



2019

Health Care Staff Compensation Survey Report

Survey data effective January 1, 2019

2019

HEALTH CARE

STAFF

COMPENSATION

SURVEY REPORT

Survey data effective January 1, 2019

LICENSE AGREEMENT

LICENSE AGREEMENT

By accessing or downloading the Survey Report files online or by opening the packaging for this Survey Report, you agree to the terms of this License Agreement (this “Agreement”). If you do not agree to these terms and have not yet accessed or downloaded the Survey Report files or opened the packaging for this Survey Report, you may cancel your online purchase or download at this time or you may return this Survey Report to SullivanCotter, Inc. for a full refund within thirty (30) days of receipt, but you may not access or download the Survey Report files or open the packaging for, or otherwise use, this Survey Report. Accessing or downloading the Survey Report files or opening the packaging, or otherwise using, this Survey Report binds you to this Agreement.

This Agreement is entered into by and between SullivanCotter, Inc. (“SullivanCotter”) and the purchaser or participant of this Survey Report (the “Licensee”). In consideration of the mutual covenants in this Agreement, SullivanCotter and the Licensee agree as follows:

Grant of License. This Survey Report contains the aggregation of compensation data and other data provided to SullivanCotter by its survey participants, statistics, tables, reports, research, aggregations, calculations, data analysis, formulas, summaries, content, text and other information and materials provided to the Licensee by SullivanCotter through any other means, whether digital or hard copy, related thereto (the “Aggregated Data”). SullivanCotter hereby grants the Licensee a nonexclusive, nontransferable, nonassignable (in connection with a sale of assets, merger, change of control, reorganization or by operation of law), nonsublicensable, revocable, limited license to use the Aggregated Data as expressly permitted by this Agreement. The Licensee has the right to use the Aggregated Data and to reproduce excerpts of them in reports of memoranda created by the Licensee in the regular course of its own internal business or in the regular course of providing consulting services to its customers, so long as the Aggregated Data are properly cited as provided by SullivanCotter, Inc. “Regular course of providing consulting services to its customers or in the regular course of its own internal business” exclusively means (a) to copy and distribute internally to officers and employees of the Licensee in accordance with SullivanCotter’s additional copy policy, (b) to prepare reports for internal business discussions and analysis and (c) if the Licensee is a consultant or consulting firm, to use limited portions of the Aggregated Data in conjunction with other data and information to provide custom analyses and reports for the Licensee’s clients’ own internal business purposes.

LICENSE AGREEMENT

Limitations on Use. Notwithstanding anything to the contrary, Aggregated Data must not be resold or used, in whole or in part, in stand-alone product, including externally available research, reports, models, tools, programs and algorithms, whether such products are provided or used free or for a fee, and even if the Aggregated Data are combined with other data sources. Except as expressly provided in this Agreement, or as expressly permitted in a prior written consent from SullivanCotter or other agreement with SullivanCotter, the Licensee must not (a) copy or distribute the Aggregated Data for any other use, including, without limitation, marketing or sales activities, website posts, use by any third party or distribution of the Survey Report in part or in its entirety, (b) reproduce, store in a retrieval system or transmit in any form or by any means, electronic, mechanical, photocopying, recording or otherwise the Aggregated Data, (c) authorize any other parties, whether contractors, clients or agents who are not direct employees of the Licensee to access the Aggregated Data or (d) permit, assist or encourage (directly or indirectly) any unauthorized public or third-party access to or use of the Aggregated Data. The Licensee may not use the name SullivanCotter, Inc. in any type of marketing or sales activities.

Rights in Data. The Aggregated Data are the proprietary information of SullivanCotter and are based on the confidential information of SullivanCotter. The Aggregated Data are highly valuable to SullivanCotter and SullivanCotter takes steps to protect its Aggregated Data. The Licensee agrees to treat the Aggregated Data and all other proprietary information of SullivanCotter as confidential and take steps to protect the Aggregated Data from unauthorized disclosure and use. The Licensee agrees that the Survey Report and the Aggregated Data are protected by the U.S. Copyright Act and other intellectual property laws and international treaties. The Licensee agrees not to challenge SullivanCotter's rights or ownership in the Aggregated Data or to challenge the proprietary nature of the Aggregated Data. This Agreement does not convey to the Licensee any proprietary interest in or other ownership of the Aggregated Data or the underlying compensation data or other information. The Licensee acknowledges that SullivanCotter owns the Aggregated Data, including all copyrights, patents, trade secrets and other proprietary rights therein. There is no joint venture, partnership, agency or fiduciary relationship existing between the parties and the parties do not intend to create any such relationship by this Agreement. The Licensee does not have the authority to act for or to bind SullivanCotter in any respect whatsoever. The Aggregated Data may not be used by any individual or company without first obtaining a license from SullivanCotter.

Warranties Disclaimed and Limitation of Liability. THE AGGREGATED DATA ARE PROVIDED "AS IS." SULLIVANCOTTER DISCLAIMS ALL RESPONSIBILITY OF ANY KIND, ORAL OR WRITTEN, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, FITNESS FOR A PARTICULAR PURPOSE, AVAILABILITY, ACCURACY, OMISSIONS, COMPLETENESS OR CORRECTNESS OF INFORMATION OR NON-INFRINGEMENT, INTEGRATION, SECURITY OR ANY OTHER WARRANTY IN CONNECTION WITH ANYTHING DONE OR SUPPLIED BY SULLIVANCOTTER PURSUANT TO THIS AGREEMENT. SULLIVANCOTTER SHALL IN NO EVENT WHATSOEVER BE LIABLE TO THE LICENSEE OR ANY OTHER PARTY FOR ANY INDIRECT, SPECIAL, CONSEQUENTIAL, INCIDENTAL OR SIMILAR DAMAGES, INCLUDING DAMAGES FOR LOST DATA OR ECONOMIC LOSS EVEN IF SULLIVANCOTTER HAS BEEN NOTIFIED OF THE POSSIBILITY OF SUCH LOSS. SOME JURISDICTIONS DO NOT ALLOW THE EXCLUSION OR LIMITATION OF IMPLIED WARRANTIES OR LIABILITY FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES, IN WHICH CASE THESE PROVISIONS MAY NOT BE FULLY APPLICABLE. THIS PARAGRAPH SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT. IN NO EVENT WILL THE LIABILITY OF SULLIVANCOTTER EXCEED THE TOTAL AMOUNT PAID BY THE LICENSEE UNDER THIS AGREEMENT OR, IF NONE, THEN THE AMOUNT OF ONE THOUSAND DOLLARS. IF THE LICENSEE IS DISSATISFIED WITH THE AGGREGATED DATA OR ANYTHING ELSE DONE OR SUPPLIED BY SULLIVANCOTTER PURSUANT TO THIS AGREEMENT, THE LICENSEE'S SOLE REMEDY IS TO TERMINATE THIS AGREEMENT. This paragraph shall be enforceable to the maximum extent permitted by law.

LICENSE AGREEMENT

Indemnification. The Licensee agrees to indemnify, hold harmless and defend SullivanCotter from and against any action, cause, claim, damage, debt, demand or liability, including reasonable costs and attorneys' fees, asserted by any person, arising out of or relating to (a) the Licensee's authorized or unauthorized use of the Aggregated Data or (b) the Licensee's breach of this Agreement.

Term and Termination. The term of this Agreement is perpetual, subject to this section. SullivanCotter reserves the right to terminate this Agreement upon written notice to the Licensee if the Licensee breaches any of the terms of this Agreement. In addition, if SullivanCotter, in its sole judgment, believes that the Aggregated Data are being used for a purpose not approved by SullivanCotter, SullivanCotter's rights are being jeopardized, the Licensee is using the Aggregated Data in any way that is adverse to SullivanCotter's proprietary rights or to directly compete with SullivanCotter or the Licensee is in default under this Agreement, SullivanCotter may immediately terminate this Agreement. Upon termination of this Agreement, the Licensee shall return to SullivanCotter, delete or destroy all copies of all confidential information, including, without limitation, all documents and electronically stored information (ESI). "ESI" refers to any information that requires electrical power to store or to retrieve, including, but not limited to, information stored in or obtainable from email servers, active and archived email accounts, databases, network storage devices, network drives, file servers, legacy systems, backup tapes, Internet applications, desktop or laptop computer hard drives, electronic data storage media (e.g., CDs, DVDs and floppy disks), electronic data storage devices (e.g., USB flash drives, external hard drives and memory cards) and electronic handheld devices (e.g., cell phones, personal digital assistants and Blackberrys or similar devices). "Document" means printed or recorded matter or writings, including, without limitation, correspondence, agreements, memoranda, notes, notebooks, diaries, interoffice or intraoffice communications, minutes, telegrams, letters, photographs, drawings, sketches, drafts, ESI, emails, tapes or recordings, computer disks, computer tapes, data stored on a computer, digital or electronic data in any form, reports, charts, bulletins, circulars, advertisements, catalogs, publications, work assignments, work sheets and instructions, in the possession, custody or control of the Licensee.

