



2007 REVIEW OF PHYSICIAN AND CRNA RECRUITING INCENTIVES

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SUMMARY REPORT 2007 REVIEW OF PHYSICIAN AND CRNA RECRUITING INCENTIVES

OVERVIEW

Merritt, Hawkins & Associates is a national healthcare search and consulting firm specializing in the recruitment of physicians in all medical specialties as well as select allied health professionals. Established in 1987, Merritt, Hawkins & Associates is a division of AMN Healthcare (NYSE: AHS) the nation's largest healthcare staffing organization and a JCAHO certified corporation. AMN Healthcare is the largest nationwide provider of travel nurse staffing services, locum tenens and physician permanent placement services, and also a leading nationwide provider of allied healthcare staffing services.

This report marks Merritt, Hawkins & Associates' 14th annual review of the search and consulting assignments we conduct on behalf of our clients.

The 2007 Review is based on 3,016 physician, certified registered nurse anesthetist (CRNA), and select allied professional search and consulting assignments Merritt, Hawkins & Associates represented from April 1, 2006 to March 31, 2007.

The intent of the Review is to quantify financial and other recruitment incentives offered by our clients to physician and CRNA candidates in recruiting situations. The range of incentives detailed in the Review may be used as one benchmark for evaluating which recruitment incentives are customary and competitive in today's physician and CRNA recruiting market. In addition, the Review, which is based on a national sample of search assignments, provides an indication of which medical specialties are currently in the greatest demand.

All of the following numbers are rounded to the nearest full digit.

Total Number of Physician and CRNA Search Assignments Represented:

<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>
3,016	2,840	2,687	2,594

Medical Settings of Physician Search Assignments

	<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>
Hospital	1,297 (43%)	654 (23%)	510 (19%)	285 (11%)
Group	1,058 (35%)	1,136 (40%)	1,290 (48%)	1,089 (42%)
Solo	244 (8 %)	483 (17%)	492 (18%)	519 (20%)
Partnership	238 (8%)	454 (16%)	242 (9%)	571 (22%)
Association	99 (3%)	28 (1%)	48 (2%)	78 (3%)
Other	74 (2%)	85 (3%)	105 (4%)	52 (2%)
HMO	6 (1%)	0 (0%)	0 (0%)	0 (0%)

48 States Where Search Assignments Were Conducted

AK, AL, AR, AZ, CA, CO, CT, FL, GA, IA, ID, IL, IN, KS, KY, LA, MA, MD, ME, MI, MO, MN, MS, MT, NC, ND, NE, NH, NJ, NM, NY, NV, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VA, VT, WA, WI, WV, WY

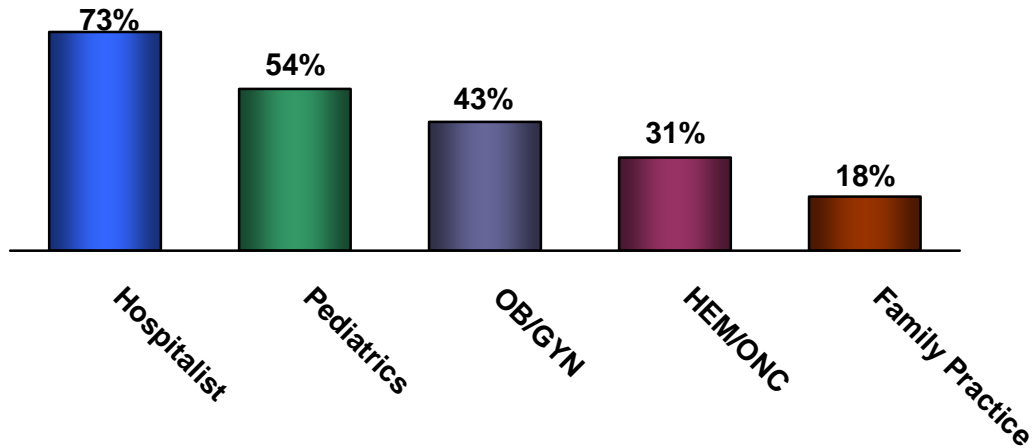
Number of Searches by Community Size

	<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>
0-25,000	935 (31%)	769 (27%)	806 (30%)	622 (24%)
25,001-100,000	878 (29%)	935 (33%)	860 (32%)	960 (37%)
100,001+	1,203 (40%)	1,136 (40%)	1,021 (38%)	1,012 (39%)

