



The National Association of
Locum Tenens Organizations



SCALING & PREPARING FOR LOCUMS GROWTH

Jeff Bowling

March 7, 2024

RESILIENCE

In this session, Jeffrey Bowling will delve into **strategies and considerations involved in scaling and preparing your company for growth** in the locum tenens workforce. As locums continues to become a vital component of the healthcare industry, Jeff will provide valuable insights for scalability, collaboration and partnerships, preparing for challenges, quality assurance, and legal and regulatory considerations. By the end of this session, attendees will be equipped with the knowledge and tools needed to strategically scale and prepare for the growth of locum tenens services, contributing to the overall success and resilience of their locum tenens agencies.

SCALING

REVENUE

**GROW THE
QUALITY OF
PRODUCERS**

Anyone who has
direct involvement
with creating revenue

**GROW THE
QUANTITY OF
PRODUCERS**



SCALING

REVENUE

1. Strategy
2. Hiring
3. Leadership



**GROW THE
QUANTITY OF
PRODUCERS**

SCALING: *The Quantity of Producers*

-STRATEGY-



SCALING: *The Quantity of Producers*

STRATEGY

Revenue	\$1,000,000		
COS	(\$700,000)		
Gross Profit	\$300,000	30%	
G&A	(\$200,000)		
EBITDA	\$100,000	10%	

Set by:
1. Market by modality
2. Sales ability

Your Recipe for Success

The primary scoreboard for operators

SCALING: *The Quantity of Producers*

STRATEGY

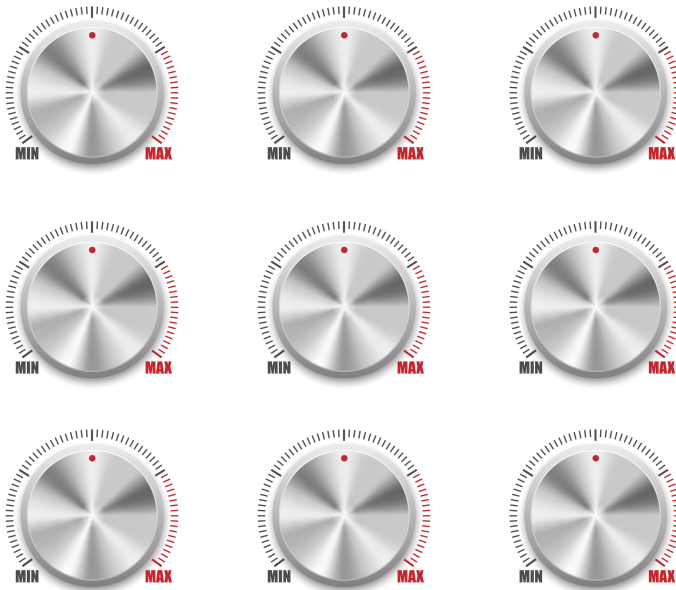
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EBITDA	\$100,000	10%

Compensation	40%
Client Marketing	4%
Candidate Sourcing	6%
Rent	3%
Legal	2%
Training	3%
Member Engagement	2%

SCALING: *The Quantity of Producers*

STRATEGY

Your Recipe for Success

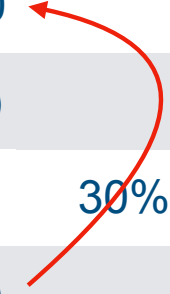


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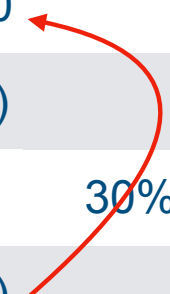
SCALING: *The Quantity of Producers*

STRATEGY

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EBITDA	\$100,000	10%	



Revenue	\$1,200,000		
COS	(\$700,000)		
Gross Profit	\$360,000	30%	
G&A	(\$200,000)		
EBITDA	\$160,000	13%	



SCALING: *The Quantity of Producers*

STRATEGY

Whatever the level of resources you control, getting the most out of those resources is THE measure of your ability as a leader.

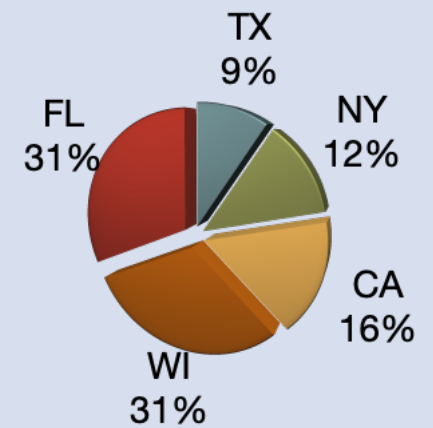
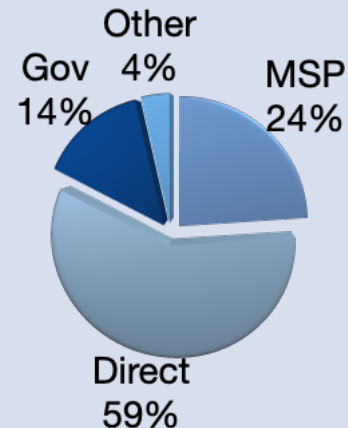
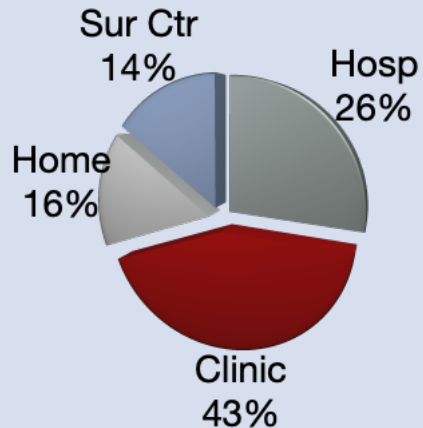
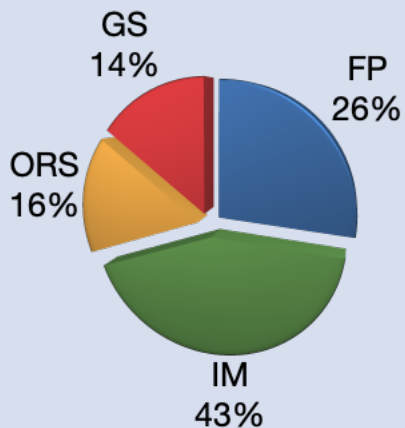
	Revenue	\$1,000,000		
	COS	(\$700,000)		
	Gross Profit	\$300,000	30%	
<i>Your Team</i>	Comp	↑(\$120,000)	40%	↓
	G&A	(\$80,000)	20%	
	EBITDA	\$100,000	10%	

WIN-WIN



SCALING: *The Quantity of Producers* STRATEGY

Business Mix



*Your business mix cannot be by default.
Strategy is what you say no to.*

SCALING: *The Quantity of Producers*
STRATEGY



SCALING: *The Quantity of Producers* STRATEGY



The relentless pursuit of low-hanging fruit.

