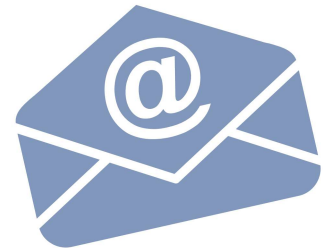
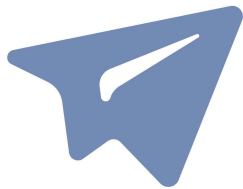
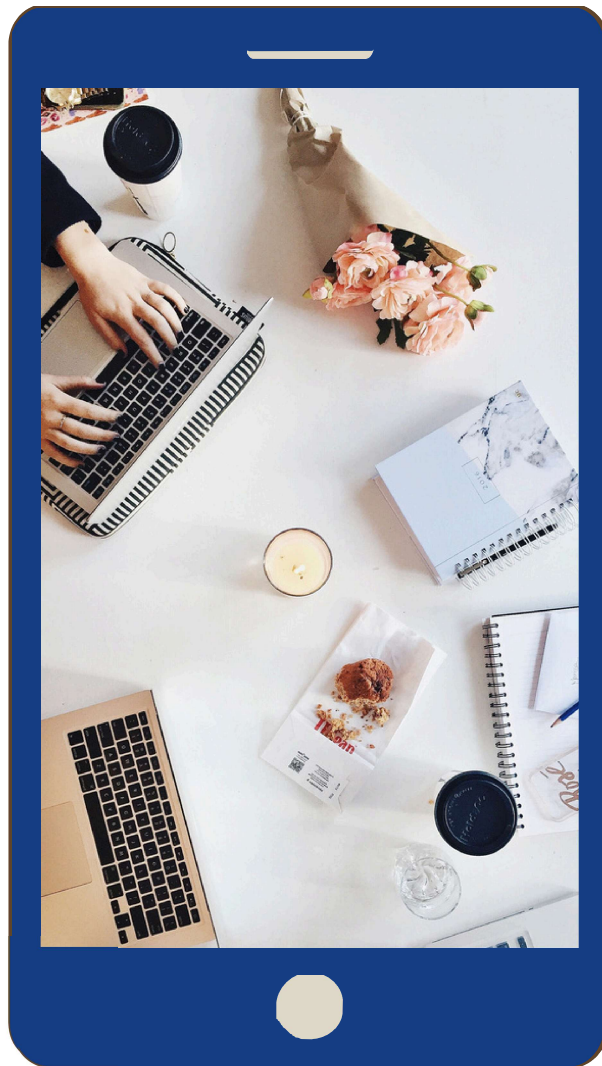
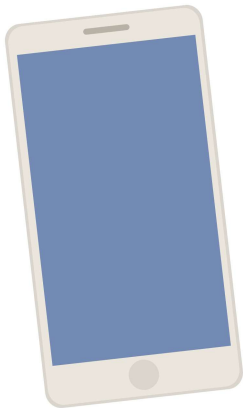


Tools, Training and Tactics

STAFFING GUIDE

A Step-by-Step Guide



By : www.staffingguide.net

CHAPTERS

- Introduction
- Understanding of US Healthcare Staffing
- The Recruitment Process
- Contracts, Pay Packages & Negotiations
- Commonly Used Terms & Advanced Strategies

US Healthcare Staffing

Introduction

Why is US Healthcare Staffing a Lucrative Career? The Current Landscape & Future of Healthcare Staffing.

The Appeal of US Healthcare Staffing



- **Travel Nursing Boom:** Post-pandemic trends have made travel nursing one of the most in-demand professions, offering lucrative pay packages for healthcare professionals. So, it has given a push to US healthcare staffing.
- **Growing Industry:** It's one of the growing industries in today's world. Its worth was \$26.27 Billion in 2024 and It's projected to reach around \$43.38 Billion by 2033. So, you don't need to worry about your future. In addition to that it is a Recession-resistant industry due to the essential nature of healthcare services.

◆ AI Overview

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Listen

The U.S. healthcare staffing market was valued at approximately **USD 26.27 billion in 2024** and is projected to reach around **USD 43.38 billion by 2033**. [↗](#)

- **Incentives & Perks:** In addition to their salary, staffing professionals receive attractive incentives. Many individuals even earn incentives that exceed their base pay. Moreover, staffing companies often provide benefits such as cab services for drop-off and pick-up, complimentary meals, health insurance, bonuses and more.
- **Job Satisfaction and Growth:** In India, there are limited industries that offer both job satisfaction and career growth. In the US healthcare staffing industry, employees can easily achieve promotions and salary hikes based on their performance.
- **Work Life balance:** The US healthcare staffing industry ensures a structured and balanced work schedule. Healthcare recruiters are required to work from Monday to Friday, with Saturdays and Sundays off. The typical work hours are from 6:30 PM to 3:30 AM or 7:30 PM to 4:30 AM IST. Additionally, employees are entitled to paid time off and holidays on festivals and other significant occasions, further enhancing their overall well-being and job satisfaction.
- **Human-Centric Necessity:** While AI can streamline processes like resume screening or predictive analytics, the human touch remains irreplaceable in healthcare staffing.

Who This Guide is For



US Healthcare Staffing

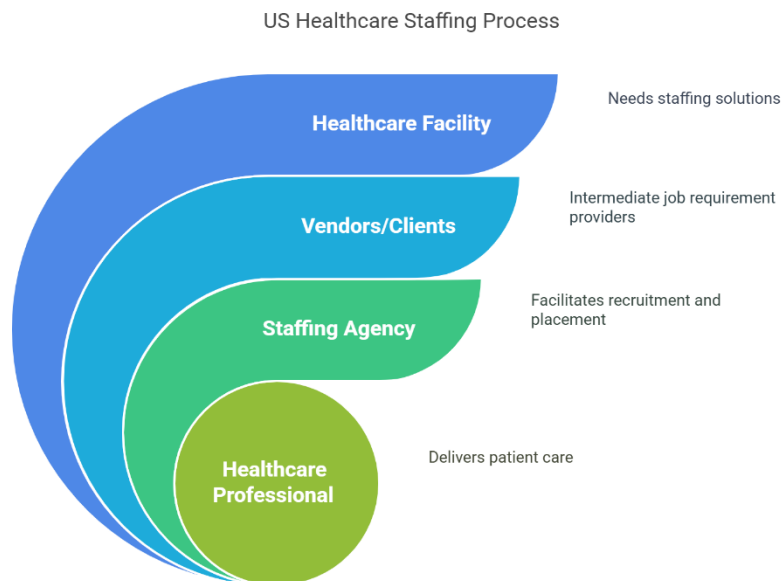
Chapter 1: Understanding the US Healthcare Staffing Industry

Overview of the US Healthcare Staffing

- ❖ **What?** US healthcare staffing refers to the specialized process of recruiting, hiring, and placing qualified healthcare professionals in various medical facilities across the United States. This industry plays a critical role in ensuring healthcare institutions have the right personnel to deliver effective patient care.
- ❖ **Why?** Healthcare staffing agencies act as intermediaries between healthcare facilities and medical professionals, providing a streamlined process to meet workforce demands. These agencies cater to both permanent and temporary staffing needs, ensuring facilities remain adequately staffed during peak periods, emergencies, or when facing workforce shortages.
- ❖ **How?** - Hierarchy in us staffing industry

Healthcare Care Facility → (Vendors/Clients) * → Staffing Agency → Healthcare Professional

