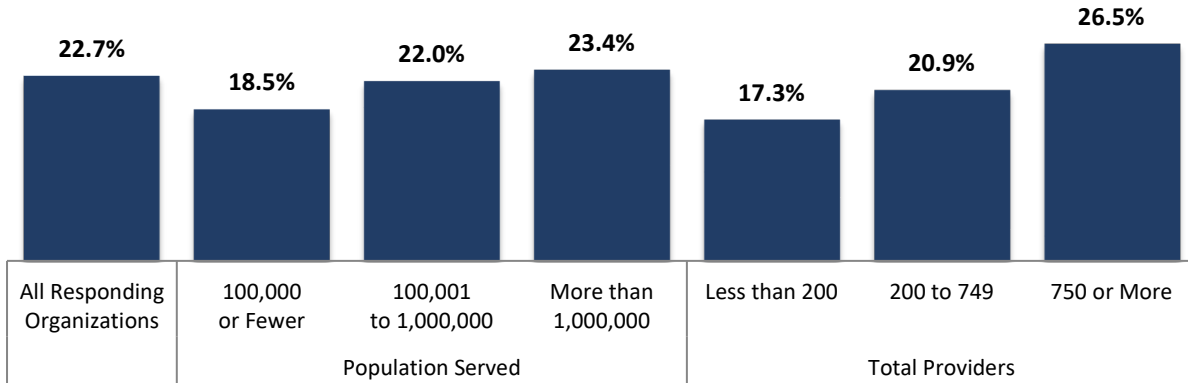


Education Levels by Role

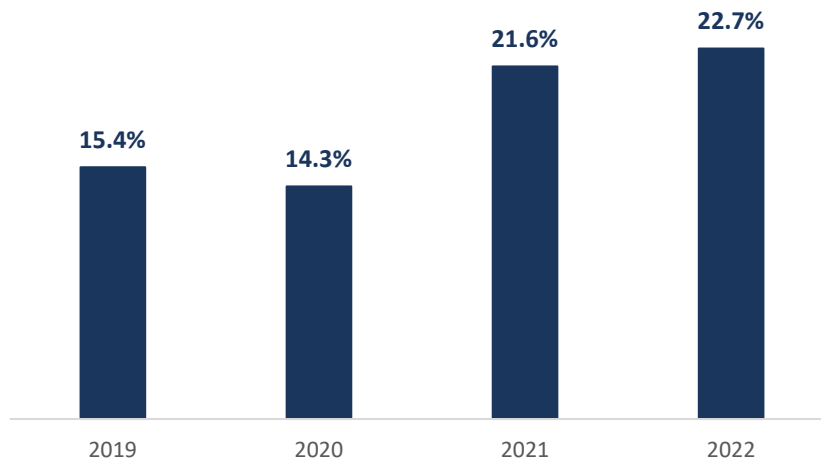
	Executive	Director	Manager	Recruiter	Sourcer	Coordinator	Onboarder
(N)	*	49	36	337	28	65	15
High school diploma or equivalent	*	2.0%	2.8%	5.9%	7.1%	20.0%	20.0%
Associate degree or other two-year degree	*	4.1%	5.6%	4.2%	0.0%	16.9%	0.0%
Bachelor's degree or other four-year degree	*	51.0%	61.1%	67.1%	71.4%	52.3%	66.7%
Master's degree or higher	*	42.9%	30.6%	22.9%	21.4%	10.8%	13.3%

Recruiter Turnover (Average)

More than 1/5 of recruiters left their positions (voluntarily or involuntarily) during 2022. Larger organizations experienced more turnover than did smaller organizations. Recruiter turnover in 2022 was the highest since we began tracking this metric in 2018.



Recruiter Turnover (Average) 4-Year Trend



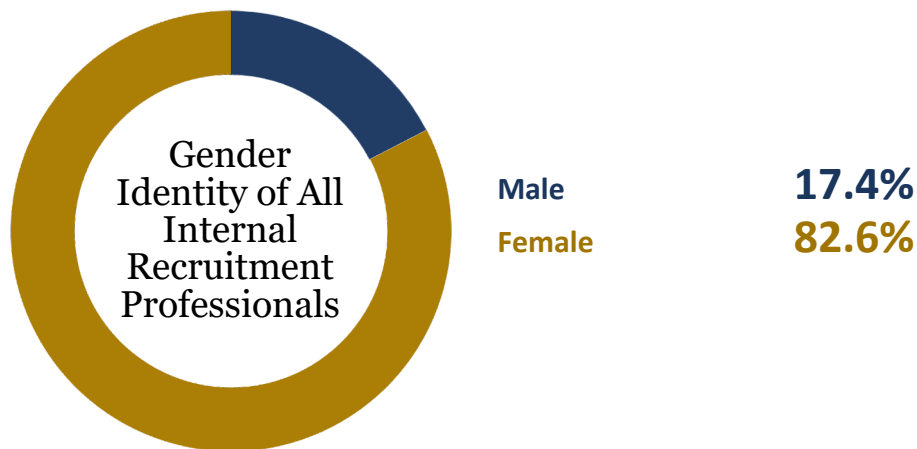
Years of Recruitment Experience, by Role

Recruiters typically have 6 years of experience (8 on average), and generally their job titles scale with experience. For example, supervisory roles tend to have more experience than support staff.

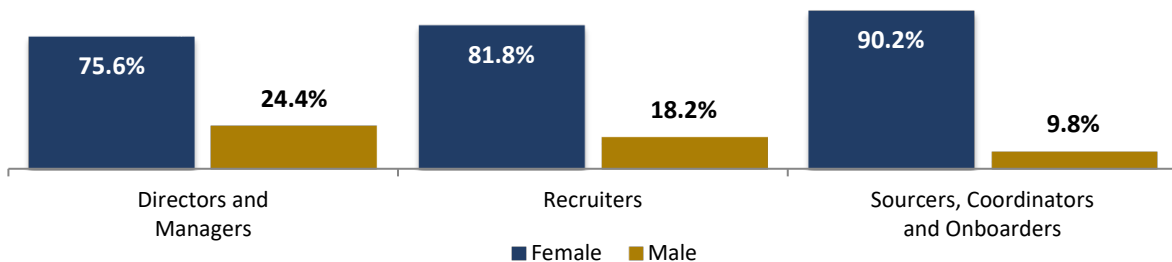
	Median	Average	25th Percentile	75th Percentile	(N)
All Positions	6.0	8.0	2.0	11.0	547
By Role Description					
Executive	*	*	*	*	*
Director	15.0	15.2	10.0	20.0	49
Manager	8.5	10.4	4.8	16.0	36
Recruiter	6.5	7.9	3.0	11.0	342
Sourcer	3.0	5.5	1.0	7.8	30
Coordinator	2.0	3.3	1.0	5.5	67
Onboarder	4.0	6.3	1.0	10.0	16

Gender Identity of Internal Recruitment Professionals

More than 75% of those with titles "Recruiter," "Director" and "Manager" identify as female. Support staff are even more likely to identify as female.