If you're trying to be everything to everybody,
you will only compete on price.

SCALING: *The Quantity of Producers* STRATEGY

F O C U S

The Benefits of Focus:

- Subject Matter Experts
- Marketing advantage (candidates & clients)
- Better sourcing ROI
- Salesmanship catalyst (*can't accept 'no' as easy*)

SCALING: *The Quantity of Producers*

-ITALENT-



SCALING: *The Quantity of Producers*

HIRING

Economic Model

- Don't be opportunistic
- Stick to your plan

Ramp

Month	Recruiter	Monthly GP
Month 1	0%	\$ -
Month 2	0%	\$ -
Month 3	3%	\$ 562.50
Month 4	10%	\$ 1,875.00
Month 5	21%	\$ 3,937.50
Month 6	27%	\$ 5,062.50
Month 7	34%	\$ 6,375.00
Month 8	41%	\$ 7,687.50
Month 9		
Month 10		
Month 11		
Month 12	65%	\$ 12,187.50
Month 13	69%	\$ 12,937.50
Month 14	72%	\$ 13,500.00
Month 15	75%	\$ 14,062.50
Month 16	75%	\$ 14,062.50
Month 17	79%	\$ 14,812.50
Month 18	82%	\$ 15,375.00
Month 19	86%	\$ 16,125.00
Month 20	89%	\$ 16,687.50
Month 21	93%	\$ 17,437.50
Month 22	94%	\$ 17,625.00
Month 23	96%	\$ 18,000.00
Month 24	100%	\$ 18,750.00
Avg monthly GP of fully ramped recr		\$ 18,750.00

	January	February	March	April	May	June	July	August	September	October	November	December
John	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
George	\$ 5,000	\$ 7,500	\$ 10,000	\$ 12,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Tristan	\$ 5,000	\$ 7,500	\$ 10,000	\$ 12,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Dawn	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Larry	\$ 30,000	\$ 30,000										
Angela	\$ 30,000	\$ 30,000										
Margie	\$ 4,000	\$ 5,500	\$ 7,000	\$ 8,500	\$ 1,000	\$ 11,500	\$ 13,000					
Lex		\$ 1,000	\$ 2,500	\$ 4,000	\$ 5,500	\$ 7,000	\$ 8,500	\$ 1,000	\$ 11,500	\$ 13,000	\$ 14,500	\$ 16,000
Andy		\$ 1,000	\$ 2,500	\$ 4,000	\$ 5,500	\$ 7,000	\$ 8,500	\$ 1,000	\$ 11,500	\$ 13,000	\$ 14,500	\$ 16,000
Chris		\$ 1,000	\$ 2,500	\$ 4,000	\$ 5,500	\$ 7,000	\$ 8,500	\$ 1,000	\$ 11,500	\$ 13,000		
Jan New Hire	\$ 1	\$ 2	\$ 3	\$ 4	\$ 5	\$ 6	\$ 7	\$ 8	\$ 9	\$ 10	\$ 11	\$ 12
Jan New Hire				\$ 3,000	\$ 7,500	\$ 12,000	\$ 16,500	\$ 21,000	\$ 25,500	\$ 30,000	\$ 34,500	\$ 39,000
April New Hire				\$ 1	\$ 2	\$ 3	\$ 4	\$ 5	\$ 6	\$ 7	\$ 8	\$ 9
April New Hire							\$ 3,000	\$ 7,500	\$ 12,000	\$ 16,500	\$ 21,000	\$ 25,500
July New Hire							\$ 1	\$ 2	\$ 3	\$ 4	\$ 5	\$ 6
July New Hire										\$ 3,000	\$ 7,500	\$ 12,000
Oct New Hire											\$ 1	\$ 2
Oct New Hire												\$ -

Balancing desired profitability with desired growth

SCALING: *The Quantity of Producers*

HIRING

- Don't be opportunistic
 - Stick to your plan
 - Stick to your IMP

Ideal Member Profile

- 1. HUMILITY**
- 2. DRIVE**
- 3. GRIT**
- 4. SMART**
- 5. ACCOMPLISHED**

- Create questions that best reveal the IMP
- Create scorecard
- Multiple members rate
- Make a subjective decision as algorithmic as possible
- Alignment to the chosen IMP will trump experience

SCALING: *The Quantity of Producers*

HIRING



- Don't be opportunistic
 - Stick to your plan
 - Stick to your IMP
- Play the odds

No 'I feel like...' allowed!

SCALING: *The Quantity of Producers*

HIRING



- Don't be opportunistic
 - Stick to your plan
 - Stick to your IMP
- Play the odds
- Referral bonuses suck; invest in the culture
- Pay internal recruiter(s) like a top producer

SCALING: *The Quantity of Producers*

-LEADERSHIP-



SCALING: *The Quantity of Producers*

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SCALING: *The Quantity of Producers*

PREPARING FOR CHALLENGES

- Hire gritty people!
- How gritty are you? How gritty are the leaders?
- Do you praise and reward people for grit?