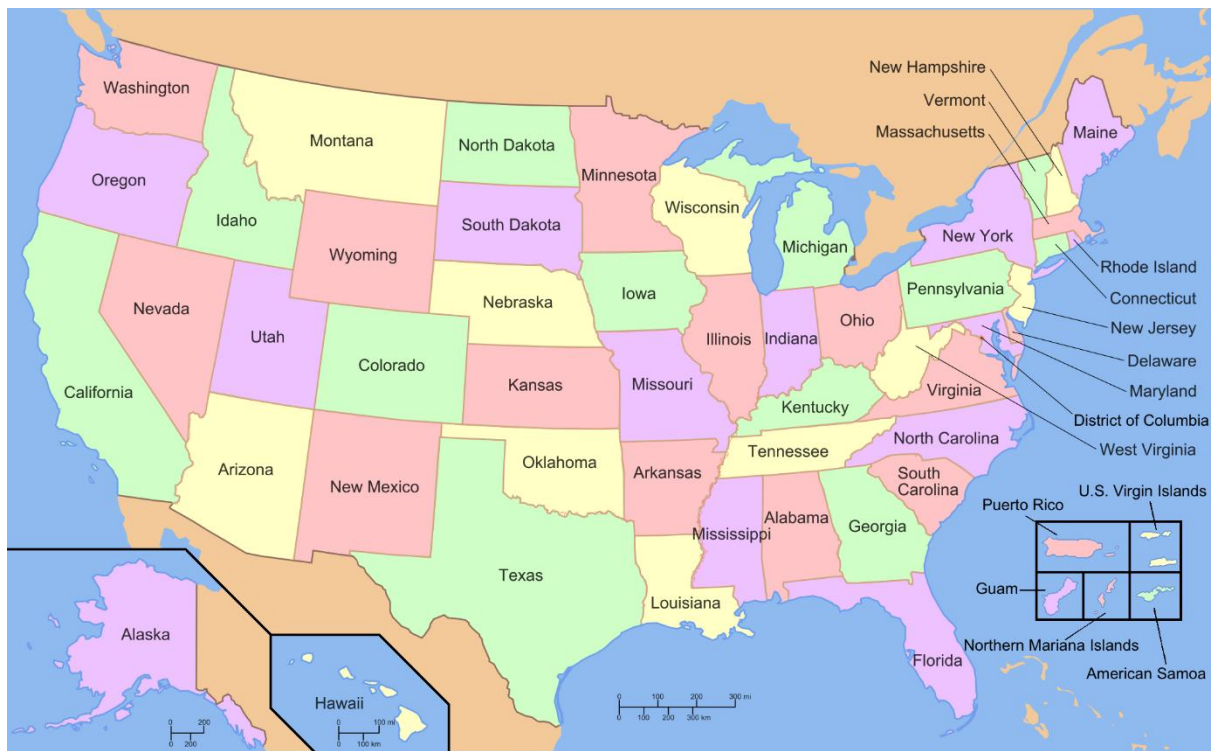
[* Staffing agencies may receive job requirements either directly from the facility or through intermediaries known as Vendors/MSP Clients]



Understanding about the USA

States of the USA

There are 50 states in the USA including Alaska and Hawaii. Each star in the us flag represents the 50 states and there are 13 stripes, each representing British colonies. **Washington DC is the Capital of the USA.**

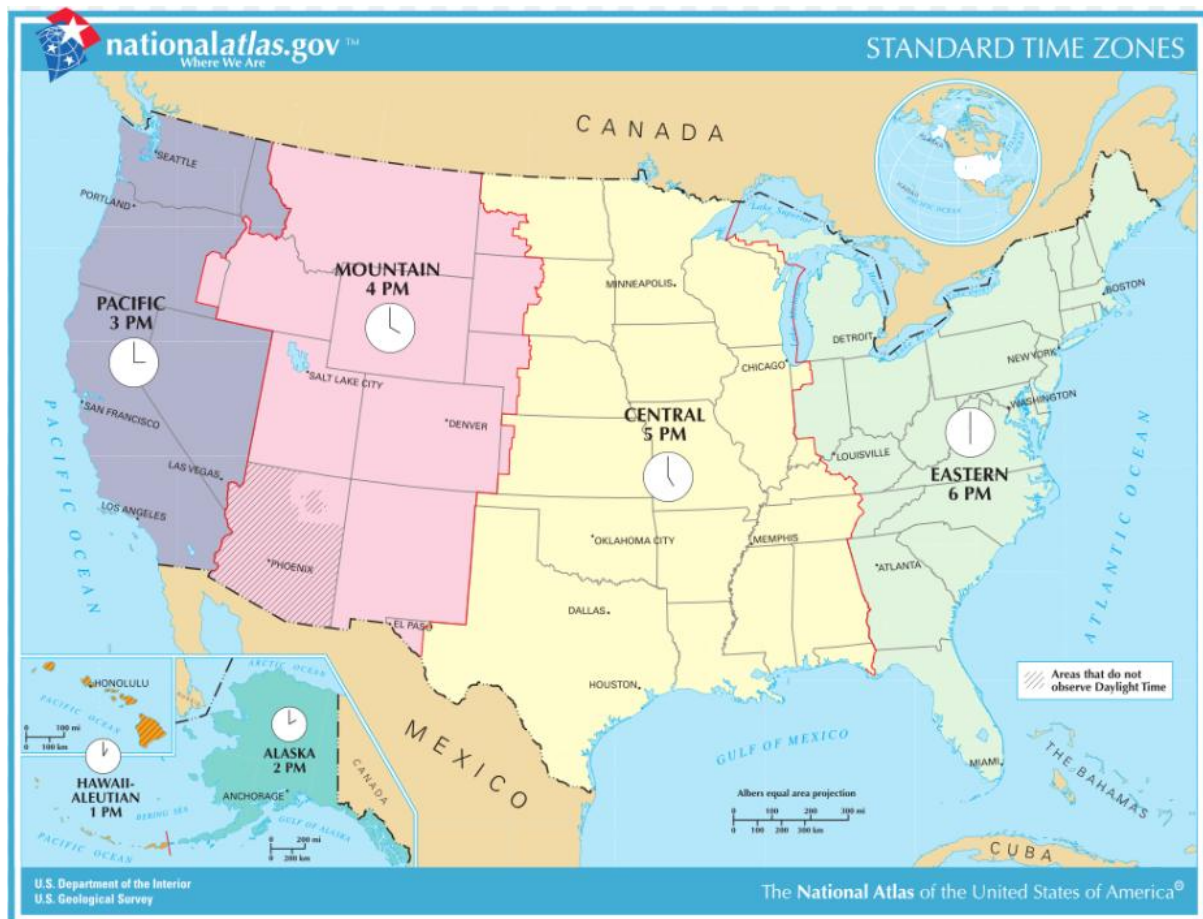


❖ Us states and their abbreviations

Abb.	State	Abb.	State	Abb.	State
AL	Alabama	KY	Kentucky	ND	North Dakota
AK	Alaska	LA	Louisiana	OH	Ohio
AZ	Arizona	ME	Maine	OK	Oklahoma
AR	Arkansas	MD	Maryland	OR	Oregon
CA	California	MA	Massachusetts	PA	Pennsylvania
CO	Colorado	MI	Michigan	RI	Rhode Island
CT	Connecticut	MN	Minnesota	SC	South Carolina
DC	District of Columbia	MS	Mississippi	SD	South Dakota
DE	Delaware	MO	Missouri	TN	Tennessee
FL	Florida	MT	Montana	TX	Texas
GA	Georgia	NE	Nebraska	UT	Utah
HI	Hawaii	NV	Nevada	VT	Vermont
ID	Idaho	NH	New Hampshire	VA	Virginia
IL	Illinois	NJ	New Jersey	WA	Washington
IN	Indiana	NM	New Mexico	WV	West Virginia
IA	Iowa	NY	New York	WI	Wisconsin
KS	Kansas	NC	North Carolina	WY	Wyoming

US Time Zones

There are actually **six time zones in the USA**. The four main ones are **Eastern, Central, Mountain, and Pacific Standard Time**. The two others are **Alaska Standard Time** and **Hawaii-Aleutian Standard Time**, observed only by Alaska and Hawaii respectively. In order to see all the time zones of USA, you can visit - <https://time.gov/>.



- ❖ **Daylight Saving Time:** Daylight Saving Time is the practice of advancing clocks to make better use of the longer daylight available during summer so that darkness falls at a later clock time. In the U.S., daylight saving time starts on the second Sunday in March and ends on the first Sunday in November, with the time changes taking place at 2:00 a.m. local time.

Education System in the USA

The US education system comprises K-12 (Kindergarten through 12th grade), followed by various post-secondary options including community colleges, colleges, and universities offering associate, bachelor's, master's, and doctoral degrees.

Here's a more detailed breakdown:

K-12 Education:

- **Elementary School:** Grades K-5.
- **Middle School:** Grades 6-8.
- **High School:** Grades 9-12.
- **Diploma/Certificate:** Upon graduation from high school, students receive a diploma or certificate.

Post-Secondary Education:

- **Associate's Degree:**

Typically, a two-year degree, often focusing on vocational training or preparing students for a bachelor's degree.

- **Bachelor's Degree:**

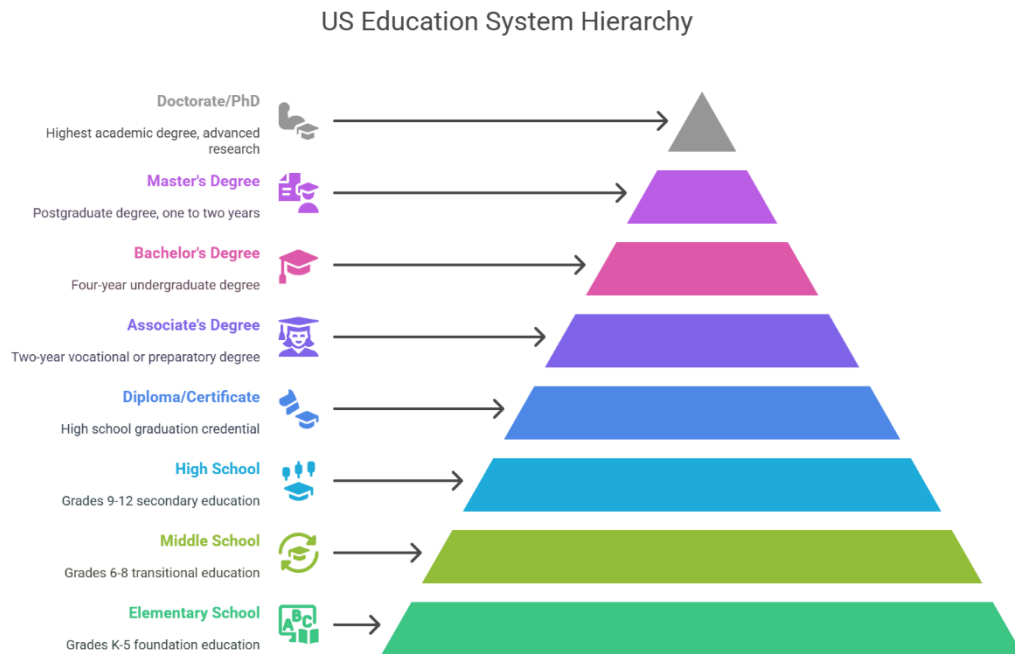
A four-year degree, the most common undergraduate degree.

