

## **From Insight to Action:** Leveraging Clinician Perspectives for Workforce Success

CROSS COUNTRY LOCUMS PHYSICIAN AND ADVANCED PRACTICE PROVIDER SURVEY REPORT 2024



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## FOREWARD From Our Leadership



"Provider satisfaction is paramount to success for both healthcare organizations and staffing companies. If we can ask the right questions to gain a true understanding of providers' experiences, we'll be better equipped to meet these vital team members' needs. Who better to advise on these issues than physicians and advanced practitioners themselves? I invite you to join us as we reveal clinicians' views amidst today's healthcare landscape and to see how you can use these valuable insights to enrich workforce decisions at your organization."

KAREN MOTE President Cross Country Locums



"Having been an emergency medicine provider as well as a clinical leader, I can attest to the need to continually consider the clinician's perspective. As we seek to find innovative solutions to today's workforce challenges, we can remember that the ideal way to do so is to seek guidance from the frontlines. Successful delivery of safe, high-quality care comes down to ensuring providers are passionate about their day-to-day work and are fulfilled in their careers. We feel the insights in this report can be truly transformational."

MICHAEL SKOVIRA, MBA, MPAS, PA-C Chief Medical Officer Cross Country Healthcare



## **Executive Summary**

In our 2024 survey of physicians and advanced practice providers, we gained insights into how current issues are impacting clinicians' career decisions. The results in this report, "From Insight to Action: Leveraging Clinician Perspectives for Workforce Success," are based on the responses from nearly 700 clinicians. From the survey, we learned:



Compensation, quality of care and scope of practice are key drivers for clinicians when considering a new role.



Clinicians feel facilities can attract and retain top talent by offering higher pay, flexible scheduling, faster credentialing and optimized staffing.



Almost 85% of clinicians said when working as a locums, they can provide the same level of care as an on-staff provider.



Flexible scheduling, better pay, additional income and lack of interest in permanent employment motivates providers to take locum tenens work.



Nearly ½ of responding physicians and ⅓ of APPs took locums assignments in the past year.



Most APPs believe granting APPs full autonomy improves access to care; most physicians disagree.





Nearly ½ of physicians and APPs feel COVID-19 negatively impacted their careers; nearly ½ said COVID-19 positively impacted their careers.



From eliminating jobs to improving access to care, clinicians expressed a range of opinions about the future role of Al in healthcare.



Clinicians feel facilities should invest in technology for clinical decision support, EMR transition and remote patient monitoring.



Both physicians and APPs say caring for patients is the most rewarding part of their careers.



About 50% of clinicians prioritize self-care, and exercise is the top self-care activity.



Nearly 2/3 of clinicians surveyed said they plan to stay in clinical practice in the future.

Understanding current provider perspectives is immensely valuable for healthcare leaders who make workforce decisions for their organizations and staffing professionals who seek optimal solutions for their clients. Read on for the full survey results and recommendations for developing a workforce strategy for today's healthcare landscape.





# INTRODUCTION The Voice of the Provider

Our 2024 provider survey is rich with insights that can help healthcare decision-makers thoughtfully craft a future workforce strategy with providers' perspectives in mind.

In this anonymous survey, we asked physicians and advanced practice providers to share their views on a range of topics, including what's most important to them when considering a new role, what facilities can do to attract and retain providers, what drives providers to work locum tenens and how many providers are choosing locums as a career option. We also asked about what technology investments clinicians feel healthcare organizations should prioritize and what role they see AI playing in their future careers. We then asked about hot-button issues like scope of practice and career impacts of COVID and rounded out our survey by asking about the rewards of being a provider, self-care habits and where providers are headed in their careers.

This report is based on the responses of 663 clinicians (447 physicians and 216 advanced practice providers) across the United States. These survey results stand on their own as valuable insights for health leaders. We have also used the responses to generate recommendations healthcare leaders can consider adopting and tailoring to fit their own organizations.

