



2019

Advanced Practice Provider Compensation and Pay Practices Survey Report

Survey data effective January 1, 2019

2019

ADVANCED PRACTICE
PROVIDER
COMPENSATION AND
PAY PRACTICES
SURVEY REPORT

Survey data effective January 1, 2019

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SECTION I:

INTRODUCTION

INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Advanced Practice Provider Compensation and Pay Practices Survey Report*, now in its eighth edition. Survey participants submitted data from January 2019 to May 2019 for the 2018 calendar year or the most recent fiscal year. Data were reported by 562 health care organizations across the United States. Total cash compensation (TCC) data reflect 73,856 incumbents. The survey participants are listed in appendix A.

SullivanCotter ensures that all organization-specific data remain strictly confidential. While individual organization names appear in the survey participant list, no correlation to an organization's data is provided.

The data are effective as of January 1, 2019.

The compensation practices, leadership and work effort practices sections are only available to survey participants who completed the corresponding sections of the 2019 *Advanced Practice Provider Compensation and Pay Practices Survey*. Survey participants who did not complete these sections receive a survey report excluding the compensation practices, leadership and work effort practices sections.

For more information on the full report, including how to purchase any additional sections, email the Center for Information, Analytics and Insights at surveys@sullivancotter.com.

This report is organized into 10 sections:

Section I presents general information regarding this survey report.

Section II presents general survey participant characteristics.

Section III presents compensation practices for advanced practice providers (APPs), including advanced practice registered nurses (APRNs), certified anesthesiologist assistants (CAAs), certified nurse midwives (CNMs), certified registered nurse anesthetists (CRNAs), nurse practitioners (NPs) and physician assistants (PAs).

Section IV presents compensation practices for APP leaders.

Section V presents work effort practices.

Section VI presents national base pay hourly rates and TCC by specialty, specialty group and leadership level and national work relative value units (work RVUs), collections, patient visits and primary care panel size by specialty group.

Section VII presents national TCC per work RVU and TCC to collections by specialty group.

Section VIII presents national total benefits costs and total benefits costs as a percentage of TCC by specialty and specialty group.

INTRODUCTION

Section IX presents national starting base salaries, total first-year compensation and total compensation packages for new and experienced hires by specialty group.

Section X presents detailed specialty data tables.

The supplemental Excel file *Advanced Practice Provider Compensation and Pay Practices Survey Report Data Table Results* (included as part of the survey report) is available via online download from the SullivanCotter Client Portal. For more information on how to access the file, contact the Center for Information, Analytics and Insights by email at surveys@sullivancotter.com.

The following guidelines are used in this report:

- Data that are insufficient to include in the report are noted in tables as *isd*. Conditions for insufficient data include the following:
 - When fewer than five organizations provided data and data were provided for fewer than five incumbents.
 - For the 10th and 90th percentiles, when data were reported for fewer than 10 incumbents.
 - When one organization represented more than 25% of the sample.
- All benefits, compensation and productivity data are annualized and reflect a 1.0 full-time equivalent (FTE) based on 2,080 annual work hours.
- The work RVUs included in this report are based on the Centers for Medicare & Medicaid Services' (CMS') most recent physician fee schedule.

INTRODUCTION

There are five regional designations and one subregional designation included in this report: North Central (and the Great Lakes subregion), Northeast, South Central, Southeast and West.

TABLE 1.2 – Regional Designations Included in This Report

Regional Designations Included in This Report	
Region or Subregion	States Included
North Central	Idaho, Illinois, Indiana, Iowa, Michigan, Minnesota, Montana, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin and Wyoming
<i>Great Lakes Subregion</i>	<i>Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin</i>
Northeast	Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont
South Central	Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, Oklahoma and Texas
Southeast	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia
West	Alaska, Arizona, California, Hawaii, Nevada, Oregon, Utah and Washington

SECTION II:

CHARACTERISTICS
OF SURVEY
PARTICIPANTS

CHARACTERISTICS OF SURVEY PARTICIPANTS

ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type			
Type	Independent or Affiliated (n = 180)	Owned (n = 382)	All Organizations (n = 562)
Multiple Hospital System	52%	7%	21%
Single Hospital System	16%	1%	6%
Medical Group	13%	34%	28%
Acute Care Hospital	11%	56%	41%
Other	8%	2%	4%

OWNERSHIP

TABLE 2.2 – Majority Ownership of Medical Group

Majority Ownership of Medical Group ⁽¹⁾	
Type	Percentage
Health System	47%
Physicians	30%
Hospital	9%
Physician Practice Management Company	4%
Insurance Company or Managed Care Organization	1%
University or Medical School	0%
Other	9%

n = 78
⁽¹⁾Reported data only include organizations that are medical groups.

SIZE AND SCOPE

TABLE 2.3 – Financial and Operating Measures

Financial and Operating Measures			
Measure	n	Mean	Median
Net Revenue ⁽¹⁾	558	\$1,231.4	\$378.8
FTE Employees	558	5,683	1,803
Employed Physicians	515	423	157
Employed APPs	558	189	72
Employed-Physicians-to-APPs Ratio	515	3.0	1.9

⁽¹⁾Net revenue is displayed in millions.

CHARACTERISTICS OF SURVEY PARTICIPANTS

REGIONAL DISTRIBUTION

TABLE 2.4 – Organization Regional Distribution

Organization Regional Distribution	
Region	Percentage
North Central	36%
Northeast	23%
Southeast	17%
South Central	12%
West	12%
n = 562	

SECTION III:

COMPENSATION

PRACTICES

COMPENSATION PRACTICES

GENERAL ADVANCED PRACTICE PROVIDER ORGANIZATION STRATEGY

TABLE 3.1 – Employer Type

Employer Type	
Type	Percentage
Not-for-Profit Hospital or Health System	
Not-for-Profit Physician or Medical Group	
For-Profit Physician or Medical Group	
Academic Faculty Practice	
For-Profit Hospital or Health System	
Other	
n = 248	
Note: Percentages will not add to 100% due to multiple response categories.	

TABLE 3.2 – Leader Type With Span of Control Over APP Population

Leader Type With Span of Control Over APP Population	
Type	Percentage
CMO or Physician Executive	
CNO or Nursing Executive	
Top APP Leader	
CEO	
COO or CAO	
Vice President	
Physician Leader	
President	
Service-Line Leader	
Operations Administrator	
Other	
n = 245	
Note: Percentages will not add to 100% due to multiple response categories.	

TABLE 3.3 – Reporting Relationships of Clinically Practicing APPs

Reporting Relationships of Clinically Practicing APPs	
Individual to Whom APPs Directly Report	Percentage
Department Director or Manager	
APP in a Leadership Role	
Medical Director	
Individual Physicians	
Practice Administrator	
Nurse Leader	
CMO or Physician Executive	
CNO or Nursing Executive	
COO or CAO	
Other	
n = 247	
Note: Percentages will not add to 100% due to multiple response categories.	

SECTION IV:

LEADERSHIP

LEADERSHIP

ADVANCED PRACTICE PROVIDER LEADERS

TABLE 4.1 – Organizations With Designated APP Leaders

Organizations With Designated APP Leaders	
Status	Percentage
Have	
Do Not Have	
n = 233	

TABLE 4.2 – Number of APP Leaders

Number of APP Leaders ⁽¹⁾			
25th Percentile	Mean	Median	75th Percentile
n = 119			
⁽¹⁾ Reported data only include organizations that have designated APP leaders.			