Remedies. The Licensee acknowledges and agrees that SullivanCotter will suffer irreparable harm if the Licensee breaches the terms of this Agreement and that monetary damages would not be adequate remedy for any such breach.

Order Form. SullivanCotter may require the Licensee to submit an order form or other written confirmation prior to obtaining certain Aggregated Data, which may define the Aggregated Data licensed, further limit the purpose for use of the Aggregated Data and specify payment terms.

Notices. Any notices permitted or required hereunder will be in writing, delivered to the parties at their addresses set forth in the order form (or as otherwise notified in writing) by personal delivery, registered mail, express courier service or email. Either party may update its contact information for the purposes of this section by providing written notice to the other party of such changes.

Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the state of Illinois.

LICENSE AGREEMENT

Modification and Entire Agreement. SullivanCotter (and not the Licensee) shall have the right, at any time, to add to or modify the terms of this Agreement. The Licensee's continued access to or use of the Aggregated Data after the date of delivery of the notice or a click wrap agreement to such amended terms is deemed to constitute acceptance of the amendment. If the Licensee disagrees with any new or modified terms of this Agreement, the Licensee may elect to terminate this Agreement and its access to the Aggregated Data as its sole and exclusive remedy. Any failure of one party to comply with any obligation hereunder may be expressly waived in writing by the other party, but such waiver or failure to insist upon strict compliance with such obligation will not operate as a waiver of, or estoppel with respect to, any subsequent failure. This Agreement and any order form(s) constitute the entire understanding between the parties. If a court of competent jurisdiction determines that any restriction in this Agreement is overbroad or unreasonable under the circumstances, such restriction shall be modified or revised by such court to include the maximum reasonable restriction allowed by law. This Agreement supersedes any and all prior agreements, understandings or other communications between the parties concerning the subject matter of this Agreement. If any provision of this Agreement is declared to be invalid, such provision shall be severed from this Agreement and the other provisions hereof shall be in full force and effect.

TABLE OF CONTENTS

TABLE OF CONTENTS

Section

I	Introduction	2
II	Characteristics of Survey Participants	5
	Organization Classification	5
	Size and Scope	5
	Regional Distribution	6
III	Compensation Practices	8
	Salary Increases	8
	Compensation Strategies	12
	New Hires	13
	Salary Range Structure Practices	15
	Shift Differentials	17
	On-Call Pay	18
	Float Pools	20
	Holiday Premium	21
	Weekend Staffing Programs	23
	Shift Cancellations	24
	Professional and Clinical Ladder Programs	25
	Staff Nursing Compensation	28
	Paid Time Off and Overtime	30
	Extra Shift Premium	30
	Certification Premium	31
	Nursing Premium	31
	Short-Term Incentive Plans	32
	Bonuses	36
	Exempt-Staff Practices	36
IV	Detailed Market Data Tables	39
Appendix		
A	Survey Participants	A-2
B	Job List and Summaries	A-21
C	Terms and Definitions	A-114
D	About SullivanCotter	A-120

SECTION I:

INTRODUCTION

INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Health Care Staff Compensation Survey Report*, now in its second edition. Survey participants submitted data from January 2019 to April 2019 for the 2018 calendar year or the most recent fiscal year. Data were reported by 626 health care organizations across the United States. Market data reflect 700,199 health care employees. 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 section is only available to survey participants who completed the corresponding section of the 2019 *Health Care Staff Compensation Survey*. Survey participants who did not complete this section receive a survey report excluding the compensation practices section.

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 four sections:

Section I presents general information regarding this survey report.

Section II presents general survey participant characteristics.

Section III presents compensation practices, including salary increases, compensation strategies, new hires, salary range structure practices, shift differentials, on-call pay, float pools, holiday premiums, weekend staffing programs, shift cancellations, professional and clinical ladder programs, staff nursing compensation, paid time off (PTO) and overtime, extra shift premiums, certification premiums, nursing premiums, short-term incentive (STI) plans, bonuses and exempt-staff practices.

Section IV presents detailed market data tables by job, including cash compensation by level, net revenue, total full-time equivalents (FTEs), bed count, region and state and pay range, Fair Labor Standards Act (FLSA) status, union affiliation, STI plans and premium pay.

The supplemental Excel file *Health Care Staff Compensation 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.

INTRODUCTION

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.
 - When one organization represented more than 25% of the sample.
- Reported data from a single organization representing more than 25% of the sample were randomly sampled to reduce their weight to 25% or less.
- Reported pay figures are hourly rates unless otherwise noted.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.
 - In section IV, the incumbent-level sample size represents the number of incumbents and the organization-level sample size represents the number of organizations.

There are five regional designations included in this report: North Central, Northeast, South Central, Southeast and West.

TABLE 1.1 – Regional Designations Included in This Report

Regional Designations Included in This Report	
Region	States Included
North Central	Idaho, Illinois, Indiana, Iowa, Michigan, Minnesota, Montana, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin and Wyoming
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 = 119)	Owned (n = 507)	All Organizations (n = 626)
Multiple Hospital System	53%	5%	14%
Acute Care Hospital	21%	74%	64%
Single Hospital System	17%	2%	4%
Medical Group	3%	11%	10%
Other	6%	8%	8%

SIZE AND SCOPE

TABLE 2.2 – Net Revenue

Net Revenue ⁽¹⁾			
Category	n	Mean	Median
All Organizations	588		
Less Than \$250 Million	262		
\$251 Million to \$750 Million	168		
\$751 Million to \$1.5 Billion	75		
Greater Than \$1.5 Billion	83		

⁽¹⁾Net revenue is displayed in millions.

TABLE 2.3 – FTE Employees

FTE Employees			
Category	n	Mean	Median
All Organizations	584		
Less Than 1,000 FTEs	244		
1,001 FTEs to 5,000 FTEs	221		
5,001 FTEs to 10,000 FTEs	68		
Greater Than 10,000 FTEs	51		

TABLE 2.4 – Beds Operated

Beds Operated			
Category	n	Mean	Median
All Organizations	514		
Less Than 250 Beds	244		
251 Beds to 500 Beds	140		
501 Beds to 1,000 Beds	77		
Greater Than 1,000 Beds	53		

CHARACTERISTICS OF SURVEY PARTICIPANTS

REGIONAL DISTRIBUTION

TABLE 2.5 – Organization Distribution

Organization Distribution	
Region	Percentage
North Central	
Northeast	
South Central	
Southeast	
West	
n = 626	

SECTION III:
COMPENSATION
PRACTICES

COMPENSATION PRACTICES

SALARY INCREASES

TABLE 3.1 – Actual and Projected Budgets for Base Salary Increases

Actual and Projected Budgets for Base Salary Increases						
Level	Budget	n	25th Percentile	Mean	Median	75th Percentile
Across-the-Board Increases						
Management	2019 Actual	57				
	2020 Projected	52				
Supervisory	2019 Actual	37				
	2020 Projected	33				
Nursing	2019 Actual	36				
	2020 Projected	33				
Exempt	2019 Actual	38				
	2020 Projected	33				
Nonexempt	2019 Actual	38				
	2020 Projected	34				
Performance- or Merit-Based Increases						
Management	2019 Actual	85				
	2020 Projected	83				
Supervisory	2019 Actual	67				
	2020 Projected	66				
Nursing	2019 Actual	64				
	2020 Projected	63				
Exempt	2019 Actual	66				
	2020 Projected	66				
Nonexempt	2019 Actual	66				
	2020 Projected	66				
Market Increases						
Management	2019 Actual	40				
	2020 Projected	40				
Supervisory	2019 Actual	28				
	2020 Projected	29				
Nursing	2019 Actual	31				
	2020 Projected	35				
Exempt	2019 Actual	27				
	2020 Projected	29				
Nonexempt	2019 Actual	27				
	2020 Projected	30				

TABLE 3.2 – Across-the-Board Base Salary Increases Provided in Current Fiscal Year

Across-the-Board Base Salary Increases Provided in Current Fiscal Year	
Status	Percentage
Provided	
Did Not Provide	
n = 137	

SECTION IV:

DETAILED MARKET

DATA TABLES

DETAILED MARKET DATA TABLES

2 PUBLIC RELATIONS SPECIALIST

Cash Compensation								
Level	n Orgs	n Incumbents	10th %ile	25th %ile	Mean	Median	75th %ile	90th %ile
Base Hourly Rate								
Incumbent	46	92						
Organization	46	92						
TCC								
Incumbent	46	92						
Organization	46	92						