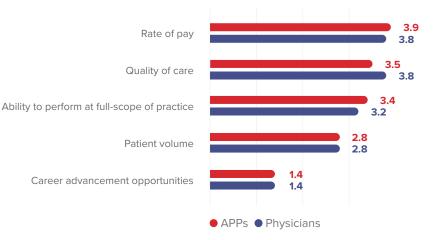


## **Attracting and Retaining Top Talent**

### What Appeals to Physicians and APPs When Considering a New Role?

#### Compensation, quality of care and scope of practice are key.

When considering a new role, physicians and advanced practice providers said they are primarily motivated by pay rate, followed closely by quality of care and ability to perform at full scope of practice. Patient volume and career advancement opportunities were also drivers, but at a lesser frequency.



#### Rank the following options based on what is most important to you when considering a new role.



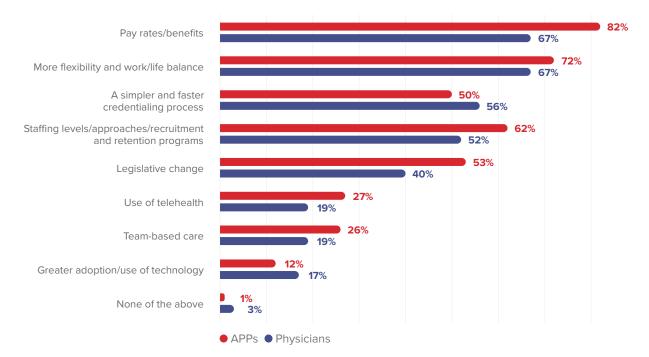


## How Can Facilities Attract Top Talent and Retain Quality Providers?

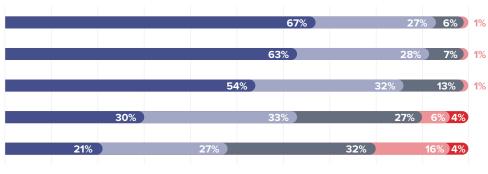
## Higher pay, flexible scheduling, faster credentialing and optimized staffing can help facilities attract quality candidates.

Both physicians and APPs reported that to attract and retain quality talent, healthcare facilities can increase pay rates and incentives, offer more flexible scheduling and optimize staff resources. They also feel employers can use more per diem and locum physicians to fill staffing gaps, make telehealth services a cornerstone of care delivery and implement a simpler, faster credentialing process.

## Based on your experience as a physician or APP, which of the following aspects needs to change or improve in order to attract quality candidates to the medical profession?



## Do you agree or disagree with the following statements about how healthcare employers could better retain talent in the future?



● Strongly Agree ● Agree ● Neither Agree Nor Disagree ● Disagree ● Strongly Disagree

Healthcare facilities need to... Increase pay rates/incentives

> Increase their use of flexible scheduling

Improve/increase their use of staff resources

Utilize more per diem and locum physicians to fill staffing gaps

Make telehealth services a cornerstone of care delivery



## 8 Strategies for Attracting and Retaining Quality Clinicians

Based on our survey, to appeal to physicians and APPs in today's market, healthcare organizations can:



#### **I. Provide Financial Incentives**

Compensation remains the primary focus for physicians and APPs. The desire for higher pay is understandable, considering current economic conditions like increased cost of living, real estate values, stock market performance and retirement portfolio status. At a time when healthcare facilities are also facing unprecedented financial pressures across the board, leaders may need to consider offering incentives that reward providers monetarily but in a way that's financially feasible for the organization. Incentives can include RVU-based compensation and performance bonuses for increasing efficiency, adding value and achieving cost savings. Facilities can also consider offering stock options, retirement matches, pension plans, employee stock purchase plans, profit sharing, tuition reimbursements, relocation assistance, referral bonuses and signing bonuses.



#### 2. Promote Quality of Care

A facility's quality of care not only impacts patients; it can also attract providers. Physicians and APPs want to associate with facilities that deliver the best possible care. When considering a new position, clinicians may view this care quality through various lenses. Therefore, healthcare organizations can focus on several quality-related factors to appeal to clinicians driven by quality of care. Organizations with an outstanding quality of care reputation can highlight awards, accolades and community recognition when seeking providers.