TABLE 4.3 – Organizations With Designated APP Leaders by Level

Organizations With Designated APP Leaders by Level	
Level	Percentage
Level 1	
Level 2	
Level 3	
n = 164	
Note: Percentages will not add to 100% due to multiple response categories.	

TABLE 4.4 – Number of Incumbents Directly Reporting to APP Leadership by Level

Number of Incumbents Directly Reporting to APP Leadership by Level			
Level	n Incumbents	Mean	Median
Level 1	431		
Level 2	178		
Level 3	20		

TABLE 4.5 – Methods for Providing Additional Compensation

Methods for Providing Additional Compensation ⁽¹⁾	
Method	Percentage
Higher Standard Hourly Rate or Salary Grade	
Flat-Dollar Amount or Stipend	
Percentage of Base Pay	
No Additional Compensation Provided	
Other	
n = 131	
⁽¹⁾ Reported data only include organizations that have designated APP leaders.	
Note: Percentages will not add to 100% due to multiple response categories.	

SECTION V:

WORK EFFORT

PRACTICES

WORK EFFORT PRACTICES

GENERAL WORK EFFORT PRACTICES

TABLE 5.1 – Minimum Annual Required Clinical Hours for 1.0 Clinical FTE Status

Minimum Annual Required Clinical Hours for 1.0 Clinical FTE Status ⁽¹⁾					
Department	n	25th Percentile	Mean	Median	75th Percentile
Critical Care Medicine	83				
Emergency Medicine	75				
Hospitalist	87				
Neonatology	51				
CRNAs	56				

⁽¹⁾Reported data reflect computed base hours; any PTO or holiday hours are not included.

TABLE 5.2 – PTO or Holiday Hours Included in Minimum Annual Required Clinical Hours for Full-Time APPs

PTO or Holiday Hours Included in Minimum Annual Required Clinical Hours for Full-Time APPs			
Department	Category	n	Percentage
Critical Care Medicine	Include PTO Hours	84	
	Include Holiday Hours	41	
Emergency Medicine	Include PTO Hours	80	
	Include Holiday Hours	35	
Hospitalist	Include PTO Hours	84	
	Include Holiday Hours	36	
Neonatology	Include PTO Hours	51	
	Include Holiday Hours	23	
CRNAs	Include PTO Hours	55	
	Include Holiday Hours	26	

TABLE 5.3 – Number of PTO Hours

Number of PTO Hours ⁽¹⁾					
Department	n	25th Percentile	Mean	Median	75th Percentile
Critical Care Medicine	41				
Emergency Medicine	35				
Hospitalist	36				
Neonatology	23				
CRNAs	27				

⁽¹⁾Reported data only include organizations that include PTO hours in the minimum number of annual clinical hours required for full-time APPs.

TABLE 5.4 – Number of Holiday Hours

Number of Holiday Hours ⁽¹⁾					
Department	n	25th Percentile	Mean	Median	75th Percentile
Critical Care Medicine	0	isd	isd	isd	isd
Emergency Medicine	0	isd	isd	isd	isd
Hospitalist	0	isd	isd	isd	isd
Neonatology	0	isd	isd	isd	isd
CRNAs	0	isd	isd	isd	isd

⁽¹⁾Reported data only include organizations that include holiday hours in the minimum number of annual clinical hours required for full-time APPs.

SECTION VI:

COMPENSATION

AND PRODUCTIVITY

BASE PAY HOURLY RATE

BASE PAY HOURLY RATE

TABLE 6.1 – Base Pay Hourly Rate for CAAs, CNMs and CRNAs

Base Pay Hourly Rate for CAAs, CNMs and CRNAs							
Code	Job	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
3029	Certified Anesthesiologist Assistant	6	185				
3080	Certified Nurse Midwife	155	1,021				
3030	Certified Registered Nurse Anesthetist	167	8,062				

TABLE 6.2 – Base Pay Hourly Rate for NPs and PAs – Primary Care

Base Pay Hourly Rate for NPs and PAs – Primary Care								
NP Code	PA Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
61110	71110	Family Medicine	300	6,452				
61126	71126	Family Medicine – All ⁽¹⁾	338	8,078				
61120	71120	Family Medicine – Branch	73	1,452				
61123	71123	Family Medicine – Medical Home	6	24				
61115	71115	Family Medicine With Obstetrics	16	65				
61125	71125	Family Medicine With Obstetrics – Branch	7	32				
61210	71210	Internal Medicine	197	2,451				
61224	71224	Internal Medicine – All ⁽¹⁾	222	3,153				
61220	71220	Internal Medicine – Branch	39	364				
61223	71223	Internal Medicine – Medical Home	9	28				
61215	71215	Internal Medicine – Office Only	42	305				
61325	71325	Pediatrics – Adolescent Medicine	23	96				
61340	71340	Pediatrics – Branch	11	93				
61320	71320	Pediatrics – General	173	1,516				
61386	71386	Pediatrics – Internal Medicine	11	37				

⁽¹⁾For this specialty, data reflect a group of specialties; the included specialties are listed in appendix B.

TABLE 6.3 – Base Pay Hourly Rate for NPs and PAs – Medical

Base Pay Hourly Rate for NPs and PAs – Medical								
NP Code	PA Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
61000	71000	Allergy and Immunology	24	48				
61041	71041	Cardiology – All ⁽¹⁾	244	3,214				
61020	71020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	17	100				
61030	71030	Cardiology – Electrophysiology	34	119				
61040	71040	Cardiology – General	227	2,763				
61010	71010	Cardiology – Invasive – Interventional	46	232				

⁽¹⁾For this specialty, data reflect a group of specialties; the included specialties are listed in appendix B.

SECTION VII:

PRODUCTIVITY

RATIOS

TOTAL CASH COMPENSATION PER
WORK RELATIVE VALUE UNIT

TOTAL CASH COMPENSATION PER WORK RELATIVE VALUE UNIT

TABLE 7.1 – TCC per Work RVU for CAAs, CNMs and CRNAs

TCC per Work RVU for CAAs, CNMs and CRNAs							
Code	Job	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
3029	Certified Anesthesiologist Assistant	1	1	isd	isd	isd	isd
3080	Certified Nurse Midwife	64	435				
3030	Certified Registered Nurse Anesthetist	20	492				

TABLE 7.2 – TCC per Work RVU for NPs and PAs – Primary Care

TCC per Work RVU for NPs and PAs – Primary Care								
NP Code	PA Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
61110	71110	Family Medicine	124	2,780				
61126	71126	Family Medicine – All ⁽¹⁾	134	3,167				
61120	71120	Family Medicine – Branch	14	287				
61123	71123	Family Medicine – Medical Home	4	20	isd	isd	isd	isd
61115	71115	Family Medicine With Obstetrics	8	14				
61125	71125	Family Medicine With Obstetrics – Branch	4	16	isd	isd	isd	isd
61210	71210	Internal Medicine	90	751				
61224	71224	Internal Medicine – All ⁽¹⁾	99	853				
61220	71220	Internal Medicine – Branch	10	21				
61223	71223	Internal Medicine – Medical Home	6	17				
61215	71215	Internal Medicine – Office Only	13	37				
61325	71325	Pediatrics – Adolescent Medicine	8	13				
61340	71340	Pediatrics – Branch	2	3	isd	isd	isd	isd
61320	71320	Pediatrics – General	85	502				
61386	71386	Pediatrics – Internal Medicine	1	2	isd	isd	isd	isd

⁽¹⁾For this specialty, data reflect a group of specialties; the included specialties are listed in appendix B.