Top 20 Physician Searches By Medical Specialty and CRNA Searches

	<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>
Family Practice	303	257	166	165
Internal Medicine	273	274	188	124
Hospitalist	194	112	62	82
Radiology	187	237	218	202
Orthopedic Surgery	172	207	210	210
Cardiology	163	174	231	181
OB/GYN	159	111	83	103
General Surgery	121	165	116	112
Emergency Medicine	91	91	47	42
Psychiatry	81	69	80	54
Gastroenterology	78	105	94	105
Urology	63	75	59	94
Pediatrics	63	41	48	52
CRNA	61	117	102	82
HEM/ONC	59	45	n/a	n/a
Neurology	58	69	56	60
Otolaryngology	56	57	54	52
Anesthesiology	46	70	64	98
Dermatology	45	39	N/A	N/A
Neuro Surgery	41	50	61	52

Top 5 Specialties by Growth in Number of Search Assignments from 2005/06 - 2006/07



***Other Specialty Recruitment Assignments
(Physician only, does not include allied professionals)***

- | | | |
|------------------------------|---------------------------------|--------------------------|
| Allergy | Neonatology | Pediatric Neurologist |
| Bariatric Surgery | Musculo-Skeletal Radiology | Pediatric Urology |
| Cardio-Electro Physcology | Neonatology | Pediatric/Anesthesiology |
| Cardiothoracic Surgery | Nephrology | Pediatric/Cardiology |
| Cardiovascular Surgery | Neurointensivist | Pediatric/Endocrinology |
| Child Psychiatry | Neuropsychiatrist | Pediatric/Intensivist |
| Critical Care/Pediatrics | Occupational Medicine | Pediatric/Nephrology |
| Critical Care/Pulmonology | Ophthalmology | Pediatric/Radiology |
| Endocrinology | Oral Maxillofacial Surgery | Pediatric/Surgery |
| Endovascular Surgery | Orthopedic Foot & Ankle Surgery | Perinatology |
| Geriatrics | Orthopedic Hand Surgery | Physiatry |
| Gynecology | Orthopedic Spine Surgery | Plastic Surgery |
| Gynecology/Oncology | Orthopedic Total Joint | Radiation Oncology |
| Hand Surgery | Orthopedic Trauma Surgery | Rheumatology |
| Infectious Disease | Pain Management | Sleep Medicine |
| Internal Medicine/Pediatrics | Pathology | Surgical Oncology |
| Maternal/Fetal Medicine | Pediatric Emergency Medicine | Trauma Surgery |
| Musculo-Skeletal Radiology | Pediatric HEM/ONC | Urological Gynecology |

Income Offered to Top 20 Recruited Specialties
(Base Salary or Income Guarantee Only, Does Not Include Production Bonus or Benefits)

	<u>Low</u>	<u>Average</u>	<u>High</u>
Family Practice			
2006/07	\$120,000	\$161,000	\$250,000
2005/06	\$115,000	\$145,000	\$220,000
2004/05	\$125,000	\$150,000	\$200,000
2003/04	\$120,000	\$146,000	\$195,000
Family Practice with Obstetrics			
2006/07	\$145,000	\$159,000	\$200,000
2005/06	\$140,000	\$158,000	\$180,000
2004/05	N/A	N/A	N/A
2003/04	N/A	N/A	N/A
Internal Medicine			
2006/07	\$135,000	\$174,000	\$275,000
2005/06	\$130,000	\$162,000	\$250,000
2004/05	\$130,000	\$161,000	\$210,000
2003/04	\$125,000	\$152,000	\$200,000
Hospitalist			
2006/07	\$145,000	\$180,000	\$250,000
2005/06	\$140,000	\$175,000	\$190,000
2004/05	\$150,000	\$171,000	\$210,000
2003/04	\$140,000	\$162,000	\$200,000
Radiology			
2006/07	\$250,000	\$380,000	\$500,000
2005/06	\$240,000	\$351,000	\$500,000
2004/05	\$250,000	\$355,000	\$500,000
2003/04	\$240,000	\$336,000	\$450,000
Orthopedic Surgery			
2006/07	\$250,000	\$413,000	\$500,000
2005/06	\$250,000	\$370,000	\$515,000
2004/05	\$250,000	\$361,000	\$650,000
2003/04	\$240,000	\$330,000	\$500,000
Cardiology			
2006/07	\$250,000	\$391,000	\$500,000
2005/06	\$175,000	\$342,000	\$500,000
2004/05	\$234,000	\$320,000	\$525,000
2003/04	\$230,000	\$292,000	\$500,000