Pay Range, FLSA Status and Union Affiliation								
Level	n Orgs	n Incumbents	Mean Pay Range		FLSA Status		Union Affiliation	
			Minimum	Maximum	Exempt	Nonexempt	Union	Nonunion
Incumbent	38	70						
Organization	38	70						

STI Plans						
Level	n Orgs	n Incumbents	% Eligible	% Receiving	Median Target	Median Payout
Incumbent	46	92			isd	isd
Organization	46	92			isd	isd

Median Premium Pay				
Pay Type	n Orgs	Flat-Dollar Amount	n Orgs	% of Base Hourly Rate
Certification	0	isd	0	isd
Charge or Lead	0	isd	0	isd
Extra Shift	0	isd	0	isd
Float Pool	0	isd	0	isd
On Call	2	isd	0	isd
Preceptor	0	isd	0	isd
Weekday Evening	0	isd	0	isd
Weekday Night	0	isd	0	isd
Weekend Day	0	isd	0	isd
Weekend Evening	0	isd	0	isd
Weekend Night	0	isd	0	isd

Cash Compensation by Category										
Category	n Orgs	n Incumbents	Base Hourly Rate				TCC			
			25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
Net Revenue										
Less Than \$250 Million	6	8								
\$251 Million to \$750 Million	15	19								
\$751 Million to \$1.5 Billion	10	25								
Greater Than \$1.5 Billion	14	39								
Total FTEs										
Less Than 1,000 FTEs	5	5								
1,001 FTEs to 5,000 FTEs	18	26								
5,001 FTEs to 10,000 FTEs	16	43								
Greater Than 10,000 FTEs	6	16								

APPENDIX A:

SURVEY

PARTICIPANTS

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
1Life Healthcare	San Francisco	CA
Abington Hospital	Abington	PA
Abington – Lansdale Hospital	Lansdale	PA
Adena Health System	Chillicothe	OH
Alton Memorial Hospital	Alton	IL
Aria Health	Philadelphia	PA
Aria Health Physician Services	Philadelphia	PA
Ascension Health Medical Group Tulsa Ministry Market	Tulsa	OK
Ascension Providence	Waco	TX
Ascension Providence Hospital	Waco	TX
Ascension Seton	Austin	TX
Ascension Seton Medical Center Austin	Austin	TX
Ascension Seton Northwest	Austin	TX
Ascension Seton Shoal Creek	Austin	TX
Ascension Seton Southwest	Austin	TX
Ascension Via Christi	Wichita	KS
Ascension Via Christi Hospital in Manhattan	Manhattan	KS
Ascension Via Christi Hospital in Pittsburg	Pittsburg	KS
Ascension Via Christi St. Francis	Wichita	KS
Aspirus	Wausau	WI
Aspirus Clinics	Wausau	WI
Aspirus Extended Services	Wausau	WI
Aspirus Iron River Hospital	Iron River	MI
Aspirus Ironwood Hospital	Ironwood	MI
Aspirus Keweenaw Hospital	Laurium	MI
Aspirus Langlade Hospital	Antigo	WI
Aspirus Medford Hospital & Clinics	Medford	WI
Aspirus Ontonagon Hospital	Ontonagon	MI
Aspirus Post Acute Care	Wausau	WI
Aspirus Riverview Hospital	Wisconsin Rapids	WI
Aspirus Wausau Hospital	Wausau	WI
Assumption Community Hospital	Napoleonville	LA
Austin Regional Clinic	Austin	TX
Barnes-Jewish Hospital	St. Louis	MO
Barnes-Jewish St. Peters Hospital	St. Peters	MO

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Barnes-Jewish West County Hospital	St. Louis	MO
Bascom Palmer Eye Institute	Miami	FL
Baycare Health Partners	Springfield	MA
Bayshore Medical Center	Holmdel	NJ
Baystate Franklin Medical Center	Greenfield	MA
Baystate Health	Springfield	MA
Baystate Home Health	Springfield	MA
Baystate Medical Center	Springfield	MA
Baystate Medical Practices	Springfield	MA
Baystate Noble Hospital	Westfield	MA
Baystate Wing Hospital	Palmer	MA
Beacon Health System	South Bend	IN
Beacon Health Ventures	South Bend	IN
Beacon Medical Group	South Bend	IN
Beaumont Health	Troy	MI
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, Wayne	Wayne	MI
Beaumont Medical Group	Troy	MI
Billings Clinic	Billings	MT
BJC HealthCare	St. Louis	MO
Blessing Hospital	Quincy	IL
Blessing Physician Services	Quincy	IL
Bon Secours St. Francis Hospital	Charleston	SC
Boone Hospital Center	Columbia	MO
Boston Children's Hospital	Boston	MA
Bradley Hospital	East Providence	RI
Brigham and Women's Hospital	Boston	MA
Capital Health	Trenton	NJ
Carilion Clinic	Roanoke	VA
Carilion Franklin Memorial Hospital	Rocky Mount	VA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Carilion Giles Community Hospital	Pearisburg	VA
Carilion New River Valley Medical Center	Christiansburg	VA
Carilion Roanoke Community Hospital	Roanoke	VA
Carilion Roanoke Memorial Hospital	Roanoke	VA
Carilion Stonewall Jackson Hospital	Lexington	VA
Carilion Tazewell Community Hospital	Tazewell	VA
Carle Hoopes Regional Health Center	Hoopes	IL
CentraCare Clinic	St. Cloud	MN
CentraCare Health	St. Cloud	MN
Central Maine Healthcare	Lewiston	ME
ChenMed	Miami Gardens	FL
Children's Hospital Colorado	Aurora	CO
Children's Hospital of Michigan	Detroit	MI
Children's Hospital of the King's Daughters	Norfolk	VA
Children's National Health System	Washington	DC
Christian Hospital	Saint Louis	MO
Cincinnati Children's Hospital Medical Center	Cincinnati	OH
Circle Health	Lowell	MA
C. L. Brumback Primary Care Clinics	Palm Springs	FL
Cleveland Clinic	Cleveland	OH
Clifton Springs Hospital & Clinic	Clifton Springs	NY
CMH Regional Health System	Wilmington	OH
Community Health Network	Indianapolis	IN
Community Medical Centers	Fresno	CA
Community Memorial Hospital	Menomonee Falls	WI
Cook Children's Health Care System	Fort Worth	TX
Coshocton Regional Medical Center	Coshocton	OH
Covenant Children's Hospital	Lubbock	TX
Covenant Hospital Levelland	Levelland	TX
Covenant Hospital Plainview	Plainview	TX
Covenant Medical Center	Lubbock	TX
Covenant Medical Group	Lubbock	TX
Covenant Specialty Hospital	Lubbock	TX
CoxHealth	Springfield	MO
C.S. Mott Children's Hospital	Ann Arbor	MI

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
DCH Regional Medical Center	Tuscaloosa	AL
Dean Health Plan	Madison	WI
Dell Children's Medical Center of Central Texas	Austin	TX
Detroit Medical Center	Detroit	MI
DMC Detroit Receiving Hospital	Detroit	MI
DMC Harper University Hospital	Detroit	MI
DMC Huron Valley-Sinai Hospital	Commerce Township	MI
DMC Sinai-Grace Hospital	Detroit	MI
Eating Recovery Center	Denver	CO
Elkhart General Hospital	Elkhart	IN
Elliot Health System	Manchester	NH
Essentia Health	Duluth	MN
Essentia Health – Central Region	Brainerd	MN
Essentia Health – East Region	Duluth	MN
Essentia Health – West Region	Fargo	ND
Euclid Hospital	Euclid	OH
Facey Medical Group	Mission Hills	CA
Fairfield Medical Center	Lancaster	OH
Fairview Health Services	Minneapolis	MN
Fairview Medical Group	Fairview Heights	IL
Fayette Medical Center	Fayette	AL
FMOLHS	Baton Rouge	LA
Forrest General Hospital	Hattiesburg	MS
Franciscan Health Crown Point	Crown Point	IN
Franciscan Health Dyer	Dyer	IN
Franciscan Health Hammond	Hammond	IN
Franciscan Health Munster	Munster	IN
Franciscan Physician Network Coolspring Health Center	Michigan City	MI
Froedtert Health	Milwaukee	WI
Froedtert Hospital	Milwaukee	WI
Gateway Healthcare	Pawtucket	RI
Geisinger Bloomsburg Hospital	Bloomsburg	PA
Geisinger Clinic	Danville	PA
Geisinger Commonwealth School of Medicine	Scranton	PA
Geisinger Community Medical Center	Scranton	PA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Geisinger Health	Danville	PA
Geisinger Health Plan	Danville	PA
Geisinger Holy Spirit	Camp Hill	PA
Geisinger Jersey Shore Hospital	Jersey Shore	PA
Geisinger Lewistown Hospital	Lewistown	PA
Geisinger Medical Center	Danville	PA
Geisinger Wyoming Valley Medical Center	Wilkes-Barre	PA
Genesis HealthCare System	Zanesville	OH
Genesis Health System	Davenport	IA
Glen Cove Hospital	Glen Cove	NY
Good Samaritan Medical Center	Lafayette	CO
Good Samaritan Regional Medical Center	Corvallis	OR
Grady Health System	Atlanta	GA
Greater Baltimore Medical Center	Baltimore	MD
Gundersen Boscobel Area Hospital and Clinics	Boscobel	WI
Gundersen Harmony Care Center	Harmony	MN
Gundersen Lutheran Medical Center	La Crosse	WI
Gundersen Moundview Hospital and Clinics	Friendship	WI
Gundersen Palmer Lutheran Hospital and Clinics	West Union	IA
Gundersen St. Joseph's Hospital and Clinics	Hillsboro	WI
Gundersen Tri-County Hospital and Clinics	Whitehall	WI
Gundersen Tweeten Care Center	Spring Grove	MN
Guthrie Robert Packer Hospital	Sayre	PA
Hackensack Meridian Health	Edison	NJ
Hackensack Meridian Health Medical Group	Edison	NJ
Hackensack University Medical Center	Hackensack	NJ
Harborview Medical Center	Seattle	WA
Hazelden Betty Ford Foundation	Center City	MN
Health Alliance Medical Plans	Urbana	IL
Health Alliance Plan of Michigan	Detroit	MI
Health Care District of Palm Beach County	Palm Springs	FL
Helen DeVos Children's Hospital	Grand Rapids	MI
Henry Ford Allegiance Health	Jackson	MI
Henry Ford Health System	Detroit	MI
Henry Ford Hospital	Detroit	MI

