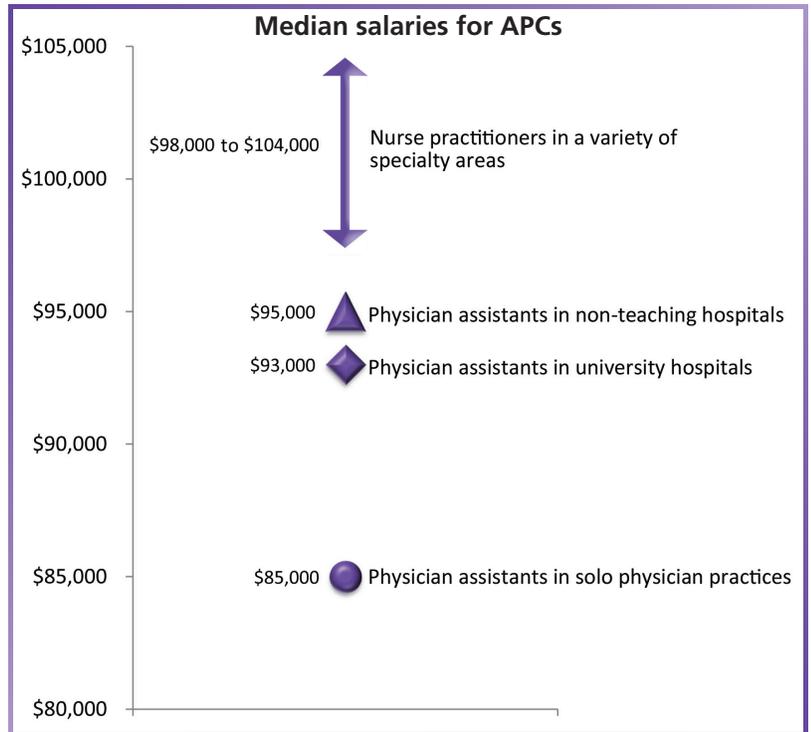


Demand for NPs and PAs is expected to continue

Experts continue to predict increased demand for nurse practitioners (NPs) and physician assistants (PAs), sometimes collectively referred to as advance practice clinicians (APCs). A recent report by the American Medical Group Association and Sullivan, Cotter and Associates, Inc., said that about two-thirds of healthcare organizations surveyed reported an increase in their APC workforce over the past year — and they expect increases again this year. A growing number are also finding administrative roles for NPs and PAs: 31 percent in 2013, up from 20 percent in 2012. The survey analyzed information from more than 300 health systems, hospitals and physician group practices.

Spotlight on PAs: As demand for primary care services increases, we are likely to see more physician assistants providing some of that care. The profession has grown by 34 percent since 2006, according to the American Academy of Physician Assistants (AAPA), and it continues to grow. About 6,000 physician assistants enter the workforce each year, according to a survey recently conducted by the AAPA. The nationwide median compensation for PAs who receive a salary is \$90,000. That jumps to \$100,000 when they earn a base salary plus a bonus. Much of the variation in compensation is the result of practice setting and geography.

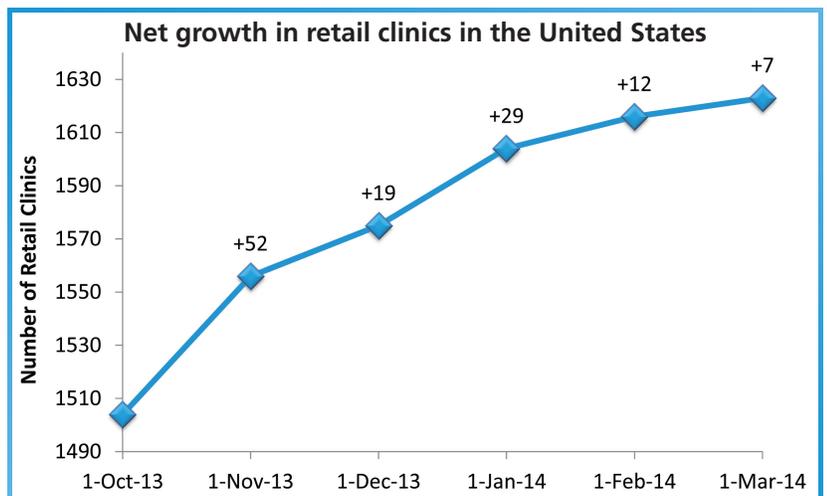


Sources: Sullivan, Cotter and Associates Inc. & American Academy of Physician Assistants

More retail clinics continue to open

The number of retail clinics, also called convenient care clinics, continues to grow. Retail clinics tend to employ more nurse practitioners and physician assistants in primary care compared to traditional medical enterprises. The net growth in retail clinics in the one-year period between March 1, 2013, and March 1, 2014, was 193 — an increase from 1,430 to 1,623, according to Merchant Medicine LLC, which monitors retail clinic openings and closings. Merchant Medicine reports that many in the walk-in medicine industry are expecting a very strong year overall in 2014.