SECTION VIII:

BENEFITS COSTS

TOTAL BENEFITS COSTS

TOTAL BENEFITS COSTS

TABLE 8.1 – Total Benefits Costs for CNMs and CRNAs

Total Benefits Costs for CNMs and CRNAs							
Code	Job	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
3029	Certified Anesthesiologist Assistant	1	40	isd	isd	isd	isd
3080	Certified Nurse Midwife	8	23				
3030	Certified Registered Nurse Anesthetist	9	217				

TABLE 8.2 – Total Benefits Costs for NPs and PAs – Primary Care

Total Benefits Costs for NPs and PAs – Primary Care								
NP Code	PA Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
61110	71110	Family Medicine	21	230				
61126	71126	Family Medicine – All ⁽¹⁾	23	274				
61120	71120	Family Medicine – Branch	4	33	isd	isd	isd	isd
61123	71123	Family Medicine – Medical Home	1	5	isd	isd	isd	isd
61115	71115	Family Medicine With Obstetrics	1	4	isd	isd	isd	isd
61125	71125	Family Medicine With Obstetrics – Branch	1	1	isd	isd	isd	isd
61210	71210	Internal Medicine	17	64				
61224	71224	Internal Medicine – All ⁽¹⁾	20	69				
61220	71220	Internal Medicine – Branch	2	2	isd	isd	isd	isd
61223	71223	Internal Medicine – Medical Home	1	1	isd	isd	isd	isd
61215	71215	Internal Medicine – Office Only	2	2	isd	isd	isd	isd
61325	71325	Pediatrics – Adolescent Medicine	1	2	isd	isd	isd	isd
61340	71340	Pediatrics – Branch	0	0	isd	isd	isd	isd
61320	71320	Pediatrics – General	12	41				
61386	71386	Pediatrics – Internal Medicine	0	0	isd	isd	isd	isd

⁽¹⁾For this specialty, data reflect a group of specialties; the included specialties are listed in appendix B.

TABLE 8.3 – Total Benefits Costs for NPs and PAs – Medical

Total Benefits Costs for NPs and PAs – Medical								
NP Code	PA Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
61000	71000	Allergy and Immunology	1	1	isd	isd	isd	isd
61041	71041	Cardiology – All ⁽¹⁾	18	137				
61020	71020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	1	3	isd	isd	isd	isd
61030	71030	Cardiology – Electrophysiology	3	9	isd	isd	isd	isd
61040	71040	Cardiology – General	17	121				
61010	71010	Cardiology – Invasive – Interventional	1	4	isd	isd	isd	isd

⁽¹⁾For this specialty, data reflect a group of specialties; the included specialties are listed in appendix B.

SECTION IX:

NEW HIRE

COMPENSATION

NEW HIRES

NEW HIRES

TABLE 9.1 – Starting Base Salary for CAAs, CNMs and CRNAs

Starting Base Salary for CAAs, CNMs and CRNAs							
Code	Job	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
3029	Certified Anesthesiologist Assistant	1	1	isd	isd	isd	isd
3080	Certified Nurse Midwife	10	19				
3030	Certified Registered Nurse Anesthetist	28	137				

TABLE 9.2 – Starting Base Salary for NPs and PAs by Specialty Group

Starting Base Salary for NPs and PAs by Specialty Group						
Specialty Group	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
Primary Care	62	228				
Medical	68	411				
Surgical	62	231				
Hospital Based	51	147				
Pediatric Medical	17	56				
Pediatric Surgical	9	27				
Pediatric Hospital Based	13	45				

TABLE 9.3 – Total First-Year Compensation for CAAs, CNMs and CRNAs

Total First-Year Compensation for CAAs, CNMs and CRNAs							
Code	Job	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
3029	Certified Anesthesiologist Assistant	1	1	isd	isd	isd	isd
3080	Certified Nurse Midwife	10	19				
3030	Certified Registered Nurse Anesthetist	28	137				

TABLE 9.4 – Total First-Year Compensation for NPs and PAs by Specialty Group

Total First-Year Compensation for NPs and PAs by Specialty Group						
Specialty Group	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
Primary Care	62	228				
Medical	68	411				
Surgical	62	231				
Hospital Based	51	147				
Pediatric Medical	17	56				
Pediatric Surgical	9	27				
Pediatric Hospital Based	13	45				

TABLE 9.5 – Total Compensation Package for CAAs, CNMs and CRNAs

Total Compensation Package for CAAs, CNMs and CRNAs							
Code	Job	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
3029	Certified Anesthesiologist Assistant	1	1	isd	isd	isd	isd
3080	Certified Nurse Midwife	10	19				
3030	Certified Registered Nurse Anesthetist	28	137				

SECTION X:
DETAILED
SPECIALTY DATA
TABLES

CERTIFIED ANESTHESIOLOGIST ASSISTANTS

CERTIFIED ANESTHESIOLOGIST ASSISTANTS

TABLE 10.1 – 3029 Certified Anesthesiologist Assistant

3029 Certified Anesthesiologist Assistant								
Category	n Orgs	n Incumbents	10th %ile	25th %ile	Mean	Median	75th %ile	90th %ile
Base Compensation	6	185						
TCC	6	185						
Base Compensation as a Percentage of TCC	6	185						
ASA Units	1	1	isd	isd	isd	isd	isd	isd
TCC per ASA Unit	1	1	isd	isd	isd	isd	isd	isd
Collections	1	45	isd	isd	isd	isd	isd	isd
TCC to Collections	1	45	isd	isd	isd	isd	isd	isd

APPENDIX A:

SURVEY

PARTICIPANTS

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
AdvantageCare Physicians	New York	NY
AdventHealth Carrollwood	Tampa	FL
AdventHealth Central Texas	Killeen	TX
AdventHealth Daytona Beach	Daytona Beach	FL
AdventHealth Gordon	Calhoun	GA
AdventHealth Hendersonville	Hendersonville	NC
AdventHealth Manchester	Manchester	KY
AdventHealth North Pinellas	Tarpon Springs	FL
AdventHealth Sebring	Sebring	FL
AdventHealth Shawnee Mission	Overland Park	KS
AdventHealth Tampa	Tampa	FL
AdventHealth Wesley Chapel	Wesley Chapel	FL
AdventHealth Zephyrhills	Zephyrhills	FL
Adventist Health Physician Services	Roseville	CA
Advocate at Home	Downers Grove	IL
Advocate BroMenn Medical Center	Normal	IL
Advocate Children's Hospital – Oak Lawn	Oak Lawn	IL
Advocate Children's Hospital – Park Ridge	Park Ridge	IL
Advocate Christ Medical Center	Oak Lawn	IL
Advocate Condell Medical Center	Libertyville	IL
Advocate Dreyer Medical Clinic	Aurora	IL
Advocate Eureka Hospital	Eureka	IL
Advocate Good Samaritan Hospital	Downers Grove	IL
Advocate Good Shepherd Hospital	Barrington	IL
Advocate Health Care	Downers Grove	IL
Advocate Illinois Masonic Medical Center	Chicago	IL
Advocate Lutheran General Hospital	Park Ridge	IL
Advocate Medical Group	Oak Brook	IL
Advocate Occupational Health	Oak Brook	IL
Advocate South Suburban Hospital	Hazel Crest	IL
Advocate Trinity Hospital	Chicago	IL
Affinity Health System	Menasha	WI
Akron Children's Hospital	Akron	OH
Albany Medical Center	Albany	NY
Allina Health System	Minneapolis	MN