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Henry Ford Kingswood Hospital	Ferndale	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
Hillcrest Hospital	Mayfield Heights	OH
Hill Haven Transitional Care Center	Webster	NY
H. Lee Moffitt Cancer Center & Research Institute	Tampa	FL
Holland Hospital	Holland	MI
Holy Rosary Healthcare	Miles City	MT
Hospice of Lubbock	Lubbock	TX
Howard County General Hospital	Columbia	MD
Huntington Hospital	Pasadena	CA
Huntington Hospital	Huntington	NY
Huntsville Hospital	Huntsville	AL
Hurley Medical Center	Flint	MI
Infirmity Health System	Mobile	AL
Inspira Health Network	Mullica Hill	NJ
Jane Phillips Medical Center	Bartlesville	OK
Jefferson Cherry Hill Hospital	Cherry Hill	NJ
Jefferson Health	Philadelphia	PA
Jefferson Health Care Center	Sewell	NJ
Jersey Shore University Medical Center	Neptune	NJ
JFK Medical Center	Edison	NJ
Johns Hopkins All Children's Hospital	St. Petersburg	FL
Johns Hopkins Bayview Medical Center	Baltimore	MD
Johns Hopkins Community Physicians	Baltimore	MD
Johns Hopkins HealthCare	Glen Burnie	MD
Johns Hopkins Health System	Baltimore	MD
Johns Hopkins Home Care Group	Baltimore	MD
Johns Hopkins Home Health	Baltimore	MD
Johns Hopkins Pediatrics at Home	Baltimore	MD
Johns Hopkins Pharmaquip	Baltimore	MD
Kadlec Regional Medical Center	Richland	WA
Kearney Regional Medical Center	Kearney	NE

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Kennedy Health Alliance	Voorhees	NJ
Kindred at Home – Atlanta	Atlanta	GA
Kootenai Health	Coeur d'Alene	ID
Lancaster General Health	Lancaster	PA
Lane Regional Medical Center	Zachary	LA
Le Bonheur Children's Hospital	Memphis	TN
Lenox Hill Hospital	New York	NY
Lexington Medical Center	West Columbia	SC
Lifespan	Providence	RI
Lifespan Physicians Group	Providence	RI
LMH Health	Lawrence	KS
Long Island Jewish Forest Hills	Forest Hills	NY
Long Island Jewish Medical Center	New Hyde Park	NY
Long Island Jewish Valley Stream	Valley Stream	NY
Lourdes Physician Group	Lafayette	LA
Lutheran Hospital	Cleveland	OH
Lutheran Medical Center	Wheat Ridge	CO
Maine Medical Center	Portland	ME
Maine Medical Partners	Scarborough	ME
Marion General Hospital	Marion	OH
Marymount Hospital	Garfield Heights	OH
Massachusetts General Hospital	Boston	MA
McKesson Specialty Health & The US Oncology Network	The Woodlands	TX
McLaren Bay Region	Bay City	MI
McLaren Central Michigan	Mount Pleasant	MI
McLaren Flint	Flint	MI
McLaren Greater Lansing	Lansing	MI
McLaren Health Care	Flint	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
McLeod Health	Florence	SC
McLeod Health Cheraw	Cheraw	SC

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
McLeod Health Clarendon	Manning	SC
McLeod Health Darlington	Darlington	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
MEDNAX	Sunrise	FL
MedStar Washington Hospital Center	Washington	DC
Memorial Healthcare System	Hollywood	FL
Memorial Hermann	Houston	TX
Memorial Hermann Cypress Hospital	Cypress	TX
Memorial Hermann Greater Heights Hospital	Houston	TX
Memorial Hermann IRONMAN Sports Medicine Institute	Houston	TX
Memorial Hermann Katy Hospital	Katy	TX
Memorial Hermann Medical Group	Houston	TX
Memorial Hermann Memorial City Medical Center	Houston	TX
Memorial Hermann Northeast Hospital	Humble	TX
Memorial Hermann Pearland Hospital	Pearland	TX
Memorial Hermann Prevention & Recovery Center	Houston	TX
Memorial Hermann Southeast Hospital	Houston	TX
Memorial Hermann Southwest Hospital	Houston	TX
Memorial Hermann Sugar Land Hospital	Sugar Land	TX
Memorial Hermann Texas Medical Center	Houston	TX
Memorial Hermann The Woodlands Medical Center	Shenandoah	TX
Memorial Hospital	Belleville	IL
Memorial Hospital at Gulfport	Gulfport	MS
Memorial Hospital of South Bend	South Bend	IN
Mercy Health	Cincinnati	OH
Mercy Health – Allen Hospital	Oberlin	OH
Mercy Health – Anderson Hospital	Cincinnati	OH
Mercy Health – Clermont Hospital	Batavia	OH
Mercy Health – Defiance Hospital	Defiance	OH
Mercy Health – Fairfield Hospital	Fairfield	OH
Mercy Health – Lourdes Hospital	Paducah	KY

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mercy Health – Marcum and Wallace Hospital	Irvine	KY
Mercy Health Saint Mary's	Grand Rapids	MI
Mercy Health – Springfield Regional Medical Center	Springfield	OH
Mercy Health – St. Anne Hospital	Toledo	OH
Mercy Health – St. Charles Hospital	Oregon	OH
Mercy Health – St. Elizabeth Youngstown Hospital	Youngstown	OH
Mercy Health – St. Rita's Medical Center	Lima	OH
Mercy Health – St. Vincent Medical Center	Toledo	OH
Mercy Health – Tiffin Hospital	Tiffin	OH
Mercy Health – Urbana Hospital	Urbana	OH
Mercy Health – West Hospital	Cincinnati	OH
Mercy Health – Willard Hospital	Willard	OH
Mercy Iowa City	Iowa City	IA
Methodist Le Bonheur Germantown Hospital	Germantown	TN
Methodist Le Bonheur Healthcare	Memphis	TN
Methodist Medical Group	Memphis	TN
Methodist North Hospital	Memphis	TN
Methodist Olive Branch Hospital	Olive Branch	MS
Methodist South Hospital	Memphis	TN
Methodist University Hospital	Memphis	TN
Metro Health	Wyoming	MI
Michigan Medicine	Ann Arbor	MI
MidMichigan Health	Midland	MI
MidMichigan Home Care	Midland	MI
MidMichigan Medical Center – Alpena	Alpena	MI
MidMichigan Medical Center – Clare	Clare	MI
MidMichigan Medical Center – Gladwin	Gladwin	MI
MidMichigan Medical Center – Gratiot	Alma	MI
MidMichigan Medical Center – Midland	Midland	MI
MidMichigan Medical Center – Mt. Pleasant	Mt. Pleasant	MI
MidMichigan Physicians Group	Midland	MI
Mission Ambulatory Surgicenter	Mission Viejo	CA
Mission Hospital – Mission Viejo	Mission Viejo	CA
Missouri Baptist Medical Center	St. Louis	MO
Missouri Baptist Sullivan Hospital	Sullivan	MO