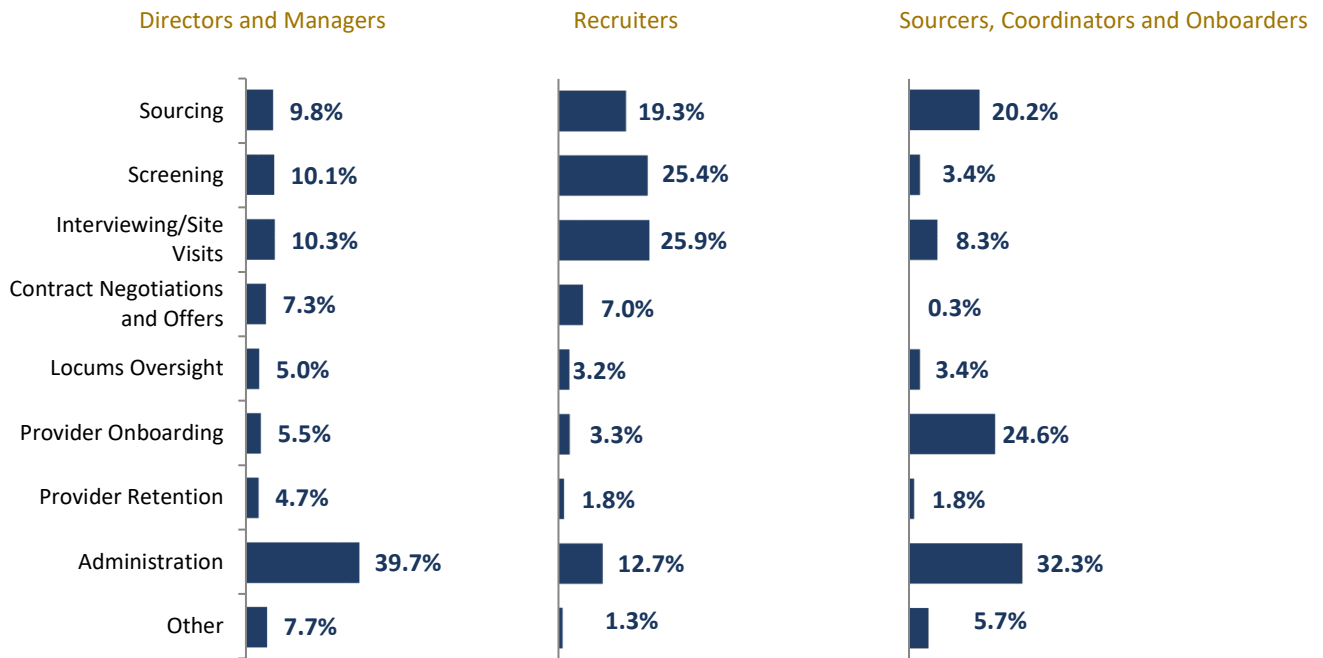
Gender Identity, by Role



How Recruitment Professionals Spend Their Time

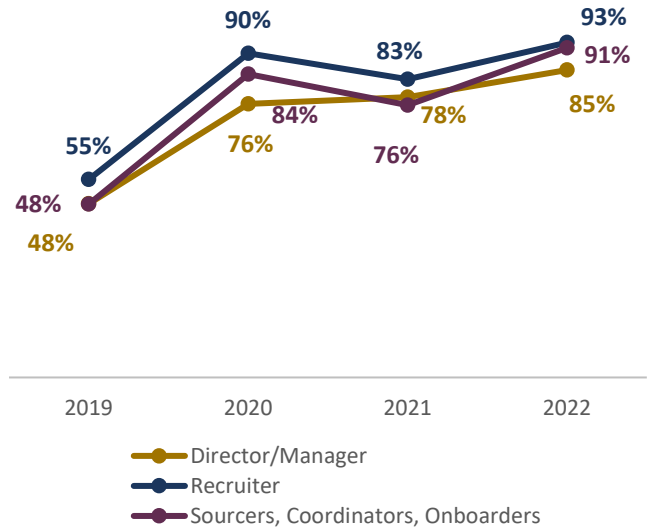
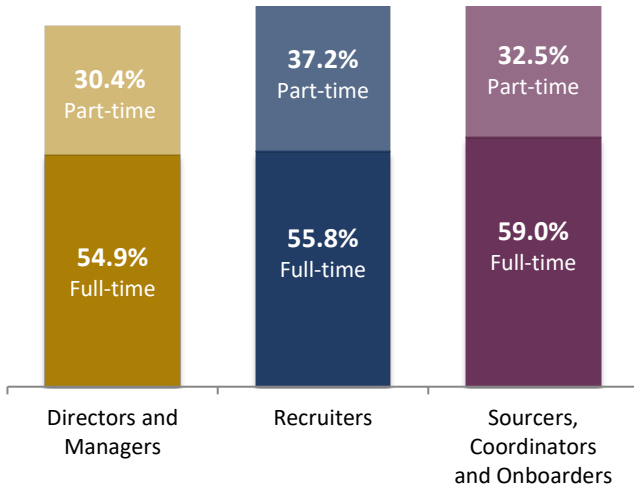
Recruiters generally spend half their time on screening, interviewing and site visits. Directors and Managers spend the largest amount of time (40%) on administration functions. Supporting staff spend nearly a third of their time on administration and a fourth of their time on provider onboarding.

Percent of Time Spent On (Averages)...



Work from Home

The Recruitment profession provides considerable flexibility. More than ninety percent of recruiters can work from home.





AAPPR

ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

2023 Annual Report

AAPPR INTERNAL PHYSICIAN AND PROVIDER
RECRUITMENT BENCHMARKING REPORT

CHAPTER 4

Recruiter Compensation

The Recruiter Compensation section provides compensation data for internal physician and provider recruitment professionals, based on data for 319 recruiters, provided by 42 organizations. Recruiters were not permitted to self-report their compensation. Instead, a link to the compensation section of the survey was sent directly to HR staff.

CONFIDENTIAL

All compensation values were then confidentially reported by the organization's HR staff.

Recruiter Compensation-By Role Description

Compensation varies significantly by Role. Directors topped our list³ at \$161,000, followed by Managers (\$116,000), Recruiters (\$92,000), Coordinators (\$55,000) and Onboarders (\$59,000).

	Median	Average	25th Percentile	75th Percentile	(N)
Total Compensation by Job Title					
Director	\$161,081	\$156,423	\$125,145	\$184,978	26
Manager	\$116,024	\$118,368	\$94,182	\$128,445	27
Recruiter	\$92,201	\$94,623	\$74,750	\$108,847	208
Coordinator	\$54,690	\$55,018	\$52,400	\$60,194	32
Onboarder	\$58,822	\$66,618	\$48,167	\$74,802	13

Percent of Recruitment Professionals Who Were Bonus Eligible and Received a Bonus*

More than half of recruiters were eligible for a bonus in 2022. Bonuses were most common for higher roles, such as Managers and Directors. Most professionals who were eligible for a bonus received one in 2022.

	Eligible	Eligible and Received Bonus
Director	83.3%	75.0%
Manager	79.2%	75.0%
Recruiter	59.5%	58.9%
Coordinator	41.4%	41.4%
Onboarder	50.0%	50.0%

*Excludes positions with fewer than 10 respondents.

³ Compensation values are only shown for positions with 10 or more respondents.

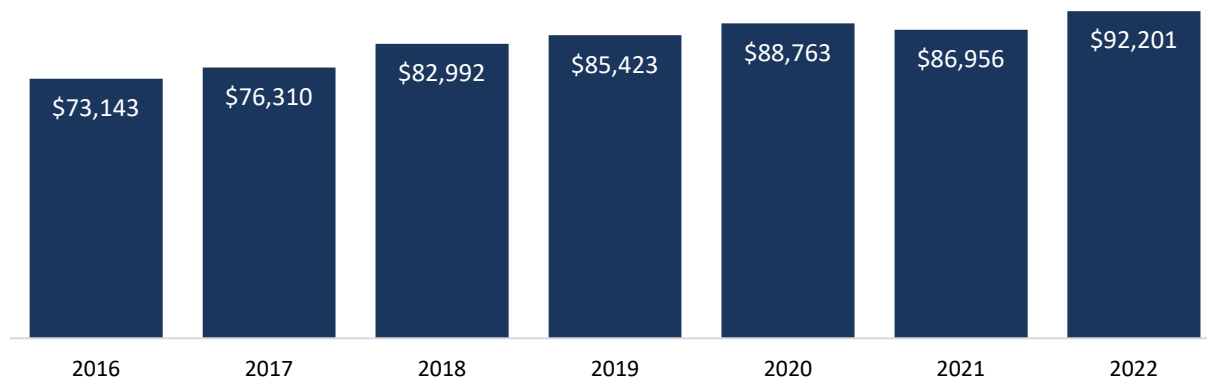
Annual Total Compensation (Recruiters Only)¹

The typical Recruiter's salary increased 6% in 2022. Recruiter compensation is generally boosted by experience, and supervising staff.