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
AltaMed Health Services Corporation	Los Angeles	CA
Altru Health System	Grand Forks	ND
Ann & Robert H. Lurie Children's Hospital of Chicago	Chicago	IL
Ascension Columbia St. Mary's Community Physicians	Milwaukee	WI
Ascension St. Clare's Hospital	Weston	WI
Aspirus	Wausau	WI
Associated Neurologists	Danbury	CT
Atrium Health	Charlotte	NC
Atrius Health	Newton	MA
Aultman Hospital	Canton	OH
Aurora Medical Group	Milwaukee	WI
Avera Health	Sioux Falls	SD
Backus Hospital	Norwich	CT
Banner Boswell Medical Center	Sun City	AZ
Banner Churchill Community Hospital	Fallon	NV
Banner Desert Medical Center	Mesa	AZ
Banner Gateway Medical Center	Gilbert	AZ
Banner Health	Phoenix	AZ
Banner Lassen Medical Center	Susanville	CA
Banner Thunderbird Medical Center	Glendale	AZ
Banner – University Medical Center Phoenix	Phoenix	AZ
Banner – University Medical Center South	Tucson	AZ
Banner – University Medical Center Tucson	Tucson	AZ
Baptist Health South Florida	Coral Gables	FL
Baptist Memorial Medical Group	Memphis	TN
Bascom Palmer Eye Institute	Miami	FL
BayCare Health System	Clearwater	FL
BayCare Medical Group	Clearwater	FL
Baylor Scott & White All Saints Medical Center – Fort Worth	Fort Worth	TX
Baylor Scott & White Medical Center – Brenham	Brenham	TX
Baylor Scott & White Medical Center – Hillcrest	Waco	TX
Baylor Scott & White Medical Center – McKinney	McKinney	TX
Baylor Scott & White Medical Center – Plano	Plano	TX
Baylor Scott & White Medical Center – Round Rock	Round Rock	TX
Baylor University Medical Center	Dallas	TX

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Baystate Medical Practices	Springfield	MA
Beaumont Hospital, Dearborn	Dearborn	MI
Beaumont Hospital, Farmington Hills	Farmington Hills	MI
Beaumont Hospital, Grosse Pointe	Grosse Pointe	MI
Beaumont Hospital, Royal Oak	Royal Oak	MI
Beaumont Hospital, Taylor	Taylor	MI
Beaumont Hospital, Trenton	Trenton	MI
Beaumont Hospital, Troy	Troy	MI
Beaumont Hospital, Wayne	Wayne	MI
Beaumont Medical Group	Troy	MI
Berkshire Health Systems	Pittsfield	MA
Bethesda North Hospital	Cincinnati	OH
Billings Clinic	Billings	MT
Bon Secours St. Francis Hospital	Charleston	SC
Boston Medical Center	Boston	MA
Bozeman Health Medical Group	Bozeman	MT
Bradley Hospital	East Providence	RI
Brigham and Women's Faulkner Hospital	Boston	MA
Brigham and Women's Hospital	Boston	MA
Cape Fear Valley Health System	Fayetteville	NC
CareMore	Thousand Oaks	CA
Care New England Medical Group	Providence	RI
Carilion Clinic	Roanoke	VA
Carle Physician Group	Urbana	IL
Catholic Health	Clive	IA
CentraCare Clinic	St. Cloud	MN
Central Maine Healthcare	Lewiston	ME
Centura Health	Centennial	CO
ChenMed	Miami Gardens	FL
CHI Franciscan	Tacoma	WA
CHI Health – Alegent Creighton Clinic	Omaha	NE
CHI LakeWood Health	Baudette	MN
Children's Healthcare of Atlanta	Atlanta	GA
Children's Health System of Texas	Dallas	TX
Children's Hospital Colorado	Aurora	CO

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Children's Hospital of the King's Daughters	Norfolk	VA
Children's Hospital of Wisconsin	Milwaukee	WI
Children's Hospitals and Clinics of Minnesota	Minneapolis	MN
Children's Mercy Kansas City	Kansas City	MO
Children's National Health System	Washington	DC
CHI Lisbon Health	Lisbon	ND
CHI Memorial	Chattanooga	TN
CHI Mercy Health	Valley City	ND
CHI Mercy Health Mercy Medical Center	Roseburg	OR
CHI Mercy Medical Center – Des Moines	Des Moines	IA
CHI Oakes Hospital	Oakes	ND
CHI Saint Joseph Health	Lexington	KY
CHI St. Alexius Health	Bismarck	ND
CHI St. Alexius Health Carrington	Carrington	ND
CHI St. Alexius Health Devils Lake Hospital	Devils Lake	ND
CHI St. Alexius Health Dickinson Medical Center	Dickinson	ND
CHI St. Alexius Health Williston Medical Center	Williston	ND
CHI St. Anthony Hospital	Pendleton	OR
CHI St. Francis Health	Breckenridge	MN
CHI St. Gabriel's Health	Little Falls	MN
CHI St. Joseph Health	Bryan	TX
CHI St. Joseph's Health	Park Rapids	MN
CHI St. Vincent	Little Rock	AR
CHOC Children's	Orange	CA
Christiana Care Health System	Wilmington	DE
Cigna	Philadelphia	PA
Cincinnati Children's Hospital Medical Center	Cincinnati	OH
C. L. Brumback Primary Care Clinics	Palm Springs	FL
Clifton Springs Hospital & Clinic	Clifton Springs	NY
Community Health Network	Indianapolis	IN
Community Hospital	Torrington	WY
Concentra	Addison	TX
Concord Hospital	Concord	NH
Cone Health Medical Group	Greensboro	NC
Confluence Health	Wenatchee	WA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Cook County Health & Hospitals System	Chicago	IL
Cooley Dickinson Hospital	Northampton	MA
Covenant Health	Knoxville	TN
Covenant Medical Group	Lubbock	TX
Crozer-Keystone Health System	Springfield	PA
Cuyuna Regional Medical Center – Crosby	Crosby	MN
Dana-Farber Cancer Institute	Boston	MA
Dartmouth-Hitchcock Clinic	Lebanon	NH
DaVita Medical Group	Albuquerque	NM
Dayton Children's Hospital	Dayton	OH
Durand Medical Associates	Durand	WI
East Morgan County Hospital	Brush	CO
Edward Health Ventures	Naperville	IL
ElderONE	Rochester	NY
Emergency Physicians of the Rockies	Fort Collins	CO
Emory Healthcare	Atlanta	GA
Essentia Health – Central Region	Brainerd	MN
Essentia Health – East Region	Duluth	MN
Essentia Health – West Region	Fargo	ND
Excelsa Health Medical Group	Greensburg	PA
Fairfield Medical Center	Lancaster	OH
Fairview Health Services	Minneapolis	MN
Fairview Medical Group	Fairview Heights	IL
Family Physicians Associates	Lyndhurst	OH
Fisher-Titus Medical Center	Norwalk	OH
Foundation Medical Partners	Nashua	NH
Fred Hutchinson Cancer Research Center	Seattle	WA
Froedtert Health	Milwaukee	WI
Geisinger Clinic	Danville	PA
Geisinger Community Medical Center	Scranton	PA
Geisinger Holy Spirit	Camp Hill	PA
Genesis HealthCare	Foothill Ranch	CA
Gillette Children's Specialty Healthcare	St. Paul	MN
GoHealth Urgent Care	Sandy Springs	GA
Good Samaritan Hospital	Cincinnati	OH