Carol Dweck

SCALING: *The Quantity of Producers*

PREPARING FOR CHALLENGES

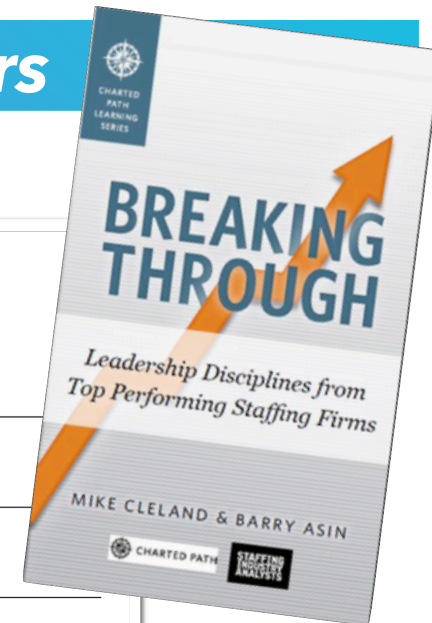
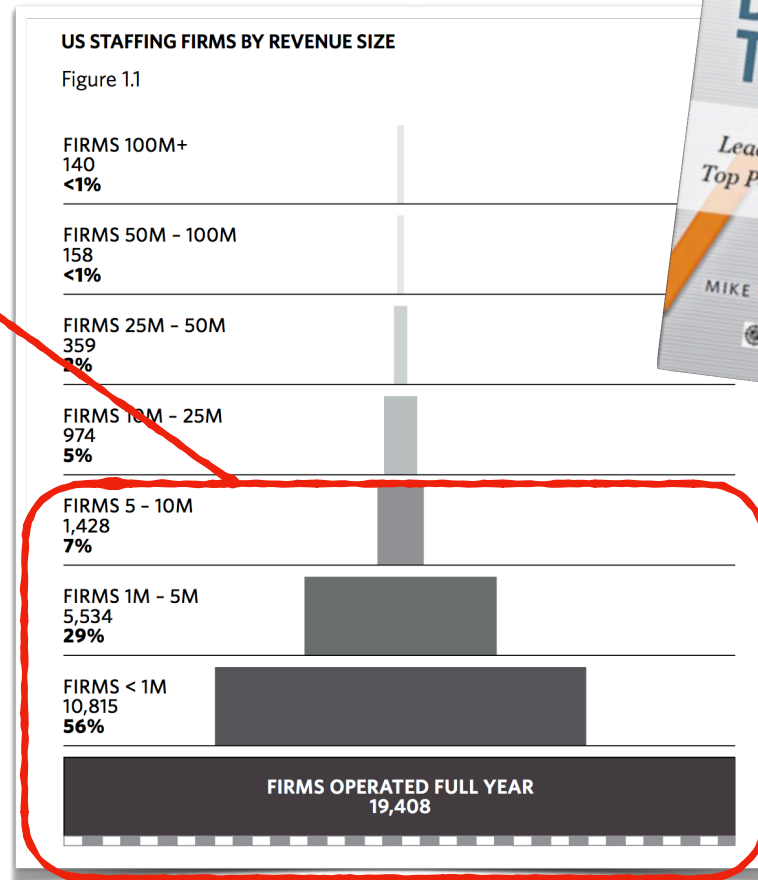
- Hire gritty people!
- How gritty are you? How gritty are the leaders?
- Do you praise and reward people for grit?
- Do you freak out when \$/IT hits the fan?
- During adversity, do you still expect goals to be hit?
- You MUST keep your commitments: excuses compound
- Do you create pressure (not stress) from time to time?
- Making an overly comfortable environment is dangerous

SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

Why are most firms here?

- A. Owners want to stay smaller
- B. Stuck in lifestyle mode
- C. Prefer being in charge of everyone
- D. Leaders can't stay in their lane
- E. Short-term minded
- F. Too loyal, to the loyal



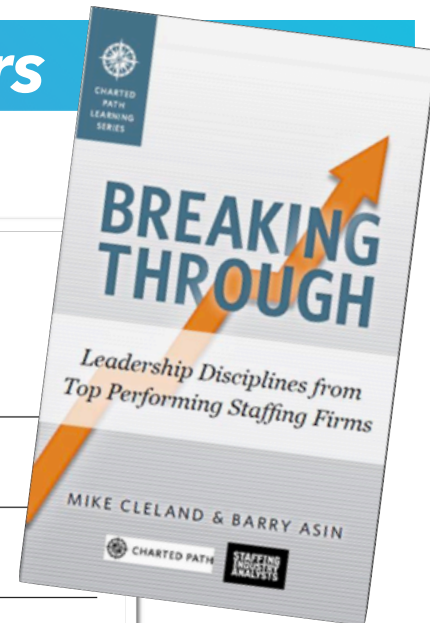
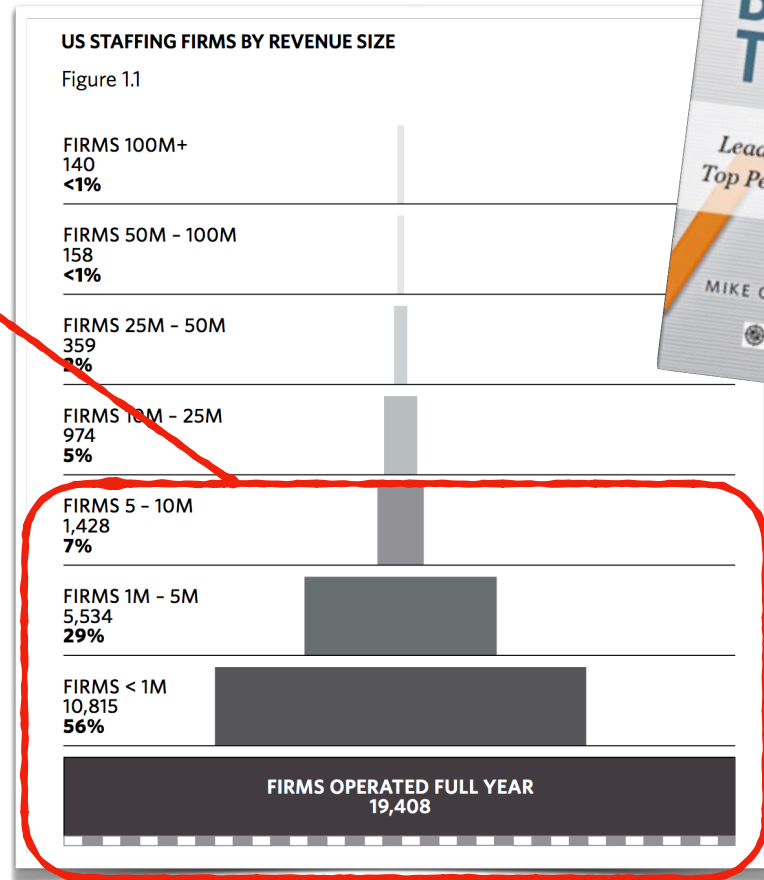
92%

SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

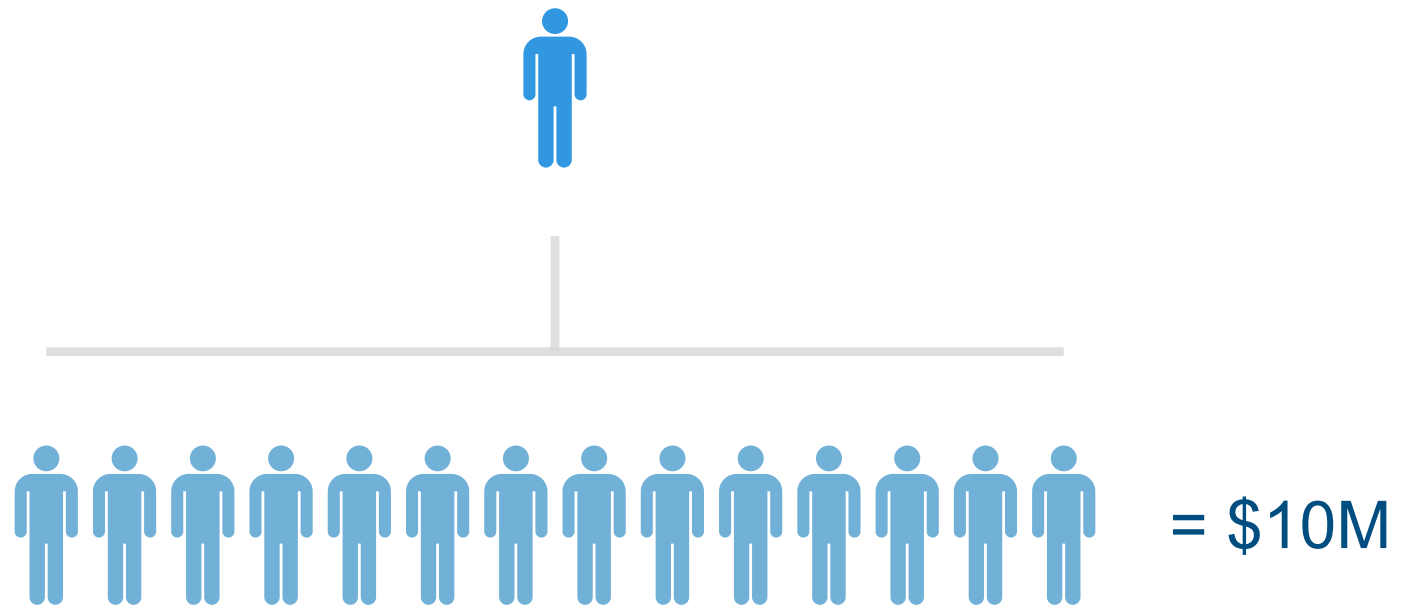
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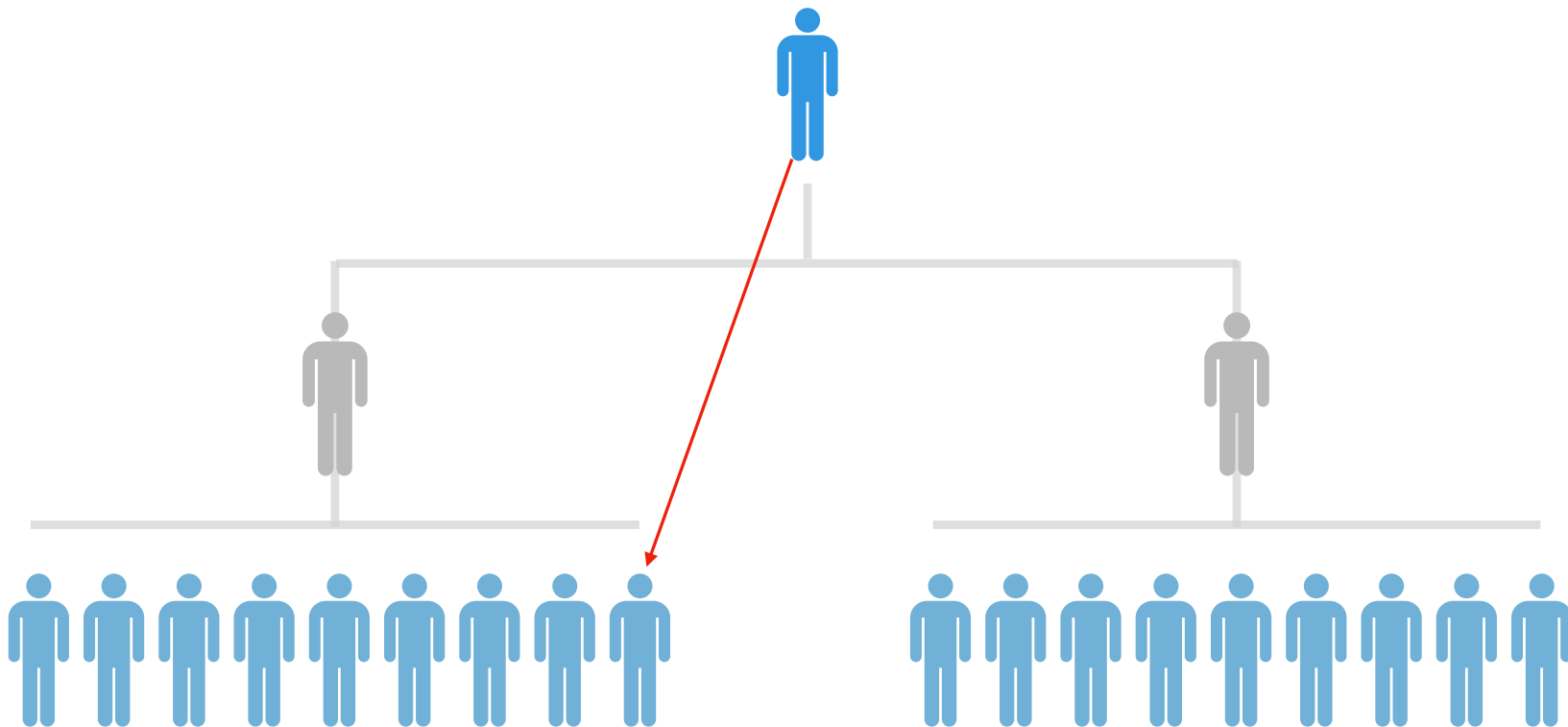
SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT



SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

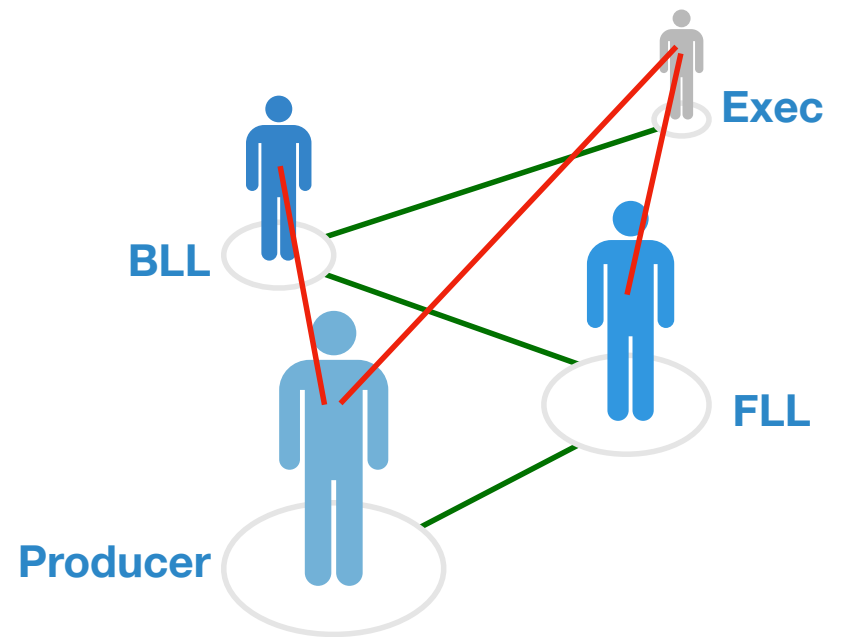


SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

Meddling/Overstepping

- Eliminates accountability
- Two leaders = confusing
- Frustrates
- Demotivates

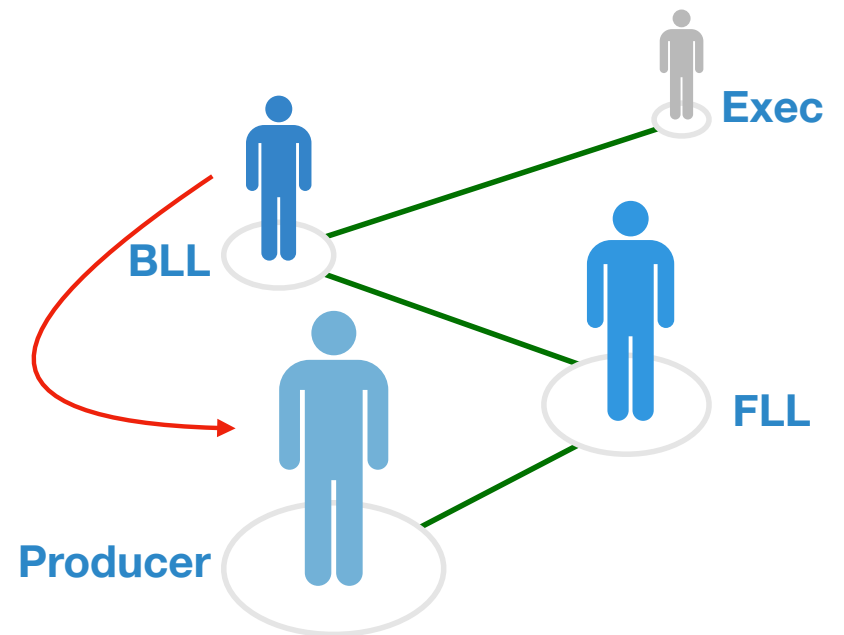


SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

'Grandparent' Concept

- No tasks, assignments, deadlines, etc.
- Only broad (for will) coaching
- If this is happening:
 - Trust
 - Ego
 - Wrong FLL

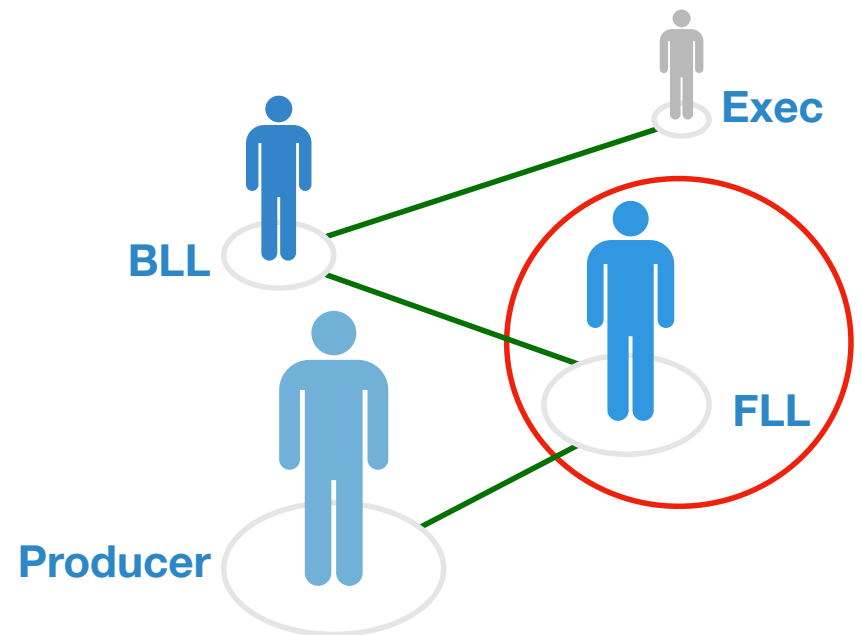


SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

Player-Coach Model

- Unethical - conflict of interest
- Only 'a means to an end'
- 10 people X 10% more GP\$



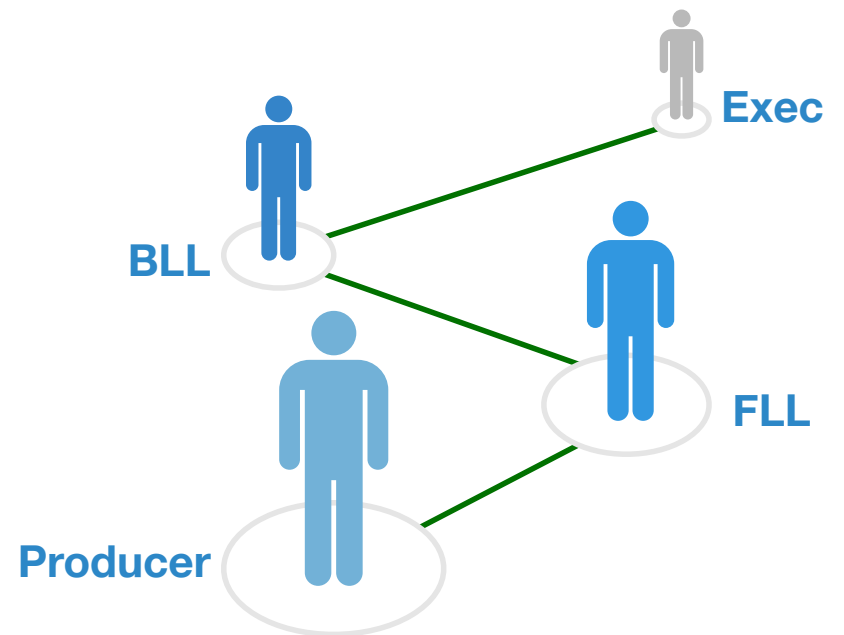
SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

There is a new skill set required at each level.

