

**NATIONAL ASSOCIATION OF LOCUM TENENS ORGANIZATIONS  
STANDARDS OF PRACTICE & PROCEDURES**

**NALTO STATEMENT ON GUIDELINES FOR PROFESSIONAL CONDUCT**

**Preamble**

The National Association of Locum Tenens Organizations recognizes as professionals all individuals who provide physician locum tenens services whether they recruit for clients or for their own organizations. NALTO stresses honesty, objectivity, integrity, and competency. Members of NALTO are obligated to conduct business so that their actions reflect positively on the profession and the association.

**General**

The National Association of Locum Tenens Organizations was established in 2001 to create and enforce industry standards for our profession; these standards are to apply to all physician locum tenens specialists. The goal of Standards of Practice and Procedures is to set clear and effective parameters of behavior for all individuals affected by the industry, including Physician Candidates and Clients. Failure to perform to the following criteria constitutes a disregard for the professional criteria established by NALTO and its Code of Ethics.

**Definitions:**

The following are entities involved in the physician locum tenens process:

- The Candidate (physician)
- The Client (client or potential client)
- **Locum Tenens Company**
- Contract (a legally binding written or verbal agreement setting forth the terms and conditions specific and unique to the relationship between the **locum tenens company** and a person authorized to approve payment of a fee by the hiring/contracting entity.)
- Procuring Agent (the **locum tenens company** or individual introduces a physician and entity and is the substantial cause of the placement of a physician with that entity.)

**RESPONSIBILITIES OF ENTITIES**

**Locum Tenens Company Should:**

- A. Have received a signed contract from the client, and clearly state all conditions under which a fee may be incurred, and the terms of payment, before submitting a curriculum vitae for the client's consideration (with the exception of government contracts) ;
- B. Present a Candidate only after receiving permission from the Candidate for each specific assignment; and submit CV of candidate only with permission from client.  
At a minimum, the following should be disclosed to the candidate when requesting permission in order to result in a valid referral:
  - 1) Name of client
  - 2) Location of worksite
  - 3) Compensation
  - 4) Time frames for work
  - 5) Clinical requirements
- C. Verbal presentation of a physician is acceptable only if followed within 24 hours by a curriculum vitae.
- D. Advise Clients as timely as possible if the original search objective cannot be met as agreed upon;
- E. Disclose any prior personal/business relationship between a **locum tenens company** and a Candidate to prevent possible conflict of interest;
- F. Present all information to both Candidates and Clients fully and fairly to allow comprehensive evaluation by each party;
- G. Attempt to amicably resolve any disputes between **locum tenens companies** with a minimum amount of involvement by the Client and Candidate;
- H. Accept as assignments only situations where the Client has formally agreed to the level of service promised. Assignments beyond the scope or capability of the **locum tenens company** shall not be accepted;
- I. Report to the NALTO any substantive violation/infraction of these Standards or of the NALTO Code of Ethics;
- J. Honor all contractual arrangements;
- K. Maintain regular contact with candidate for the purposes of updating follow-up.

**Clients Should:**

- A. Work with Locum Tenens Firms with whom they have established a contractual relationship, preferably written;
- B. Reject curricula vitae and other forms of communications from entities with whom they have no formal working arrangements;
- C. Keep meticulous records of Candidate referrals, including times, dates, and locum tenens companies;

- D. Insist on complete Candidate information on the Candidate when accepting referrals; a valid referral is defined as follows by NALTO standards:
  - 1. Receiving curriculum vitae of Candidate.
  - 2. LT company fully apprising the Candidate of the position when requesting permission to present.
  - 3. Furnishing credentialing information, if required.
  - 4. Arranging for the telephone interview, **if required**.
- E. Refrain from recognizing the submission of just names and phone numbers of a Candidate as a bona fide referral. This includes names and addresses by physicians contained in data banks;
- F. Refuse a referral that would violate a pre-existing contract with another locum tenens company;
- G. Report to the NALTO any violation/infraction of these Standards or of the NALTO Code of Ethics;
- H. Thoroughly discuss excluded Candidates before the initiation of the search;
- I. Honor all contractual arrangements;
- J. Keep the **locum tenens company** apprised of issues relevant to the search;
- K. Accept verbal referrals of candidates from **locum tenens company** only in anticipation of receiving the candidate's curriculum vitae or written referral within 24 hours;
- L. Respond in a timely manner to **locum tenens company** with respect to the client's interest in pursuing the referred candidates;
- M. Contact NALTO Headquarters to resolve possible disputes.

#### **Candidates Should:**

- A. Provide references and credentials that are complete and factual;
- B. Provide data from the National Practitioner Data Bank upon request;
- C. Acknowledge whether he/she has already been presented to Client/opportunity;
- D. Be prepared to acknowledge which Locum Tenens Firm referred him/her to a position including who presented the assignment and assisted making the placement;
- E. Be prepared to give timely and complete feedback on referrals to both the Client and **locum tenens company**;
- F. Report to the NALTO any violation/infraction of these Standards or of the NALTO Code of Ethics;
- G. Require that Locum Tenens Firms present accurate and complete information regarding practice opportunities; and
- H. Respond in a timely manner to Locum Tenens Firm's calls.

#### **Specific Unacceptable Practices**

Pursuant to standards set forth above, these are examples of unacceptable practices.

- 1. Claiming as proprietary an unscreened Candidate whose name appears on mailing lists or in data banks.
- 2. Claiming as proprietary a Candidate who has not yet agreed to accept an assignment with the Client.
- 3. Misrepresentation of Client opportunity.
- 4. Misrepresentation of Candidate's skills or abilities.
- 5. Violating EEOC guidelines.
- 6. Sending/faxing unsolicited C.V.s. This would include lists, data banks, individual C.V.s and other forms where consent between the Candidate/Client has not been established.
- 7. If a Locum Tenens Firm is not the procuring cause of a Candidate's decision to accept an assignment with a Client, then the **locum tenens company** is not entitled to claim a fee, unless specific contractual agreements otherwise exist.
- 8. Unilaterally sending candidates CV's for "future consideration" if a client does not have a current job opening for which a locum tenens company is recruiting.

#### **Remedy**

If a dispute occurs among the entities as listed above, the first obligation is for the entities to resolve the issue among themselves. If their attempts fail, NALTO will facilitate non-binding arbitration upon request. Only as a last resort will entities use legal action to resolve disputes.

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