	Median	Average	25th Percentile	75th Percentile	(N)
All Positions	\$92,201	\$94,623	\$74,750	\$108,847	208
By Formal Education					
High school diploma up to Associate degree	\$91,202	\$89,654	\$68,380	\$100,754	16
Bachelor's degree or other four-year degree	\$80,914	\$86,987	\$71,890	\$97,055	96
Master's degree or higher	\$84,544	\$92,482	\$67,513	\$103,987	32
By Years of Experience					
Less than 5 years	\$73,819	\$75,799	\$66,422	\$82,630	67
5 to 10 years	\$92,828	\$93,571	\$77,545	\$101,724	52
More than 10 years	\$100,713	\$114,443	\$94,510	\$130,000	27
By Supervise Staff?					
Yes	\$114,635	\$106,701	\$79,518	\$122,616	7
No	\$92,019	\$94,203	\$75,000	\$108,255	201
Work from Home/Remote?	*	*	*	*	*

¹Readers should recognize that while the above factors impact compensation, multiple variables affect the reported values. For instance, recruiters who supervise staff also tend to be more experienced.

Trends in Median Total Compensation (Recruiters Only)²



²The sample of respondents has varied by year and may have impacted the reported trends.

Internal Recruitment Professionals Profiled by Compensation Level

	Less than \$75,000	\$75,000 to \$100,000	More than \$100,000
# of Responding Recruitment Professionals	99	92	126
By Primary Role			
Executive	0.0%	0.0%	1.6%
Director	0.0%	2.2%	19.0%
Manager	1.0%	7.6%	15.1%
Recruiter	52.5%	82.6%	63.5%
Sourcer	5.0%	4.4%	0.0%
Coordinator	31.3%	1.1%	0.0%
Onboarder	10.1%	2.2%	0.8%
Other	0.0%	0.0%	0.0%
By Formal Education			
High school diploma or equivalent	8.3%	7.7%	4.8%
Associate degree or other two-year degree	9.4%	2.6%	6.4%
Bachelor's degree or other four-year degree	68.8%	66.7%	54.0%
Master's degree	12.5%	20.5%	34.9%
Other	1.0%	2.6%	0.0%
By Certifications Held			
AAPPR Fellowship Certification	47.4%	66.7%	70.8%
Other Certifications	2.6%	10.6%	12.5%
No Certifications	47.4%	28.1%	22.9%
By Years of Experience			
Median	2.0	6.0	10.5
Average	3.2	6.4	12.3
By Years with Organization			
Median	3.0	5.0	5.5
Average	5.3	7.2	7.4
By Gender			
Male	10.4%	23.4%	29.0%
Female	89.6%	76.6%	71.0%
Percent that Supervise Staff	5.0%	8.7%	36.5%
Percent that Work from Home/Remotely	24.8%	44.6%	71.4%
Percent that Have Flexible Work Schedule	63.4%	50.0%	23.8%



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RECRUITMENT BENCHMARKING REPORT**

Appendix

Physician and Provider Specialties and Subspecialties

Administrative/Physician Executive/Medical Director

Allergy/Immunology

Anesthesia:

Anesthesia: Critical Care

Anesthesiology

Anesthesiology: Pain Management

Behavioral Health (exclude Psychology)

Cardiology:

Cardiology: Electrophysiology

Cardiology: Heart Failure/Transplant

Cardiology: Invasive

Cardiology: Inv-Intvl

Cardiology: Noninvasive

Dentistry

Dermatology:

Dermatology

Dermatology: Dermatopathology

Dermatology: Mohs Surgery

Emergency Medicine

Endocrinology/Metabolism

Family Medicine:

Family Practice (with OB)

Family Practice (without OB)

Family Practice: Ambulatory Only (no inpatient work)

Family Practice: Sports Medicine

Gastroenterology:

Gastroenterology

Gastroenterology: Hepatology

Genetics

Geriatrics

Hematology

Hospital Medicine:

Hospital Medicine: Family Practice

Hospital Medicine: Internal Medicine

Hospital Medicine: Internal Medicine-Pediatrics

Hyperbaric Medicine/Wound Care

Infectious Disease

Informatics

Informatics, Clinical/Medical/Biomedical: Nursing

Informatics, Clinical/Medical/Biomedical: Physician

Integrative Medicine

Intensivist

Internal Medicine:

Geriatrics

Internal Medicine: Ambulatory Only (no inpatient work)

Internal Medicine: General

Internal Medicine: Pediatrics

Nephrology

Pathology: Clinical

Pathology: Forensic

Neurology

Neurology: General

Neurology: Pain Medicine

Neurology: General

Neurology: Pain Medicine

OB/GYN: General

OB/GYN: Gynecology (only)

Obstetrics/Gynecology: General

OB/GYN: Female Pelvic Medicine & Reconstructive Surgery

OB/GYN: Subspecialties

OB/GYN: Gynecological Oncology

OB/GYN: Maternal & Fetal Medicine

OB/GYN: Reproductive Endocrinology

Occupational Health

Oncology:

Hematology/Oncology

Oncology (only)

Ophthalmology:

Ophthalmology

Ophthalmology: Retina

Optometry

Orthopedics: General

Orthopedic (nonsurgical)

Orthopedic Surgery: General

Orthopedics: Subspecialties

Orthopedic Surgery: Foot & Ankle
Orthopedic Surgery: Hand
Orthopedic Surgery: Hip & Joint
Orthopedic Surgery: Oncology
Orthopedic Surgery: Spine
Orthopedic Surgery: Sports Medicine
Orthopedic Surgery: Trauma

Otorhinolaryngology**Palliative Medicine**

Internal Medicine: Palliative Medicine
Family Medicine: Palliative Medicine

Pathology: All

Pathology: Anatomic
Pathology: Anatomic and Clinical
Psychiatry: Pain Medicine

Pediatrics: General

Hospitalist: Pediatrics
Pediatrics: Adolescent Medicine
Pediatrics: Child Development
Pediatrics: Child Abuse

Pediatrics: Non-Surgical

Pediatrics: Allergy/Immunology
Pediatrics: Cardiology
Pediatrics: Clinical & Lab Immunology
Pediatrics: Critical Care/Intensivist
Pediatrics: Emergency Medicine
Pediatrics: Endocrinology
Pediatrics: Gastroenterology
Pediatrics: Genetics
Pediatrics: Hematology/Oncology
Pediatrics: Infectious Disease
Pediatrics: Neonatal Medicine
Pediatrics: Nephrology
Pediatrics: Neurology
Pediatrics: Pulmonology
Pediatrics: Rheumatology
Pediatrics: Sports Medicine
Psychiatry: Child & Adolescent

Pediatrics: Surgical

Anesthesiology: Pediatric
Ophthalmology: Pediatric
Orthopedic Surgery: Pediatric
Otorhinolaryngology: Pediatric
Surgery: Cardiovascular-Pediatric
Surgery: Pediatric
Surgery: Plastic & Recon-Pediatric
Urology: Pediatric

Physiatry (Physical Med & Rehab)

Physiatry (Physical Med & Rehab)
Physiatry (Physical Med & Rehab): Pain Medicine

Podiatry:

Podiatry: General
Podiatry: Surg-Foot & Ankle
Podiatry: Surg-Forefoot Only

Preventative Medicine

Occupational Therapy
Preventative Medicine

Psychiatry:

Psychiatry: Addiction
Psychiatry: Forensic
Psychiatry: General
Psychiatry: Geriatric

Psychology**Pulmonary/Critical Care:**

Critical Care: Intensivist
Pulmonary Medicine: Critical Care
Pulmonary Medicine: General
Pulmonary Medicine: General & Critical Care

Radiation Oncology**Radiology:**

Radiology: Diagnostic-Inv
Radiology: Diagnostic-Noninv
Radiology: Nuclear Medicine
Radiology: Pediatric

Rheumatology**Sleep Medicine**



Surgery: Cardio/Vascular/Thoracic

Surgery: Cardiovascular

Surgery: Endovascular (primary)

Surgery: Thoracic (primary)

Surgery: Vascular (primary)

Surgery: General

Surgery: Bariatric

Surgery: Breast Surgery

Surgery: Colon and Rectal

Surgery: General

Surgery: Hepatobiliary & Pancreatic Surgeon

Surgery: Oncology

Surgery: Neurological

Surgery: Oral

Surgery: Plastics

Surgery: Plastic & Recon-Hand

Surgery: Plastic & Reconstruction

Surgery: Transplant

Surgery: Trauma

Surgery: Trauma-Burn

Urgent Care

Emergency Medicine: Urgent Care

Family Practice: Urgent Care

Internal Medicine: Urgent Care

Pediatrics: Urgent Care

Urgent Care

Urology:

Urology

Urology: Female Pelvic Medicine & Reconstructive Surgery

Other

Specialties in Each Specialty Division

ADVANCED PRACTICE

Clinical Nurse Specialist
Nurse Anesthetist
Nurse Midwife
Nurse Practitioner
Optometrist
Physician Assistant
Psychologist

PRIMARY CARE

Emergency Medicine
Family Medicine
Geriatrics
Hospitalist
Integrative Medicine
Internal Medicine
Ob/Gyn: General
Occupational Health
Palliative Medicine
Pediatrics: General
Urgent Care

SPECIALTY CARE

Allergy/Immunology
Anesthesia
Behavioral Health (exclude Psychology)
Cardiology
Dermatology
Endocrinology/Metabolism
Genetics
Hematology
Hyperbaric Medicine/Wound Care
Infectious Disease
Intensivist
Nephrology
Neurology
Ob/Gyn: Subspecialties
Oncology
Pathology
Pediatrics: Non-Surgical
Physiatry (Physical Med & Rehab)
Preventative Medicine
Psychiatry
Pulmonary/Critical Care
Radiation Oncology
Radiology
Rheumatology
Sleep Medicine

SURGERY

Gastroenterology
Ophthalmology
Orthopedics: General
Orthopedics: Subspecialties
Otorhinolaryngology
Pediatrics: Surgical
Podiatry
Surgery: Cardio/Thoracic/ Vascular
Surgery: General
Surgery: Neurological
Surgery: Oral
Surgery: Plastics
Surgery: Transplant
Surgery: Trauma
Urology

States in Each Region

EASTERN

Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia

WESTERN

Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming

MIDWEST

Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

SOUTHERN

Alabama, Arkansas, Florida, Georgia, Kansas, Kentucky, Louisiana, Mississippi, Missouri, Oklahoma, South Carolina, Tennessee, Texas

Responding Organizations

We appreciate the time invested by the 153 organizations that participated in this year's survey.

Adena Health System	Diversified Radiology
Adfinitas Health	Duke Primary Care
ADVENT	ECU Health
AdventHealth	EmblemHealth
Adventist Health	Erlanger Health System
Advocate Aurora Health	Esse Health
Akron Children's Hospital	Essentia Health
Alpine Physician Partners	Evangelical Community Hospital
AnMed	Fairview Health Services
Artesia General Hospital	Faith Regional Health Services
Asante Physician Partners	Franciscan Health
Ascension Medical Group Wisconsin	Franciscan Missionaries of Our Lady Health System
Atrium Health	Genesis Care
Augusta Health	GoHealth Urgent Care
Banner Health	Good Samaritan
Baptist Health	Guardian Medical Direction
BayCare Medical Group	Guthrie Clinic
Bayhealth Medical Center	Hackensack Meridian Health
Baylor Scott and White Health	Hartford HealthCare
Baystate Health	Health First
Billings Clinic	Henry Ford Health
BJC Healthcare	Holland Hospital
Blessing Health System	Holzer Health System
Bluestone Physician Services	Hospital Sisters Healthcare System
Care New England	Humana
Carle Health	Integrus Health
Catholic Medical Center	IOWA SPECIALTY HOSPITALS AND CLINICS
Cedars-Sinai	IU Health
CGH Medical Center	John Muir Medical Group
Children's Mercy Hospital	Lourdes Hospital
Children's MN	Mankato Clinic
CHOC Specialists	Mariposa Community Health Center
Cleveland Clinic	Marvin
Columbia Memorial Hospital	McFarland Clinic PC
Concentra	Medical College of Wisconsin - Milwaukee, WI
Confluence Health	Memorial Healthcare System
Corewell Health	Mercy
Dignity Health	Mercyhealth

MercyOne Northeast Iowa	SSM Health
Midland Health	St. Elizabeth Physicians
MidMichigan Health Services	St. James - SCL Health
MyMichigan Health	St. Luke's Health System
NAPA Anesthesia	Stamford Health
NewYork-Presbyterian	Stanford Medicine University Medical Partners
North Memorial Health	State of Franklin Healthcare Associates
Northeastern Vermont Regional Hospital	Stormont Vail Health
Northern Light Health	Sturdy Memorial Hospital
Northside Hospital	Swedish Hospital
Olmsted Medical Center	The Doctors Clinic
Optum	The Iowa Clinic
Optum Healthcare	The Jackson Clinic, P.A.
Orlando Health Medical Group	The University of Kansas Health System
Owensboro Health	TidalHealth
Pacesetter Health	Tri-Cities Community Health
Palmetto Primary Care Physicians	Trinity Health Medical Group
Parkview Health	TTUHSC El Paso
Pediatrix Medical Group	UCHealth
Penn State Health	UNC Health
Phoebe Putney Health System	Unified Women's Healthcare
Piedmont Healthcare	UnityPoint Health
Praxis Health	University of Florida
Premier Health	University of Miami Health System
Privia Medical Group	University of Minnesota Physicians
Renown Health	University of Missouri School of Medicine
Riverview Psychiatric Center	University of Virginia Physicians Group
Rush University Medical Center	UofL Health
Saint Alphonsus Health System	UPMC
Sanford Health	UVA Health
ScionHealth	UW Madison - SMPH - Department of Family Medicine and Community Health
Sentara Medical Group	Vanderbilt University Medical Center
SIH	VCU Health, MCV Physicians
Skagit Regional Health	Walmart Health
Southern Ohio Medical Center	WellSpan Health
Spire Orthopedic Partners	Wellstar Health System

Survey Questionnaire



Association for Advancing Physician and Provider Recruitment 2023 Benchmarking Survey

The Internal Physician and Provider Recruitment Benchmarking Survey is designed to collect and provide credible industry data to help internal 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 questionnaire is designed to require as little effort from you as possible. If you prefer, you may participate online via a secure website at: www.AAPPRBenchmarking.com. If you have any questions concerning this survey, please contact Marcy Dolnick of Industry Insights, Inc. at (380)-223-9137, or email her at mdolnick@industryinsights.com. Thank you in advance for your participation.

All sensitive data will remain secure and confidential. Profile demographics such as organization type, state, and department size may be provided to AAPPR to supplement their membership database.