- **Master's Degree:**

A postgraduate degree, often requiring one to two years of study beyond a bachelor's degree.

- **Doctorate/PhD:**

The highest academic degree, typically requiring several years of advanced study and research.



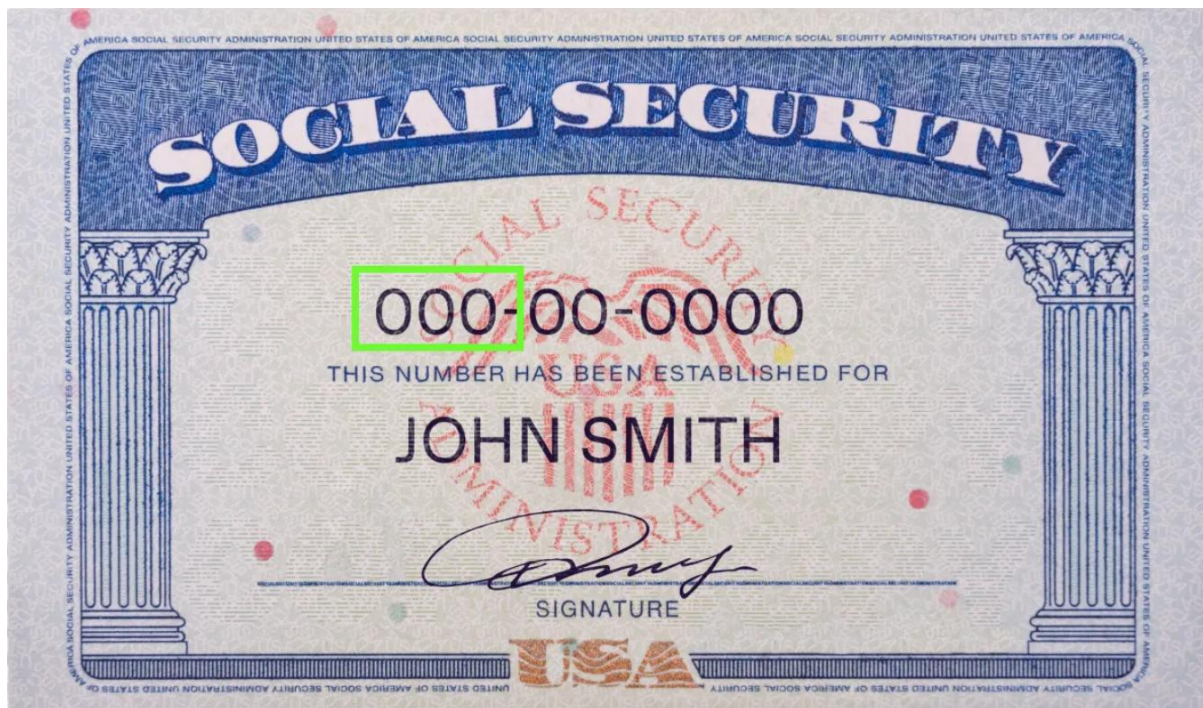
Some other aspect of the USA

Major Holidays

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanks giving day
- Black Friday
- Christmas

Social Security

Social Security Number or SSN is a 9-digit number (xxx-xx-xxxx) issued by the U.S. government (specifically the Social Security Administration) to U.S. citizens, permanent residents, and temporary working residents. It's very confidential ID as It's related to identification, employment, taxation, Banking and other social benefits of an individual.



Date Format & Zip Code

Date Format:

India: DD/MM/YYYY - 7th April 2025 – 07/04/2025

USA: MM/DD/YYYY - 7th April 2025 – 04/07/2025

Zip code:

A zip code is a postal code (such as PIN code in India) used by the United States Postal Service (USPS). The term zip is an acronym for zone improvement plan.

Example – 60612 is the ZIP code of Chicago, IL.

Work Authorization/Visa

There are several work authorization or Visa in the USA. But, In Healthcare staffing we mostly work on two types of work authorizations only.

1). USC/US Citizen: They are the citizens of the USA. Either they are born here or their biological parents are US citizens. They can vote in federal/ Presidential elections. They don't require any Visa.

2). GC/Green Card: A Green Card (GC) grants permanent residency in the US issued by the U.S. Citizenship and Immigration Services (USCIS), allowing individuals to live, work, and travel freely. It's valid for 10 years (or 2 years for conditional residents) and must be renewed. After 5 years or more of good legal standing, the person can apply for a US citizenship. They can vote only in state elections.

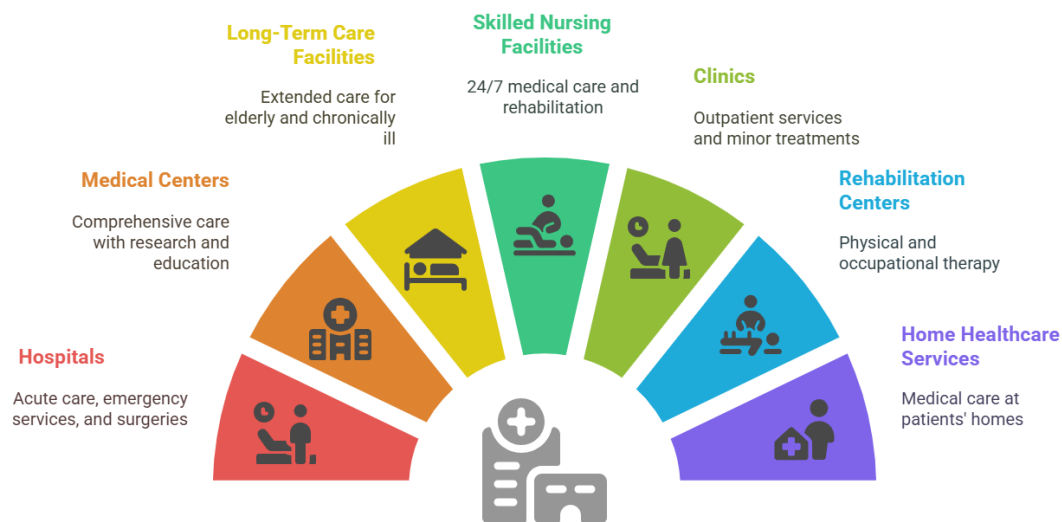
Types of Healthcare Facilities

There are different Types of Healthcare Facilities. Healthcare facilities in the US vary based on the level of care they provide. Key facility types include:

- **Hospitals:** Provide acute care, emergency services, surgeries, inpatient stays (overnight admission) and specialized treatments.
- **Medical Center:** Offers comprehensive care, often combining inpatient and outpatient services, research, education, and specialty clinics. Broader than a hospital; may include multiple facilities (e.g., labs, imaging centers, rehabilitation services) under one umbrella.
- **Long-Term Care (LTC) Facilities:** Offer extended care for elderly or chronically ill patients, including nursing homes and assisted living centers.

- **Skilled Nursing Facility (SNF):** An SNF is a healthcare facility that provides 24/7 medical care, rehabilitation, and support for patients (recovering from surgery, illness, or injury) who require ongoing medical care but do not need to stay in a hospital. These facilities offer a higher level of care than traditional nursing homes but are less intensive than hospitals.
- **Clinics:** Focus on outpatient services such as consultations, diagnostic tests, and minor treatments.
- **Rehabilitation Centers:** Specialize in physical therapy, occupational therapy, and recovery services.
-
- **Home Healthcare Services:** Deliver medical care at patients' homes, often for post-surgery recovery or chronic illness management.

Healthcare Facilities Overview



❖ Speciality in a healthcare facility:

Critical Care- ICU

Emergency Department- Heart Attacks, Stroke, Or Road Accident

Diagnostic Imaging- X-Rays, Sonography, MRI Scan, CT scan

General Surgery- Surgery Rooms

Hematology- Blood

Maternity Departments- Mother Expecting A Child

Oncology- Cancer

Ophthalmology- Eye Related Issues

Occupational Therapy

Physiotherapy- Deals with Muscle Tensions, Tendons, Joints, Movements Etc.

