

2018 Manager and Executive Compensation in Hospitals and Health Systems Survey



Market uncertainty and change requires good business judgment when designing and implementing “best fit” pay programs and setting compensation

Continued upward pressure on compensation for executives and physician leaders with skills required to navigate change and lead transformation

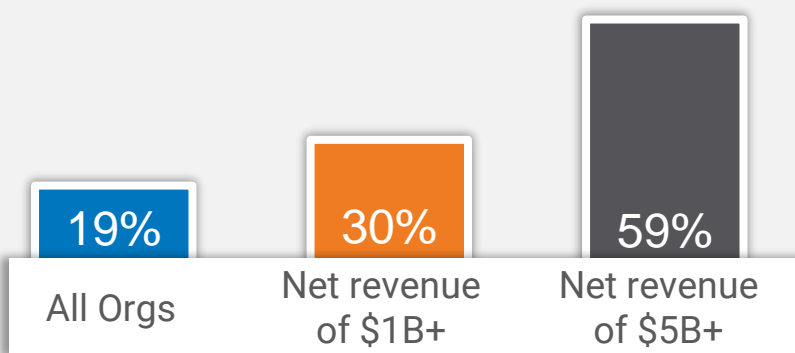
Median Total Cash Compensation Increase



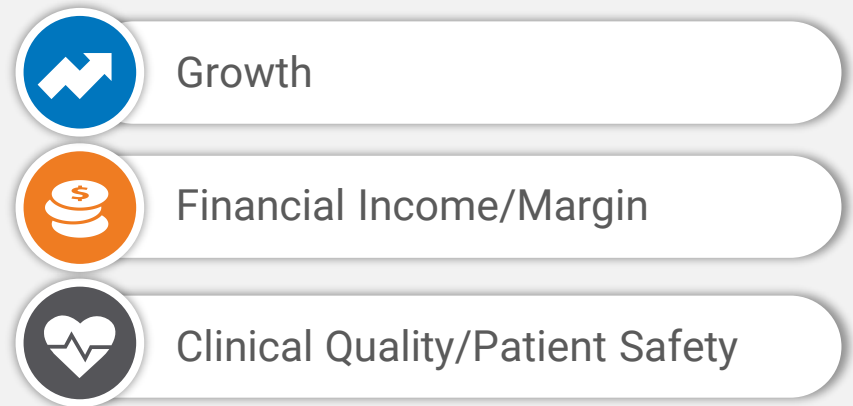
Incentive programs increasingly reward for enterprise outcomes aligned with integration and long-term performance priorities

Long-Term Incentive Plans

Prevalence is much higher at larger organizations and is growing



Common LTIP Enterprise Measures



Tailored rewards programs evolving to support talent strategies focused on leadership stability and succession

Retention Incentives Prevalence and Practices

Build, Buy, Protect

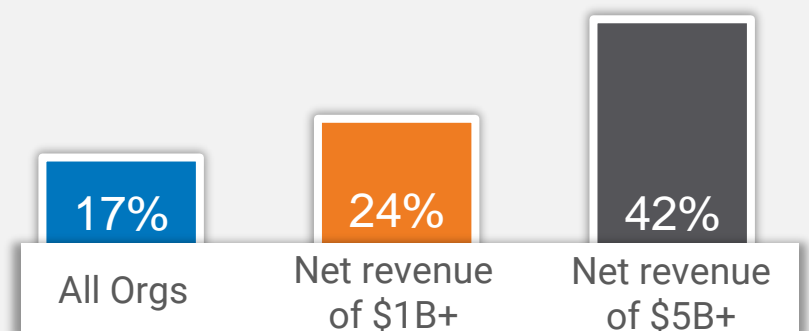
Boards, CEOs and CHROs are working together to link talent and rewards strategies in order to **build, buy and protect** required talent.

Use of Retention Incentives

- ✓ Highly selective participation
- ✓ Focused on key talent
- ✓ Duration varies (typically 1-5 years)



Retention Incentives Prevalence By Entity Size



Retention incentives are one tool used to support organizational talent strategies

Source: SullivanCotter 2018 Manager and Executive Compensation in Hospitals and Health Systems Survey Report