	<u>Low</u>	<u>Average</u>	<u>High</u>
OB/GYN			
2006/07	\$200,000	\$247,000	\$345,000
2005/06	\$175,000	\$234,000	\$450,000
2004/05	\$200,000	\$247,000	\$320,000
2003/04	\$185,000	\$242,000	\$325,000
General Surgery			
2006/07	\$225,000	\$301,000	\$350,000
2005/06	\$150,000	\$272,000	\$350,000
2004/05	\$220,000	\$255,000	\$310,000
2003/04	\$210,000	\$248,000	\$300,000
Emergency Medicine			
2006/07	\$150,000	\$239,000	\$300,000
2005/06	\$130,000	\$210,000	\$270,000
2004/05	\$140,000	\$246,000	\$270,000
2003/04	\$120,000	\$218,000	\$260,000
Psychiatry			
2006/07	\$160,000	\$186,000	\$220,000
2005/06	\$130,000	\$174,000	\$230,000
2004/05	\$140,000	\$176,000	\$250,000
2003/04	\$130,000	\$164,000	\$260,000
Gastroenterology			
2006/07	\$200,000	\$365,000	\$400,000
2005/06	\$175,000	\$315,000	\$500,000
2004/05	\$230,000	\$298,000	\$340,000
2003/04	\$210,000	\$250,000	\$325,000
Urology			
2006/07	\$275,000	\$400,000	\$500,000
2005/06	\$250,000	\$320,000	\$375,000
2004/05	\$250,000	\$329,000	\$340,000
2003/04	\$220,000	\$294,000	\$325,000
Pediatrics			
2006/07	\$115,000	\$159,000	\$200,000
2005/06	\$115,000	\$151,000	\$180,000
2004/05	\$110,000	\$151,000	\$180,000
2003/04	\$110,000	\$145,000	\$170,000
CRNA			
2006/07	\$130,000	\$164,000	\$200,000
2005/06	\$87,000	\$156,000	\$210,000
2004/05	\$75,000	\$150,000	\$190,000
2003/04	\$70,000	\$145,000	\$190,000

	<u>Low</u>	<u>Average</u>	<u>High</u>
HEM/ONC			
2006/07	\$300,000	\$339,000	\$500,000
2005/06	N/A	N/A	N/A
2004/05	N/A	N/A	N/A
2003/04	N/A	N/A	N/A

Neurology			
2006/07	\$170,000	\$234,000	\$275,000
2005/06	\$150,000	\$210,000	\$250,000
2004/05	\$155,000	\$209,000	\$230,000
2003/04	\$145,000	\$191,000	\$220,000

Otolaryngology			
2006/07	\$200,000	\$312,000	\$350,000
2005/06	\$175,000	\$272,000	\$350,000
2004/05	\$235,000	\$304,000	\$350,000
2003/04	\$230,000	\$278,000	\$350,000

Anesthesiology			
2006/07	\$220,000	\$300,000	\$375,000
2005/06	\$275,000	\$306,000	\$375,000
2004/05	\$240,000	\$303,000	\$340,000
2003/04	\$220,000	\$300,000	\$325,000

Dermatology			
2006/07	\$200,000	\$318,000	\$400,000
2005/06	N/A	N/A	N/A
2004/05	N/A	N/A	N/A
2003/04	N/A	N/A	N/A

Neuro Surgery			
2006/07	\$350,000	\$527,000	\$850,000
2005/06	\$300,000	\$489,000	\$650,000
2004/05	\$350,000	\$424,000	\$575,000
2003/04	\$350,000	\$420,000	\$550,000

Type of Incentive Offered

	<u>Salary</u>	<u>Salary w/ Bonus</u>	<u>Income Guarantee</u>
2006/07	362 (12%)	2,010 (67%)	644 (21%)
2005/06	426 (15%)	1,505 (53%)	909 (32%)
2004/05	269 (10%)	1,478 (55%)	940 (35%)
2003/04	233 (9%)	1,296 (50%)	1,065 (41%)

Type of Guarantee (of 644 Searches Offering Guarantees)