#### 3. Improve Quality of Care

On the other hand, organizations with room for improvement can revisit existing quality initiatives and generate renewed focus on boosting the quality of care. Quality of care also means ensuring clinicians have the resources and support they need to practice at the top of their expertise and training, enabling them to deliver the highest quality of care directly to patients. Health leaders can meet with quality-improvement teams to implement several quality improvement initiatives such as updating evidence-based clinical guidelines and protocols, performing healthcare benchmarking, and utilizing the appropriate Clinical Decision Support (CDS) systems to name a few. Leaders can also leverage resources such as the Centers for Medicare and Medicaid Services (CMS) <u>Meaningful Measures</u> or CMS <u>Clinical Quality Measures</u> (effective, efficient, equitable, patient-centered, safe, and timely).





4. Implement Flexible Scheduling — Providers want better work-life balance with more flexible hours. To achieve this, facilities can consider offering various shift lengths to accommodate provider preferences. They can also use scheduling software that optimizes schedules based on workload, demand and availability with apps that make it easy for providers to navigate scheduling. Data analytics can be used to predict patient demand and staffing needs. These tools can be leveraged strategically to create and optimize cost-effective internal resource pools (IRPs) while per-diem and locum tenens support can be leveraged as a guardrail for the IRPs to ensure the departments have adequate secondary coverage during unexpected staffing shortages (surges in patient census, medical leave, PTO, etc.).



5. Streamline Credentialing Processes — Boosting credentialing processes could make facilities more attractive to physicians and APPs. To optimize credentialing, healthcare facilities can outsource credentialing or work with a staffing or locum tenens agency that handles credentialing in-house. Otherwise, organizations can take steps to ensure they have a standardized process run by a credentialing team. Other strategies include using credentialing software to automate actions and implementing a system for collecting and maintaining digital credentialing records.



6. Optimize Scope of Practice for APPs — The ability to perform at full scope of practice motivates many APPs when considering a new role. To optimize the care team, the Institute for Healthcare Improvement (IHI) has several recommendations, including ensuring that staff can work to their highest level of licensure, skills and experience; do not work beyond the legal scope of their license; are matched appropriately according to the clinical and patient demand and provider supply; and are comfortable and confident with their responsibilities and roles.



7. Make Telehealth a Cornerstone of Care Delivery — Physicians and APPs see telehealth as a way to attract and retain high quality talent. In addition to increasing access to care for patients, telehealth may help improve provider satisfaction by expanding work options. It can allow providers to care for underserved patient populations, treat communicable diseases without the risk of exposure, reduce wait times for in-office patients, maximize provider-patient time, reduce provider stress and improve work-life balance.



8. Bring in Per Diem and Locum Tenens Support — Locum tenens and per diem support can enhance provider satisfaction while maintaining high-quality care and revenue generation. Clinicians can become overwhelmed by administrative burdens, electronic health records (EHR), high patient volumes, long hours and stress. Bringing in backup can help fill in vacancies or absences and cover any gaps in care. Temporary providers can address patient surges and seasonal demands. Plus, they can give permanent staff a rest.





## **Locum Tenens**

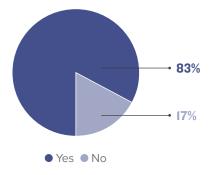
## How Do Providers Feel About Efficacy as Locum Tenens?

#### Most physicians and APPs working as locum tenens providers said they can provide the same level of care as an on-staff provider.

With the temporary nature of locum tenens work comes concern about whether locums can match the quality, safety and expertise of permanent providers since they are not existing members of in-house care teams. Skilled locum tenens providers, however, are accustomed to quickly adapting to new settings, seamlessly melding with existing teams, and picking up new EMR systems and other technology quickly. Results of the survey showed providers are confident in their abilities when in the role of locums.

When asked whether they can provide the same level of care to patients as an on-staff provider, the vast majority of physicians and APPs said yes.

Do you believe that as a locum you are able to provide the same level of care to patients as an on-staff provider can?





