



Physician Turnover Rates Mirror Economic Conditions and Housing Market

Medical Groups Report Increased Turnover as Economy Recovers According to Cejka Search and AMGA Survey

As the economy perks up, it appears that rates of physician turnover rise with it. For the first time since 2008, physician turnover has increased, reminding medical

groups of the delicate balance between physician supply and demand. According to the 6th annual Physician Retention Survey from Cejka Search and the American

Medical Group Association (AMGA), in 2010 total turnover was 6.1 percent compared to 5.9 percent in 2009, and appears to track with reports of modest improvement in the U.S. economy.

The change also is consistent with anecdotal reports and findings in the 2008 survey that the worsening economy and plummeting home sales cause physicians to delay retirement and relocation – key drivers of recruitment and activity.

Growth in the Gross Domestic Product (GDP) and the leveling out of previous, steep declines in home sales may partially explain the uptick in turnover in 2010. Looking ahead, the majority of respondents in the 2010 survey said they believe that physician retirement will increase (27 percent) or continue at the current rate (65 percent). These indicators could alert medical groups to prepare for greater turnover in 2011 as improvements in the marketplace make it more conducive for physicians to retire or relocate.

"Although shortages still persist in today's physician workforce, we have seen

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Top Cities for Emergency Medical Care Identified by HealthGrades

Patients Treated at Top Hospitals for Emergency Medicine Have 40% Lower Death Rate

A study released recently by HealthGrades, the nation's leading, independent source of physician information and hospital quality ratings, found large differences in the risk adjusted mortality rates for patients admitted through the Emergency Department, both by hospital and by market area.

The findings are based on an analysis of more than seven million Medicare patient records from 2007 to 2009. HealthGrades Emergency Medicine in American Hospitals study focused on 12 of the most common and life-threatening medical emergencies among that patient population, including heart attack, stroke, pneumonia and chronic obstructive pulmonary disease, or COPD. The HealthGrades study included only those cases admitted to the hospital from the emergency room for further medical treatment, representing the full continuum of a patient's care. Those hospitals performing in the top five percent in the nation were designated as Emergency Medicine Excellence Award™ hospitals. A full listing of these hospitals, by city, can be found online at HealthGrades.com.

"In the case of a medical emergency, patients need to get to the closest emergency room as fast as possible. No exceptions," said Dr. Rick May, study co-author and HealthGrades Vice President of clinical quality services. "That said, we encourage patients to prepare in advance by identifying top-performing hospitals close to home. Our research shows that it's not just the care you receive the moment you arrive that makes the difference between life and death, but the hospital's ability to continue to provide you with the right care at the right time if you need to be admitted."

The HealthGrades Emergency Medicine in American Hospitals study identified the following Top 10 Cities for Emergency Medicine, based on overall mortality rate for patients admitted through the emergency department.

Top 10 Cities for Emergency Medicine

1. Cincinnati, OH
2. Phoenix, AZ
3. Milwaukee, WI
4. Dayton, OH
5. Cleveland, OH
6. W. Palm Beach, FL
7. Tucson, AZ
8. Baltimore, MD
9. Houston, TX
10. Detroit, MI

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Certification Matters: Most Americans Want Their Doctors To Participate in Lifelong Learning & Self-Assessment

Nearly Half Would Look for a New Doctor if Theirs Isn't Participating in a Maintenance of Certification Program

In a survey commissioned by the American Board of Medical Specialties (ABMS), 95 percent of Americans say it's important to them that their doctors participate in a program to maintain their Board Certification. Nearly half (45 percent) would look for a new doctor if they learned theirs was not participating in such a program, and 41 percent would stop referring family and friends to that doctor.

Maintenance of Certification is defined in the survey as a program by which Board Certified physicians continue to participate in a process of lifelong learning and self-assessment in their medical specialty. Only doctors who are Board Certified by one of the 24 ABMS Member Boards may participate in the ABMS Maintenance of

Certification® (ABMS MOC®) program.

"The survey results confirm that certification matters to the American public," said Kevin B. Weiss, MD, president and CEO of ABMS. "Today's patients are savvy health care consumers. Board Certification and participation in an ABMS MOC program demonstrates to them that their doctor has met and continues to meet the qualifications to provide quality care in his or her medical specialty."

When asked about the importance of the six factors that are part of the MOC program (Professionalism; Patient Care and Procedural Skills; Medical Knowledge; Practice-based Learning and Improvement; Interpersonal and Communications Skills; and Systems-based Practice), 90 percent of consumers say all the factors are impor-

tant. The percentages of people who rate individual MOC program factors as "very important" are:

- testing at regular intervals to assess the doctor's medical knowledge (60 percent);
- providing quality of care information to patients/the public (54 percent);
- periodically assessing the doctor's clinical performance and quality of care to see how he or she compares with other physicians in the same specialty (51 percent).