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Good Samaritan Medical Center	Lafayette	CO
Good Samaritan Regional Medical Center	Corvallis	OR
Greater Baltimore Medical Center	Baltimore	MD
Group Health Cooperative of South Central Wisconsin	Madison	WI
Gundersen Health System	La Crosse	WI
Guthrie Medical Group	Sayre	PA
Hackensack Meridian Health Medical Group	Edison	NJ
Harbin Clinic	Rome	GA
Hartford HealthCare	Hartford	CT
Hartford Healthcare Medical Group	Hartford	CT
Hartford Hospital	Hartford	CT
Harvard Medical Faculty Physicians	Boston	MA
HCA Healthcare	Nashville	TN
Health Care District of Palm Beach County	Palm Springs	FL
HealthPartners	Bloomington	MN
HealthTexas Provider Network	Dallas	TX
Hennepin Healthcare System	Minneapolis	MN
Henry Ford Allegiance Health	Jackson	MI
Henry Ford Health System	Detroit	MI
Henry Ford Hospital	Detroit	MI
Henry Ford Macomb Hospital – Clinton Township	Clinton Township	MI
Henry Ford Medical Group	Detroit	MI
Henry Ford West Bloomfield Hospital	West Bloomfield	MI
Henry Ford Wyandotte Hospital	Wyandotte	MI
Hilo Medical Center	Hilo	HI
Holy Rosary Healthcare	Miles City	MT
Houston Methodist Baytown Hospital	Baytown	TX
Houston Methodist Continuing Care Hospital	Katy	TX
Houston Methodist Hospital Central – Texas Medical Center	Houston	TX
Houston Methodist Specialty Physician Group	Houston	TX
Houston Methodist The Woodlands Hospital	The Woodlands	TX
Huntsville Hospital	Huntsville	AL
Indiana University Health	Indianapolis	IN
iNDIGO Hospital Medicine-Traverse City	Traverse City	MI
Infirmary Health System	Mobile	AL

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Inova Health System	Falls Church	VA
Inova Medical Group	Falls Church	VA
Integrated Health Associates	Ann Arbor	MI
INTEGRIS Medical Group	Oklahoma City	OK
Intermountain Medical Group	Salt Lake City	UT
Jefferson Health	Philadelphia	PA
Joe R. and Teresa Lozano Long School of Medicine	San Antonio	TX
Kauai Veterans Memorial Hospital	Waimea	HI
Kau Hospital	Pahala	HI
Kelsey-Seybold Clinic	Houston	TX
Kenmore Mercy Hospital	Kenmore	NY
Lahey Hospital and Medical Center	Burlington	MA
Lakeland Regional Health	Lakeland	FL
Lancaster General Health	Lancaster	PA
Legacy Health	Portland	OR
Lehigh Valley Physician Group	Allentown	PA
Lexington Medical Center	West Columbia	SC
Lifespan	Providence	RI
Lifespan Physicians Group	Providence	RI
Live Oak Health Partners	San Marcos	TX
LMH Health	Lawrence	KS
Lutheran Medical Center	Wheat Ridge	CO
MaineGeneral Medical Center – Alford Center for Health	Augusta	ME
Maine Medical Center	Portland	ME
Maine Medical Partners	Scarborough	ME
Main Line Health	Bryn Mawr	PA
Mankato Clinic	Mankato	MN
Marshfield Clinic	Marshfield	WI
Martha's Vineyard Hospital	Oak Bluffs	MA
Massachusetts General Hospital	Boston	MA
Maury Regional Medical Group	Columbia	TN
Mayo Clinic – Corporate	Rochester	MN
Mayo Clinic FL	Jacksonville	FL
McKesson Specialty Health & The US Oncology Network	The Woodlands	TX
McLaren Bay Region	Bay City	MI

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
McLaren Central Michigan	Mount Pleasant	MI
McLaren Flint	Flint	MI
McLaren Greater Lansing	Lansing	MI
McLaren Lapeer Region	Lapeer	MI
McLaren Macomb	Mount Clemens	MI
McLaren Medical Group	Flint	MI
McLaren Northern Michigan	Petoskey	MI
McLaren Oakland	Pontiac	MI
McLean Hospital	Belmont	MA
McLeod Health	Florence	SC
McLeod Health Cheraw	Cheraw	SC
McLeod Health Clarendon	Manning	SC
McLeod Health Dillon	Dillon	SC
McLeod Health Loris	Loris	SC
McLeod Health Seacoast	Little River	SC
McLeod Physician Associates	Florence	SC
McLeod Regional Medical Center Florence	Florence	SC
Medical College of Wisconsin	Milwaukee	WI
Medical Group of Tampa Bay	Zephyrhills	FL
Medical University of South Carolina Physicians	Charleston	SC
Medical University of South Carolina Physicians Primary Care	Charleston	SC
MEDNAX	Sunrise	FL
Memorial Healthcare System	Hollywood	FL
Memorial Hospital at Gulfport	Gulfport	MS
Memorial Physician Group	Miramar	FL
Memorial Sloan Kettering Cancer Center	New York	NY
Mercy Clinic East Communities	St. Louis	MO
Mercy Clinic Springfield Communities	Springfield	MO
Mercyhealth	Janesville	WI
Mercy Health Physicians – Cincinnati	Cincinnati	OH
Mercy Health Physicians – Kentucky	Paducah	KY
Mercy Health Physicians – Lima	Lima	OH
Mercy Health Physicians – Lorain	Lorain	OH
Mercy Health Physicians – Springfield	Springfield	OH
Mercy Health Physicians – Toledo	Toledo	OH

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mercy Health Physicians – Youngstown	Youngstown	OH
Mercy Health Saint Mary's	Grand Rapids	MI
Mercy Hospital of Buffalo	Buffalo	NY
Mercy Iowa City	Iowa City	IA
Mercy Medical Group	Sacramento	CA
Meritus Health	Hagerstown	MD
Methodist Le Bonheur Healthcare	Memphis	TN
Methodist Medical Group	Dallas	TX
Michigan Medicine	Ann Arbor	MI
Mid Dakota Clinic	Bismarck	ND
Middlesex Hospital	Middletown	CT
MidMichigan Health	Midland	MI
MidState Medical Center	Meriden	CT
Midwest Community Health Associates	Bryan	OH
Montefiore Hospital	Bronx	NY
Morris Hospital	Morris	IL
Morsani College of Medicine	Tampa	FL
Mount Carmel Health System	Columbus	OH
Mount Nittany Physician Group	State College	PA
Mount St. Mary's Hospital	Lewiston	NY
MultiCare Health System	Tacoma	WA
Munson Medical Center	Traverse City	MI
Nantucket Cottage Hospital	Nantucket	MA
Natchaug Hospital	Mansfield Center	CT
Nationwide Children's Hospital	Columbus	OH
Nebraska Medicine	Omaha	NE
Network Physicians	Winston-Salem	NC
Newark-Wayne Community Hospital	Newark	NY
Newport Hospital	Newport	RI
Newton-Wellesley Hospital	Newton	MA
North Colorado Medical Center	Greeley	CO
Northeast Georgia Physicians Group	Gainesville	GA
Northern Arizona Healthcare	Flagstaff	AZ
Northern Colorado Anesthesia Professionals	Fort Collins	CO
Northern Illinois Medical Center	Crystal Lake	IL