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Montefiore Hospital	Bronx	NY
Montefiore St. Luke's Cornwall – Newburgh Campus	Newburgh	NY
Mount Carmel Health System	Columbus	OH
Nationwide Children's Hospital	Columbus	OH
Newark-Wayne Community Hospital	Newark	NY
Newport Hospital	Newport	RI
Noble Medical Group	Springfield	MA
Noble Visiting Nurse & Hospice	Westfield	MA
Northeast Georgia Physicians Group	Gainesville	GA
Northern Westchester Hospital	Mount Kisco	NY
Northport Medical Center	Northport	AL
North Shore-LIJ Health Care	Westbury	NY
North Shore University Hospital	Manhasset	NY
Northwell Health	Great Neck	NY
Ocean Medical Center	Brick Township	NJ
OhioHealth	Columbus	OH
OhioHealth Hardin Memorial Hospital	Kenton	OH
OhioHealth Home Care	Columbus	OH
OhioHealth O'Bleness Hospital	Athens	OH
OhioHealth Physician Group	Columbus	OH
Ohio State East Hospital	Columbus	OH
Ohio State University Hospital	Columbus	OH
Oklahoma State University Center for Health Sciences	Tulsa	OK
Ollie Steele Burden Manor	Baton Rouge	LA
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
Option Care	Bannockburn	IL
OSF HealthCare	Peoria	IL
OSU Harding Hospital	Columbus	OH

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
OSU Primary Care Network	Columbus	OH
Our Lady of Lourdes Regional Medical Center	Lafayette	LA
Our Lady of the Angels Hospital	Bogalusa	LA
Our Lady of the Lake Ascension	Gonzales	LA
Our Lady of the Lake Physician Group	Baton Rouge	LA
Our Lady of the Lake Physician Group	Gonzales	LA
Our Lady of the Lake Regional Medical Center	Baton Rouge	LA
PACE Baton Rouge and Lafayette	Baton Rouge	LA
Palisades Medical Center	North Bergen	NJ
Parkland Health Center-Weber Road	Farmington	MO
Parkview Health	Fort Wayne	IN
Parkview Regional Medical Center	Fort Wayne	IN
Peconic Bay Medical Center	Riverhead	NY
Penn State Health	University Park	PA
Penn State Health Milton S. Hershey Medical Center	Hershey	PA
Penn State Health St. Joseph	Reading	PA
Penn State Medical Group	Hershey	PA
Phelps Hospital	Sleepy Hollow	NY
Phoenix Children's Hospital	Phoenix	AZ
Physicians Groups	St. Louis	MO
Physician Support Services	Tulsa	OK
Pikeville Medical Center	Pikeville	KY
Plainview Hospital	Plainview	NY
Platte Valley Medical Center	Brighton	CO
PRCD	Rochester	NY
Premier Health	Dayton	OH
Priority Health	Grand Rapids	MI
Progress West Hospital	O'Fallon	MO
ProMedica Toledo Hospital	Toledo	OH
Providence Alaska Medical Center	Anchorage	AK
Providence Centralia Hospital	Centralia	WA
Providence Health & Services	Renton	WA
Providence Health & Services – Alaska	Anchorage	AK
Providence Health & Services – Oregon and Southwest Washington	Portland	OR
Providence Health & Services – Southern California	Burbank	CA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Providence Holy Cross Medical Center	Mission Hills	CA
Providence Holy Family Hospital	Spokane	WA
Providence Hood River Memorial Hospital	Hood River	OR
Providence Hospice of Seattle	Tukwila	WA
Providence Hospital	Mobile	AL
Providence Hospital	Washington	DC
Providence Kodiak Island Medical Center	Kodiak	AK
Providence Little Company of Mary Medical Center Torrance	Torrance	CA
Providence Medford Medical Center	Medford	OR
Providence Medical Group	Mobile	AL
Providence Medical Group	Beaverton	OR
Providence Milwaukie Hospital	Milwaukie	OR
Providence Mount Carmel Hospital	Colville	WA
Providence Mount St. Vincent	Seattle	WA
Providence Newberg Medical Center	Newberg	OR
Providence Portland Medical Center	Portland	OR
Providence Regional Medical Center Everett	Everett	WA
Providence Sacred Heart Medical Center	Spokane	WA
Providence Saint Joseph Medical Center	Burbank	CA
Providence Seaside Hospital	Seaside	OR
Providence Seward Medical & Care Center	Seward	AK
Providence St. Joseph Health – Western Washington Region	Spokane	WA
Providence St. Joseph Medical Center	Polson	MT
Providence St. Mary Medical Center	Walla Walla	WA
Providence St. Patrick Hospital	Missoula	MT
Providence St. Peter Hospital	Olympia	WA
Providence St. Vincent Medical Center	Portland	OR
Providence Tarzana Medical Center	Tarzana	CA
Providence Willamette Falls Medical Center	Oregon City	OR
Queen of the Valley Medical Center	Napa	CA
Raritan Bay Medical Center – Old Bridge	Old Bridge	NJ
Raritan Bay Medical Center – Perth Amboy	Perth Amboy	NJ
Redwood Memorial Hospital	Fortuna	CA
Regional Health Custer Hospital	Custer	SD
Regional Health Lead-Deadwood Hospital	Deadwood	SD

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Regional Health Rapid City Hospital	Rapid City	SD
Regional Health Spearfish Hospital	Spearfish	SD
Regional Health Sturgis Hospital	Sturgis	SD
Rehabilitation Institute of Michigan	Detroit	MI
Rhode Island Hospital	Providence	RI
Richard M. Ross Heart Hospital	Columbus	OH
Riverview Medical Center	Red Bank	NJ
Rochester Behavioral Health Network	Rochester	NY
Rochester General Hospital	Rochester	NY
Roper Hospital	Charleston	SC
Roper St. Francis Healthcare	Charleston	SC
Roper St. Francis Mount Pleasant Hospital	Mount Pleasant	SC
Sacred Heart Health System	Pensacola	FL
Saint Agnes HealthCare	Baltimore	MD
Saint Agnes Medical Group	Baltimore	MD
Saint John's Health Center	Santa Monica	CA
Saint Joseph Hospital	Denver	CO
Saint Joseph Mercy Health System	Ann Arbor	MI
Saint Joseph Regional Medical Center	Mishawaka	IN
Saint Peter's Healthcare System	New Brunswick	NJ
Saint Thomas DeKalb Hospital	Smithville	TN
Saint Thomas Health	Nashville	TN
Saint Thomas Hickman Hospital	Centerville	TN
Saint Thomas Highlands Hospital	Sparta	TN
Saint Thomas Medical Partners	Nashville	TN
Saint Thomas Midtown Hospital	Nashville	TN
Saint Thomas River Park Hospital	McMinnville	TN
Saint Thomas Rutherford Hospital	Murfreesboro	TN
Saint Thomas West Hospital	Nashville	TN
Samaritan Albany General Hospital	Albany	OR
Samaritan Health Plans	Corvallis	OR
Samaritan Health Services	Corvallis	OR
Samaritan Lebanon Community Hospital	Lebanon	OR
Samaritan North Lincoln Hospital	Lincoln City	OR
Samaritan Pacific Communities Hospital	Newport	OR

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Santa Rosa Memorial Hospital	Santa Rosa	CA
SCL Health	Broomfield	CO
SCL Physicians – Denver	Denver	CO
Sibley Memorial Hospital	Washington	DC
Signature Healthcare	Brockton	MA
Southern New Hampshire Health	Nashua	NH
Southern Ocean Medical Center	Manahawkin	NJ
Southside Hospital	Bay Shore	NY
Sparrow Health System	Lansing	MI
Sparrow Hospital	Lansing	MI
Specialty Physician Group	Germantown	TN
Spectrum Health	Grand Rapids	MI
Spectrum Health Big Rapids Hospital	Big Rapids	MI
Spectrum Health Blodgett Hospital	Grand Rapids	MI
Spectrum Health Butterworth Hospital	Grand Rapids	MI
Spectrum Health Gerber Memorial Hospital	Fremont	MI
Spectrum Health Hospital Group	Grand Rapids	MI
Spectrum Health Ludington Hospital	Ludington	MI
Spectrum Health Medical Group	Grand Rapids	MI
Spectrum Health Pennock Hospital	Hastings	MI
Spectrum Health Reed City Hospital	Reed City	MI
Spectrum Health Special Care Hospital	Grand Rapids	MI
Spectrum Health United Hospital	Greenville	MI
Spectrum Health Zeeland Community Hospital	Zeeland	MI
Springfield Clinic	Springfield	IL
SSM Health	St. Louis	MO
SSM Health at Home	St. Louis	MO
SSM Health Cardinal Glennon Children's Hospital	St. Louis	MO
SSM Health DePaul Hospital – St. Louis	Bridgeton	MO
SSM Health Good Samaritan Hospital – Mt. Vernon	Mt. Vernon	IL
SSM Health Medical Group – St. Louis	St. Louis	MO
SSM Health St. Anthony Hospital – Oklahoma City	Oklahoma City	OK
SSM Health St. Anthony Hospital – Shawnee	Shawnee	OK
SSM Health St. Clare Hospital – Baraboo	Baraboo	WI
SSM Health St. Clare Hospital – Fenton	Fenton	MO