### What Clinicians Have to Say About Their Efficacy as Locum Tenens

Locum tenens providers responded that they feel just as qualified, and sometimes more so, than full-time providers. Many noted that patient care is standard and universal, requiring the same diligence from both locums and staff providers. Here is some of their anonymous feedback:

"The regular staff knows all the common pathways to get things done, but locums, after a few years, have a much **broader level of experience** and are frequently **better trained**."

"Strong skills can be **transferred** anywhere as long as they are **accepted** into the practice."

"Locums must be **flexible** and at the **top of their game** to drop into a practice and fill the need present. They also provide **valuable insights** gleaned from other practices." "The **quality** of locum tenens providers has significantly **improved** in the last years because more physicians are considering locum tenens work to better control their **time**."

"More so. I am not invested in the politics of the community, the hospital or the staff."

Additionally, locum tenens providers acknowledged specific obstacles that could potentially impact their ability to provide optimal care, despite their being highly qualified. Some of those obstacles include a lack of training specific to the facility, a reluctance to communicate adequately from core staff who view them as outsiders, and a lack of overall support equal to that provided to core staff.

"I am just as capable and qualified. The disadvantage is expecting us to do more than staff. We get **dumped on** with assignments and have difficulty receiving **proper communication** from consultants and others which make the job more difficult." "The caveat is giving the locums the orientation, and on-site support equal to the regular staff. So many times we arrive at a site and get **no or inadequate training** and support!"

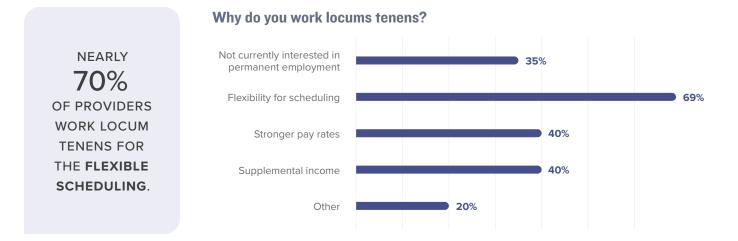
"I get placed in high-volume clinics where regular staff won't go." "I do not have **access** to all the **resources** staff physicians have and I do not get to know the staff as well."

"First you are more than likely not familiar with the patients, then you leave after a short period of time, often with little to no follow up/continuum of care."



## What Motivates Providers to Work Locum Tenens?

*Flexible scheduling, better pay, additional income and lack of interest in permanent employment drive providers to take locum tenens work.* 



### What Providers Say About Why They Choose Locum Tenens

Surveyed providers gave a variety of reasons for choosing to work locum tenens assignments. Some of the most common were opportunities to travel, freedom from administrative paperwork burdens, avoiding burnout and seeking a better work-life balance. Yet others saw it as a "try before you buy" opportunity to test out a new clinical setting before deciding on a permanent commitment. Some of their verbatim answers are included below:

"Ability to work in a variety of environments; can stay away from local work politics." "Allows me to stay in touch with changes in medicine."

"Travel opportunities, work-life balance, avoiding burnout."

"I enjoy seeing how different systems operate. Meeting new people and cultures." "Freedom from administrative paperwork and I can work when I want to." "It is important to me to help facilities and patients that need quality patient care providers."

"If a locum tenens position is found to be a great fit, I would consider a permanent position with that organization.

I work locums on a per-diem schedule and this flexibility allows me to continue to work while fulfilling my duties as a caregiver." "I retired and found out that I need the interaction with patients. Income is very good, and I don't have to be concerned with insurance, employees, etc." "Politics in my local hospital system drives me to travel elsewhere to practice in a better patientfocused, provider supportive system with a better work/life schedule."

I work locums on a per-diem schedule and this flexibility allows me to continue to work while fulfilling my duties as a caregiver."