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Northern Light Acadia Hospital	Bangor	ME
Northern Light AR Gould Hospital	Presque Isle	ME
Northern Light Blue Hill Hospital	Blue Hill	ME
Northern Light CA Dean Hospital	Greenville	ME
Northern Light Eastern Maine Medical Center	Bangor	ME
Northern Light Health	Brewer	ME
Northern Light Inland Hospital	Waterville	ME
Northern Light Maine Coast Hospital	Ellsworth	ME
Northern Light Mercy Hospital	Portland	ME
Northern Light Sebecook Valley Hospital	Pittsfield	ME
North Memorial Health Care	Robbinsdale	MN
North Shore Medical Center	Salem	MA
Northwell Health	Great Neck	NY
Northwestern Medical Group	Chicago	IL
Northwestern Medicine Central DuPage Hospital	Winfield	IL
Northwestern Medicine Delnor Hospital	Geneva	IL
Northwestern Medicine Kishwaukee Hospital	DeKalb	IL
Northwestern Medicine Lake Forest Hospital	Lake Forest	IL
Northwestern Medicine Regional Medical Group	Winfield	IL
Northwestern Memorial Hospital	Chicago	IL
Northwest Permanente	Portland	OR
Norton Healthcare	Louisville	KY
NYU Langone Health	New York	NY
Ochsner Health System	New Orleans	LA
Ogallala Community Hospital	Ogallala	NE
OhioHealth	Columbus	OH
Olympic Medical Center	Port Angeles	WA
One Medical	Gilbert	AZ
One Medical	San Francisco	CA
One Medical	Washington	DC
One Medical	Chicago	IL
One Medical	Boston	MA
One Medical	New York	NY
One Medical	Tysons	VA
One Medical	Seattle	WA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Oregon Health & Science University	Portland	OR
Orlando Health	Orlando	FL
OrthoNebraska	Omaha	NE
OSF HealthCare	Peoria	IL
OSF Medical Group	Peoria	IL
Parkland Health & Hospital System	Dallas	TX
Park Nicollet	St. Louis Park	MN
Parkview Physicians Group	Fort Wayne	IN
Partners Community Physicians Organization	Needham	MA
Partners HealthCare	Boston	MA
PeaceHealth	Bellevue	WA
Penn State Health	University Park	PA
Penn State Health Milton S. Hershey Medical Center	Hershey	PA
Penn State Health St. Joseph Medical Center	Reading	PA
Penn State Medical Group	Hershey	PA
Phoenix Children's Hospital	Phoenix	AZ
Physician Affiliate Group of New York	New York	NY
Physicians Groups	St. Louis	MO
Physicians Laboratory	Sioux Falls	SD
Piedmont Healthcare	Atlanta	GA
PIH Health Hospital – Whittier	Whittier	CA
PinnacleHealth Medical Group	Lemoyne	PA
Platte County Memorial Hospital	Wheatland	WY
Platte Valley Medical Center	Brighton	CO
Premier Health	Dayton	OH
Premier Physician Network	Dayton	OH
ProHealth Physicians	Farmington	CT
ProMedica	Toledo	OH
ProMedica Bixby Hospital	Adrian	MI
ProMedica Heart and Vascular Institutes	Toledo	OH
ProMedica Memorial Hospital	Fremont	OH
ProMedica Monroe Regional Hospital	Monroe	MI
ProMedica Physician Group	Sylvania	OH
ProMedica Toledo Hospital	Toledo	OH
Providence Health & Services	Renton	WA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Rancho Family Medical Group	Temecula	CA
Regional Health Custer Hospital	Custer	SD
Regional Health Lead-Deadwood Hospital	Deadwood	SD
Regional Health Rapid City Hospital	Rapid City	SD
Regional Health Spearfish Hospital	Spearfish	SD
Regional Health Sturgis Hospital	Sturgis	SD
Regional West Health Services	Scottsbluff	NE
Regions Hospital	St. Paul	MN
Reliant Medical Group	Worcester	MA
Rhode Island Hospital	Providence	RI
Riverside Medical Group	Newport News	VA
Rochester General Hospital	Rochester	NY
Rochester Mental Health Center	Rochester	NY
Rochester Regional Health System	Rochester	NY
Rochester Regional Health – Western New York	Rochester	NY
Roper Hospital	Charleston	SC
Roper St. Francis Healthcare	Charleston	SC
Roswell Park Comprehensive Cancer Center	Buffalo	NY
Rush-Copley Medical Center	Aurora	IL
Rushford	Meriden	CT
Rush Oak Park Hospital	Oak Park	IL
Rush University Medical Center	Chicago	IL
Saint Barnabas Medical Center	Livingston	NJ
Saint Joseph Hospital	Denver	CO
Saint Joseph Mercy Health System	Ann Arbor	MI
Saint Joseph Regional Medical Center	Mishawaka	IN
Saint Luke's Health System	Kansas City	MO
Saint Peter's Healthcare System	New Brunswick	NJ
Salem Health	Salem	OR
Samaritan Albany General Hospital	Albany	OR
Samaritan Lebanon Community Hospital	Lebanon	OR
Samaritan Medical Center	Watertown	NY
Samaritan North Lincoln Hospital	Lincoln City	OR
Samaritan Pacific Communities Hospital	Newport	OR
Sanford Health	Sioux Falls	SD

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
SCL Physicians – Denver	Denver	CO
Scott & White Clinic – Temple	Temple	TX
Scripps Clinic Medical Group	La Jolla	CA
Scripps Health Inpatient Providers Medical Group	San Diego	CA
Seattle Children's	Seattle	WA
Sentara Medical Group	Norfolk	VA
Sharp Rees-Stealy	San Diego	CA
Signature Healthcare	Brockton	MA
Sinai Health System	Chicago	IL
Sisters of Charity Hospital	Buffalo	NY
Southcentral Foundation	Anchorage	AK
Southcoast Health System	New Bedford	MA
Southern Illinois Healthcare	Carbondale	IL
South Shore Medical Center	Norwell	MA
Southwest Medical Associates	Las Vegas	NV
Spaulding Rehabilitation Hospital Boston	Boston	MA
Spectrum Health	Grand Rapids	MI
Springfield Clinic	Springfield	IL
SSM Health	St. Louis	MO
SSM Health Medical Group – St. Louis	St. Louis	MO
Stanford Health Care	Stanford	CA
St. Charles Medical Group	Bend	OR
St. Elizabeth Physicians	Crestview Hills	KY
Sterling Regional MedCenter	Sterling	CO
St. Francis Hospital	Roslyn	NY
St. James Healthcare	Butte	MT
St. Joseph Health	Irvine	CA
St. Jude Children's Research Hospital	Memphis	TN
St. Luke's Physician Group	Bethlehem	PA
St. Mary's Medical Center	Grand Junction	CO
St. Vincent Healthcare	Billings	MT
Summa Health System	Akron	OH
Sutter East Bay Medical Group	Lafayette	CA
Sutter Health	Roseville	CA
Sutter Medical Group	Sacramento	CA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Sutter Pacific Medical Foundation	San Francisco	CA
Tampa General Hospital	Tampa	FL
Tampa General Medical Group	Tampa	FL
Texas Children's Hospital	Houston	TX
Texas Health Denton	Denton	TX
Texas Health Huguley Hospital Fort Worth South	Burleson	TX
Texas Health Physicians Group	Arlington	TX
Texas Health Plano	Plano	TX
Texas Tech University Health Sciences Center at El Paso	El Paso	TX
The Children's Hospital of Philadelphia	Philadelphia	PA
The Christ Hospital	Cincinnati	OH
The Corvallis Clinic	Corvallis	OR
ThedaCare	Appleton	WI
The Everett Clinic	Everett	WA
The Hospital of Central Connecticut	New Britain	CT
The Miriam Hospital	Providence	RI
The Physician Network	Lincoln	NE
The Pill Club	San Carlos	CA
The Queen's Medical Center	Honolulu	HI
The Southeast Permanente Medical Group	Atlanta	GA
The University of Kansas Health System	Kansas City	KS
The University of Texas Health Science Center at Houston	Houston	TX
The University of Texas MD Anderson Cancer Center	Houston	TX
Thomas Jefferson University	Philadelphia	PA
Tift Regional Medical Center	Tifton	GA
Tower Health	West Reading	PA
Trauma Trust	Tacoma	WA
TriHealth	Cincinnati	OH
Trinity Health Of New England Medical Group	Hartford	CT
Truman Medical Centers	Kansas City	MO
UAB Medicine	Birmingham	AL
UK HealthCare	Lexington	KY
UMass Memorial Health Care	Worcester	MA
UM Baltimore Washington Medical Center	Glen Burnie	MD
UM Charles Regional Medical Center	La Plata	MD