Orthopaedics- Bones and Joints

Pharmacy- Chemist

Nutrition And Deitetics

Neurology- Brain Related

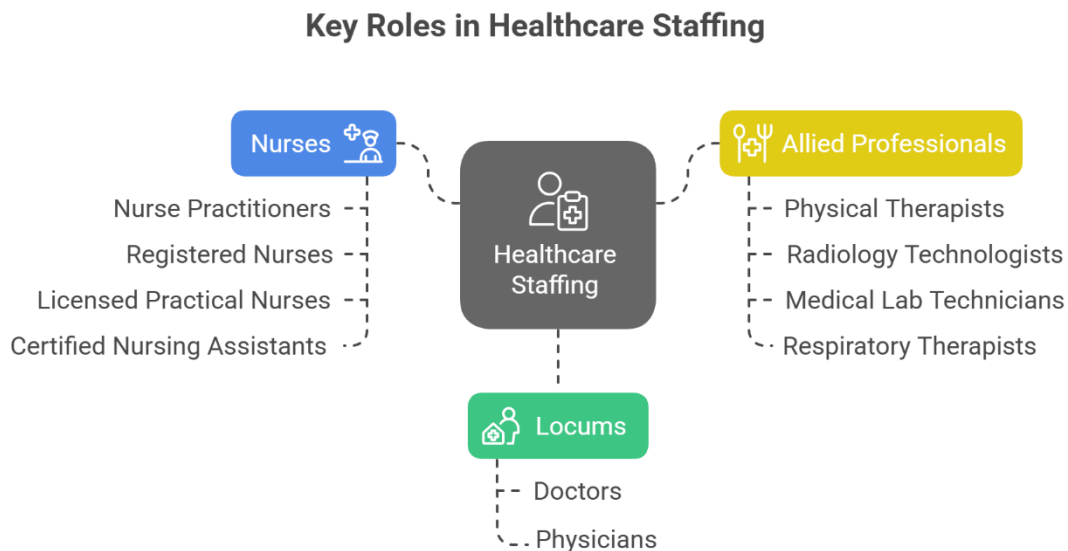
Nephrology- Kidney Related

Gastroenterology- Gastric and Stomach Related

ENT- Ear Nose and Throat Related

Key Roles in Healthcare Staffing (RNs, LPNs, Allied, Physicians)

The U.S. healthcare system is supported by a diverse range of professionals, each playing a crucial role in patient care. Here's an overview of the key categories:



1. Locums (Locum Tenens)

- **Locums** are **physicians** or **doctors** who temporarily fill in for other healthcare providers.
- They are hired to manage staff shortages, vacation leaves, or during busy periods in hospitals, clinics, or healthcare facilities.
- Locum doctors may specialize in various fields such as **internal medicine**, **surgery**, or **emergency care**.

2. Nurses

Nurses are essential in providing direct patient care and are categorized into four main types:

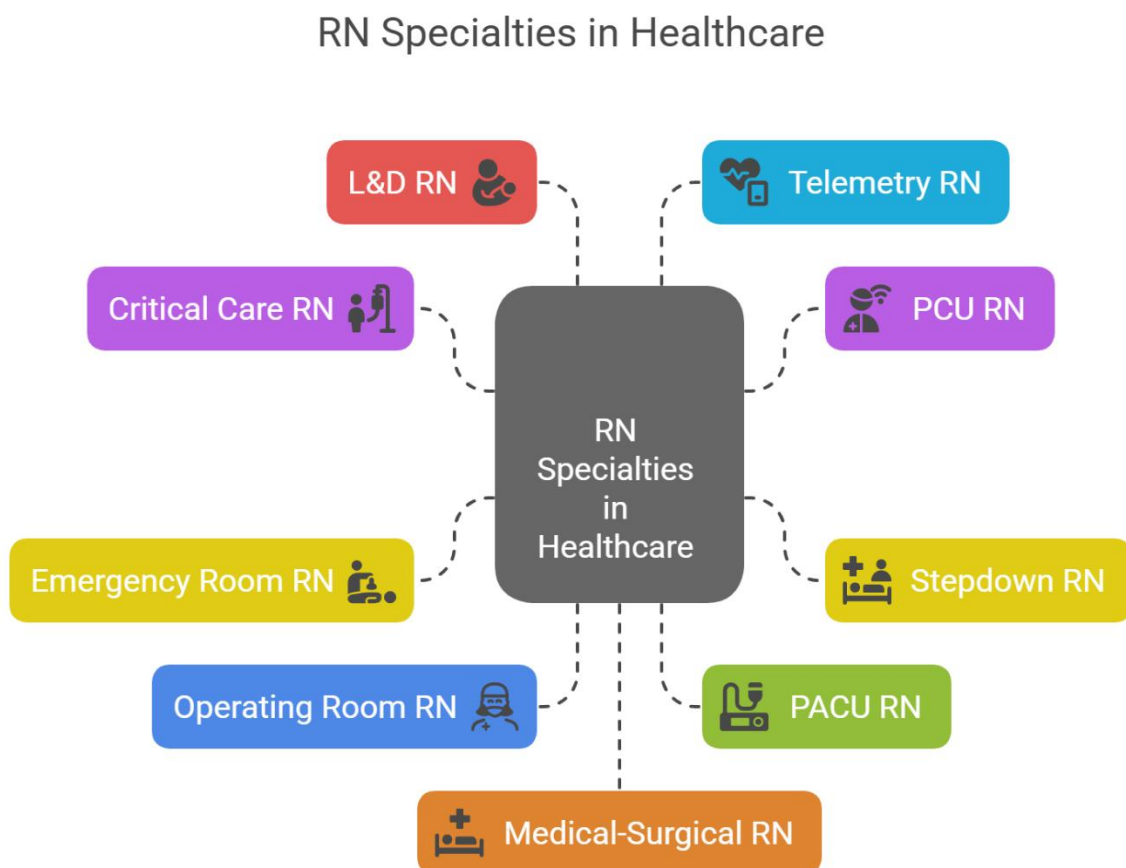
- **Nurse Practitioners (NP) / Advanced Practice Registered Nurse (APRN)**: Highly trained nurses who can diagnose, prescribe medications, and provide advanced treatments. They must hold a Master's or Doctoral degree in nursing (e.g., MSN, DNP) and pass a certification exam offered by recognized certifying bodies, depending on their specialty.
- **Registered Nurses (RNs)**: Licensed professionals responsible for administering medications, monitoring patients, and coordinating care plans. To become an RN, individuals must complete an Associate Degree in Nursing (ADN) or a Bachelor of Science in Nursing (BSN) and pass the NCLEX-RN exam.
- **Licensed Practical/Vocational Nurses (LPN/LVN)**: Provide basic nursing care under the supervision of RNs or doctors. These nurses must complete a Diploma or Certificate in Practical Nursing (typically 1 year) and pass the NCLEX-PN exam.

- **Certified Nursing Assistants (CNAs):** Assist patients with daily activities such as bathing, dressing, and feeding. CNAs must complete a CNA training program (lasting 4 to 12 weeks) and pass the state's competency exam to become certified.

3. Allied Professionals

- Allied healthcare professionals include **therapists, technologists, and technicians** who specialize in various healthcare services. Their Education varies from certificates (e.g., pharmacy tech) to doctorates (e.g., audiologists).
- Roles include **physical therapists, radiology technologists, medical lab technicians, and respiratory therapists.**
- While some allied roles involve direct patient interaction, many focus on diagnostic, therapeutic, or technical support services.

Some Important RN Specialties in Healthcare



1. Critical Care or ICU RN (Intensive Care Unit Nurse)

◆ Key Responsibilities:

- Provide specialized care to critically ill patients in the ICU.
- Monitor life support equipment, ventilators, and vital signs.
- Administer IV medications, blood transfusions, and emergency treatments.
- Work closely with physicians to implement treatment plans.

✓ **Certifications:**

- **BLS (Basic Life Support)** - Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **NIHSS (National Institutes of Health Stroke Scale)** - Preferred

2. PCU RN (Progressive Care Unit Nurse)

◆ **Key Responsibilities:**

- Care for patients who are not in the ICU but require close monitoring.
- Manage patients with heart conditions, post-surgical recovery, and moderate complications.
- Administer medications, monitor telemetry, and recognize early signs of deterioration.

✓ **Certifications:**

- **BLS (Basic Life Support)** - Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **NIHSS (National Institutes of Health Stroke Scale)** - Preferred

3. Stepdown RN

◆ **Key Responsibilities:**

- Provide transitional care for patients moved from the ICU to less critical units (NICU, PICU, MICU, SICU, etc.)
- Monitor vitals, administer IV medications, and assist with rehabilitation.
- Work with interdisciplinary teams to develop discharge plans.