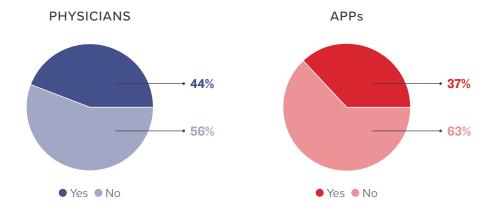


## What Percentage of Providers Have Been Working Locums?

#### Over 1/3 of responding physicians and APPs took locums assignments in the past year.

Historically, the locum tenens arrangement was primarily used by retired physicians so they could continue to work part time. However, changes in generational preferences regarding work-life balance, scheduling flexibility and the desire to travel, have motivated younger providers to embrace the locum tenens lifestyle. Further, during the COVID-19 pandemic, healthcare facilities increasingly turned to locums support to meet provider shortages and patient surges.

To determine the current extent of locums work among physicians and APPs surveyed, we asked:



Have you done any locum tenens work in the prior I2 months?





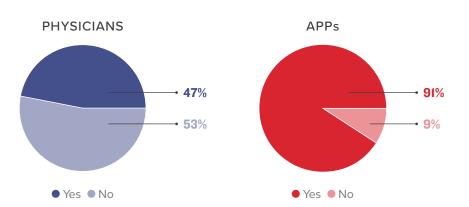
## **Current Debate: Scope of Practice**

### **Scope of Practice Is an Ongoing Issue**

Whether advanced practice providers should have full practice authority is hotly debated across states and organizations. For example, the American Association of Nurse Practitioners (<u>AANP</u>) asserts that NPs should have full practice authority, while the American Medical Association (<u>AMA</u>) supports physician-led care. Across the U.S., recent legislation developments go both ways. As regulatory changes continue to unfold, healthcare leaders can make organizational decisions within those bounds that optimize access to high-quality care.

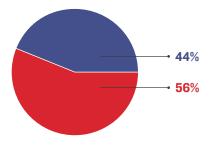
## **How Do Clinicians Feel About Scope of Practice Limitations?**

APPs say full practice authority for APPs improves access to care; physicians disagree.



Do you feel that access to care improves when advanced practice providers are granted full practice authority?

#### Do you currently have full practice authority?



ullet I have full practice authority ullet I work under physician supervision

OF THE APPS WHO PARTICIPATED IN THIS SURVEY:

44.4%

PRACTICE AUTHORITY

— WHILE —

55.6% WORK WITH PHYSICIAN SUPERVISION.

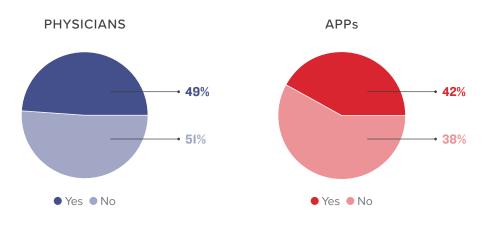




## Lingering Symptoms: Career Impacts of Covid

## Has COVID Negatively Impacted Providers' Careers?

Close to half of physicians and APPs said COVID negatively impacted their careers.



Do you think the COVID-19 pandemic had a negative impact on your career?

#### Individual sentiments regarding negative impacts of COVID were strong.

"As an emergency medicine physician, we were **pushed** and **stretched** prior to the pandemic. COVID pushed us **over the breaking point**. However, the hospital systems granted **no restitution** for us. Instead, as corporate entities typically do, they reset the bar. Now they expect us to perform at pre-COVID levels with post-COVID staffing and resources. It is **not sustainable**." "I plan on retiring early. I have lost any trust in administrators. 'Healthcare' should never have been turned into an industry. People are not automobiles and deserve to be treated as a human, not as a disposable item."

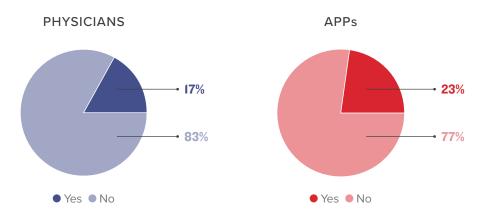
"Two of my staff died, many of my friends died, there was a freezer truck parked outside my office window for more than a year for bodies, my family and I lived apart for 9 months..." "Corporate bureaucrats (who aren't physicians) at the top of my organization used COVID-19 as an excuse to **slash budgets** and dictate to physicians how to manage patients, in many ways **compromising quality patient care**. Several of my colleagues have **quit** as a result, and those of us left are looking for other jobs."