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
UM Rehabilitation & Orthopaedic Institute	Baltimore	MD
UM St. Joseph Medical Center	Towson	MD
UNC Health Care	Chapel Hill	NC
Unity Hospital	Rochester	NY
UnityPoint Clinic	Johnston	IA
University Health Associates	Morgantown	WV
University HealthCare Alliance	Newark	CA
University Hospital	Newark	NJ
University Hospitals Ahuja Medical Center	Beachwood	OH
University Hospitals Bedford Medical Center	Cleveland	OH
University Hospitals Cleveland Medical Center	Cleveland	OH
University Hospitals Conneaut Medical Center	Conneaut	OH
University Hospitals Elyria Medical Center	Elyria	OH
University Hospitals Geauga Medical Center	Chardon	OH
University Hospitals Geneva Medical Center	Geneva	OH
University Hospitals Medical Group	Shaker Heights	OH
University Hospitals Medical Group	Willoughby	OH
University Hospitals Parma Medical Center	Parma	OH
University Hospitals Portage Medical Center	Ravenna	OH
University Hospitals Richmond Medical Center	Cleveland	OH
University Hospitals Samaritan Medical Center	Ashland	OH
University Hospitals St. John Medical Center	Westlake	OH
University Medical Group	Greenville	SC
University of Colorado School of Medicine	Aurora	CO
University of Maryland Community Medical Group	Linthicum	MD
University of Maryland Medical Center	Baltimore	MD
University of Maryland Medical Center Midtown Campus	Baltimore	MD
University of Maryland Shore Regional Health	Easton	MD
University of Miami Health System	Miami	FL
University of Miami Hospital	Miami	FL
University of Minnesota Physicians	Minneapolis	MN
University of Mississippi Healthcare	Jackson	MS
University of Pennsylvania Health System	Philadelphia	PA
University of Vermont Medical Center	Burlington	VT
University of Wisconsin Medical Foundation	Middleton	WI

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
University Physicians	Columbia	MO
UPMC	Pittsburgh	PA
UPMC Pinnacle	Harrisburg	PA
USACS	Canton	OH
USAP-Colorado	Greenwood Village	CO
USAP-Florida	Maitland	FL
USAP-Nevada	Las Vegas	NV
USAP-Texas (Central)	Austin	TX
USAP-Texas (North)	Dallas	TX
USAP-Texas (South)	Houston	TX
USAP-Washington	Seattle	WA
UT Regional One Physicians	Memphis	TN
UVA Health System	Charlottesville	VA
Vail Health Hospital	Vail	CO
Valley Children's Healthcare	Madera	CA
Valley Children's Medical Group	Madera	CA
Vanderbilt University Medical Center	Nashville	TN
Vidant Medical Group	Greenville	NC
Virtua Health	Marlton	NJ
VITAS Healthcare	Miami	FL
Vituity	Emeryville	CA
Wake Forest Baptist Medical Center	Winston-Salem	NC
WakeMed Health & Hospitals	Raleigh	NC
Washakie Medical Center	Worland	WY
Washington Permanente Medical Group	Seattle	WA
Washington University Medical Campus	St. Louis	MO
WellMed Medical Group	San Antonio	TX
WellSpan Medical Group	York	PA
WellStar Medical Group	Marietta	GA
Wentworth-Douglass Hospital	Dover	NH
Western Montana Clinic	Missoula	MT
West Tennessee Medical Group	Jackson	TN
Wheaton Franciscan Medical Group	Glendale	WI
Windham Hospital	Willimantic	CT
Wyoming Health Medical Group	Casper	WY

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Wyoming Medical Center	Casper	WY
Yale New Haven Health System	New Haven	CT

APPENDIX B:

JOB OR SPECIALTY

LIST AND

SUMMARIES

JOB OR SPECIALTY LIST AND SUMMARIES

Job or specialty codes are listed for both NPs and PAs: NP codes are displayed in orange and PA codes are displayed in blue.

PRIMARY CARE

- 61110 71110 Family Medicine
- 61126 71126 Family Medicine – All
- 61120 71120 Family Medicine – Branch
- 61123 71123 Family Medicine – Medical Home
- 61115 71115 Family Medicine With Obstetrics
- 61125 71125 Family Medicine With Obstetrics – Branch
- 61210 71210 Internal Medicine
- 61224 71224 Internal Medicine – All
- 61220 71220 Internal Medicine – Branch
- 61223 71223 Internal Medicine – Medical Home
- 61215 71215 Internal Medicine – Office Only
- 61325 71325 Pediatrics – Adolescent Medicine
- 61340 71340 Pediatrics – Branch
- 61320 71320 Pediatrics – General
- 61386 71386 Pediatrics – Internal Medicine

MEDICAL

- 61000 71000 Allergy and Immunology
- 61041 71041 Cardiology – All
- 61020 71020 Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)
- 61030 71030 Cardiology – Electrophysiology
- 61040 71040 Cardiology – General
- 61010 71010 Cardiology – Invasive – Interventional
- 61070 71070 Dermatology
- 61071 71071 Dermatology – All
- 61090 71090 Dermatology – Mohs Surgery
- 61100 71100 Endocrinology and Metabolism
- 61130 71130 Gastroenterology
- 61465 71465 Genetics
- 61150 71150 Geriatrics
- 61317 71317 Hospice and Palliative Medicine

JOB OR SPECIALTY LIST AND SUMMARIES

MEDICAL *continued*

- 61500 71500 Hyperbaric and Wound Care
- 61200 71200 Infectious Disease
- 61194 71194 Nephrology – All
- 61190 71190 Nephrology and Hypertension
- 61191 71191 Nephrology Only
- 61250 71250 Neurology
- 62157 72157 Neurology – All
- 61252 71252 Neurology – Epilepsy
- 61253 71253 Neurology – Neuromuscular
- 61255 71255 Neurology – Vascular
- 61280 71280 Occupational and Environmental Medicine
- 61174 71174 Oncology – All
- 61178 71178 Oncology – Bone Marrow Transplant
- 61180 71180 Oncology – Hematology and Oncology
- 61181 71181 Oncology – Medical Oncology
- 61315 71315 Ophthalmology – Medical
- 61230 71230 Ophthalmology – Medical Retina
- 61310 71310 Orthopedic Surgery – Medical
- 61437 71437 Pain Medicine – Non-Anesthesiology
- 61430 71430 Physical Medicine and Rehabilitation
- 63195 73195 Podiatry – Medical
- 61005 71005 Psychiatry – Addiction Psychiatry
- 61454 71454 Psychiatry – All
- 61445 71445 Psychiatry – Child and Adolescent
- 61440 71440 Psychiatry – General
- 61446 71446 Psychiatry – Geriatrics
- 61441 71441 Psychiatry – Inpatient
- 61448 71448 Psychiatry – Neuropsychiatry
- 61442 71442 Psychiatry – Outpatient
- 61455 71455 Pulmonology – All
- 61450 71450 Pulmonology – General
- 61451 71451 Pulmonology – With Critical Care
- 61470 71470 Rheumatology
- 61472 71472 Skilled Nursing Facility Provider
- 61475 71475 Sleep Medicine
- 61480 71480 Sports Medicine – Medical