✓ **Certifications:**

- **BLS (Basic Life Support)** - Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **PALS (Pediatric Advanced Life Support)** – Required for pediatric recovery units
- **NIHSS (National Institutes of Health Stroke Scale)** - Preferred

4. Emergency Room RN (ER Nurse)

◆ **Key Responsibilities:**

- Provide immediate care for trauma, cardiac, stroke, and accident patients.
- Perform triage, assess patient severity, and prioritize treatment.
- Administer emergency medications and assist in life-saving procedures.

✓ **Certifications:**

- **BLS (Basic Life Support)** - Required
- **ACLS (Advanced Cardiac Life Support)** – Required

- **PALS (Pediatric Advanced Life Support)** – Preferred for pediatric ER
- **NIHSS (National Institutes of Health Stroke Scale)** - Preferred
- **TNCC (Trauma Nursing Core Course)** – Preferred

5. Operating Room RN (Scrub Nurse/Circulator Nurse)

◆ Key Responsibilities:

- Assist in surgical procedures by preparing and sterilizing instruments.
- Monitor patient vitals during surgery and ensure a sterile environment.
- Work alongside surgeons and anaesthesiologists to ensure patient safety.

✓ Certifications:

- **BLS (Basic Life Support)** – Required
- **ACLS (Advanced Cardiac Life Support)** – Required for critical procedures
- **CNOR (Certified Nurse Operating Room)** – Preferred

6. PACU RN (Post-Anesthesia Care Unit Nurse)

◆ Key Responsibilities:

- Monitor patients recovering from anaesthesia after surgery.
- Assess pain levels, vitals, and consciousness.
- Manage post-operative complications like nausea or respiratory distress.

✓ Certifications:

- **BLS (Basic Life Support)** – Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **PALS (Pediatric Advanced Life Support)** – Required for pediatric recovery units

7. L&D RN (Labor & Delivery Nurse)

◆ Key Responsibilities:

- Assist mothers during labour, delivery, and postpartum care.
- Monitor fetal heart rates, contractions, and administer pain management.
- Provide neonatal resuscitation if needed and educate new mothers.

✓ Certifications:

- **BLS (Basic Life Support)** – Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **NRP (Neonatal Resuscitation Program)** – Required
- **AWOHNN (Association of Women's Health, Obstetric and Neonatal Nurses)** – Preferred

- **STABLE (Sugar, Temperature, Airway, Blood pressure, Lab work, and Emotional support)** – Preferred
- **RNC-OB (Inpatient Obstetric Nursing Certification)** – Preferred

8. Telemetry RN

◆ Key Responsibilities:

- Monitor patients with heart conditions using specialized telemetry equipment.
- Recognize and respond to abnormal heart rhythms and cardiac distress.
- Work with cardiologists to adjust medications and treatment plans.

✓ Certifications:

- **BLS (Basic Life Support)** – Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **TNCC (Trauma Nursing Core Course)** – Preferred

9. Medical-Surgical RN (Med-Surg Nurse)

◆ Key Responsibilities:

- Provide care for patients recovering from surgery or acute illnesses.
- Administer medications, monitor vitals, and educate patients on recovery plans.
- Handle multiple patient cases and coordinate care plans.

✓ Certifications:

- **BLS (Basic Life Support)** – Required
- **ACLS (Advanced Cardiac Life Support)** – Required
- **NIHSS (National Institutes of Health Stroke Scale)** – Preferred

10. Home Health & Hospice Nurse

◆ Key Responsibilities:

- Provide medical care to patients in their homes, often for chronic conditions or end-of-life care.
- Educate families on patient care and administer medications.
- Support palliative and comfort care for hospice patients.

✓ Certifications:

- **BLS (Basic Life Support)** – Required

11. LTC RN (Long-Term Care Nurse)

◆ Key Responsibilities:

- Provide ongoing care to elderly or disabled patients in long-term care facilities or nursing homes.
- Manage chronic illnesses, coordinate rehabilitation, and support daily living activities.
- Supervise CNAs and LPNs in patient care.

✔ **Certifications:**

- **BLS (Basic Life Support)** – Required

Some Important Allied Professionals in Healthcare

1. Respiratory Therapist (RT)

◆ **Key Responsibilities:**

- Assess and treat patients with breathing disorders (e.g., asthma, COPD, pneumonia).
- Manage ventilators and administer oxygen therapy in hospitals and ICUs.
- Perform pulmonary function tests and educate patients on respiratory health.

✔ **Certification:**

- **CRT or RRT certification by NBRC (National Board of Respiratory Care)**

✔ **License:**

- Licensure required in all states excluding HI, AK.

2. Radiology Techs (X-ray, MRI, CT, Mammo, IR, etc.)

◆ **Key Responsibilities:**

- Operate imaging equipment (X-ray, MRI, CT, Mammography, Interventional Radiology).
- Prepare patients for imaging procedures and ensure proper positioning.
- Work with radiologists to interpret scans and maintain imaging records.

✔ **Certification:**

- **Gen. Radiology/X-ray Tech:** ARRT (R)
- **MRI Tech:** ARRT (MRI)
- **CT Tech:** ARRT (CT)
- **Mammography Tech:** ARRT (M)
- **Interventional Radiology (IR) Tech:** ARRT (VI)

All of these certifications or Radiology Technologist are issued by **ARRT (American Registry of Radiologic Technologists)**.

✔ **License:**

- Around 75% of US states require a state license for radiologic technologists to practice. Additionally,

➤ **States that do not require a license to practice:**

- Alabama
- Idaho
- Missouri
- **States that do not require a license for Radiography (X-Ray ONLY):**
 - Alabama
 - Alaska
 - Idaho
 - Michigan
 - Missouri
 - North Carolina

3. Ultrasound Tech (General, Vascular, Echocardiology)

◆ Key Responsibilities:

- Perform ultrasound scans for various medical conditions (abdomen, pregnancy, heart, and vascular diseases, etc.).
- Use high-frequency sound waves to create images of internal organs and tissues.
- Assist physicians in diagnosing conditions using sonographic imaging.

✓ Certification:

- **General Ultrasound:** RDMS (Registered Diagnostic Medical Sonographer)
- **Vascular Ultrasound:** RVT (Registered Vascular Technologist)
- **Echocardiography:** RDCS (Registered Diagnostic Cardiac Sonographer) or RCS (Registered Cardiac Sonographer)

All of the above mentioned certifications of sonographers are either issues by **ARDMS (American Registry for Diagnostic Medical Sonography)** or **CCI (Cardiovascular Credentialing International)**

✓ License:

- Ultrasound Techs/Sonographers doesn't require to have state license in most of the states. Only **New Hampshire, New Mexico, North Dakota, and Oregon** have mandatory licensing for sonographers.

4. Medical Technologist (Lab Tech/Clinical Lab Scientist)

◆ Key Responsibilities:

- Perform laboratory tests on blood, urine, and tissue samples.
- Identify infections, diseases, and monitor patient health.
- Operate complex lab equipment and ensure quality control.

✓ Certification:

- **ASCP (American Society for Clinical Pathology) Certification** is the authority which provide the certification for Medical Techs such as **MT (Medical Technologist)**, **MLT (Medical Lab Technician)**, **MLS (Medical Laboratory Scientist)**. Additionally, there are organisations like – **AAB (American Association of Bioanalysts) & AMT (American Medical Technologists)** are there too, which issue the different certification of medical laboratory personals.

✓ Licensing:

- Some states require licensure for medical Techs, while others do not. Specifically, **California, Hawaii, Florida, New York, North Dakota, Tennessee, Louisiana, Nevada, West Virginia, Montana, and Georgia.**

5. Surgical Technologist (Surgical Tech/Scrub Tech)

◆ Key Responsibilities:

- Assist surgeons by preparing operating rooms and sterilizing instruments.
- Hand surgical tools to doctors during procedures and maintain sterile conditions.
- Manage surgical supplies and assist in post-operative care.

✓ Certification:

- CST (Certified Surgical Technologist) certification is provided by either **NBSTSA (National Board of Surgical Technology and Surgical Assisting)** or **NCCT (National Center for Competency Testing)**

✓ Licensing:

- **Arkansas (AR) and Colorado (CO)** is the only state that requires a state license to practice.

6. Pharmacist

◆ Key Responsibilities:

- Dispense prescription medications and advise patients on proper usage.
- Collaborate with doctors to ensure safe and effective medication therapy.
- Conduct health screenings and provide immunizations.

✓ Certification:

- **PharmD (Doctor of Pharmacy) Degree** – Required

✓ Licensing:

- State License required for Pharmacist in every state of the USA

7. Sterile Processing Technician (SPT)

◆ Key Responsibilities:

- Clean, sterilize, and distribute surgical instruments and medical equipment.
- Follow infection control procedures to maintain a sterile environment.
- Ensure compliance with hospital safety regulations.