Today, more than 300,000 physicians are participating in an ABMS MOC program, and that number continues to increase annually.

When told that some doctors who were Board Certified before 1990 are not

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Top Cities

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Other key findings of the study include:

Medicare patients treated at hospitals recognized with a HealthGrades Emergency Medicine Excellence Award had, on average, a 40% lower risk of death compared to patients treated at non-recipient hospitals.

On average, for the 12 conditions studied, the percentage of cases admitted through the emergency department increased 2.64% from 2007 to 2009.

Providence, RI; Las Vegas, NV; Miami-Ft. Lauderdale, FL; and New York City had the highest percentage of admission through the emergency department (93.05%, 91.65%, 91.12% and 90.78%, respectively); whereas, Lincoln, NE; Sioux Falls, SD; Wichita, KS; and Omaha, NE had the lowest percentage of admissions through the emergency department (48.06%, 53.72%, 54.84% and 62.32%, respectively) for the 12 conditions studied.

HealthGrades' Hospital Ratings

In this analysis, HealthGrades independently and objectively analyzed approximately seven million Medicare patient records from fiscal years 2007 through 2009. To be included in the analysis, hospitals must have met minimum thresholds in terms of patient volumes, quality ratings, and the range of services provided. Individuals may compare their local hospitals online at HealthGrades.com. HealthGrades' hospital ratings are independently created; no hospital can opt-in or opt-out of being rated, and no hospital pays to be rated.

About HealthGrades

HealthGrades is America's most trusted, independent source of physician information and hospital quality outcomes. HealthGrades' online properties are the nation's leading destination for physician search and empower more than 200 million consumers annually to make informed healthcare decisions.

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OHIO

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MONTANA

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Certification

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required to participate in an ABMS MOC program, 78 percent of consumers say they would be bothered if their doctor chose not to maintain certification and women were more likely to be bothered than men (83 percent women v. 72 percent men).

"The ABMS MOC program is the most extensive and rigorous program of its kind," Dr. Weiss said. "Unlike a traditional recertification process that relies on the demonstration of competency through methods such as periodic tests or the accumulation of credits at educational meetings, the ABMS MOC program is an active process of assessment and continuous professional development that requires doctors to demonstrate competency and keep pace with advances in the field of medicine throughout their entire careers."

ABMS recently launched a new website, CertificationMatters.org to make it

easier for consumers to find out if their doctors are Board Certified by one of the 24 ABMS Member Boards. This public resource includes background about the ABMS MOC program and other information to help consumers manage their health care and assess the qualifications of their physicians.

About ABMS

For more than 75 years, the American Board of Medical Specialties (ABMS) has been the medical organization overseeing physician certification in the United States. It assists its 24 Member Boards in their efforts to develop and implement educational and professional standards for the evaluation and certification of physician specialists. ABMS Member Boards provide physician certification information to ABMS for its certification verification ser-

vice programs. ABMS is recognized by the key health care credentialing accreditation entities as a primary equivalent source of Board Certification data for medical specialists. Patients can visit www.CertificationMatters.org or call toll-free 1-866-ASK-ABMS to see if their physician is Board Certified by an ABMS Member Board. For more information about ABMS, visit www.abms.org or call (312) 436-2600.

The 24 Member Boards that make up the ABMS Board Enterprise and cover over 150 medical specialties and subspecialties include the: American Board of Allergy and Immunology, American Board of Anesthesiology, American Board of Colon and Rectal Surgery, American Board of Dermatology, American Board of Emergency Medicine, American Board of Family Medicine, American Board of

Internal Medicine, American Board of Medical Genetics, American Board of Neurological Surgery, American Board of Nuclear Medicine, American Board of Obstetrics and Gynecology, American Board of Ophthalmology, American Board of Orthopaedic Surgery, American Board of Otolaryngology, American Board of Pathology, American Board of Pediatrics, American Board of Physical Medicine and Rehabilitation, American Board of Plastic Surgery, American Board of Preventive Medicine, American Board of Psychiatry and Neurology, American Board of Radiology, American Board of Surgery, American Board of Thoracic Surgery, and American Board of Urology.

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a strong medical center-based residency program as well as a growing geriatric outpatient/skilled nursing program. These positions involve ambulatory patient care, inpatient service, OB care, geriatric care of the residents of the hospital system's skilled nursing facilities. The MetroHealth System is a public hospital system affiliated with Case Western Reserve University School of Medicine. Submit resumes to James Campbell, M.D., Chair, Department of Family Medicine/Geriatrics, 2500 MetroHealth Drive, GG38, Cleveland, OH 44109-1998. Fax to 216.778.8225 or e-mail: to: jmphilips@metrohealth.org. In employment, as in education, Case Western Reserve University and The MetroHealth System are equal opportunity/affirmative action employers.