	<u>Net Collections Guarantee</u>	<u>Gross Collections Guarantee</u>
2006/07	501(78%)	143 (22%)
2005/06	736 (81%)	173 (19%)
2004/05	827 (88%)	113 (12%)
2003/04	916 (86%)	149 (14%)

Term of Guarantee (of 644 Searches Offering Guarantees)

	<u>1 Year</u>	<u>2 Year</u>	<u>3 Year</u>
2006/07	411 (64%)	200 (31%)	33 (5%)
2005/06	591 (65%)	315 (35%)	3 (<1%)
2004/05	708 (76%)	220 (23%)	8 (1%)
2003/04	852 (80%)	203 (19%)	10 (1%)

Searches Offering “Forgiveness” of Guarantee (of 644 Searches Offering Guarantees)

	<u>Forgiveness</u>	<u>No Forgiveness</u>
2006/07	613 (95%)	31(5%)
2005/06	827 (91%)	82 (9%)
2004/05	884 (94%)	56 (6%)
2003/04	1,012 (95%)	53 (5%)

Time Period of Forgiveness (of 381 Searches Offering Forgiveness)

	<u>1 Year</u>	<u>2 Year</u>	<u>3 Year</u>	<u>Other / N/A</u>
2006/07	24 (4%)	244 (40%)	308 (50%)	37 (6%)
2005/06	9 (1%)	298 (36%)	504 (61%)	16 (2%)
2004/05	38 (4%)	547 (58%)	303 (32%)	52 (6%)
2003/04	30 (3%)	516 (51%)	405 (40%)	61 (6%)

Paying Relocation

	<u>Yes</u>	<u>No</u>
2006/07	2,954 (98%)	62 (2%)
2005/06	2,815 (99%)	25 (1%)
2004/05	2,677 (99%)	10 (1%)
2003/04	2,578 (99%)	16 (1%)

Amount of Relocation Allowance

	<u>Low</u>	<u>Average</u>	<u>High</u>
2006/07	\$1,000	\$9,808	\$75,000
2005/06	\$3,000	\$10,060	\$20,000
2004/05	\$3,500	\$8,850	\$20,000
2003/04	\$2,000	\$9,250	\$22,000

Signing Bonus Offered

	<u>Yes</u>	<u>No</u>
2006/07	2,173 (72%)	843 (28%)
2005/06	1,650 (58%)	1190 (42%)
2004/05	1,236 (46%)	1,451 (54%)
2003/04	1,290 (50%)	1,304 (50%)

Amount of Bonus

	<u>Low</u>	<u>Average</u>	<u>High</u>
2006/07	\$5,000	\$20,000	\$100,000
2005/06	\$5,000	\$20,480	\$75,000
2004/05	\$5,000	\$14,030	\$50,000
2003/04	\$5,000	\$15,500	\$45,000

Amou

Paying Continuing Medical Education (CME)

	<u>Yes</u>	<u>No</u>
2006/07	2,746 (91%)	270 (9%)
2005/06	2,558 (90%)	282 (10%)
2004/05	2,498 (93%)	189 (7%)
2003/04	2,412 (93%)	182 (7%)

Amount of CME

	<u>Low</u>	<u>Average</u>	<u>High</u>
2006/07	\$1,000	\$3,312	\$15,000
2005/06	\$1,500	\$3,830	\$10,000
2004/05	\$1,000	\$3,350	\$15,000
2003/04	\$1,500	\$3,250	\$10,000

Paying Additional Benefits

	<u>2006/07</u>	<u>2005/06</u>	<u>2004/05</u>	<u>2003/04</u>
Health Insurance	91%	91%	92%	96%
Malpractice	91%	92%	93%	90%
Retirement	72%	70%	72%	70%
Disability	69%	70%	74%	70%
Educational Loan Forgiveness	26%	34%	14%	16%

TRENDS AND OBSERVATIONS

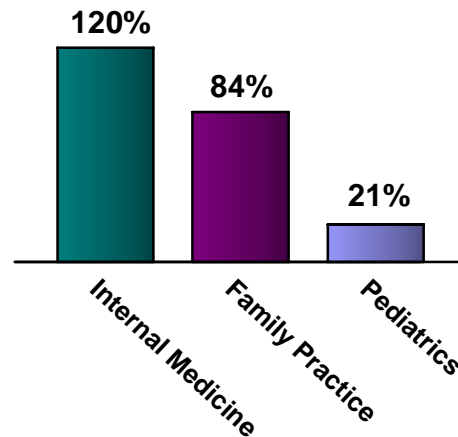
Merritt, Hawkins & Associates' **2007 Review of Physician Recruiting Incentives** underscores several trends in physician recruiting that have been apparent for the last two to three years.