"...very surprised the **lack of courage** displayed by some professionals – MDs, some nurses and especially administrators."



### Has COVID Positively Impacted Providers' Careers?

For nearly 20% of providers, COVID-19 had a positive career impact.



Do you think that the COVID-19 pandemic positively impacted your career?

#### Individual sentiments regarding the positive career impacts of COVID were also strong.

"Learned how to **navigate** through a novel pandemic and the **ethical dilemmas**. Learned how to care for patients with COVID. Learned how to **cope with lack** of resources/supplies/staff/, as well as leadership challenges

"As infectious disease physician, it helped **new aspects of my field**." "Medicine has adapted with remote care, and we are now able to reach patients that otherwise would not have been reached."

"It **re-energized me**. I was once again primarily treating patients rather than trying to meet **productivity** requirements." "My scope of practice became broader due to the hospital needs and amounted to more breadth of experience."

"Hospitals see our value as traveling providers."

"Helped to be more resilient and patient in an adverse environment."



## Healing in the Aftermath of COVID

Across the globe, individuals, communities, governments and organizations struggled to cope with the pressures of the pandemic, and no one knew quite how to handle the unfolding situation. In many cases, the results were messy, traumatic, and even tragic, particularly within the healthcare industry. And often, leaders' hands were tied. The survey revealed that although nearly half of responding providers felt their careers were unaffected by the pandemic, many of those who were impacted have endured professional and personal trauma.

### 6 Actions Leaders Can Take to Help Heal Impacts of COVID on Providers

Effective leaders know listening is key. They use both positive and negative feedback and insights to drive solutions and improvements. The frank comments shared by survey respondents can guide approaches to future challenges. Based on some of the comments shared with us in the survey, healthcare leaders can:

- 1. Compare workloads, compensation, resources and staff levels pre- versus post-COVID and rebalance as needed.
- 2. Provide help for the many providers who may have lingering stress and burdens post-COVID. Ensure that staff not only have the resources available, but also are acutely aware of their available resources.
- 3. Focus on the human element of healthcare and the person-to-person delivery of care.
- **4.** Prioritize critical resources when budgeting, particularly those that impact quality and safety of care like PPE.
- **5.** Ensure an adaptable plan to handle future catastrophes is in place.
- **6.** Bring in adequate staff, including locums support, to stave off burnout and give providers much needed rest.





## Into the Future: Technology and Al

### What Technology Should Facilities Invest in Today?

#### Physicians and APPs agree facilities should invest more in 5 key areas.

When asked whether hospitals and healthcare facilities need to invest more or less in the following areas, the majority agreed that more resources were needed in clinical decision support, EMR transition and remote patient monitoring followed by telehealth and patient portals.

### **How Do Providers Feel About AI in the Future?**

## Physicians and APPs have varied perspectives on how AI will impact their careers and care delivery.

Some providers are apprehensive about how artificial intelligence will impact their careers and patient care in the next five years. Some see the potential for AI to:

- Override personal judgment
- Cause tighter insurance restrictions
- Create potential for corporate abuse
- Reduce quality of care
- Threaten patient confidentiality, invade privacy

- Contribute to a profit-driven system
- Eliminate jobs
- Depersonalize care
- Increase costs, erode quality of care
- Complicate the work environment
- Confuse patients

Other providers see possibilities for AI to improve their jobs and patient care. These providers expect AI to:

- Increase provider-to-patient time
- Improve charting
- Fill gaps in care
- Help with intake
- Increase throughputs on radiology reads
- Improve access to care
- Help with diagnoses

- Suggest treatment protocols
- Help obtain patient history
- Help in a scribe role
- Predict possible negative outcomes
- Increase remote and telehealth opportunities
- Reduce admin time and mitigate burnout

"Al could be an important tool, but only as a **tool in addition** to clinical expertise and human touch and input." "Al will help diagnostically in some instances but will likely continue to increase the downhill spiral of professional/patient relationships."