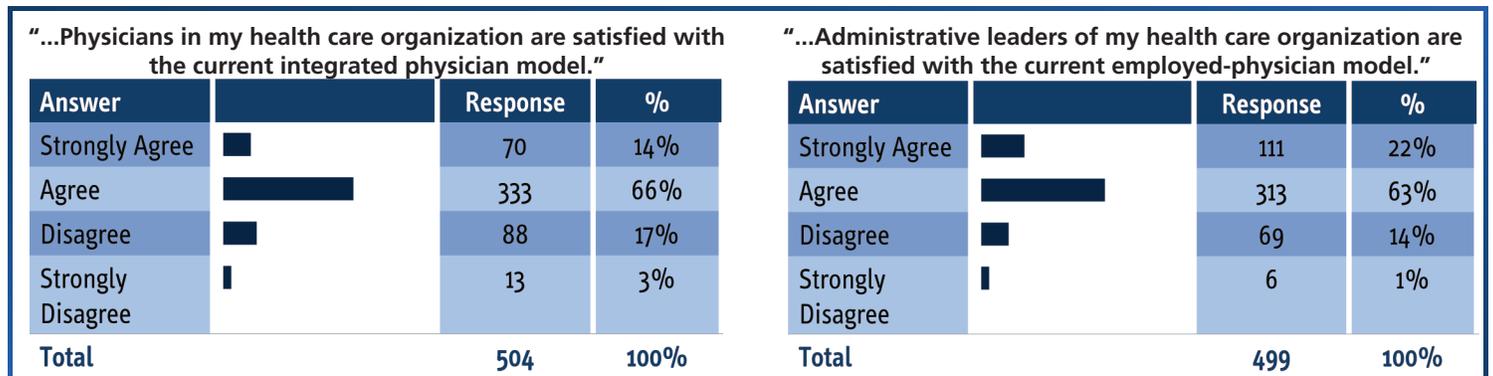
Since the beginning of 2014: A dozen new clinics opened between Jan. 1 and Feb. 1. Eight of the twelve were in MinuteClinics, which is part of the CVS pharmacy chain, and three were affiliated with The Little Clinic, a subsidiary of The Kroger Co. One was a Walgreens Healthcare Clinic. Seven new clinics opened in February, of which four were MinuteClinics.



Source: Merchant Medicine LLC

Integrated physician model gains ground

The American College of Physician Executives recently surveyed its members to get a handle on trends in physician employment within health care organizations using an integrated physician model. According to the survey results, many health care leaders and physicians support this model, citing improved communication, better job satisfaction and greater transparency among its benefits. In fact, 80 percent of participants surveyed reported that the employed physicians in their organization were satisfied with the current integrated physician model. And 85 percent agreed or strongly agreed that administrators were satisfied, too. The keys to success include strong physician leadership, IT support and aligned incentives.



Source: American College of Physician Executives

Hospital employment numbers declined for third straight month

Hospital jobs are down, but healthcare jobs in general are up.

The U.S. Bureau of Labor Statistics' latest monthly numbers showed a drop in hospital employment in February — for the third month in a row. Hospitals lost about 1,200 jobs in February, after drops of 3,600 and 4,800 in January and December respectively. *Modern Healthcare* has called this recent pattern "stagnant hiring" and noted it has been 21 years since this sector logged three consecutive months of job losses. The data could be adjusted, considering that January and February data are still considered preliminary.

However, employment is up in the overall healthcare arena. There were approximately 9,500 new healthcare jobs added in February, for a total of 14.6 million workers employed in healthcare. This comes after an increase of 6,100 jobs in January.

	Nov-13	Dec-13	Jan-14	Feb-14	Change from Jan to Feb 2014
Healthcare (total)	14,602,400	14,604,500	14,610,600	14,620,100	9,500
Ambulatory healthcare services	6,565,800	6,567,300	6,580,700	6,589,100	8,400
Hospitals	4,797,500	4,792,700	4,789,100	4,787,900	-1,200
Nursing and residential care facilities	3,239,100	3,244,500	3,240,800	3,243,100	2,300

Source: US Bureau of Labor Statistics