Deadline: May 18th, 2023

Contact Information	
Name:	
Title:	
Email:	
Phone:	
Organization Information	
Organization:	
Address:	
City, State:	
Postal Code:	

Organization Information													
1.	Which <i>best</i> describes the type of organization reporting? (Select all that apply)												
	<table border="0"> <tr> <td>101 <input type="checkbox"/> Academic/University Hospital</td> <td>106 <input type="checkbox"/> Retail Health Clinic</td> </tr> <tr> <td>102 <input type="checkbox"/> CHC/FQHC</td> <td>107 <input type="checkbox"/> Rural Health Clinic</td> </tr> <tr> <td>113 <input type="checkbox"/> Government/Military</td> <td>108 <input type="checkbox"/> Single/Community Hospital</td> </tr> <tr> <td>103 <input type="checkbox"/> Facility Care (Independent Living, Assisted Living, Rehab, and Skilled Nursing facilities)</td> <td>109 <input type="checkbox"/> Single Specialty</td> </tr> <tr> <td>104 <input type="checkbox"/> Multi-hospital/Integrated Health Delivery System</td> <td>110 <input type="checkbox"/> Urgent Care</td> </tr> <tr> <td>105 <input type="checkbox"/> Multi-specialty/Ambulatory Practice</td> <td>111 <input type="checkbox"/> Other _____ 111 other</td> </tr> </table>	101 <input type="checkbox"/> Academic/University Hospital	106 <input type="checkbox"/> Retail Health Clinic	102 <input type="checkbox"/> CHC/FQHC	107 <input type="checkbox"/> Rural Health Clinic	113 <input type="checkbox"/> Government/Military	108 <input type="checkbox"/> Single/Community Hospital	103 <input type="checkbox"/> Facility Care (Independent Living, Assisted Living, Rehab, and Skilled Nursing facilities)	109 <input type="checkbox"/> Single Specialty	104 <input type="checkbox"/> Multi-hospital/Integrated Health Delivery System	110 <input type="checkbox"/> Urgent Care	105 <input type="checkbox"/> Multi-specialty/Ambulatory Practice	111 <input type="checkbox"/> Other _____ 111 other
101 <input type="checkbox"/> Academic/University Hospital	106 <input type="checkbox"/> Retail Health Clinic												
102 <input type="checkbox"/> CHC/FQHC	107 <input type="checkbox"/> Rural Health Clinic												
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104 <input type="checkbox"/> Multi-hospital/Integrated Health Delivery System	110 <input type="checkbox"/> Urgent Care												
105 <input type="checkbox"/> Multi-specialty/Ambulatory Practice	111 <input type="checkbox"/> Other _____ 111 other												
2.	IRS Status 177-1 <input type="checkbox"/> For-Profit 2 <input type="checkbox"/> Not-for-Profit												
3.	Geographic Scope 236-1 <input type="checkbox"/> Single Location 2 <input type="checkbox"/> State 3 <input type="checkbox"/> Regional (multiple states in general area) 4 <input type="checkbox"/> National (spread around the United States) 5 <input type="checkbox"/> Global 6 <input type="checkbox"/> Other _____ 236 other												
4.	Zip code of Headquarters/Main Location _____ 237												
5.	Total Population/Lives Served 238-1 <input type="checkbox"/> Fewer than 5,000 people 7 <input type="checkbox"/> 500,001 to 1,000,000 people 2 <input type="checkbox"/> 5,000 to 10,000 people 8 <input type="checkbox"/> 1,000,001 to 2,500,000 people 3 <input type="checkbox"/> 10,001 to 20,000 people 9 <input type="checkbox"/> 2,500,001 to 5,000,000 people 4 <input type="checkbox"/> 20,001 to 50,000 people 10 <input type="checkbox"/> 5,000,001 to 10,000,000 people 5 <input type="checkbox"/> 50,001 to 100,000 people 11 <input type="checkbox"/> More than 10,000,000 people 6 <input type="checkbox"/> 100,001 to 500,000 people												
6.	What is your organization's annual budget for its internal physician and provider recruitment department? Total amount <i>budgeted</i> (not actual costs) for the entire recruitment department. Sum should not include any items in the exclusion list. \$ _____ 175												

7.	How many employees are in your organization's internal physician and provider recruitment department?		Jan. 1, 2022	Dec. 31, 2022
	Recruiters (mainly involved in provider recruitment)	#	181	# 184
	Other staff (typically includes coordinators, sourcers, onboarders, administrative, etc.)	#	182	# 73
	Total in Department	#	183	# 18
8.	How many recruiters (those mainly involved in provider recruitment) left your department during the year?		#	185
9.	How many other staff employees (typically includes coordinators, sourcers, onboarders, administrative, etc.) left your department during the year?		#	90
10.	How many searches did your organization perform in calendar year 2022?		Physician Searches	# 71
			APP Searches	# 72
			Other Searches	# 112
			Total Searches	# 5
11.	Were any of your searches put on hold due to COVID-19 in 2022?		241-1 <input type="checkbox"/> Yes <input type="checkbox"/> No	
12.	How many providers were employed by your organization as of the end of calendar year 2022?		Physicians	APPs
			# 3	# 4
13.	How many candidates participated in site visits/interviews during calendar year 2022?		# 6	# 7
14.	How many offers were extended to providers during calendar year 2022?		# 8	# 9
15.	How many offers were accepted during calendar year 2022?		# 10	# 11
16.	How many providers left your organization during calendar year 2022?		Voluntary	# 12
			Involuntary	# 13
			Total	# 14
17.	Approximately what percent of your physician searches were to replace a departing physician?		% 186	
18.	Approximately what percent of your APP searches were to replace a departing APP?		% 242	
19.	Did you use any contingent or permanent search firms to fill searches in 2022?		91-1 <input type="checkbox"/> Contingent 2 <input type="checkbox"/> Permanent 3 <input type="checkbox"/> Both 4 <input type="checkbox"/> Neither	
	If yes, for how many searches did you use a search firm?		#	188
	How many search firms were used in 2022?		#	189
	What was your total search firm expense in 2022?		\$	190
20.	Do you use an applicant tracking system?		701-1 <input type="checkbox"/> Yes <input type="checkbox"/> No	
	If yes, how do you track and manage your search activity and candidates?			
	702 <input type="checkbox"/> ACCESS Database	717 <input type="checkbox"/> Kenexa	694 <input type="checkbox"/> SmartSheet	
	723 <input type="checkbox"/> ApplicantStack	705 <input type="checkbox"/> Kontakt Intelligence (KI)	697 <input type="checkbox"/> Sniperhire	
	715 <input type="checkbox"/> Avature	691 <input type="checkbox"/> PeopleFluent	733 <input type="checkbox"/> Software Solutions Group	
	722 <input type="checkbox"/> CRM, formerly Recruiter Logix	692 <input type="checkbox"/> PracticeLink	710 <input type="checkbox"/> Taleo	
	728 <input type="checkbox"/> Doc in a Box	708 <input type="checkbox"/> PracticeMatch	698 <input type="checkbox"/> Ultimate	
	703 <input type="checkbox"/> Excel Spreadsheet	704 <input type="checkbox"/> Proprietary/Homegrown	699 <input type="checkbox"/> UltiPro	
	690 <input type="checkbox"/> HealthCare Source Position Manager	709 <input type="checkbox"/> Recruiting Management System by HCP Navigator	695 <input type="checkbox"/> WorkDay	
	713 <input type="checkbox"/> ICIMS	693 <input type="checkbox"/> REDCap	716 <input type="checkbox"/> Zoho	
	696 <input type="checkbox"/> Infor	732 <input type="checkbox"/> Salesforce	711 <input type="checkbox"/> Other _____	
	720 <input type="checkbox"/> JobVite	734 <input type="checkbox"/> SkillsSurvey		
21.	How would you rate your organization's overall use of technology?		191-1 <input type="checkbox"/> Poor <input type="checkbox"/> Somewhat below average <input type="checkbox"/> Average <input type="checkbox"/> Somewhat above average <input type="checkbox"/> Very advanced	
22.	How would you rate your organization's applicant tracking system?		192-1 <input type="checkbox"/> Poor <input type="checkbox"/> Somewhat below average <input type="checkbox"/> Average <input type="checkbox"/> Somewhat above average <input type="checkbox"/> Very advanced	

