



HEALTHCARE

An update on industry, management & employment trends

SEPT 2008



EXPERTS IN GLOBAL SEARCH

An MRINetwork® Communication

HEALTHCARE ORGANIZATIONS FACE GROWING IMBALANCE OF SUPPLY AND DEMAND

- » On the demand side is a large population of aging patients in deteriorating health who demand more services, pharmaceuticals, and medical breakthroughs. The supply side is hampered by a shrinking pool of investment capital, a shortage of willing caregivers, and aging physical plants straining under the current volume of patients.
- » As the pressure to control health spending increases, payers, governments, and providers are compelled to scrutinize the quality and amount of care they'll be able to deliver in the future.
- » Health leaders around the world see the health payment system as one of the best tools in managing this challenge and achieving sustainability. Less than 40% of those same leaders, however, rank their existing payment system as good.
- » Healthcare providers must meet the challenge of effectively managing patient demand while payors must drive patients to the most cost-effective providers. The healthcare organizations that prosper in this environment will be those that recognize the supply/demand imbalance and respond with flexible and effective processes for delivering superior customer service.



MEDICAL TOURISM: EMERGING PHENOMENON IN HEALTHCARE INDUSTRY

The impact of dramatically rising US healthcare costs is prompting increasing numbers of consumers to consider outbound medical tourism as a viable care option. In 2007, an estimated 750,000 Americans traveled abroad for medical care; this number is anticipated to increase to 6 million by 2010.

Concurrently, inbound medical tourism and medical tourism across state lines continue to present opportunities for specialty hubs offering treatments unavailable elsewhere in the world or in a community setting.

This trend has major implications for healthcare providers, health plans, employers, regulators, and policy makers.

Wasteful Spending in Healthcare

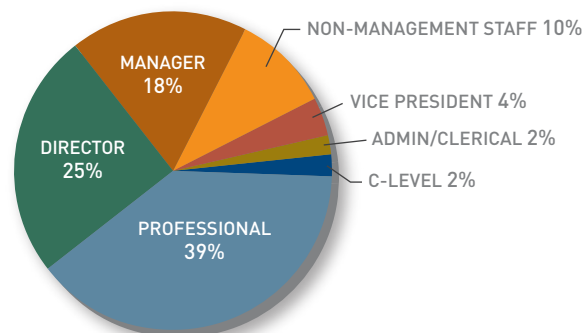
Health system inefficiencies that are driving up costs include:

- **Behavioral** – where individual behaviors are shown to lead to health problems, and have potential opportunities for earlier, non-medical interventions.
- **Clinical** – where medical care itself is considered inappropriate, entailing overuse, misuse, or under-use of particular interventions, missed opportunities for earlier interventions, and overt errors leading to quality problems for the patient, plus cost and rework.
- **Operational** – where administrative or other business processes appear to add costs without creating value.

MRINetwork 2008 – HEALTHCARE INDUSTRY PLACEMENTS BY FUNCTION

Life Sciences	49%
Sales	22%
Marketing	9%
R&D	4%
IT	4%
Senior Sales/Management	4%
Finance/Accounting	2%
HR/Training	1%
Quality Assurance	1%
Manufacturing	1%
Strategy/Planning	1%
Media/Comm/PR	1%
Legal	1%

MRINetwork 2008 – HEALTHCARE INDUSTRY PLACEMENTS BY LEVEL



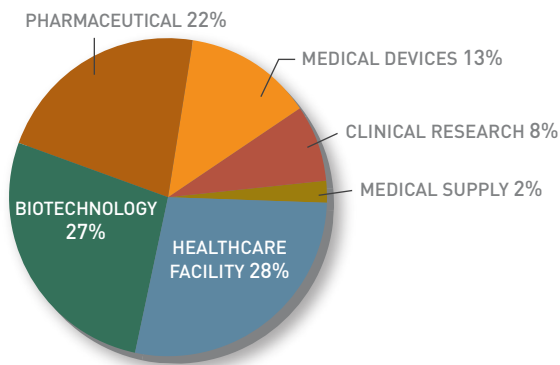
RETAIL MEDICAL CLINICS:

Retail medical clinics are changing existing models of the healthcare industry by shifting the delivery of basic medical services from the clinical setting to small offices or kiosks in big retail stores like Target, CVS, and Wal-Mart.

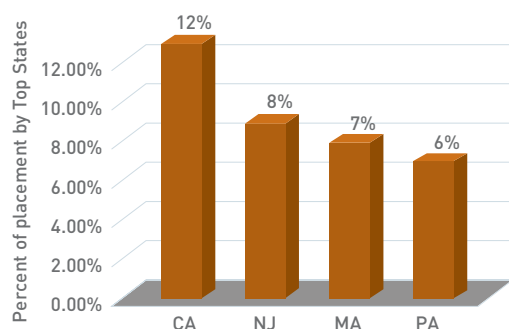
While many doctors are wary of retail clinics - they are losing patients and money - they are a good option for uninsured people who have a non-critical medical issue. Clinics are more accessible than primary care providers and are significantly cheaper, most operating on a fee-for-service basis rarely exceeding \$50, though not accepting insurance.

While this new addition to the health care industry may seem to hurt our existing system, it can actually help general practitioners by enabling them to bypass diagnosing people with colds and sore throats and concentrate on diagnosing and treating more serious conditions.

MRINETWORK 2008 - PLACEMENTS BY SUB-INDUSTRY OF HEALTHCARE



TOP STATES FOR HEALTHCARE PLACEMENTS WITHIN MRINETWORK



EMPLOYEE OUTLOOK

According to the Bureau of Labor Statistics (BLS), healthcare will generate 3 million new wage and salary jobs between 2006 and 2016. Seven of the twenty fastest growing occupations are health care related.

Employment in the healthcare industry is projected to increase 22 percent through 2016, compared with 11 percent for all industries combined. Projected rates of employment growth for the various industries range from 13 percent in hospitals to 55 percent in the much smaller home health care services.

HEALTHCARE INFORMATION TECHNOLOGY

Healthcare IT has evolved from a handful of special-purpose applications in the 1990s to a frenzy of wholesale integration and implementation efforts.

Since healthcare organizations may lack in-house technology resources, many are outsourcing their IT functions. This is helping already established companies that provide IT expertise, staff, and operational support prosper.

Some of the experience that is most in demand from healthcare IT employers:

- » Nurses with electronic system implementation experience
- » Specialists in medical software with IT integration and business intelligence skills
- » Clinical specialists in pharmacy, labs, billing, and healthcare operations
- » General IT implementation experience, with healthcare industry experience
- » IT security and compliance knowledge
- » Experience with electronic medical records and national provider identification initiatives
- » Data architecture
- » Fluency in two or three languages

FASTEST GROWING HEALTHCARE JOBS

- » Computer software engineers
- » Medical assistants
- » Information clerks