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Physicians

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For more information on job opportunities, visit our website: <http://web.mullico.us/jobs>

Physician

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exponential growth in the size of medical groups, many of which are taking the lead in developing new care models that will increase patient access and keep physician satisfaction and retention high," said Dr. Donald W. Fisher, AMGA president and chief executive officer. "Medical groups are actively addressing the needs of physicians throughout their careers, providing mentoring and leadership opportunities, and flexible work options."

"Medical groups can prepare for increased turnover by identifying key demographics in which turnover rates are the highest, and find ways to address the cause of turnover at its source," said Lori Schutte, President, Cejka Search. "In the past five years, we have seen turnover rates consistently trending higher for young, full-time female physicians and pre-retirement male physicians. Offering flexible work options can be effective in retaining a strong physician workforce and investing in the retention of physicians at all stages of their careers will pay long-term dividends for medical groups."

The composition of the respondent group reflects changes in the health care industry as groups consolidate, more physicians choose employed opportunities and women pursue careers in medicine. The average size of the groups responding to the survey has nearly doubled in the last six years, from an average of 146 physicians to 284 physicians. Female physicians comprised 34 percent of physicians represented in the 2010 survey, compared with 28 percent in 2005.

Other Key Findings

In the 2010 survey, about half (51 percent) of respondents said they do not encourage physicians to delay their retirement, but 49 percent do in some circumstances. Of those who try to keep physicians in practice, they most frequently incentivize them with flexible hours (90.6 percent), no call (62.5 percent) and/or reduced call (65.6 percent).

Part Time Practice Continues to Grow

Since 2005, the part-time workforce has grown by 62 percent. This trend tracks with the change in profile of today's medical workforce, in which the two fastest growing segments are female physicians entering the practice and male physicians approaching retirement.

In the 2010 survey, 13 percent of male physicians practiced part-time and 36 percent of females practiced part-time, compared to 7 percent and 29 percent, respectively, in 2005.

Mentoring Makes a Difference in Reducing Turnover

The majority of medical groups (73.8 percent) believe mentoring reduces turnover, but just more than half (56.1 percent) assign a mentor to newly hired physicians.

For those who do assign a mentor, a formalized program makes a difference. The turnover rate was one percent lower (5.3 percent) for groups that have written goals and guidelines compared with those who do not assign a mentor (6.3 percent).

Medical Groups Are Hiring Physicians

The consensus from the medical groups

responding to the 2010 survey indicates that the hiring of physicians and advanced practice providers will accelerate through 2011.

The majority of medical groups (83 percent) will hire more or significantly more primary care physicians, indicating that an already competitive physician market may become more so. Nearly as many said they will be hiring more or significantly more specialists (79 percent) and advanced practitioners (78 percent).

An electronic version of the 2010 survey is available to non-survey-participating AMGA members for \$100 and to non-AMGA members for \$200.

For more information and to purchase a copy of the survey visit: www.PhysicianRetentionSurvey.com.

Methodology

The Cejka Search and AMGA 2010 Physician Retention Survey was distributed electronically via e-mail to 383 medical organizations, representing the entire AMGA medical group membership. Survey data was collected from November 2010 through January 2011. A total of 62 survey responses were compiled, representing a 16.2% survey response rate. In 2010, the 62 respondents collectively employed 17,624 physicians.

About American Medical Group Association (AMGA)

AMGA represents medical groups, including some of the nation's largest, most prestigious medical practices, independent practice associations, and integrated healthcare delivery systems. AMGA's mission is to improve healthcare for patients by supporting multi-specialty medical groups and other organized systems of care. The members of AMGA deliver healthcare to approximately 110 million patients in 49 states – nearly one in three Americans. Headquartered in Alexandria, Virginia, AMGA is the strategic partner for medical groups, providing a comprehensive package of benefits, including political advocacy, educational and networking programs and publications, benchmarking data services, and financial and operations assistance. More information can be found at www.amga.org.

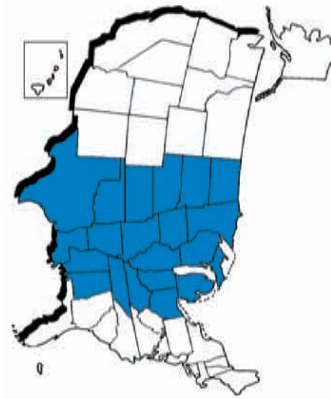
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About Cejka Search

Cejka Search, <http://www.cejkasearch.com>, is a nationally recognized physician and allied health and healthcare executive search firm providing services exclusively to the healthcare industry for more than 30 years. Cejka Search recruits top healthcare talent for organizations nationwide through our team of experienced professionals, award-winning recruitment technology and commitment to service excellence. Cejka Search is a Cross Country Healthcare, Inc. (Nasdaq: CCRN) company, a leading provider of healthcare staffing services in the United States.

For more information visit <http://www.cejkasearch.com>, contact Kelly Trettin (Black Twig Communications), 314-536-8921, or Mary Barber (Cejka Search), 314-236-4410.

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