Foremost among these is the reemergence of primary care, defined in this Review as family practice, general internal medicine and pediatrics. Demand for these specialties peaked in the 1990s during the heyday of managed care but declined subsequently, while demand for surgical and diagnostic specialists increased. In the mid-1990s, approximately 75% of the physician search assignments Merritt, Hawkins & Associates represented were for primary care physicians. By the early to mid part of this decade, this paradigm was reversed, and about 75% of Merritt, Hawkins & Associates' search assignments were for surgical or diagnostic specialists.

The 2007 Review indicates that hospitals, medical groups and other organizations have again shifted their recruiting emphasis toward primary care, even as demand for a variety of surgical and diagnostic specialists remains strong. In the 12-month period ranging from April 1, 2006 to March 31, 2007, family practice and general internal medicine were Merritt, Hawkins & Associates' two most requested physician search assignments. Search assignments for pediatricians, which have been flat or declining for close to ten years, also rose during this period. In addition, search assignments for obstetricians/gynecologists (who are considered primary care physicians by some observers) increased in the 2006/07 Review period, after several years of flat or negative growth.

The graph below illustrates percent of growth in primary care search assignments from 2003/04 to 2006/07.

Growth in Primary Care Searches / 2003/04 – 2006/07



Primary care is enjoying a comeback for several reasons. While many medical school graduates gravitated toward primary care residencies in the 1990s, creating a bulge in supply, medical graduates are largely avoiding primary care today. Many residency programs, particularly in family practice, do not come near to filling their available positions. This dip in supply coincides with a renewed focus that hospitals and medical groups are placing on primary care after several years of neglect. In the case of internal medicine, population aging is driving demand, as is a general shortage of internal medicine sub-specialists. Unable to find an adequate number of gastroenterologists, cardiologists, and other IM sub-specialists, some facilities are recruiting general internists to pick up the slack.

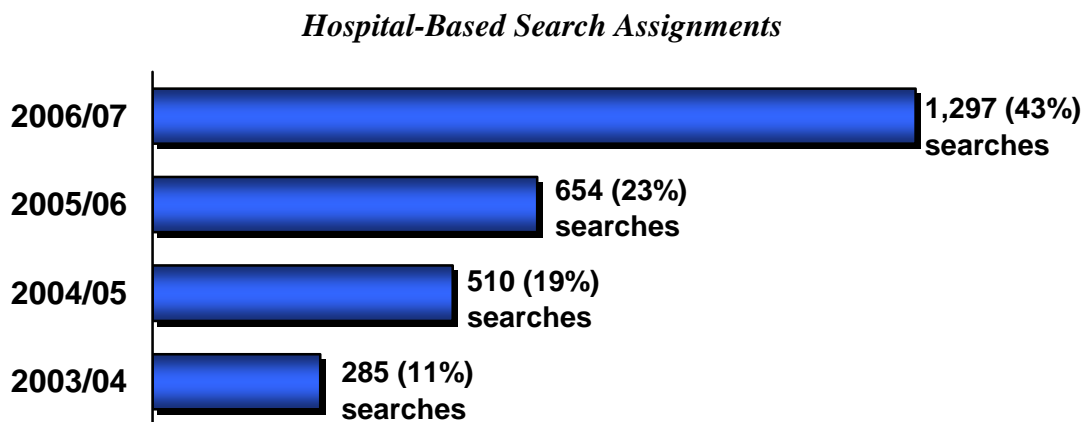
The strong comeback of primary care does not necessarily indicate that interest in specialty areas is in decline. The 2007 Review does show a drop in demand for specialists such as radiologists, cardiologists, general surgeons and orthopedic surgeons relative to the previous three years. However, relative to the early parts of this decade and the 1990s, demand for such specialists remains high. One specialty that the 2007 Review does indicate a significant decline in demand for is anesthesiology, reflected in the reduced number of search assignments for both anesthesiologists and certified register nurse anesthetists (CRNAs) during the 2006/07 Review period. This decline in search assignments is likely a result of the increased number of specialists being trained in these areas, which has created a closer balance between supply and demand, rather than a decline in procedures requiring anesthesia.