~~“Hey, congrats, now just show them what you did”~~

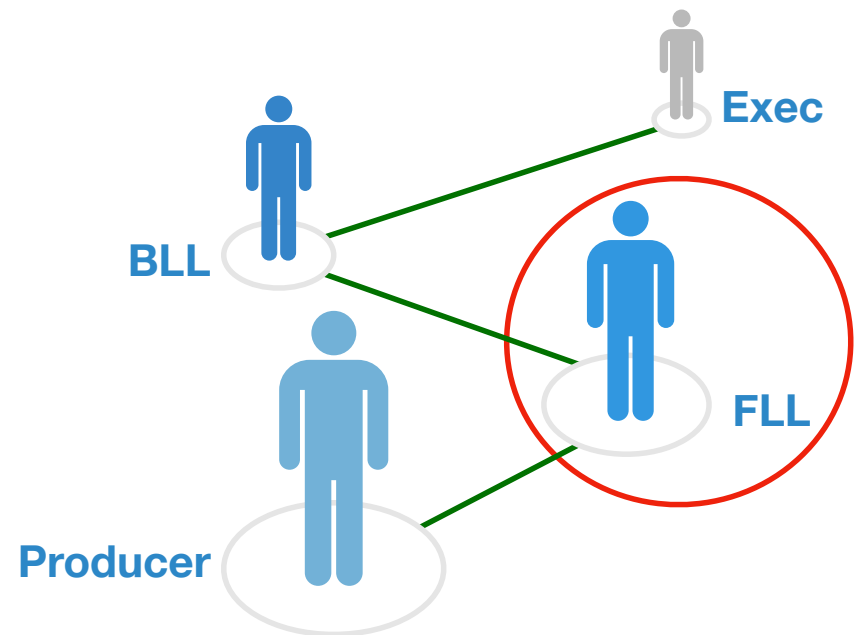
Instruction, directions,
TRAINING
are required!



SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

The largest constraint to growth is tied directly to this position.





SCALING: *The Quantity of Producers*

THE FOUR PILLARS OF LEADERSHIP

Trust

Coaching

Accountability

Emotional Intelligence

SCALING: *The Quantity of Producers*

LEADERSHIP DEVELOPMENT

- Four Pillars
- 13-16 wk series
- 3 of 4 Fridays
- Small groups (~8)
- Two outside coaches
 - Facilitate small groups
 - One-on-one's
 - PIA - 'pillars in action'
 - Confidential
 - Pre-work
 - Real-world problem solving

1	Trust 101	9	Small Group
2	Small Group	10	PIA
3	off	11	off
4	Trust 201	12	Trust 401
5	Small Group	13	Small Group
6	PIA	14	PIA
7	off	15	off
8	Trust 301	16	Series Wrap

SCALING

REVENUE

**GROW THE
QUALITY OF
PRODUCERS**



**GROW THE
QUANTITY OF
PRODUCERS**



SCALING

REVENUE

In this context, **quality** is tangible; not subjective.

**GROW THE
QUALITY OF
PRODUCERS**



GP\$
/
PRO

SCALING

REVENUE

**GROW THE
QUALITY OF
PRODUCERS**



1. Technology
2. Systems/Processes
3. Motivation

SCALING: *The Quality of Producers*

-TECHNOLOGY-

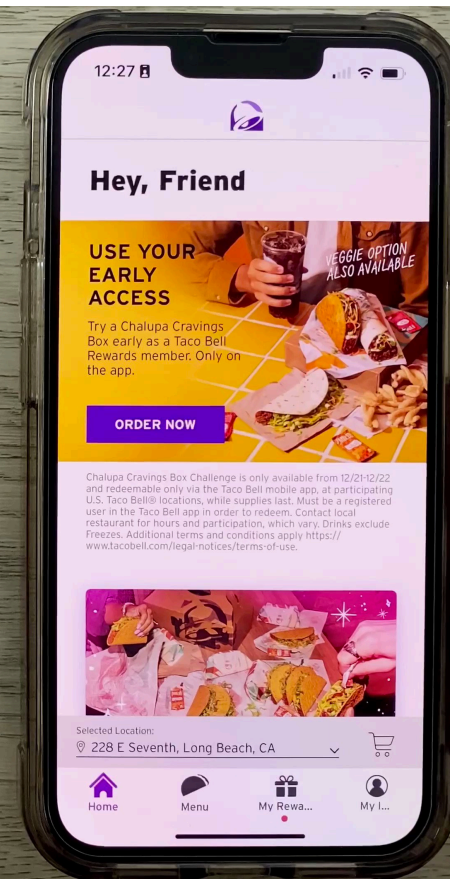


SCALING: *The Quality of Producers*

TECHNOLOGY

Taco Bell is not a tech company.

Staffing & recruiting firms are not tech companies.