JOB OR SPECIALTY LIST AND SUMMARIES

MEDICAL *continued*

62292 72292 Transplant Surgery – Medical

61490 71490 Urgent Care

SURGICAL

62005 72005 Bariatric Surgery

62010 72010 Cardiothoracic Surgery

62015 72015 Cardiovascular Surgery

62020 72020 Colon and Rectal Surgery

62050 72050 General Surgery

62090 72090 Neurological Surgery

62076 72076 Obstetrics/Gynecology – All

62070 72070 Obstetrics/Gynecology – General

61160 71160 Obstetrics/Gynecology – Gynecologic Oncology

61170 71170 Obstetrics/Gynecology – Gynecology Only

61420 71420 Obstetrics/Gynecology – Maternal and Fetal Medicine

61270 71270 Obstetrics/Gynecology – Obstetrics Only

61460 71460 Obstetrics/Gynecology – Reproductive Endocrinology and Infertility

62075 72075 Obstetrics/Gynecology – Urogynecology

62131 72131 Ophthalmology – All

62100 72100 Ophthalmology – General

62120 72120 Ophthalmology – Orbital

62105 72105 Ophthalmology – Refractive Surgery

62130 72130 Ophthalmology – Vitreoretinal Surgery

62286 72286 Orthopedic Surgery – All

62175 72175 Orthopedic Surgery – Foot and Ankle

62150 72150 Orthopedic Surgery – General

62170 72170 Orthopedic Surgery – Hand

62180 72180 Orthopedic Surgery – Hip and Knee

62145 72145 Orthopedic Surgery – Oncology

62185 72185 Orthopedic Surgery – Shoulder and Elbow

62190 72190 Orthopedic Surgery – Spine

62280 72280 Orthopedic Surgery – Sports Medicine

62285 72285 Orthopedic Surgery – Trauma

62216 72216 Otolaryngology – All

62210 72210 Otolaryngology – General

JOB OR SPECIALTY LIST AND SUMMARIES

SURGICAL *continued*

- 62215 72215 Otolaryngology – Head and Neck
- 62260 72260 Plastic and Reconstructive Surgery
- 63190 73190 Podiatry – Surgical
- 69915 79915 Surgical First Assist
- 63001 73001 Surgical Oncology – Urology
- 62275 72275 Thoracic Surgery
- 62311 72311 Transplant Surgery – All
- 62296 72296 Transplant Surgery – General
- 62300 72300 Transplant Surgery – Kidney
- 62310 72310 Transplant Surgery – Liver
- 62290 72290 Transplant Surgery – Thoracic
- 62295 72295 Trauma Surgery
- 62320 72320 Urology
- 62340 72340 Vascular Surgery

HOSPITAL BASED

- 62000 72000 Anesthesiology
- 62231 72231 Anesthesiology – All
- 62003 72003 Anesthesiology – Cardiovascular
- 62230 72230 Anesthesiology – Pain Medicine
- 61060 71060 Critical Care Medicine
- 62030 72030 Emergency Medicine
- 61261 71261 Hospitalist – All
- 61186 71186 Hospitalist – Family Medicine
- 61185 71185 Hospitalist – Internal Medicine
- 61260 71260 Hospitalist – Nocturnist
- 64110 74110 Pathology – All
- 62270 72270 Pathology – Anatomic
- 64103 74103 Pathology – Clinical
- 64100 74100 Pathology – Anatomic and Clinical
- 64010 74010 Pathology – Dermatopathology
- 64107 74107 Pathology – Surgical
- 64041 74041 Radiology – All
- 64040 74040 Radiology – Diagnostic
- 64030 74030 Radiology – Interventional

JOB OR SPECIALTY LIST AND SUMMARIES

HOSPITAL BASED *continued*

- 61175 71175 Radiology – Mammography
- 64020 74020 Radiology – Neurointerventional
- 64080 74080 Radiology – Nuclear Medicine
- 64130 74130 Radiology – Radiation Oncology

PEDIATRIC MEDICAL

- 61330 71330 Pediatrics – Allergy and Immunology
- 61350 71350 Pediatrics – Cardiology
- 61085 71085 Pediatrics – Dermatology
- 61355 71355 Pediatrics – Developmental-Behavioral Medicine
- 61360 71360 Pediatrics – Endocrinology
- 61370 71370 Pediatrics – Gastroenterology
- 61375 71375 Pediatrics – Genetics
- 61380 71380 Pediatrics – Hematology and Oncology
- 61382 71382 Pediatrics – Infectious Disease
- 61390 71390 Pediatrics – Nephrology
- 61400 71400 Pediatrics – Neurology
- 64108 74108 Pediatrics – Physical Medicine and Rehabilitation
- 61410 71410 Pediatrics – Pulmonology
- 61415 71415 Pediatrics – Rheumatology
- 61417 71417 Pediatrics – Urgent Care

PEDIATRIC SURGICAL

- 62241 72241 Pediatrics – Cardiothoracic Surgery
- 62240 72240 Pediatrics – General Surgery
- 62095 72095 Pediatrics – Neurological Surgery
- 62250 72250 Pediatrics – Ophthalmology
- 62200 72200 Pediatrics – Orthopedic Surgery
- 62205 72205 Pediatrics – Otolaryngology
- 62265 72265 Pediatrics – Plastic and Reconstructive Surgery
- 62335 72335 Pediatrics – Urology

JOB OR SPECIALTY LIST AND SUMMARIES

PEDIATRIC HOSPITAL BASED

- 64005 74005 Pediatrics – Anesthesiology
- 61384 71384 Pediatrics – Critical Care Medicine
- 62035 72035 Pediatrics – Emergency Medicine
- 61187 71187 Pediatrics – Hospitalist
- 61240 71240 Pediatrics – Neonatal-Perinatal Medicine
- 64105 74105 Pediatrics – Pathology
- 64045 74045 Pediatrics – Radiology

OTHER HEALTH CARE PROVIDERS

- 3029 3029 Certified Anesthesiologist Assistant
- 3080 3080 Certified Nurse Midwife
- 3030 3030 Certified Registered Nurse Anesthetist

APPENDIX C:

TERMS AND

DEFINITIONS

APPENDIX D:

ABOUT

SULLIVANCOTTER

ABOUT SULLIVANCOTTER

SullivanCotter partners with health care and other not-for-profit organizations to drive performance and improve outcomes through the development and implementation of integrated workforce strategies. Using our time-tested methodologies and industry-leading research and information, we provide data-driven insights and expertise to help organizations align business strategy and performance objectives – enabling our clients to deliver on their mission, vision and values.

For more information, visit www.sullivancotter.com or call 888.739.7039.

SullivanCotter has offices in Atlanta, Boston, Chicago, Denver, Detroit, Eau Claire, Minneapolis, New York, Parsippany, Philadelphia, Pittsburgh and San Francisco.