The Future of Healthcare
WINNING WITH A FLEXIBLE LOCUM TENENS WORKFORCE
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Introduction

Ever since 2014’s Affordable Care Act, healthcare facilities have been thinking about talent differently. Higher patient loads, new technologies, and changing patient preferences have compelled hospitals, private practices, and organizations to access talent in ways that were unrecognizable five or ten years ago. (Telemedicine, anyone?) And in today’s rapidly changing environment, it makes very little sense to rely solely on the physicians, dentists, NPs, and PAs who happen to wear an employee badge.

The key to success is focusing less on the fixed supply of in-house providers and more on bringing in the people needed to get work done. Those facilities that are able to easily access and manage skilled, independent workers — that is, locum tenens clinicians — will be able to unleash fresh energy and thinking, manage their organizations more effectively, and bring in additional revenue by seeing a greater number of patients.

The thing is, thinking that supports an internal-only workforce needs to change. Meeting patients’ needs now and in the future will require a rigorous approach to accessing and onboard- ing locum tenens providers. Locum tenens agencies such as Barton Associates are enabling this new world of work, making it easier than ever before to bring in the right provider with the right skills at the right time. Every day, Barton Associates connects highly skilled clinicians with the healthcare organizations that need their expertise.

Learn How Barton Helps Facilities Avoid Gaps in Their Healthcare Services
Most great people, ideas, and capabilities lie outside the walls of any individual facility. Hospitals, practices, and organizations need to develop an “outside-in” lens, but many still look at talent the old-fashioned way: a job description, a search, an internal hire for a full-time position. Increasingly, however, smart executives are viewing talent as a much more flexible and connected resource.

For a particular need, their default way of thinking focuses less on the fixed supply of in-house, full-time clinicians and more on the capabilities required to get the work done. Organizations that adapt to this new mindset will be able to take advantage of locum tenens healthcare providers, no matter where they’re located. They will be able to bring care to underserved populations more readily than in the past. They will enjoy newfound agility. They will quickly tap into new ideas and unleash fresh energy and thinking. They will be able to scale quality of care to see more patients and experience greater revenue flow. In short, they will win.

Facilities that don’t capitalize on workforce-level changes will miss out on growth opportunities and ultimately fail to innovate. Providers will stay burned out and facilities will keep chugging along inefficiently, with countless patients waiting months and months for a simple physical exam.
Independent contracting is no longer confined to certain professions such as writing, accounting, and graphic design. Highly qualified and specialized workers, including physicians, dentists, NPs, PAs, and CRNAs, are now finding it attractive to work whenever and wherever they want. These elite clinicians experience many of the same privileges that freelancers have long enjoyed: increased flexibility, more dynamic work lives, higher take-home pay. And, in turn, many facilities are seeing the advantages of accessing this on-demand pool of talent.

Today, one-third of the U.S. workforce does some freelance work, according to a survey commissioned by the Freelancers Union and Upwork. An Intuit study estimated that, by 2020, 40 percent of American workers, or 60 million people, will work independently.
Economists Lawrence Katz and Alan Krueger found that Americans in alternative work arrangements, including temps and locum tenens, increased by 9.4 million from 2005 to 2015, or a 67 percent jump. Significantly, nearly one-third of HR professionals surveyed by PwC plan to hire a diverse mix of people on an affordable, ad hoc basis based on the concept of working multiple part-time jobs in a “portfolio career.” The key talent and expertise that many facilities need to properly serve their patient populations are locked within providers who are unwilling to work in standard settings. These clinicians often want more flexibility. A Harvard Business Review article labeled such workers “supertemps,” and as far back as 2002, author Daniel Pink talked about them as members of “Free Agent Nation.”
The independent clinicians Barton Associates works with are highly qualified, highly experienced professionals. Many are nearing retirement, and many others are millennials. All these clinicians, regardless of age, want to enjoy more control over their lives and take advantage of new and interesting opportunities.

As the U.S. population ages, hospitals, practices, and organizations will need to get organized and creative. They will need seek out locum tenens workers because of challenges they face in finding the talent they require. Forty percent of U.S. companies can’t fill the positions they need, estimates the McKinsey Global Institute. The Boston Consulting Group found that labor shortages will be common across 25 major economies from 2020 through 2030. As a result, $10 trillion in GDP will be lost because companies cannot fill the jobs available or create enough jobs for their workers.

Companies such as Barton Associates which connect qualified, experienced providers with work opportunities at facilities like yours, are rising to meet these challenges.
The Shift Required

Using independent workers can feel complicated. Hiring managers aren’t sure they can find the quality they need because talented clinicians can be difficult to locate or may live far away. They don’t know how to best assemble the right mix of internal and external resources. They worry that independent providers will be difficult to manage, and that their investment in getting them up to speed will be lost.

As a result, employers may not consider using independent clinicians. But avoiding locum tenens is a 1970s answer to a 2017 opportunity.

At Barton Associates, we recruit new locums daily and actively help our physicians, dentists, PAs, NPs, and CRNAs obtain new licenses so they’re ready to work in your state at a moment’s notice. We’re also available to help your organization credential locums in advance of a specific need, which improves your ability to react to unforeseen staffing challenges. And we offer “A”-rated medical malpractice insurance for our locum tenens providers on assignment at no additional charge.

When you work with Barton, you’re supported by an entire team of experts, including recruiters, account managers, licensing and credentialing specialists, and travel coordinators, all with one goal: to make hiring locum tenens providers as fast, easy, and efficient as possible. Our experts handle the entire process for you so you can focus on your practice.

Just let us know what you need, and we’ll take care of the rest.
A New Way

Measured against the tremendous variety of unique talent that exists around the world, every business, no matter how successful, has limited and narrow capabilities. There are simply not enough skilled clinicians inside a facility (or experienced providers interested in permanent positions) to accomplish everything a private practice, hospital, or organization wants to do — even if it offers great salaries, benefits, and perks. Indeed, even the most forward-thinking initiatives won’t alleviate the root causes of burnout and discontent: too many patients and paperwork, impossibly long hours, and a lack of flexibility and personal meaning. With talent shortages in many fields and many parts of the world, including the U.S.’s ongoing physician shortage, even the biggest names in healthcare struggle to acquire enough full-time staff.

Demographic changes are also altering how people view their lives and careers. Providers who can offer the most often want to work when they want, where they want, and with whom they want — and they also want to work on varied and interesting cases. They are motivated more by overcoming each individual challenge and less by the facility for which they work.

Smart facilities will become better at accessing labor pools outside their four walls, but doing so means a shift in both mindset and operations. Ultimately, the new world of work requires executives and hiring managers to revise their relationship with talent, and to bring on help in the form of a partnering locum tenens agency.
For those practices and healthcare systems that navigate this transformation, the payoff will be substantial. They will be able to think more broadly about the business of healthcare. They will be exposed to best practices from people who have thought about tough problems in different contexts. They will be surrounded by fresh ideas that energize internal clinicians and push their thinking. As a result, they will enjoy more flexibility and added options.

With the right approach and the help of a proven talent partner such as Barton Associates, your facility can shift these aspirations into reality.
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