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
SSM Health St. Joseph Hospital – Lake Saint Louis	Lake Saint Louis	MO
SSM Health St. Joseph Hospital – St. Charles	St. Charles	MO
SSM Health – St. Louis	St. Louis	MO
SSM Health St. Mary's Hospital – Centralia	Centralia	IL
SSM Health St. Mary's Hospital – Jefferson City	Jefferson City	MO
SSM Health St. Mary's Hospital – Madison	Madison	WI
SSM Health St. Mary's Hospital – St. Louis	St. Louis	MO
Staten Island University Hospital	Staten Island	NY
St. Charles Bend	Bend	OR
St. Charles Health System	Bend	OR
St. Charles Madras	Madras	OR
St. Charles Prineville	Prineville	OR
St. Charles Redmond	Redmond	OR
St. Cloud Hospital	St. Cloud	MN
St. Elizabeth's Medical Center	Brighton	MA
St. Francis Hospital	Roslyn	NY
St. Francis Medical Center	Monroe	LA
St. James Healthcare	Butte	MT
St. John Health System	Tulsa	OK
St. John Medical Center	Tulsa	OK
St. John Medical Center	Tulsa	OK
St. Joseph Health – Northern California	Irvine	CA
St. Joseph Health – Southern California	Irvine	CA
St. Joseph Heritage Healthcare	Anaheim	CA
St. Joseph Home Health Network	Orange	CA
St. Joseph Hospital	Orange	CA
St. Joseph Hospital, Eureka	Eureka	CA
St. Joseph's Hospital	West Bend	WI
St. Jude Medical Center	Fullerton	CA
St. Louis Children's Hospital	St. Louis	MO
St. Mary's Medical Center	Apple Valley	CA
St. Mary's Medical Center	Grand Junction	CO
St. Vincent Anderson	Anderson	IN
St. Vincent Carmel	Carmel	IN
St. Vincent Clay	Brazil	IN

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. Vincent Dunn	Bedford	IN
St. Vincent Evansville	Evansville	IN
St. Vincent Healthcare	Billings	MT
St. Vincent Indianapolis	Indianapolis	IN
St. Vincent Jennings	North Vernon	IN
St. Vincent Kokomo	Kokomo	IN
St. Vincent Mercy	Elwood	IN
St. Vincent Randolph	Winchester	IN
St. Vincent Salem	Salem	IN
St. Vincent's Birmingham	Birmingham	AL
St. Vincent's Blount	Oneonta	AL
St. Vincent's East	Birmingham	AL
St. Vincent Seton Specialty Hospital	Indianapolis	IN
St. Vincent's HealthCare	Jacksonville	FL
St. Vincent's Health System	Birmingham	AL
St. Vincent's Medical Center Clay County	Middleburg	FL
St. Vincent's Medical Group	Evansville	IN
St. Vincent's St. Clair	Pell City	AL
St. Vincent Williamsport	Williamsport	IN
Suburban Hospital	Bethesda	MD
Suburban Outpatient Surgery Center	Bethesda	MD
Summa Health System	Akron	OH
Swedish Ballard Campus	Seattle	WA
Swedish Cherry Hill Campus	Seattle	WA
Swedish Edmonds Campus	Edmonds	WA
Swedish Issaquah Campus	Seattle	WA
Swedish Medical Center	Seattle	WA
Swedish Medical Group	Seattle	WA
Swedish Mill Creek Campus	Everett	WA
Syosset Hospital	Syosset	NY
The Carle Foundation	Urbana	IL
The Christ Hospital	Cincinnati	OH
The Guthrie Clinic	Sayre	PA
The Jewish Hospital – Mercy Health	Cincinnati	OH
The Johns Hopkins Hospital	Baltimore	MD

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
The MetroHealth System	Cleveland	OH
The Miriam Hospital	Providence	RI
The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute	Columbus	OH
The Ohio State University Wexner Medical Center	Columbus	OH
The Outer Banks Hospital	Nags Head	NC
The Pennsylvania State University	University Park	PA
The Pill Club	San Carlos	CA
The Queen's Health Systems	Honolulu	HI
The Queen's Medical Center	Honolulu	HI
The University of Kansas Health System	Kansas City	KS
The University of Texas Health Science Center at Houston	Houston	TX
The University of Texas Medical Branch at Galveston	Galveston	TX
The University of Toledo Medical Center	Toledo	OH
Thomas Jefferson University Hospital	Philadelphia	PA
TIRR Memorial Hermann	Houston	TX
TriHealth	Cincinnati	OH
Tucson Medical Center	Tucson	AZ
UM Baltimore Washington Medical Center	Glen Burnie	MD
UM Rehabilitation & Orthopaedic Institute	Baltimore	MD
UM St. Joseph Medical Center	Towson	MD
Unity Hospital	Rochester	NY
University Health System	Shaker Heights	OH
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 Management Services Organization	Shaker Heights	OH
University Hospitals Parma Medical Center	Parma	OH
University Hospitals Portage Medical Center	Ravenna	OH
University Hospitals Samaritan Medical Center	Ashland	OH

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
University Hospitals St. John Medical Center	Westlake	OH
University of Illinois Hospital & Health Sciences System	Chicago	IL
University of Maryland Medical Center	Baltimore	MD
University of Maryland Medical Center Midtown Campus	Baltimore	MD
University of Maryland Medical System	Baltimore	MD
University of Maryland Shore Regional Health	Easton	MD
University of Maryland Upper Chesapeake Health	Bel Air	MD
University of Miami Health System	Miami	FL
University of Miami Hospital	Miami	FL
University of Michigan Rogel Cancer Center	Ann Arbor	MI
University of Missouri Health Care	Columbia	MO
UT Methodist Physicians	Cordova	TN
UW Health	Madison	WI
UW Medical Center	Seattle	WA
Valley Children's Healthcare	Madera	CA
Vidant Beaufort Hospital	Washington	NC
Vidant Bertie Hospital	Windsor	NC
Vidant Chowan Hospital	Edenton	NC
Vidant Duplin Hospital	Kenansville	NC
Vidant Edgecombe Hospital	Tarboro	NC
Vidant Health	Greenville	NC
Vidant Medical Center	Greenville	NC
Vidant Medical Group	Greenville	NC
Vidant Roanoke-Chowan Hospital	Ahoskie	NC
Wake Forest Baptist Medical Center	Winston-Salem	NC
WakeMed Health & Hospitals	Raleigh	NC
Washington University Medical Campus	St. Louis	MO
WellStar Health System	Marietta	GA
Western Reserve Hospital	Cuyahoga Falls	OH
Wyoming Medical Center	Casper	WY
Yavapai Regional Medical Center	Prescott	AZ
Zucker Hillside Hospital	Glen Oaks	NY

APPENDIX B:
JOB LIST AND
SUMMARIES

JOB LIST AND SUMMARIES

ADMINISTRATIVE SERVICES

- 310 Administrative Assistant – Ambulatory Care or Clinic
- 43 Administrative Assistant – Chief Executive Officer
- 42 Administrative Assistant – Department
- 44 Administrative Assistant – Executive
- 31 Administrative Assistant – Medical Staff
- 39 Admissions Representative/Registrar
- 264 Admitting Manager
- 86 Admitting Supervisor
- 302 Courier
- 14 Film Librarian
- 304 Gift Shop Clerk
- 307 Health Program Manager
- 490 Intake Coordinator
- 305 Mail Room Clerk
- 306 Medical Librarian
- 272 Medical Library Manager
- 33 Office Clerk
- 96 Office Supervisor
- 308 Project Manager – General
- 19 Receptionist
- 13 Referral Coordinator
- 46 Switchboard Operator
- 309 Switchboard Supervisor
- 47 Unit Clerk
- 311 Volunteer Coordinator
- 491 Volunteer Services Manager

CLINICAL AND PROFESSIONAL SERVICES

- 483 Acupuncturist
- 484 Aesthetician
- 182 Anesthesia Technician
- 183 Angiographer
- 314 Cancer Registrar
- 62 Cardiac Catheterization Laboratory Manager
- 315 Cardiac Catheterization Laboratory Supervisor