Searches Information		
Note: All information should be based on the period January 1, 2022 - December 31, 2022. ALL searches by the department should be included (employed physicians, independent contractors, private practice, etc.)		
1.	Tracking Code of Search	# 22
2.	Zip Code of Search	196
3.	*Provider category? 197-1 <input type="checkbox"/> Physician 2 <input type="checkbox"/> Physician Assistant 3 <input type="checkbox"/> Nurse Practitioner 4 <input type="checkbox"/> Nurse Midwife 5 <input type="checkbox"/> Clinical Nurse Specialist 6 <input type="checkbox"/> Nurse Anesthetist 7 <input type="checkbox"/> Other _____	
4.	*Specialty Type of Search 179-140 <input type="checkbox"/> Administrative/Physician Executive/Medical Director 513 <input type="checkbox"/> Orthopedics: General 1 <input type="checkbox"/> Allergy/Immunology 514 <input type="checkbox"/> Orthopedics: Subspecialties 501 <input type="checkbox"/> Anesthesia 57 <input type="checkbox"/> Otorhinolaryngology 550 <input type="checkbox"/> Behavioral Health (exclude Psychology) 529 <input type="checkbox"/> Palliative Medicine 502 <input type="checkbox"/> Cardiology 515 <input type="checkbox"/> Pathology 10 <input type="checkbox"/> Dentistry 516 <input type="checkbox"/> Pediatrics: General 508 <input type="checkbox"/> Dermatology 517 <input type="checkbox"/> Pediatrics: Non-Surgical 13 <input type="checkbox"/> Emergency Medicine 518 <input type="checkbox"/> Pediatrics: Surgical 14 <input type="checkbox"/> Endocrinology/Metabolism 532 <input type="checkbox"/> Psychiatry 504 <input type="checkbox"/> Family Medicine 520 <input type="checkbox"/> Podiatry 505 <input type="checkbox"/> Gastroenterology 534 <input type="checkbox"/> Preventative Medicine 22 <input type="checkbox"/> Genetics 521 <input type="checkbox"/> Psychiatry 551 <input type="checkbox"/> Geriatrics 136 <input type="checkbox"/> Psychology 552 <input type="checkbox"/> Hematology 522 <input type="checkbox"/> Pulmonary/Critical Care 508 <input type="checkbox"/> Hospital Medicine 91 <input type="checkbox"/> Radiation Oncology 31 <input type="checkbox"/> Hyperbaric Medicine/Wound Care 523 <input type="checkbox"/> Radiology 32 <input type="checkbox"/> Infectious Disease 95 <input type="checkbox"/> Rheumatology 530 <input type="checkbox"/> Informatics 96 <input type="checkbox"/> Sleep Medicine 553 <input type="checkbox"/> Integrative Medicine 524 <input type="checkbox"/> Surgery: Cardio/Vascular/Thoracic 554 <input type="checkbox"/> Intensivist 525 <input type="checkbox"/> Surgery: General 507 <input type="checkbox"/> Internal Medicine 102 <input type="checkbox"/> Surgery: Neurological 36 <input type="checkbox"/> Nephrology 104 <input type="checkbox"/> Surgery: Oral 538 <input type="checkbox"/> Neurology 526 <input type="checkbox"/> Surgery: Plastics 509 <input type="checkbox"/> OB/GYN: General 110 <input type="checkbox"/> Surgery: Transplant 510 <input type="checkbox"/> OB/GYN: Subspecialties 527 <input type="checkbox"/> Surgery: Trauma 555 <input type="checkbox"/> Occupational Health 528 <input type="checkbox"/> Urgent Care 511 <input type="checkbox"/> Oncology 535 <input type="checkbox"/> Urology 512 <input type="checkbox"/> Ophthalmology 140 <input type="checkbox"/> Other _____ 128 <input type="checkbox"/> Optometry	
5.	Which of the following additional responsibilities go with the position? 219 <input type="checkbox"/> Leadership 220 <input type="checkbox"/> Research 221 <input type="checkbox"/> Academic/teaching 222 <input type="checkbox"/> None of these	
6.	Was Locum Tenens used in conjunction with the search?	-1 <input type="checkbox"/> Yes 32 -2 <input type="checkbox"/> No
7.	Date search began?	35
8.	*Position status? 36-1 <input type="checkbox"/> Open 2 <input type="checkbox"/> Filled 3 <input type="checkbox"/> Canceled 4 <input type="checkbox"/> Hold	
9.	Primary Method Used to Successfully Fill Position 40-15 <input type="checkbox"/> Casual/Locum/Per Diem converted to Perm 8 <input type="checkbox"/> Journal advertisements 2 <input type="checkbox"/> Cold-calling 14 <input type="checkbox"/> Organization Website 3 <input type="checkbox"/> Direct mail 1 <input type="checkbox"/> Provider-specific association meetings 4 <input type="checkbox"/> Email 9 <input type="checkbox"/> Referrals 18 <input type="checkbox"/> Former Employee 10 <input type="checkbox"/> Residency and fellowship programs 5 <input type="checkbox"/> Internal Trainees 11 <input type="checkbox"/> Search firms: contingency 16 <input type="checkbox"/> Internal Transfer (Non-Resident/Trainee) 12 <input type="checkbox"/> Search firms: retained 6 <input type="checkbox"/> Internet Job Boards 17 <input type="checkbox"/> Social Media 20 <input type="checkbox"/> Job Fairs: Traditional 23 <input type="checkbox"/> Virtual Events 21 <input type="checkbox"/> Job Fairs: Virtual 13 <input type="checkbox"/> Other _____	
10.	FTE Level of Provider who Filled Position (however your organization defines these) 42-1 <input type="checkbox"/> Full-time 2 <input type="checkbox"/> Part-time 3 <input type="checkbox"/> PRN	
11.	Date position filled/placed on hold/canceled?	65
12.	*Days to fill position?	44