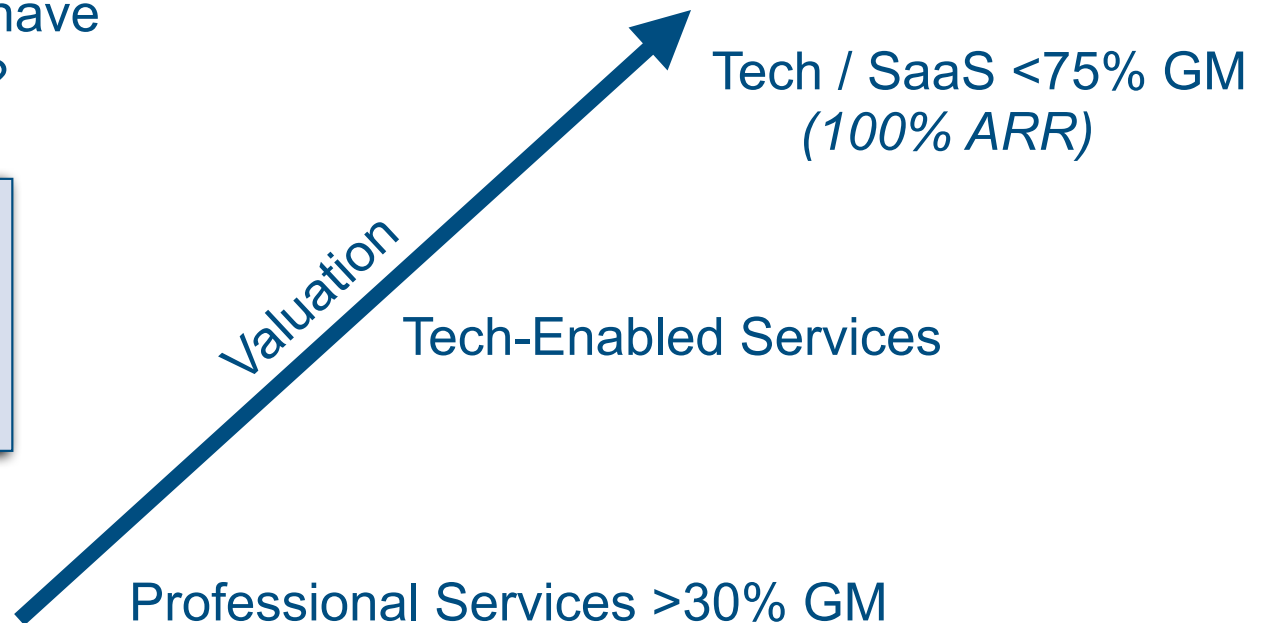
SCALING: *The Quality of Producers*

TECHNOLOGY

How do you know when you have reached tech-enabled status?

Superior:

- GP\$ / Producer
- EBITDA / FTM



SCALING: *The Quality of Producers*

TECHNOLOGY



Working on the wrong end of the problem - worried about being considered a tech company.

Focus on improving efficiency/efficacy.

SCALING: *The Quality of Producers*

TECHNOLOGY

- No line item for software
- IT might have a general hardware budget for cloud, email, security
- Decide where the biggest constraints are to increase GP/PROFIT
 - The biggest constraint
 - The most friction
 - Where is minimal ROI?
- Is there tech that will solve?

Punchline:
You start with the problem.
Not the technology.



SCALING: *The Quality of Producers*

TECHNOLOGY

Whoever owns that line item, has the responsibility to:

- Identify the tech that solve the problem
- Make sure it is optimized (best practices are realized)
- Measure & report results
- Realize a ROI
- Or go put it in the market

If there is no ROI:

1. It was a bad idea
2. Made the work easier



SCALING: *The Quality of Producers*

TECHNOLOGY



When GP / PRO increases, you need less people to produce more revenue.

- Less friction for customers
- More enjoyable work = retention
- Commissions increase = retention
- EBITDA increases
- Valuation increases

SCALING: *The Quality of Producers*

-EFFICACY-

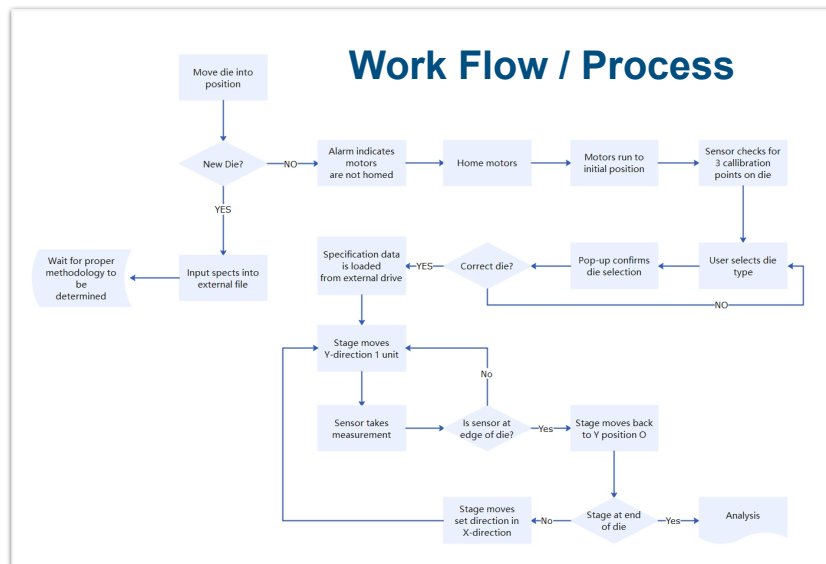


SYSTEMS/PROCESS

SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

The Baseline of Scaling



- Can't scale without it
- Documented 'compass'
- No exceptions for brilliant jerks
- I struggled here

SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

The Highest Degree of Scaling

Put a process in place that:

1. Removes the need for someone to provide instruction (manage)
2. Isn't dependent on others to follow those instructions

SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

PLEASE DO NOT DISCARD PLASTIC BASKETS



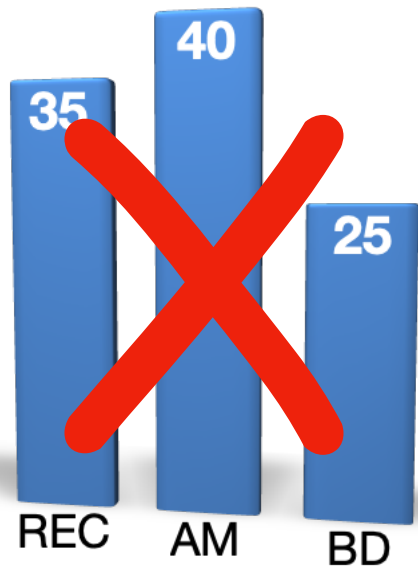
SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

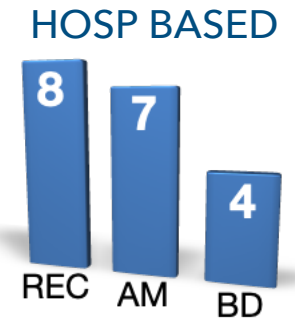


SCALING: *The Quality of Producers*

SYSTEMS/PROCESS



'Getting Smaller to Get Bigger'



SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

'Getting Smaller to Get Bigger'

Segmentation **Systematically** creates:

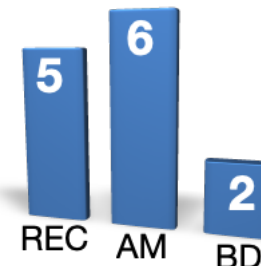
- Focused communication
- Competition
- Motivation
- Ownership
- Less excuses

IM - HOSP - FP



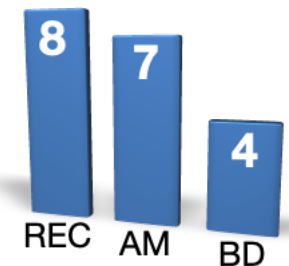
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SURG/SUBS