JOB LIST AND SUMMARIES

CLINICAL AND PROFESSIONAL SERVICES *continued*

187	Cardiac Catheterization Laboratory Technologist
207	Cardiac Electrophysiology Technologist
252	Cardiovascular Technologist
273	Case Management Manager
316	Case Management Supervisor (MSW)
317	Case Manager
260	Certified Cardiographic Technician
495	Certified Chaplain
26	Certified Medical Assistant
503	Certified Medical Assistant – Senior
203	Certified Medical Dosimetrist
231	Certified Phlebotomy Technician
496	Chaplain
494	Chaplain Associate
497	Chaplain Manager
318	Child Life Specialist
319	Childcare Teacher
498	Chore Provider
151	Clinical Pharmacist (PharmD)
320	Counselor
560	CT Supervisor
198	CT Technologist
559	CT Technologist – Lead
199	Cytotechnologist
561	Cytotechnologist – Lead
562	Cytotechnology Supervisor
189	Echo Technician
321	ECMO Technician
205	EEG Technician
206	EKG Technician
212	Endoscopy Technician
556	Endoscopy Technician – Senior
322	Epidemiologist (MS)
323	Esthetician
209	Exercise Physiologist
529	Fitness Instructor

JOB LIST AND SUMMARIES

CLINICAL AND PROFESSIONAL SERVICES *continued*

279	Genetic Counselor
313	Grief Counselor
120	Hemodialysis Technician
557	Hemodialysis Technician – Senior
485	Herbalist
214	Histotechnician
215	Histotechnologist
164	Home Health Aide
324	Hospice Aide
325	Hyperbaric Technician
486	Hypnotherapist
326	Infection Control Preventionist
563	Interventional Radiologic Technologist
328	Licensed Clinical Social Worker
501	Licensed Independent Clinical Social Worker
217	Mammographer
25	Medical Assistant
500	Medical Assistant – Lead
216	Medical Laboratory Assistant
70	Medical Laboratory Manager
327	Medical Laboratory Supervisor
218	Medical Laboratory Technician
219	Medical Laboratory Technologist
531	Medical Laboratory Technologist – Lead
532	Medical Laboratory Technologist – Senior
291	Medical Physicist
293	Medical Physicist (PhD)
220	Mental Health Assistant
329	Mental Health Technician
221	MRI Technologist
222	Nuclear Medicine Technologist
331	Ophthalmic Technician
227	Orthopedic Technician
332	Orthotist/Prosthetist
499	Patient Companion
551	Pharmacist – New Graduate

JOB LIST AND SUMMARIES

CLINICAL AND PROFESSIONAL SERVICES *continued*

- 153 Pharmacist – Retail (PharmD)
- 552 Pharmacy Intern
- 154 Pharmacy Inventory Specialist
- 77 Pharmacy Manager (PharmD)
- 334 Pharmacy Supervisor
- 155 Pharmacy Technician
- 566 Polysomnographic Scorer
- 240 Polysomnographic Technician
- 568 Quality Control Mammographer
- 276 Radiation Oncology Manager
- 243 Radiation Physicist (PhD)
- 244 Radiation Therapist
- 333 Radiologic Technologist – Contingent
- 246 Radiologic Technologist – Inpatient
- 569 Radiologic Technologist – New Graduate
- 245 Radiologic Technologist – Outpatient
- 277 Radiology Manager
- 98 Radiology Supervisor
- 553 Registered Pharmacy Technician
- 567 Registered Polysomnographic Technologist
- 487 Reiki Practitioner
- 502 Respiratory Therapist – New Graduate
- 80 Social Services Manager
- 335 Social Worker (BSW)
- 533 Specimen Processing Clerk
- 193 Substance Abuse Counselor
- 283 Trauma Registrar
- 261 Ultrasonographer
- 564 Ultrasonographer – Lead
- 565 Ultrasonographer – Senior
- 488 Yoga Instructor

FACILITY SERVICES

- 87 Biomedical Equipment Supervisor
- 186 Biomedical Equipment Technician

JOB LIST AND SUMMARIES

FACILITY SERVICES *continued*

- 336 Carpenter
- 285 Clinical Biomedical Engineer
- 504 Clinical Biomedical Engineering Manager
- 303 Driver
- 161 Electrician
- 269 Environmental Services Manager
- 89 Environmental Services Supervisor
- 166 Environmental Services Worker
- 337 Facilities Supervisor
- 338 Floor Technician
- 163 General Maintenance Worker
- 339 Groundskeeper
- 340 HVAC Mechanic
- 341 Laundry Services Manager
- 342 Laundry Supervisor
- 343 Laundry Worker
- 167 Maintenance Mechanic
- 91 Maintenance Supervisor
- 505 Master Plumber
- 344 PACS Administrator
- 294 PACS Analyst
- 171 Painter
- 173 Plant Engineer
- 174 Plumber
- 176 Project Manager – Construction
- 576 Security and Safety Manager
- 177 Security Officer – Armed
- 178 Security Officer – Unarmed
- 100 Security Supervisor
- 506 Shuttle Driver

FINANCIAL SERVICES

- 345 Accounting Clerk
- 507 Accounting Manager
- 346 Accounting Supervisor

JOB LIST AND SUMMARIES

FINANCIAL SERVICES *continued*

- 347 Accounts Payable Clerk
- 348 Accounts Payable Supervisor
- 349 Accounts Receivable Clerk
- 350 Accounts Receivable Supervisor
- 351 Biller
- 352 Billing Supervisor
- 353 Budget Analyst
- 354 Chargemaster Coordinator
- 7 Collections Specialist
- 355 Decision Support Analyst
- 15 Financial Analyst
- 508 Financial Analyst – Senior
- 21 Internal Auditor
- 75 Patient Accounts Manager
- 357 Patient Accounts Representative
- 358 Patient Accounts Supervisor
- 262 Patient Financial Representative
- 76 Payroll Manager
- 35 Payroll Specialist
- 509 Payroll Specialist – Senior
- 40 Reimbursement Analyst
- 79 Revenue Cycle Manager
- 296 Risk Management Analyst
- 3 Staff Accountant (AS)
- 4 Staff Accountant (BS)
- 510 Staff Accountant (BS) – Senior

FOUNDATION AND FUND DEVELOPMENT

- 511 Annual Giving Specialist
- 512 Event Coordinator
- 513 Foundation/Fund Development Manager
- 514 Giving Database Coordinator
- 359 Grants Specialist
- 515 Major Gifts Specialist
- 516 Planned Giving Specialist

JOB LIST AND SUMMARIES

HEALTH INSURANCE AND MANAGED CARE

- 361 Managed Care Contract Analyst
- 362 Managed Care Contract Coordinator
- 517 Managed Care Manager

HUMAN RESOURCES

- 61 Benefits Manager
- 6 Benefits Specialist
- 526 Benefits Specialist – Senior
- 518 Compensation Analyst
- 519 Compensation Analyst – Senior
- 520 Compensation and Benefits Manager
- 64 Compensation Manager
- 363 Employee Relations Specialist
- 364 Employee Training Specialist
- 65 Employment Manager
- 365 Employment Specialist
- 68 HRIS Manager
- 367 HRIS Specialist
- 368 Human Resources Assistant
- 366 Human Resources Business Partner
- 18 Human Resources Generalist
- 369 Labor Relations Manager
- 370 Labor Relations Specialist
- 521 Leave Specialist
- 523 Nurse Recruiter
- 522 Onboarding Specialist
- 371 Organizational Development Specialist
- 524 Physician Recruiter
- 38 Recruiter
- 525 Recruiter – Senior
- 372 Wellness Coordinator
- 213 Wellness Specialist
- 373 Workers' Compensation Specialist

JOB LIST AND SUMMARIES

INFORMATION SERVICES

- 376 Computer Operator
- 377 Data Entry Clerk
- 528 Data Scientist (MS)
- 378 Database Administrator
- 379 Database Report Writer
- 287 Epic Application Coordinator
- 288 Epic Application Coordinator – Senior
- 289 Epic Application Manager
- 374 Epic Implementation Specialist
- 375 Epic Support Specialist
- 380 Help Desk Analyst
- 381 Information Security Specialist
- 382 Network Administrator
- 383 Network Analyst
- 384 Programmer Analyst
- 290 Project Manager – Epic
- 385 Project Manager – Information Systems
- 386 Systems Administrator
- 387 Systems Analyst
- 83 Telecommunications Manager
- 180 Telecommunications Technician
- 388 Web Developer

LEGAL SERVICES AND COMPLIANCE

- 534 Contract Administrator
- 389 Paralegal
- 535 Risk Manager
- 390 Staff Attorney

MARKETING AND COMMUNICATIONS

- 536 Communications Manager
- 24 Marketing Specialist
- 2 Public Relations Specialist