Recruiter Profile																																
To be completed by recruiter																																
1.	Recruiter Initials / Tracking Code (used by your HR representative to identify the position)	45																														
2.	Zip code where recruiter primarily works?	198																														
3.	Years of experience in physician and provider recruitment	55 Years																														
4.	Years with organization	199 Years																														
5.	Position Title _____	223																														
6.	Which role best reflects the position? <small>180-1</small> <input type="checkbox"/> Executive <small>2</small> <input type="checkbox"/> Director <small>3</small> <input type="checkbox"/> Manager <small>4</small> <input type="checkbox"/> Recruiter <small>5</small> <input type="checkbox"/> Sourcer <small>6</small> <input type="checkbox"/> Coordinator (Liaison) <small>7</small> <input type="checkbox"/> Onboarder <small>8</small> <input type="checkbox"/> Other _____																															
7.	Formal Education <small>47-1</small> <input type="checkbox"/> High school diploma or equivalent <small>5</small> <input type="checkbox"/> PhD, JD, EdD <small>2</small> <input type="checkbox"/> Associate degree or other two-year degree <small>6</small> <input type="checkbox"/> MD, DO <small>3</small> <input type="checkbox"/> Bachelor's degree or other four-year degree <small>7</small> <input type="checkbox"/> MD or DO (with Master's degree) <small>4</small> <input type="checkbox"/> Master's degree <small>8</small> <input type="checkbox"/> Other _____																															
8.	Certifications held, if any? <small>49</small> <input type="checkbox"/> CMSR <small>78</small> <input type="checkbox"/> SHRM-CP <small>224</small> <input type="checkbox"/> CPRP (formerly FASPR) <small>79</small> <input type="checkbox"/> SHRM-SCP <small>77</small> <input type="checkbox"/> CSP <small>52</small> <input type="checkbox"/> Other _____ <small>50</small> <input type="checkbox"/> FACHE <small>53</small> <input type="checkbox"/> Other _____ <small>51</small> <input type="checkbox"/> FACMPE <small>54</small> <input type="checkbox"/> None																															
9.	What is your gender identity? <small>56-1</small> <input type="checkbox"/> Male <small>2</small> <input type="checkbox"/> Female <small>3</small> <input type="checkbox"/> Non-binary / third gender <small>4</small> <input type="checkbox"/> Prefer to self-describe _____ <small>5</small> <input type="checkbox"/> Prefer not to say																															
10.	In a typical month, what percentage of time is spent on...	<table border="1"> <tr> <td>Sourcing</td> <td>%</td> <td>226</td> </tr> <tr> <td>Screening</td> <td>%</td> <td>244</td> </tr> <tr> <td>Interviewing/Site Visits</td> <td>%</td> <td>245</td> </tr> <tr> <td>Contract Negotiations and Offers</td> <td>%</td> <td>227</td> </tr> <tr> <td>Locums Oversight</td> <td>%</td> <td>228</td> </tr> <tr> <td>Provider Onboarding</td> <td>%</td> <td>229</td> </tr> <tr> <td>Provider Retention</td> <td>%</td> <td>230</td> </tr> <tr> <td>Administration (inc. meetings, logistics, coordination, etc.)</td> <td>%</td> <td>231</td> </tr> <tr> <td>Other</td> <td>%</td> <td>232</td> </tr> <tr> <td>Total (should add to 100%)</td> <td>%</td> <td>233</td> </tr> </table>	Sourcing	%	226	Screening	%	244	Interviewing/Site Visits	%	245	Contract Negotiations and Offers	%	227	Locums Oversight	%	228	Provider Onboarding	%	229	Provider Retention	%	230	Administration (inc. meetings, logistics, coordination, etc.)	%	231	Other	%	232	Total (should add to 100%)	%	233
Sourcing	%	226																														
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Locums Oversight	%	228																														
Provider Onboarding	%	229																														
Provider Retention	%	230																														
Administration (inc. meetings, logistics, coordination, etc.)	%	231																														
Other	%	232																														
Total (should add to 100%)	%	233																														
11.	Do you supervise staff?	<small>-1</small> <input type="checkbox"/> Yes <small>59</small> <small>-2</small> <input type="checkbox"/> No																														
12.	Do you regularly work from home/remotely?	<small>-1</small> <input type="checkbox"/> Yes, full-time <small>243</small> <small>-2</small> <input type="checkbox"/> Yes, part-time <small>-3</small> <input type="checkbox"/> No																														
To be completed by organization's HR representative																																
1.	Annual Base Compensation	\$ 61																														
2.	Eligible for bonus?	<small>-1</small> <input type="checkbox"/> Yes <small>605</small> <small>-2</small> <input type="checkbox"/> No																														
3.	Annual Bonus/Incentive Amount	\$ 62																														
4.	*Annual Total Compensation (as reported on W-2)	\$ 63																														

AAPPR 2023 Survey Definitions

Registration Information:

Contact and Organization Information - Provide contact information as the account administrator.

Authorized Users - The account administrator can give additional employees access to the survey questionnaire and/or reporting tools. Only administrators can add, remove, or edit users.

The online questionnaire includes three sections:

Questionnaire Sections:

Organization Information: collects key information about your organization's recruitment department overall.

Searches: collects data for each eligible search during the calendar year. Eligible searches are defined as searches that have been active at any time during the calendar year.

Recruiter Profile: collects data for each eligible member from the recruitment department. Eligible members are defined as members who have worked the entire 12-months of the calendar year.

Completing Your Form:

In order for your survey to be considered complete and usable, you must complete each Questionnaire Section. Indicate that each section is complete by checking the box labeled "Section Complete" at the bottom of each Questionnaire Section.

The asterisk (*) is used to denote that the particular question is required. You will not be able to save a particular section without first answering all required questions.

When you Save your form, your information is automatically transferred to Industry Insights' secure server. There is no formal "submit" needed.

Definitions:

Organization Information:

Question 1

Which *best* describes the type of organization reporting?

Academic/University Hospital

CHC/FQHC

Government/Military

Facility Care (Independent Living, Assisted Living, Rehab, and Skilled Nursing facilities)

Multi-hospital/Integrated Health Delivery System

Multi-specialty/Ambulatory Practice

Retail Health Clinic = Also known as "convenient care clinics", located in retail stores, supermarkets and pharmacies that provide medical services for commonplace illnesses. Most retail clinics are typically staffed by nonphysician providers (nurse practitioners, physician assistants), but they may also be staffed with physicians.

Rural health clinic = A Rural Health Clinic (RHC) is a clinic certified to receive special Medicare and Medicaid reimbursement. The purpose of the RHC program is improving access to primary care in underserved rural areas. RHCs are required to use a team approach of physicians and midlevel practitioners (nurse practitioners, physician assistants, and certified nurse midwives) to provide services. The clinic must be staffed at least 50% of the time with a midlevel practitioner. RHCs may also provide other health care services, such as mental health or vision services, but reimbursement for those services may not be based on their allowable costs.

Single/Community Hospital

Single Specialty

Urgent Care

Other

Question 2

IRS Status - Indicate the IRS Status for the organization.

Question 3

Geographic Scope

Question 4

Zip code of Headquarters/Main Location

Question 5

Total population/ Lives served

Question 6

What is your organization's annual budget for its internal physician and provider recruitment department?
Total amount budgeted (not actual costs) for the entire recruitment department. Sum should not include any items in the exclusion list.

EXCLUSIONS: locums fees that may be incurred while seeking a replacement, provider salary, signing bonuses, relocation expenses, tuition reimbursement, or other benefits paid out to the provider.

Question 7

How many employees are in your organization's internal physician and provider recruitment department?
Provide breakdown of recruiters versus other staff, as well as total employees in the department.

Question 8

How many recruiters (those mainly involved in provider recruitment) left your department during the year?

Question 9

How many other staff employees (typically includes coordinators, sourcers, onboarders, administrative, etc.) left your department during the year?

Question 10

How many searches did your organization perform in calendar year 2022?

Your searches should include any search for which work was conducted during the calendar year. Distinguish between searches for Physician Providers and APPs and also provide the total number of searches.

Advanced Placement Providers (APPs)

Advanced Placement providers are specially trained and licensed providers who can provide medical care and billable services. Examples of APPs include audiologists, Certified Registered Nurse Anesthetists (CRNAs), dietitians/nutritionists, midwives, nurse practitioners, occupational therapists, optometrists, physical therapists, physician assistants, psychologists, social workers, speech therapists, and surgeon assistants.

Question 11

Were any of your searches put on hold due to COVID-19 in 2022?

Question 12

How many providers were employed by your organization as of the end of calendar year 2022?

If you do not employ any providers, please do not answer this question. Otherwise, report the number of full-time-equivalent (FTE) physicians and nonphysicians in your practice. An FTE works whatever number of hours the practice considers to be the minimum for a normal workweek, which could be 37.5, 40, 50 hours or some other standard. To compute the FTE of a part-time provider **divide the total hours worked by the provider by the number of hours that your medical practice considers to be a normal workweek**. For example, a physician working in a clinic or hospital on behalf of the practice for 30 hours compared to a normal workweek of 40 hours would be 0.75 FTE (30 divided by 40 hours). A physician working full-time for three months during a year would be 0.25 FTE (3 divided by 12 months). A medical director devoting 50% effort to clinical activity would be 0.5 FTE. Do not report a provider as more than 1.0 FTE regardless of the number of hours worked.