By contrast, demand is up significantly for hospitalists who provide in-patient care in a hospital setting. Hospitalists are proving a popular and effective way of enhancing quality of care, reducing medical errors, and managing costs. In addition, by relieving office-based physicians of in-patient work, hospitalists can increase medical staff retention and satisfaction rates. However, because so many internal medicine practitioners are choosing to practice as hospitalists, the supply of general internists has become constrained. At the same time, the growing number of older patients is creating more demand for general internists, making this one of the most difficult search assignments to fill today.

While demand for physicians in various specialties tends to run in cycles, the general trend in physician recruiting today is characterized by a strong demand for physicians virtually across the board coupled with a limited supply. The nation continues to face a physician shortage, a circumstance which is discussed in greater detail in the Merritt, Hawkins & Associates' book *Will the Last Physician in America Please Turn Off the Lights?*

MORE HOSPITALS EMPLOYING PHYSICIANS

The 2007 Review also confirms another physician recruiting pattern that has become apparent over the last three years. An increasing number of hospitals are employing physicians. Direct employment of physicians by hospitals was one hallmark of managed care in the 1990s, but the practice was largely dropped as hospitals found the physician employment model problematic. The 2007 Review shows that 43% of the physician search assignments Merritt, Hawkins & Associates represented in 2006/07 were for hospital settings, up significantly from 23% in 2005/06 and from 19% in 2004/05. The graph below indicates those Merritt, Hawkins & Associates' search assignments that featured hospital settings over the last five years.



What is different about the new trend toward hospital employment of physicians relative to the 1990s is that often it is physicians who are approaching hospitals about employment opportunities rather than the reverse. Many physicians, specialists in particular, are looking to hospital employment to relieve them of the stress of high malpractice rates, the struggle for reimbursement, administrative duties and the general risks and hassles of private practice. Hospital employment is viewed favorably by many physicians today and in our experience hospitals offering employed positions may enjoy an advantage over those that do not. In addition, Stark laws pertaining to physician recruitment can create scenarios where it is more practical for hospitals to employ physicians than to assist them in establishing independent practices.

The increase in employed positions (hospital based or group based) also is reflected in the types of financial offers made to physicians as tracked in the 2007 Review. Salaries were offered in 79% of all search assignments Merritt, Hawkins & Associates represented during the 2006/07 Review period, compared to 68% in 2005/06, 65% in 2004/05, and 59% in 2002/04. Only 21% of searches offered income guarantees, which typically are offered to physicians in independent (non-employed) practice settings

GEOGRAPHIC RECRUITING PATTERNS

The 2007 Review indicates that Merritt, Hawkins & Associates represented physician search assignments in 48 states (all states except Hawaii and Delaware) during the Review period. Hospitals, medical groups, and other organizations in almost every state found it necessary or desirable to retain the services of a physician search firms such as Merritt, Hawkins & Associates, suggesting that physician recruitment challenges exist nationwide, even in states with high physician-to-population ratios such as Massachusetts and New York.

The general shortage of physicians also is underlined by the fact that the plurality of the searches Merritt, Hawkins & Associates conducted in 2006/07 (40%) were located in cities of 100,000 or more. Medical organizations in communities of all sizes now require the services of physician search firms such as Merritt, Hawkins & Associates, suggesting that physician shortages are not localized to rural areas.

INCENTIVES UP IN PRIMARY CARE AND SPECIALTIES

The 2007 Review indicates that the increased demand for family practitioners, internists and pediatricians was reflected in the financial incentives offered to recruit them. While demand for primary care physicians (family physicians and internists, in particular) has increased in the last several years, this was not reflected in recruiting offers made to them until this year. In Merritt, Hawkins & Associates' experience, it often takes the market a year or two to adjust to rising demand for certain specialists before financial incentives increase.

Average salary or income guarantee offers made to family practitioners increased from \$145,000 in 2005/06 to \$161,000 in 2006/07, a gain of 11%, while average offers made to general internists increased from \$162,000 in 2005/06 to \$174,000 in 2006/07, a gain of 7%. Other specialists also saw significant gains in average financial offers, including radiologists, orthopedic surgeons, cardiologists, general surgeons, gastroenterologists, urologists, otolaryngologists, and neurosurgeons. These gains suggest a continued high demand for physicians in a wide range of specialties. The only specialty tracked by the Review which showed a decline was anesthesiology. The graph bellows indicates medical specialties which saw the greatest increases in income offers during the 2006/2007 Review period.