✓ Certification:

- **CRCST (Certified Registered Central Service Technician)** Provided by **HSPA (Healthcare Sterile Processing Association)**. The HSPA, formerly **International Association of Health Central Service Material Management (IAHSCMM)**. Additionally, Some SPT got the **CSPDT (Certified Sterile Processing and Distribution Technician)** provided by the **Certification Board for Sterile Processing and Distribution (CBSPD)**.

✔ **License:**

- No formal state licensing required, but certification is required.

8. Physical Therapist (PT)

♦ **Key Responsibilities:**

- Help patients regain movement and manage pain after injuries or surgeries.
- Develop customized rehabilitation programs for mobility improvement.
- Use exercises, stretching, and manual therapy to enhance patient recovery.

✔ **Certification:**

- Doctor of Physical Therapy (DPT) Degree. No specific certification required.
- **NPTE (National Physical Therapy Examination)** for PT

✔ **License:**

- State Licensure Required in all states

9. Speech Therapist (Speech-Language Pathologist - SLP)

♦ **Key Responsibilities:**

- Diagnose and treat speech, language, and swallowing disorders.
- Work with children and adults to improve communication and cognitive skills.
- Assist stroke or trauma patients in regaining speech abilities.

✔ **Certification:**

- **CCC-SLP (Certificate of Clinical Competence in Speech-Language Pathology)** issued by **ASHA (American Speech-Language-Hearing Association)**
- Master's Degree in Speech-Language Pathology

✔ **License:**

- State Licensure Required in all states

10. Occupational Therapist (OT)

♦ **Key Responsibilities:**

- Help patients regain independence in daily activities after illness, injury, or disability.
- Develop customized treatment plans for fine motor skills, self-care, and work-related tasks.
- Work with people of all ages, including children with developmental delays.

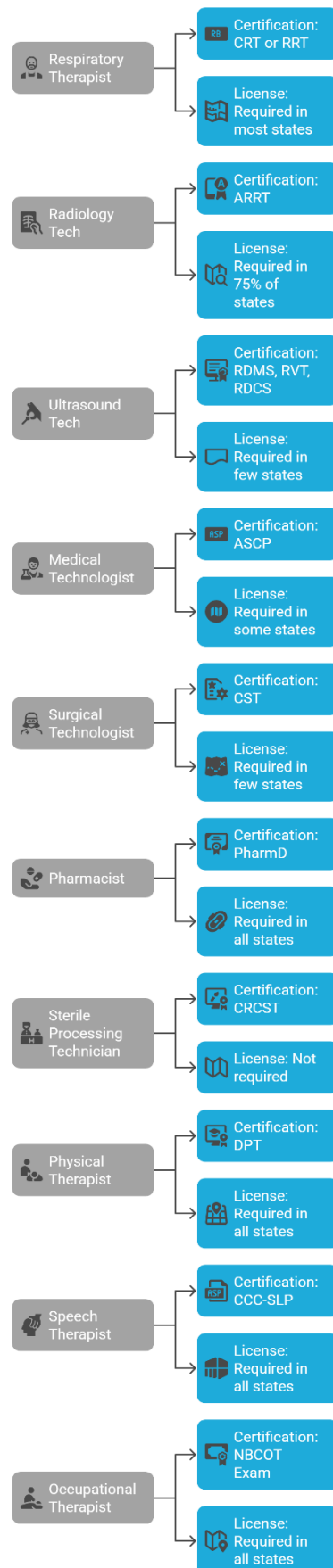
✔ **Certification & Licensing:**

- **NBCOT (National Board for Certification in Occupational Therapy) Exam** for OTR/L.
- Master's or Doctorate in Occupational Therapy (OT)

✔ **License:**

- State Licensure Required in all states

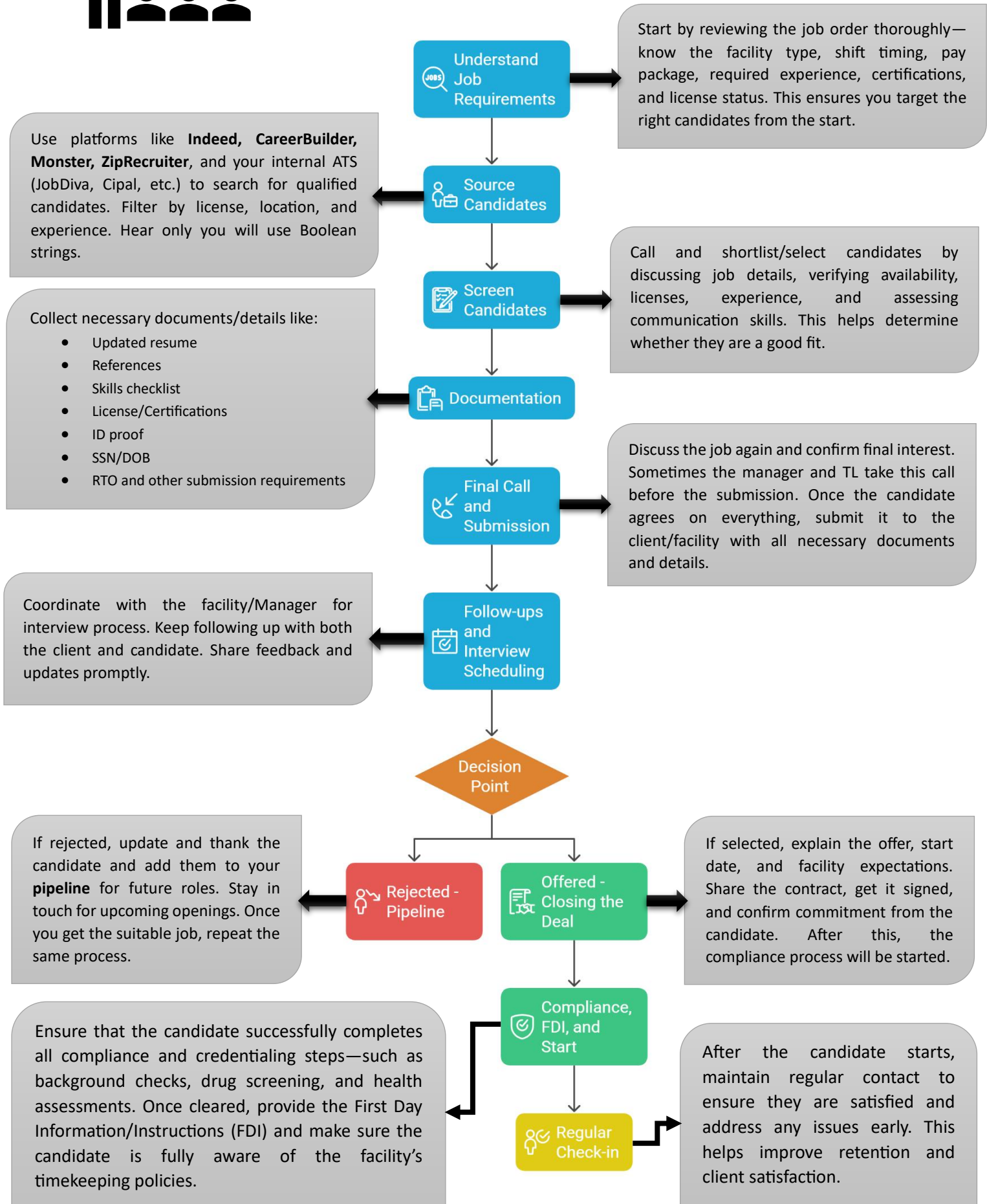
Allied Healthcare Professionals and Their Requirements





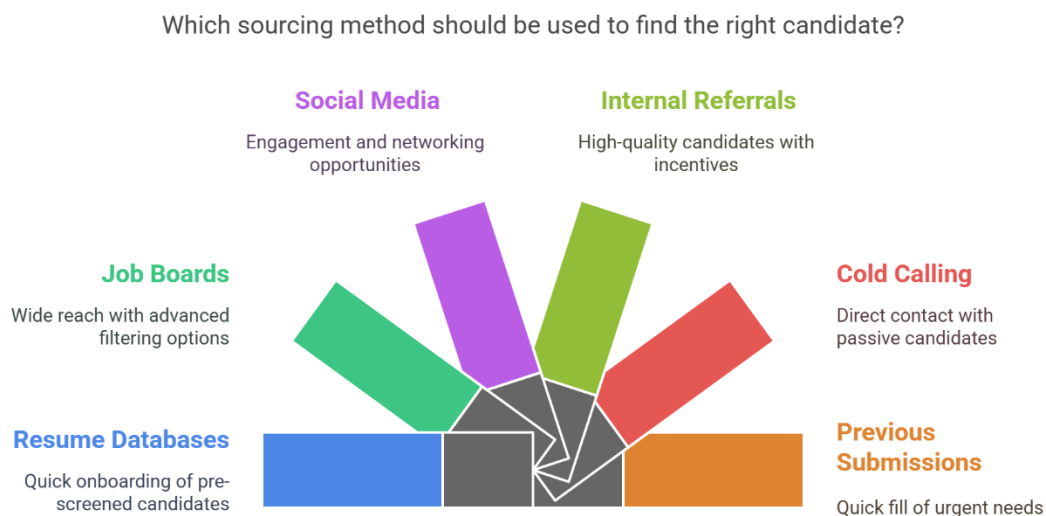
Chapter 2: The Recruitment Process

Recruitment Process Flowchart



Sourcing the right candidate

Sourcing is the first and most crucial step in recruitment. In US healthcare staffing, finding licensed and qualified professionals quickly and efficiently is key to staying competitive. Here are the primary sourcing methods:



1. Resume Databases (ATS/CRM)

Almost every healthcare staffing company uses an **Applicant Tracking System (ATS)** or **Candidate Relationship Management (CRM)** tool to manage and source candidates. Commonly used ATS/CRMs include – JobDiva, Ceipal, Bullhorn, Nexus, etc. Use **Boolean strings** within the ATS search to narrow down results by license, specialty, location, or availability and find exactly what you're looking for.