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HOSP BASED



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SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

- Segmentation
- Collections before commissions are paid
- Monthly v. T13

S	M	T	W	T	F	S
			1		3	4
5	6	7		9	10	11
12	13	14		16	17	18
19	20	21	22		24	25
26	27		29	30	31	

Hangover -10%

Mediocre 15-20% per week

Shark Week 60%

SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

- Collections before commissions are paid
- Monthly v. T13

Week	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Actual	8,798	9,821	9,422	11,098	8,112	8,121	9,812	11,231	12,176	9,549	11,203	8,971	9,891	11,202	7,677	5,434	6,545
Goal	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654	8,654
%	102%	113%	109%	128%	94%	94%	113%	130%	141%	110%	129%	104%	114%	129%	89%	63%	76%
T13 Actual	97,604	100,782	102,550	107,994	108,208	107,540	109,698	114,808	119,452	120,234	123,538	125,965	128,205	130,609	128,465	124,477	119,924
T13 Goal	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500
% of Goal	87%	90%	91%	96%	96%	96%	98%	102%	106%	107%	110%	112%	114%	116%	114%	111%	107%

SCALING: *The Quality of Producers*

SYSTEMS/PROCESS

Topgrading[®]
inc.

EOS
ENTREPRENEURIAL
OPERATING SYSTEM[®]

SANDLER[®]

SCALING: *The Quality of Producers*

SYSTEMS/PROCESS



Every system is
perfectly designed to
get the results it gets.

Ed Deming

SCALING: *The Quality of Producers*

MOTIVATION-



SCALING: *The Quality of Producers*

MOTIVATION

'It's Lonely at the Top'

VISTAGE®

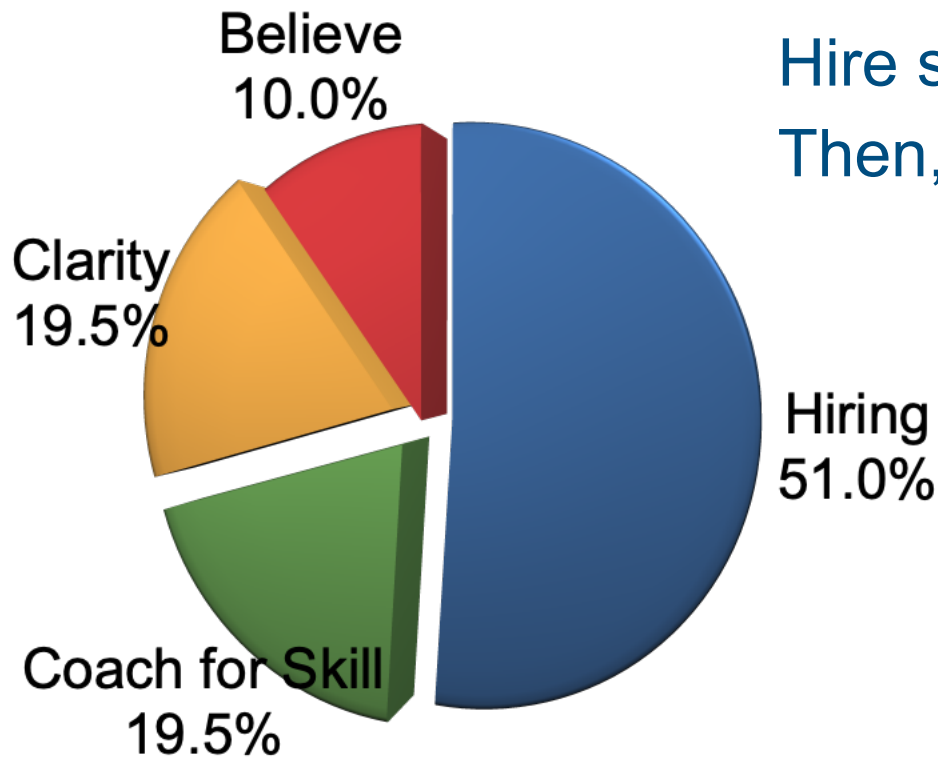
better leaders • decisions • results

The World's Leading CEO
Peer Advisory Membership Organization



SCALING: *The Quality of Producers*

MOTIVATION



Hire self-motivated/driven people.
Then, just don't demotivate them.

SCALING: *The Quality of Producers*

MOTIVATION



- How are WE doing? = progress
- How am I doing? = progress
- How do you win? Who is winning?
- Change management
- Do the leaders model the values?
- Clear compensation plan
- Reason/purpose on processes

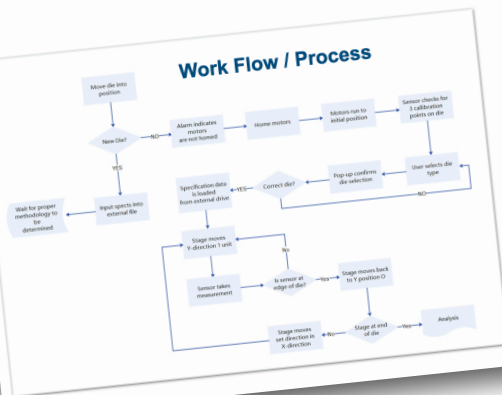
SCALING: *The Quality of Producers*

MOTIVATION

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- How do you win? Who is winning?
- Change management
- Do the leaders model the values?
- Clear compensation plan
- Reason/purpose on processes
- Clear & **followed** job descriptions

SCALING: *The Quality of Producers* SYSTEMS/PROCESS

Work Flow / Process



- Can't scale without it
- Repeatable easy to follow
- McDonalds burgers suck
- No exceptions for brilliant jerks

Your actions in response to wins and to failures says so much more than words.

SCALING: *The Quality of Producers*

MOTIVATION

“Communicate everything you can to your associates.

The more they know, the more they'll care.

Once they care, there's no stopping them.”

Sam Walton, Walmart founder

- How are WE doing? = progress
- How am I doing? = progress
- How do you win? Who is winning?
- Change management
- Do the leaders model the values?
- Clear compensation plan
- Reason/purpose on processes
- Clear & **followed** job descriptions
- Be uncomfortably transparent

SCALING: *The Quality of Producers*

MOTIVATION

Belief Starts with You

- ‘The fish rots from the head’
- Believe most people, are mostly good
- Believe people are capable of even more than they know (*required to stretch*)
- Don’t stop believing when they prove to be human (*not perfect cogs*)
- Don’t stop believing in the masses, due to the stupid **actions** of the vast minority





THANK YOU

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