## **Career Rewards, Self-Care and Future Plans**

### What Are the Primary Rewards of Being a Provider?

#### Both physicians and APPs say caring for patients is the most rewarding part of their careers.

Times have been tough for providers. To learn more about why clinicians stay in their jobs, we asked them to provide free response answers. While caring for patients was a top category, it is interesting to note the similarities and differences between perceived rewards among physicians versus APPs.

The most commonly listed rewards of **being a physician** fall into these general categories:

- Patient care
- Problem-solving
- Intellectual stimulation and continual learning opportunities
- Feeling useful
- Financial rewards
- Job security
- Teaching and mentoring young physicians
- Flexibility
- Lifestyle
- Esteem and appreciation
- Alleviating pain
- Career enjoyment
- Realization of purpose
- Saving lives
- Serving the community and caring for underserved patients

The top rewards of **being an APP** were somewhat different from physicians' responses and fit into these general categories:

- Patient care
- Autonomy
- Educating and empowering patients
- Mental health and wellness support
- Providing individualized care
- Collaborating with physicians and healthcare team
- Flexibility
- Financial rewards
- Job security
- Preventive care, total care, treating chronic health conditions
- Community resource
- Helping those in need
- · Sense of contribution, worth
- Caring for multi-generations and families
- Continual learning opportunities

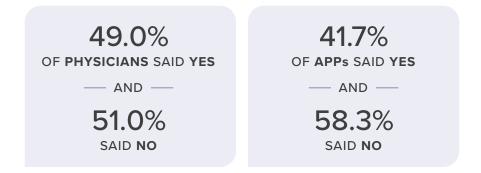
Healthcare organizations can consider these rewards when seeking to improve provider satisfaction and engagement for physicians and APPs.



## **Are Providers Engaging in Self-Care?**

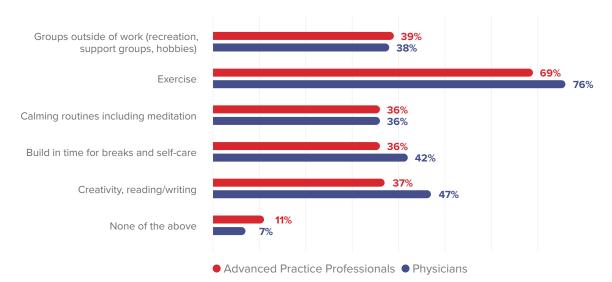
## *Nearly half of providers practice self-care, and exercise is the top self-care activity for physicians and APPs.*

Self-care is more critical than ever for providers, who work in a demanding, fast-paced and highstress field. Wellness-promoting programs and self-care messaging have become much more prevalent in the COVID and post-pandemic era. To learn whether these initiatives are working and whether clinicians are taking steps to care for themselves, we asked if they are prioritizing self-care:



We also asked about the methods of self-care they're engaging in. The most common self-care practices include exercise, creativity, reading and writing.

#### Do you currently utilize any of the following self-care practices?





## Where Are Providers' Careers Headed in the Future?

#### Most physicians and APPs plan to stay in their clinical careers.

In the face of fallout from COVID, pre-existing provider shortages, administrative burdens, reduced provider-patient time and other stressors, we wondered about providers' future plans. Despite industry-wide concerns about providers leaving the field en masse, the majority of survey respondents plan to stay in clinical practice. Results are promising (especially considering many of our respondents were at a later stage in their careers). Most respondents planned to stay. Other responses included switching to the business operations side of healthcare, getting involved in advocacy/legislation and pursuing an education path.