JOB LIST AND SUMMARIES

MATERIALS MANAGEMENT

9	Buyer
157	Buyer – Pharmacy
63	Central Supply Manager
268	Distribution Manager
537	Distribution Supervisor
168	Material Handler
92	Materials Management Supervisor
392	Purchasing Clerk
275	Purchasing Manager
391	Sterile Processing Supervisor
159	Sterile Processing Technician
538	Sterile Processing Technician – Lead
300	Supply Chain Manager

NURSING AND PATIENT CARE SERVICES

539	Bariatric Coordinator (RN)
393	Call Center Nurse (RN)
540	Case Management Supervisor (RN)
115	Case Manager (RN)
265	Central Scheduling Manager
114	Certified Nurse Educator (RN)
170	Certified Nursing Assistant
192	Certified Surgical Technician First Assist
259	Certified Surgical Technologist
111	Charge Nurse (RN)
394	Clinical Informatics Specialist (RN)
299	Clinical Quality Improvement Specialist (RN)
144	Clinical Research Nurse (RN)
395	Community Health Nurse (RN)
12	Compliance Specialist (RN)
396	Concierge
116	Diabetes Educator (RN)
397	Emergency Medical Technician
208	Emergency Room Technical Assistant
145	First Assist (RN)

JOB LIST AND SUMMARIES

NURSING AND PATIENT CARE SERVICES *continued*

- 399 Flight Paramedic
- 59 Flight Program Manager
- 400 Forensic Nurse (RN)
- 411 Health Educator
- 104 House Supervisor (RN)
- 127 Infection Control Preventionist (RN)
- 401 Lactation Consultant (RN)
- 402 Licensed Practical Nurse – Clinic
- 403 Licensed Practical Nurse – Home Health Services
- 404 Licensed Practical Nurse – Hospital
- 129 Licensed Practical Nurse – Hospital – Senior
- 405 Licensed Practical Nurse – Long-Term Care Services
- 554 Licensed Practical Nurse – Physician Practice
- 406 Nurse Auditor (RN)
- 103 Nurse Manager (RN)
- 137 Nurse Recruiter (RN)
- 95 Nurse Supervisor (RN)
- 169 Nursing Assistant
- 408 Oncology Nurse Navigator (RN)
- 82 OR Manager
- 228 Paramedic
- 410 Patient Care Technician
- 412 Patient Navigator
- 407 Patient Navigator (RN)
- 413 Patient Safety Attendant
- 41 Patient Scheduler
- 274 Patient Transport Manager
- 172 Patient Transporter
- 419 Pilot
- 295 Quality Improvement Specialist (RN)
- 105 Registered Nurse – Ambulatory Care
- 420 Registered Nurse – Ambulatory Care – Surgical
- 442 Registered Nurse – Anesthesiology – Pain Management
- 422 Registered Nurse – Bed Control
- 424 Registered Nurse – Cardiac Catheterization Laboratory
- 414 Registered Nurse – Cardiac Catheterization Laboratory – Contingent

JOB LIST AND SUMMARIES

NURSING AND PATIENT CARE SERVICES *continued*

- 426 Registered Nurse – Cardiology
- 425 Registered Nurse – Cardiology – Critical Care Medicine
- 542 Registered Nurse – Clinic
- 543 Registered Nurse – Clinic – Contingent
- 427 Registered Nurse – Critical Care Medicine
- 416 Registered Nurse – Critical Care Medicine – Contingent
- 429 Registered Nurse – Emergency Medicine
- 417 Registered Nurse – Emergency Medicine – Contingent
- 123 Registered Nurse – Flight
- 430 Registered Nurse – Float
- 449 Registered Nurse – General Surgery
- 418 Registered Nurse – General Surgery – Contingent
- 431 Registered Nurse – Geriatrics
- 126 Registered Nurse – Home Health Services
- 432 Registered Nurse – Hospice
- 142 Registered Nurse – Hospital
- 433 Registered Nurse – Hospital – New Graduate
- 434 Registered Nurse – Hospital – Senior
- 435 Registered Nurse – Hyperbaric Medicine
- 143 Registered Nurse – Inpatient – Contingent
- 436 Registered Nurse – Long-Term Care Services
- 438 Registered Nurse – Neonatal-Perinatal Medicine
- 428 Registered Nurse – Nephrology
- 437 Registered Nurse – Neurology
- 439 Registered Nurse – Obstetrics
- 398 Registered Nurse – Occupational and Environmental Medicine
- 440 Registered Nurse – Oncology
- 443 Registered Nurse – Palliative Medicine
- 451 Registered Nurse – Patient Transport
- 444 Registered Nurse – Pediatrics
- 447 Registered Nurse – Physical Medicine and Rehabilitation
- 141 Registered Nurse – Physician Practice
- 415 Registered Nurse – Physician Practice – Contingent
- 441 Registered Nurse – Post-Anesthesia Care Unit
- 139 Registered Nurse – Preadmissions Testing
- 448 Registered Nurse – Progressive Care

JOB LIST AND SUMMARIES

NURSING AND PATIENT CARE SERVICES *continued*

- 445 Registered Nurse – Psychiatry
- 140 Registered Nurse – Radiation Oncology
- 446 Registered Nurse – Radiology
- 146 Registered Nurse – Radiology – Special Procedures
- 544 Registered Nurse – Telehealth
- 450 Registered Nurse – Transplant Surgery
- 423 Registered Nurse – Trauma Surgery – Burn
- 454 Registered Nurse – Wound Care
- 545 Service Line Administrator
- 452 Staff Scheduling Manager
- 147 Transplant Nurse Coordinator (RN)
- 409 Trauma Nurse Navigator (RN)
- 106 Unit Supervisor (RN)
- 453 Utilization Review Nurse (RN)

NUTRITION SERVICES

- 194 Clinical Dietitian
- 546 Clinical Dietitian – New Graduate
- 160 Cook
- 548 Cook – Lead
- 547 Cook – Senior
- 455 Diabetes Educator
- 200 Dietetic Technician
- 266 Dietitian Supervisor
- 550 Executive Chef
- 549 Food Service Cashier
- 162 Food Service Worker
- 270 Nutrition and Dietary Services Manager
- 88 Nutrition and Dietary Services Supervisor

PATIENT RELATIONS AND HEALTH INFORMATION

- 28 Certified Medical Coder – Inpatient
- 457 Certified Medical Coder – Outpatient
- 456 Clinical Documentation Specialist

JOB LIST AND SUMMARIES

PATIENT RELATIONS AND HEALTH INFORMATION *continued*

58	Clinical Informatics Manager
197	Clinical Informatics Specialist
36	Compliance Coordinator
461	Electronic Health Records Specialist
462	Electronic Health Records Support Specialist
271	Health Information Management Manager
463	Interpreter
464	Laboratory Informatics Coordinator
27	Medical Coder – Inpatient
458	Medical Coder – Outpatient
459	Medical Coding Auditor
66	Medical Coding Manager
93	Medical Coding Supervisor
30	Medical Records Clerk
465	Medical Records Supervisor
34	Patient Relations Representative
466	Pharmacy Informatics Coordinator
467	Registered Health Information Technician
468	Release of Information Specialist
460	Scanning and Imaging Clerk
101	Transcription Supervisor
32	Transcriptionist

PHYSICIAN RELATIONS AND PRACTICE MANAGEMENT

57	Clinic Services Manager
11	Clinic Services Representative
470	Medical Staff Credentialing Specialist
555	Medical Staff Office Manager

QUALITY AND UTILIZATION MANAGEMENT

472	Patient Safety Specialist
297	Performance Improvement Specialist
471	Quality Compliance Analyst
558	Quality Manager

JOB LIST AND SUMMARIES

REHABILITATION SERVICES

- 473 Art Therapist
- 184 Athletic Trainer
- 226 Certified Occupational Therapy Assistant
- 255 Certified Respiratory Therapist
- 188 Exercise Specialist
- 474 Massage Therapist
- 475 Music Therapist
- 225 Occupational Therapist
- 281 Occupational Therapist – Contingent
- 478 Occupational Therapy Aide
- 74 Occupational Therapy Manager
- 476 Occupational Therapy Supervisor
- 234 Physical Therapy Aide
- 78 Physical Therapy Manager
- 97 Physical Therapy Supervisor
- 250 Recreation Therapist
- 254 Registered Respiratory Therapist
- 477 Registered Respiratory Therapist – Contingent
- 278 Respiratory Therapy Manager
- 99 Respiratory Therapy Supervisor
- 571 Speech Pathology Manager
- 479 Speech Pathology Supervisor

RESEARCH

- 572 Animal Care Aide
- 573 Animal Care Technician
- 480 Biostatistician (MS)
- 482 Clinical Research Assistant
- 481 Clinical Research Scientist (MS)
- 574 Clinical Research Scientist (PhD)
- 575 Grant Writer

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.