♦ *Benefits:* These candidates are pre-screened, may already be credentialed, and are often quicker to onboard.

2. Job Boards

Use popular platforms to post jobs and search resumes:

- **Indeed**
- **Vivian Health**
- **Wanderly**
- **Monster**
- **CareerBuilder**
- **ZipRecruiter**
- **Jobcase**

♦ *Tip:* Use advanced filters like license status, location, and experience level to save time.

3. LinkedIn & Social Media

Actively search on LinkedIn for RNs, LPNs, and Allied professionals. Join healthcare groups and post job openings.

Other platforms to consider:

- **Facebook groups (Healthcare Jobs in USA, Travel Nurse groups)**
 - **Instagram** (for branding and engagement)
 - **Telegram/WhatsApp groups** (for networking)
-

4. Internal Referrals

Encourage your current candidates or working professionals to refer others. Create a **referral program** with bonuses or incentives. It's one of the best way to get more candidates, with less efforts.

- ♦ *Pro Tip:* Referrals often bring higher-quality candidates who are more likely to join and stay.
-

5. Cold Calling / Call Lists

Use **internal call lists** to directly contact candidates. Ideal for sourcing **passive candidates** who may not be actively job hunting. It'll help you to generate leads and create your pipeline of candidates.

6. Previous Submissions or Old Pipelines

Revisit past submissions or **candidates** who were good but didn't get selected. Re-engaging these profiles can fill urgent needs quickly.

Screening Best Practices

📌 What is Screening?

Screening is the step where you verify if a candidate is **qualified, available, and genuinely interested** in the job. It helps avoid bad submissions and builds credibility with your client.



Purpose of Screening

- Check the **validity of licenses and certifications**
- Verify **experience and skill set**
- Confirm **availability** and **willingness to relocate or travel**
- Assess **communication skills**
- Ensure alignment with **client requirements**

Example: Recruiter Call Script (LPN Opportunity – Crystal)

1. Candidate Verification

Recruiter:

"Hi, am I speaking with **Crystal**?"

(Once confirmed)

2. Warm Introduction

Recruiter:

"Hi Crystal, this is **Pratik from XYZ Services**, a healthcare staffing company. How are you doing today?"

(Pause for response – keep it friendly and relaxed)

3. Purpose of the Call

Recruiter:

"Crystal, I came across your profile and I have a **wonderful opportunity** for you.

It's a **Licensed Practical Nurse (LPN)** role with one of our clients – **Good Samaritan Hospital**, located in **Los Angeles, CA**.

I just wanted to check—**are you currently available in the job market** or open to new opportunities?"

4. Screening Questions

(If the candidate shows interest, proceed with the following questions one by one.)

- ◆ "May I know your current location?"
 - ◆ "Are you currently working, or are you between contracts?"
 - ◆ "If you're working, what would your notice period be?"
 - ◆ "Is this a contract role or full-time position you're in?"
 - ◆ "What is your preferred Shift?"
 - ◆ "Which state license do you have? Are you willing to travel?"
 - ◆ "Do you hold any valid certifications like BLS, ACLS, or PALS?"
 - ◆ "What is your expected pay rate or hourly rate for this role?"
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✅ 5. Submission & Document Confirmation

Recruiter:

"Perfect. Based on your responses, I'll go ahead and submit your profile for this position.

I'll be sending you two things on your email:

1. **The full Job Description**, and
2. **A Rate Confirmation Email (RTR - Right to Represent)** to confirm your consent and rate.

Can you please confirm if this is the right email: **crystalABC123@gmail.com**?"

✅ 6. Call Closure

Recruiter:

"Please go through the job description and respond to the RTR as soon as possible and share all the required documents and details, so I can proceed with the submission.

Also, feel free to reach out if you have any questions or need clarification about the role. Thank you, Crystal. I'll be in touch soon!"

Certifications & Licensing Requirements

In the US healthcare, all professionals must meet **certification and licensing standards** before they can practice. These credentials ensure safety, competency, and regulatory compliance.

🏆 Types of Certifications

Certifications validate a professional's **skills and qualifications** in a specific role or specialty. They are typically issued by nationally recognized boards or associations.



There are **two main types** of certifications:

1. **General Certifications**

These are commonly required across most clinical roles.

Examples include:

- **BLS (Basic Life Support)**
- **ACLS (Advanced Cardiovascular Life Support)**
- **PALS (Pediatric Advanced Life Support)**

2. **Specialty Certifications**

These apply to specific specialties or advanced roles.

Examples include:

- **TNCC (Trauma Nursing Core Course)** – For ER/Trauma nurses
 - **NRP (Neonatal Resuscitation Program)** – For L&D or NICU nurses
 - **CRRT (Continuous Renal Replacement Therapy)** – For ICU nurses
 - **ARRT Certification** – For Radiologic Technologists
 - **ASCP Certification** – For Medical Technologists
 - **ARDMS Certification** – For Sonographers
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Licensing Requirements

Licensing is **mandatory** for all practicing healthcare professionals and is regulated by **state boards**.

There are **two main types** of licenses:

1. **State Licenses**

Professionals are authorized to practice in **one specific state**.

They must apply individually to each state where they intend to work.

2. **Compact Licenses (Multi-state Licenses)**

Offered under the **Nurse Licensure Compact (NLC)**, a compact license allows a professional to work in **multiple states** without needing separate licenses.

◆ **Applicable For:**

- **Nurse Practitioners (NP)**
 - **Registered Nurses (RN)**
 - **Licensed Practical/Vocational Nurses (LPN/LVN)**
 - **Physical Therapists (PT)**
 - **Occupational Therapists (OT)**
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Important Notes:

- Even with a compact license, the professional must **reside in a compact state** to be eligible.
- All licenses must be **active, unrestricted, and verifiable** before submission.
- Some roles also require **DEA (Drug Enforcement Administration) registration**, especially for prescribing professionals such as NPs or APRNs.

 Pro Tip:

To explore detailed certification and licensing requirements for various healthcare professionals, refer to **“Key Roles in Healthcare Staffing (RNs, LPNs, Allied, Physicians)”** in **Chapter 1** of this course.

Contracts, Pay Packages & Negotiations

Understanding how contracts work, how pay packages are structured, and how to handle negotiations is crucial in the US healthcare staffing industry, especially for recruiters.

Types of Contracts

There are different types of contract arrangements in healthcare staffing:



- **Travel Contracts:**
Short-term assignments (usually 8–13 weeks) where candidates are placed in facilities outside their home location. Travel, housing, and per diem allowances may be included.
- **Per Diem/PRN Contracts:**
Flexible, shift-based assignments where professionals work on an as-needed basis. No long-term commitment.
- **Local Contracts:**
Similar to travel, but for candidates placed within commuting distance from home (Within 50 miles). These contracts does not include housing or per diem.
- **Permanent Placements (Direct Hire):**
Candidates are hired directly by the healthcare facility. The staffing agency earns a one-time placement fee.

Pay Package Breakdown

Pay packages vary depending on contract type, location, facility, and specialty. A typical **travel nurse/allied pay package** includes:

Component	Description
Base Hourly Pay	Fixed taxable hourly wage
Stipends	Tax-free housing & meal allowance (for travelers)
Overtime Pay	Paid after 36 or 40 hours/week, as per facility policy
Holiday Pay	Higher hourly rate on recognized holidays
Completion Bonus	Offered after successful contract completion (if any)
Referral Bonus	Earned by referring candidates to the agency

 **Note:** In Healthcare staffing, pay rate is based on W2 tax term only.

Example: Pay Rate Calculation

Understanding how to calculate pay is essential for recruiters and staffing professionals to ensure profitability while offering competitive packages to candidates.