**Specialties Showing Highest Gain in Base Income
Offers/2005/06 – 2006/07**

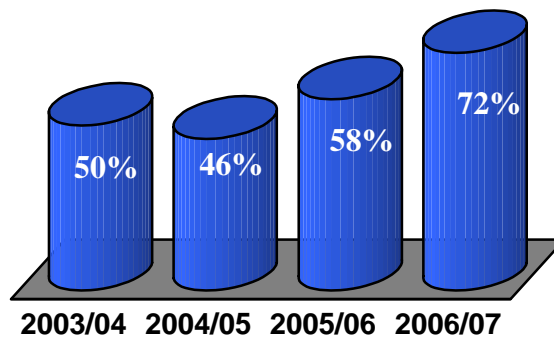
	Base Income 2005/06	Base Income 2006/07	% Increase
Urology	\$320,000	\$400,000	25%
Otolaryngology	\$272,000	\$312,000	15%
Cardiology	\$342,000	\$391,000	14%
Emergency Medicine	\$210,000	\$239,000	14%
Orthopedic Surgery	\$370,000	\$413,000	12%
Family Practice	\$145,000	\$161,000	11%

SIGNING BONUSES NOW STANDARD

The number of hospitals, medical groups and other organizations offering physicians signing bonuses has steadily increased over the last ten years, in Merritt, Hawkins & Associates' experience. In the 1990s, searches offering signing bonuses were the exception. The 2007 Review indicates that they are now generally the rule. Signing bonuses were offered in 72% of the recruiting assignments Merritt, Hawkins & Associates represented in 2006/07, up from 58% in 2005/06, 46% in 2004/05 and 50% in 2003/04.

The graph below indicates the increase in the use of signing bonuses over the last several years

Searches Offering Signing Bonuses



Signing bonuses offered in 2006/07 averaged \$20,000, roughly the same as 2005/06, though an increase from \$14,000 in 2004/05 and from \$15,500 in 2003/04.

Certain other incentives, such as paid relocation, paid continuing medical education (CME), health and malpractice insurance are standard in the majority of physician search assignments Merritt, Hawkins & Associates represents. The average relocation allowance offered in 2006/07 was \$9,808, about the same as the previous year, while the average CME allowance was \$3,312, also about the same as the previous year.

SUMMARY

Merritt, Hawkins & Associates® 2007 Review of Physician Recruiting Incentives underscores the fact that the demand for primary care physicians continues to grow while demand for most specialists remains strong. Hospital employment of physicians also appears to be increasing as many physicians seek the security and relative simplicity of an employed position. Financial incentives offered to recruit physicians generally are up, while the use of signing bonuses has increased. The 2007 Review also indicates that physician recruitment is a national challenge, as Merritt, Hawkins & Associates conducted search assignments in virtually all 50 states in 2006/07.

THE MHA GROUP® / ADDITIONAL SURVEYS

Merritt, Hawkins & Associates is a division of AMN Healthcare, the nation's largest healthcare staffing firm. Other surveys conducted by Merritt, Hawkins & Associates or other AMN brands include

- Survey of Physicians 50 to 65 Years Old
- Physician Inpatient / Outpatient Revenue Survey
- Survey of Final Year Medical Residents
- Hospital Physician Recruitment Trends Survey
- Survey of Primary Care Physicians
- Review of Temporary Healthcare Staffing Trends & Incentives
- Review of Temporary Healthcare Staffing Trends & Incentives (Mid-level Providers)
- Survey of Hospital Chief Nursing Officers
- Survey of Male Nurses
- Survey of Travel Nurses
- Survey of Nurse Students

BOOKS WRITTEN BY MERRITT, HAWKINS & ASSOCIATES' EXECUTIVES:

*Will the Last Physician in America Please Turn Off the Lights?
A Look at America's Looming Physician Shortage*
© 2004 Merritt, Hawkins & Associates

Merritt, Hawkins & Associates Guide to Physician Recruiting
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To order these books from the publisher, visit www.practicesupport.com.

Merritt, Hawkins & Associates is a division of AMN Healthcare. AMN Healthcare has earned the Gold Seal of Approval for Corporate Certification from the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) Health Care Staffing Services program.

For additional information about this survey or other information generated by The MHA Group, please contact:

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