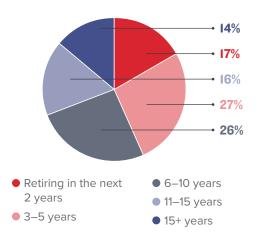


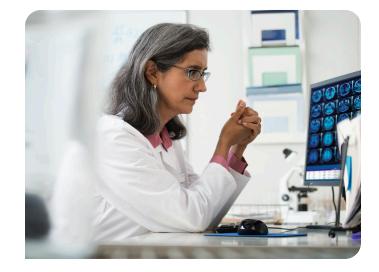
### I plan to stay in clinical practice. I plan to pursue an education path. I plan to get involved in advocacy/legislation. I plan to switch to the business operations side of healthcare. Other 25% 25%

#### Where do you personally see your medical career going in the future?

Advanced Practice Professionals
 Physicians

#### How much longer do you plan to practice?





## Into a New Era

As we move through challenges like COVID, changing autonomy legislation, AI advancements, workforce changes and more, industry leaders can help meet the changing needs of their providers by taking these survey insights into account. Across the industry, challenges always bring opportunities for improvement. Solutions abound; it's just a matter of finding them. All the best as you continue to lead in this new era with providers in mind.

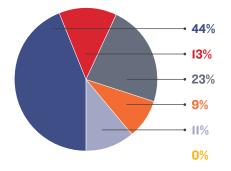




## **APPENDIX Background Questions**

#### What is your employment status?

- Full-time staff
- Part-time staff
- Locum or 1099 contractor
- Unemployed
- Residency or fellowship
- Other



#### How would you best describe yourself?

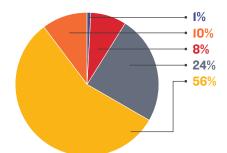
Multiple Races

American Indian or

Alaskan Native Native American or Asian or Asian Other Pacific Islander American • White or Caucasian Black, African Other American or Prefer not to answer Afro-Caribbean Hispanic or Latino • 65% 5% 7% • 0.5% • 8% 8% 4% • **2**% **→ 0.5**%

#### Which category defines your age?

- Age 23–35
- Age 36–45
- Age 46–54
- Age 55–73
- Age 74+



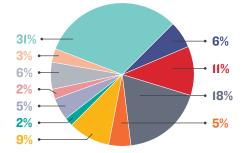
#### What is your specialty, if applicable?



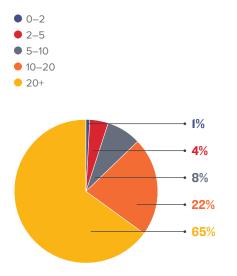
OBGYN



- Urgent Care
- Other



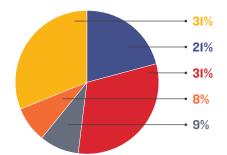




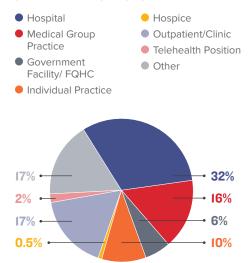
How many years have you been in practice?

## What is the size of your healthcare organization?

- 1–100 beds
- 101–500 beds
- 501–1,000 beds
- 1,001+ beds
- Other

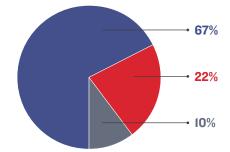


## What best describes the organization where you are currently employed?



#### What is your profession?

- Physician
- Nurse Practitioner
- Physician Assistant





## **About Cross Country**

Cross Country Healthcare, Inc. is a market-leading, tech-enabled workforce solutions and advisory firm with 37 years of industry experience and insight. We help clients tackle complex labor-related challenges and achieve high-quality outcomes, while reducing complexity and improving visibility through data-driven insights. Diversity, equality, and inclusion is at the heart of the organization's overall corporate social responsibility program, and closely aligned with our core values to create a better future for its people, communities, and its stockholders.

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## **About Cross Country Locums**

Cross Country Locums provides physician and advanced practice professionals with a variety of placement options, including locum tenens, temporary, and temp-to-perm. Cross Country Locums is part of Cross Country Healthcare, a market-leading workforce solutions and tech-enabled staffing, recruitment and advisory services firm.

We have earned the trust of prestigious facilities and government agencies across the country with our dedication to quality and ongoing satisfaction. These commitments are evidenced by our inclusion in Clearly Rated's Best of Staffing lists for both Talent and Clients.

Cross Country Locums works with facilities to staff physicians and APPs in both locum and permanent placement roles. For more information, <u>please click here for more information</u>.









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