Scenario

- **Client Bill Rate:** \$100/hour
- **VMS Fee:** 5%

- **Agency Burden + Margin: 30%**
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Step-by-Step Calculation

✓ 1. Agency Bill Rate

Agency receives 95% of the client bill rate after deducting the VMS fee:

$$\begin{aligned}\text{Agency Bill Rate} &= \$100 - 5\% \\ &= \$100 - \$5 = \$95/\text{hour}\end{aligned}$$

✓ 2. Calculate Burden & Margin

Let's assume total **burden cost + margin** is **30%** of the agency bill rate:

$$30\% \text{ of } \$95 = \$28.50$$

✓ 3. Candidate Pay Rate

$$\text{Pay Rate} = \$95 - \$28.50 = \$66.50/\text{hour}$$

Taxability Breakdown

◆ For Local Candidates:

- Entire **\$66.50/hour** is **taxable** (as the candidate is commuting from within 50 miles).

◆ For Travel Candidates (50+ miles from facility):

- The **\$66.50/hour** is split into:
 - **Taxable hourly wage** (e.g., \$25/hour)
 - **Non-taxable stipend** (e.g., \$41.50/hour for housing, meals, travel allowance)

This tax-free component is allowed by IRS under the travel nurse rule.

Negotiation Tips (For Recruiters & Candidates)

Negotiation is a key skill in staffing. Here's how to handle it professionally:

✓ For Recruiters:

- Know your **bill rate** and **margins** before making an offer.
- Avoid overpromising — be transparent about **non-negotiable** elements like shift, location, or facility type.
- Provide a **full pay breakdown** to build trust. Discuss how many **guaranteed hours** are offered.
- Offer **value** when you can't increase pay (e.g., better location, guaranteed hours, completion bonuses).



📌 **Sample Candidate Discussion:**

Recruiter:

“This is a 13-week LPN contract in Los Angeles. The total gross pay is \$1,850/week, which includes a taxable base of \$22/hr for 36 hours, plus tax-free stipends for meals and housing. Overtime is paid at 1.5x the hourly rate.”

“Would this rate work for you, or is there a specific pay range you're targeting?”

💡 **Pro Tip:**

Always document pay agreements in the **Rate Confirmation Email (RTR)** or contract to avoid confusion later.

Chapter 4: Commonly Used Terms & Advanced Strategies

In this chapter we'll understand the commonly used terms and their meanings. Additionally, we'll understand how you can leverage technology & AI in staffing.

Commonly Used Terms/Abbreviations

✓ ATS (Applicant Tracking System)

An ATS is a software platform used by staffing companies to **store, manage, and search candidate profiles and application data**. Recruiters use it to track candidate progress, submissions, and job matches.

Examples: Ceipal, JobDiva, Bullhorn

✓ CRM (Candidate Relationship Management) System

A CRM system is similar to an ATS but focuses more on **managing communication and interactions** with candidates. It stores not just profiles, but also engagement history, past conversations, and activity tracking.

✓ Skills Checklist

A form or assessment completed by the candidate that outlines their **proficiency and experience with specific clinical skills or equipment**. Often required by clients to evaluate competency before submission.

✓ MSP (Managed Service Provider)

An MSP is a **third-party organization that manages the entire staffing process** for a healthcare facility, including job distribution, compliance, and submissions. Staffing agencies **submit candidates to the MSP**, not directly to the facility.

Examples: AMN Healthcare, Aya Healthcare, RightSourcing

✓ VMS (Vendor Management System)

A VMS is the **technology platform or software used by MSPs or clients** to distribute jobs, receive candidate submissions, manage compliance documents, and track timekeeping.

Access is typically given to account managers or designated users.

Examples: Fieldglass, ShiftWise, Medefis

📝 Note:

- **MSP** = The service provider managing staffing operations
 - **VMS** = The software platform they use to do it
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✓ Stipend

A **non-taxable allowance** provided to travel candidates (living **50+ miles** from the job site) to cover **housing, meals, and travel expenses**. This is in addition to their taxable hourly wage.

✓ W2

A **tax classification** where the employer (staffing agency) is responsible for **withholding and paying taxes** on behalf of the employee. W2 is the most common tax term in healthcare staffing, especially for **contract and permanent positions**.

✓ 1099 / C2C (Corp-to-Corp)

These are **independent contractor tax terms**, where the worker or business entity is responsible for their own taxes.

⚠ **Note:** These are **rarely used in healthcare staffing**, as most clinical roles require W2 employment for compliance and insurance purposes.

✓ Paycheck

The **salary or wage payment** received by the healthcare professional, typically issued **weekly or bi-weekly**, depending on the agency and contract terms.

✓ FDI (First Day Instructions)

FDI refers to the detailed instructions provided to a candidate **before their first day on the job**. It includes:

- Facility address & reporting time
 - Dress code & point of contact
 - Shift details
 - Timekeeping method
 - Parking or access instructions
- ◆ Ensures a smooth start and avoids confusion on day one.
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✓ Timesheet

A weekly log of hours worked by the candidate during their assignment. It's used to calculate:

- Payroll (candidate payment)
 - Billing (invoicing the client)
- ◆ Timesheets can be paper-based or submitted electronically via a VMS portal.
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✓ RTR (Right to Represent)

RTR is a written confirmation from the candidate that:

- They are interested in the role
- The recruiter/agency has permission to represent them to the client

- ◆ It helps avoid duplicate submissions and ensures compliance with client/MSP requirements.
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✓ OT (Overtime Pay)

Additional compensation paid to a candidate for working beyond the regular weekly hours (usually after 36 or 40 hours).

- OT rate is typically 1.5 times the regular hourly rate.
 - Subject to facility policy and state labor laws.
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✓ Backfill

Occurs when a candidate leaves mid-assignment (resigns, is terminated, or no-shows), and the recruiter must find a replacement to fill the remaining contract period.

- ◆ Backfills must be done quickly to maintain client satisfaction.
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✓ Onboarding

The complete process of preparing the candidate to start their assignment, which includes:

- Collecting and verifying documents & licenses
- Drug screening and background checks
- Completing compliance checklists
- Sending FDI and confirming start dates

- ◆ A smooth onboarding process improves candidate experience and reduces fall-offs.
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✓ Pipeline

A pre-screened pool of qualified candidates who are ready or nearly ready to be submitted for current or future job openings.

- ◆ Pipelines help speed up submissions, especially for high-demand roles like ICU RNs or CNAs in rural areas.
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✓ No Call No-Show

When a candidate does not report to the job on the expected start date or shift without informing the recruiter or client.

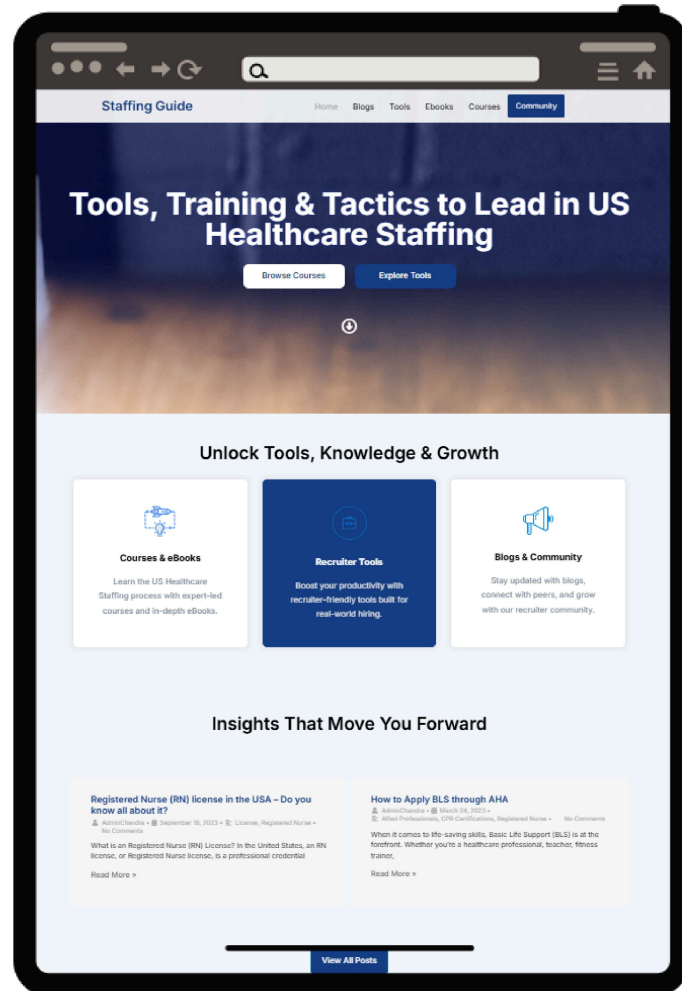
- This is taken very seriously and may lead to blacklisting the candidate with MSPs or clients.

Advanced Strategies

In today's competitive healthcare staffing landscape, **embracing technology and AI isn't optional—it's essential**. It helps agencies/recruiters scale faster, reduce manual workload, and make data-driven hiring decisions with precision.

Here's how you can **leverage technology and AI** at every stage of the staffing cycle:

For more resources, tips, and in-depth guides on US healthcare staffing, visit:
www.staffingguide.net



THANKS