Question 13

How many candidates participated in site visits/interviews during calendar year 2022?

Indicate the number of candidates who were invited to and attended onsite visits or interviews. Report each provider once, even if one individual made multiple visits. This number should include candidates only, not providers who participated in the site visit as representatives of the organization.

Question 14

How many offers were extended to providers during calendar year 2022?

Indicate the number of official contracts offered to providers for various positions throughout the organization regardless of whether the position was accepted.

Question 15

How many offers were accepted during calendar year 2022?

Indicate the number of contracts signed by providers.

Question 16

How many providers left your organization during calendar year 2022?

Indicate how many providers ended their employment with your organization during the reported year. Breakout between voluntary and involuntary leaves, if possible.

Voluntary

Include those retiring, taking on an opportunity at another organization, or anything else that does not include termination by the organization.

Involuntary

Include all instances where the provider was terminated against his/her volition.

Total

Include the total number of leaves for physicians and nonphysician providers. Providing totals for each category is sufficient if voluntary and involuntary turnover cannot be broken out.

Question 17

Approximately what percent of your physician searches were to replace a departing physician?

Question 18

Approximately what percent of your APP searches were to replace a departing physician?

Question 19

Did you use any contingent or permanent search firms to fill searches in 2022?

Question 20

Do you use an applicant tracking system?

If yes, how do you track and manage your search activity and candidates?

Question 21

How would you rate your organization's overall use of technology?

Question 22

How would you rate your organization's application tracking system?

Searches:

Upload Tool

Use this tool to add multiple Search records in bulk. Download the Excel Template, then copy data from your spreadsheet software into the template. Save it, then upload the file into the portal.

Question 1

Tracking Code of Search

Indicate your organization's internal tracking number for this search. This number may be numeric, alpha, or a combination of both. This number will make it easier to identify your specific searches.

Question 2

Zip Code of Search

Question 3

*Provider category?

Physician

Physician Assistant

Nurse Practitioner

Nurse Midwife

Clinical Nurse Specialist

Nurse Anesthetist

Other

Question 4

*Specialty Type of Search

If the position specialty is not listed in the drop-down, please describe in the space provided. For nurse practitioners and physician assistants, provide the specialty area where at least 50% of time is to be spent, such as acute care, adult, emergency, family practice, gerontologic/elder health, neonatal/perinatal, occupational health, oncology, pediatric/child health, psychiatric/mental health, school/college health, or women's health.

Question 5

Which of the following additional responsibilities go with the position?

Question 6

Locum Tenens Used

Select "Yes" if you employed a locums provider to supplement coverage while the search was being conducted.

Question 7

Date Search Began

Report the date on which the search officially opened.

Question 8

Position Status - Indicate status of position.

Open: A search that is still underway. No candidate has accepted the position by a signed contract as of the date of survey submission.

Filled: A search that was conducted during the calendar year (regardless of when it originally opened) and the position was later closed due to a candidate's acceptance and return of signed contract.

Cancelled: A search that was conducted during the calendar year (regardless of when it originally opened), was cancelled for any reason and is not expected to resume in the foreseeable future.

Hold: A search that was open or conducted during any part of the calendar year, for which the status is currently unknown or activity on the search has been placed on hold for any reason. This search may be re-opened at a later date or cancelled altogether.

Question 9

Primary method used to successfully fill position

Casual/Locum/Per Diem converted to Perm

Cold Calling:

Includes phone calls made directly by recruiters or a hired organization paid on behalf of the employer specifically to identify potential candidates for the given position. Should not include candidates referred by another individual, for which a "cold call" is later made.

Direct Mail:

Candidates who respond to a mailer, post card, flyer, or any other advertisement sent through the US Mail, regardless of where any data source for said mailing originated. The only exception being mailings targeted specifically at residency or fellowship directors or coordinators, which would fall into the category of Residency and Fellowship Programs.

Email:

Specific for candidates who respond to targeted email campaigns purchased through an email list service or database. For example, an email campaign targeted at candidates pulled from the Med Ties section of the PracticeMatch database, would be categorized as Email. Whereas, the source for a candidate who responds to a posting on the CareerCenter section of PracticeMatch, would be categorized as Internet Job Board.

Former Employee:

Any candidate who was previously affiliated or employed by the hiring entity.

Internal Trainees:

Candidates hired from residency and fellowship programs that are under the same ownership as the hiring entity.

Internal Transfer (Non-Resident/Trainee):

Candidates from within the organization or network, but are not hired directly out of a residency or fellowship program.

Internet Job Boards:

Refers to jobs posted on any internet job board, for which a candidate viewed and later responded.

Job Fairs: Traditional

Refers to any job fair or reception (except a specialty specific job fair) for which the candidate was identified. This also includes virtual job fairs and/or job fairs for which a recruiter did not attend, but the candidate's contact information was supplied at the job fair and later relayed to the recruiter.

Job Fairs: Virtual

Journal Advertisements:

Would include any clinical print publication where a given job was advertised. The advertisement need not be specialty specific (i.e. JAMA and ACOG in print are both applicable)

Organization website

Provider-Specific Association Meeting:

Obtained directly through a job fair, reception or annual meeting of the specialty association for the given search.

Referrals:

Includes any lead provided by another individual regardless of that person's association with your organization (i.e. a name provided by another employee, a colleague in another state, a practicing physician within the group, or the community realtor would all fall under this category). This should not include candidates referred by a search firm.

Residency and Fellowship Programs:

Candidates acquired through interactions with a Residency or Fellowship program (via educational programs, sponsorships, or direct mail/email campaigns). This should not include candidates referred by an individual within a Residency/Fellowship program if it came without the direct involvement from a recruiter (whether through an event or active engagement); such an instance would fall into the category of a Referral. Candidates from an Internal Residency or Fellowship Program (under the same ownership as the hiring entity) should list the source type as Internal Trainees.

Search Firms: Contingency:

Any candidate referred by a contingency search firm.

Search Firms: Retained:

Any candidate referred by a firm hired on a retained basis for the given search or all searches within an organization. This category should also be selected for candidates referred by "hybrid" search firms (those who charge flat fees up front with remainder upon successful completion of the search) and candidates who were originally supplied by an agency on a locums basis, but moved to a permanent placement.

Social Media:

Includes any lead that came from a social media site such as Facebook, LinkedIn, Twitter, etc.

Virtual Events:

Other:

Any candidate who does not fall into one of the above categories. Please be as specific as possible.

Question 10

FTE Level of Provider who Filled Position

Full-time

Part-time

PRN

Question 11

Date position filled/placed on hold/cancelled?

Question 12

Days to Fill Position

"Days to Fill" is defined as the difference between the date a search was initiated and the date a contract was signed. Any search filled during the calendar year, regardless of the year for which the search opened, should be included.

Recruiter Profile:

Question 1

Recruiter Initials / Tracking Code (used by your HR representative to identify the position)

Question 2

Zip code where recruiter primarily works?

Question 3

Years of experience in physician recruitment

Question 4

Years with organization

Question 5

Position Title

Question 6

Which role best reflects the position?

Executive

Director

Manager

Recruiter

Sourcer

Coordinator (Liaison)

Onboarder

Other

Question 7

Formal Education

Select the level of formal education attained by the employee. If employee holds a level of formal education not listed, please describe in the space provided.

Question 8

Certifications held, if any?

Select certifications currently held by the employee. If employee holds no specific certifications, please choose "none".

Question 9

Gender Identity

Question 10

In a typical month, what percentage of time is spent on...

Question 11

Supervise Staff?

Indicate whether the employee has staff supervision responsibilities.

Question 12

Work from home/remotely?



To be completed by organization's HR representative

Question 1

Annual Base Compensation

Question 2

Eligible for bonus?

Question 3

Annual Bonus/Incentive Amount

Question 4

*Annual Total Compensation (as reported on W-2)