



2019

Hospital-Based Physician Compensation and Work Effort Survey Report

Survey data effective January 1, 2019

2019

HOSPITAL-BASED
PHYSICIAN
COMPENSATION
AND WORK EFFORT
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 *Hospital-Based Physician Compensation and Work Effort Survey Report*. 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 51 health care organizations across the United States. 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.

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 for all specialties, including work standards, paid time off (PTO) practices, compensation approaches and incentive compensation and shift pay practices.

Section IV presents compensation and work effort practices by specialty.

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.
- All compensation data reflect a 1.0 full-time equivalent (FTE).
- In sections III and IV, reported productivity for anesthesiology and pediatrics – anesthesiology reflects American Society of Anesthesiologists (ASA) units.
- Sections III and IV include both reported and equated data for standard hourly rates, shift-based rates and annual base salaries. SullivanCotter used the following methodology to calculate equated data sets:
 - Equated standard hourly rates reflect annual base salaries divided by the number of required minimum annual hours.
 - Equated shift-based rates reflect reported and equated standard hourly rates multiplied by 10 hours.

INTRODUCTION

- Equated annual base salaries reflect standard hourly rates multiplied by the number of required minimum annual hours.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.

Questions and comments about this survey report should be directed to the following individuals:

SECTION II:

CHARACTERISTICS
OF SURVEY
PARTICIPANTS

CHARACTERISTICS OF SURVEY PARTICIPANTS

ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

| Organization Type | | | |
|-----------------------------|---------------------------------------|-------------------|-------------------------------|
| Type | Independent or Affiliated (n = 30) | Owned (n = 21) | All Organizations (n = 51) |
| Health System | 67% | 48% | 59% |
| Hospital | 23% | 33% | 27% |
| Academic Medical Center | 13% | 19% | 16% |
| Independent Medical Group | 3% | 29% | 14% |
| Practice Management Company | 0% | 0% | 0% |

Note: Percentages will not add to 100% due to multiple response categories.

OWNERSHIP

TABLE 2.2 – Number of Entities for Which the Parent Organization Reported

| Number of Entities for Which the Parent Organization Reported ⁽¹⁾ | |
|--|--------|
| Mean | Median |
| 3 | 2 |

n = 16
⁽¹⁾Reported data only include organizations that are health systems.

TABLE 2.3 – Number of Locations Under Management

| Number of Locations Under Management ⁽¹⁾ | |
|---|--------|
| Mean | Median |
| isd | isd |

n = 0
⁽¹⁾Reported data only include organizations that are practice management companies.

SERVICES PROVIDED

TABLE 2.4 – Services Provided to One or More Trauma Centers

| Services Provided to One or More Trauma Centers | |
|---|------------|
| Status | Percentage |
| Provide | 69% |
| Do Not Provide | 31% |

n = 49

CHARACTERISTICS OF SURVEY PARTICIPANTS

SERVICES PROVIDED *continued*

TABLE 2.5 – Trauma Center Levels

| Trauma Center Levels ⁽¹⁾ | |
|---|------------|
| Level | Percentage |
| Level I | |
| Level II | |
| Level III | |
| Level IV | |
| n = 34 | |
| ⁽¹⁾ Reported data only include organizations that provide services to one or more trauma centers. Note: Percentages will not add to 100% due to multiple response categories. | |

TABLE 2.6 – Services Provided to Rural Access Clinics

| Services Provided to Rural Access Clinics | |
|---|------------|
| Status | Percentage |
| Provide | |
| Do Not Provide | |
| n = 47 | |

SECTION III:

COMPENSATION
PRACTICES

COMPENSATION PRACTICES

WORK STANDARDS

TABLE 3.1 – PTO Hours Included in Minimum Annual Required Clinical Hours for 1.0 FTE Clinical Status

| PTO Hours Included in Minimum Annual Required Clinical Hours for 1.0 FTE Clinical Status | |
|--|------------|
| Status | Percentage |
| Include PTO Hours | |
| Do Not Include PTO Hours | |
| Varies by Specialty | |
| n = 41 | |

TABLE 3.2 – Holiday Hours Included in Minimum Annual Required Clinical Hours for 1.0 FTE Clinical Status

| Holiday Hours Included in Minimum Annual Required Clinical Hours for 1.0 FTE Clinical Status | |
|--|------------|
| Status | Percentage |
| Include Holiday Hours | |
| Do Not Include Holiday Hours | |
| Varies by Specialty | |
| n = 41 | |

TABLE 3.3 – Minimum Annual Required Clinical Hours for 1.0 Clinical FTE Status

| Minimum Annual Required Clinical Hours for 1.0 Clinical FTE Status ⁽¹⁾ | | | | | | |
|---|--|----|-----------------|------|--------|-----------------|
| Code | Specialty | n | 25th Percentile | Mean | Median | 75th Percentile |
| 2000 | Anesthesiology | 10 | | | | |
| 1060 | Critical Care Medicine | 20 | | | | |
| 2030 | Emergency Medicine | 21 | | | | |
| 1185 | Hospitalist | 26 | | | | |
| 1196 | Hospitalist – Combined ⁽²⁾ | 26 | | | | |
| 1260 | Hospitalist – Nocturnist | 14 | | | | |
| 2051 | Hospitalist – Surgicalist | 1 | isd | isd | isd | isd |
| 1195 | Neurology – Neurocritical Care | 2 | isd | isd | isd | isd |
| 1245 | Obstetrics/Gynecology – Laborist | 10 | | | | |
| 4100 | Pathology – Anatomic and Clinical | 8 | | | | |
| 4005 | Pediatrics – Anesthesiology | 1 | isd | isd | isd | isd |
| 1422 | Pediatrics – Combined ⁽³⁾ | 18 | | | | |
| 1384 | Pediatrics – Critical Care Medicine | 8 | | | | |
| 2035 | Pediatrics – Emergency Medicine | 6 | | | | |
| 1187 | Pediatrics – Hospitalist | 14 | | | | |
| 1240 | Pediatrics – Neonatal-Perinatal Medicine | 11 | | | | |
| 1417 | Pediatrics – Urgent Care | 4 | isd | isd | isd | isd |
| 4040 | Radiology – Diagnostic | 10 | | | | |
| 4030 | Radiology – Interventional | 6 | | | | |
| 4020 | Radiology – Neurointerventional | 2 | isd | isd | isd | isd |
| 2295 | Trauma Surgery | 7 | | | | |
| 1490 | Urgent Care | 11 | | | | |

⁽¹⁾Reported data reflect computed base hours; any PTO or holiday hours were excluded.

⁽²⁾Hospitalist – combined includes hospitalist, hospitalist – nocturnist, hospitalist – surgicalist and obstetrics/gynecology – laborist.

⁽³⁾Pediatrics – combined includes pediatrics – anesthesiology, pediatrics – critical care medicine, pediatrics – emergency medicine, pediatrics – hospitalist, pediatrics – neonatal-perinatal medicine and pediatrics – urgent care.

SECTION IV:
COMPENSATION
AND WORK EFFORT
PRACTICES BY
SPECIALTY

ANESTHESIOLOGY

ANESTHESIOLOGY

TABLE 4.1 – Minimum Annual Required Clinical Hours for 1.0 Clinical FTE Status

| Minimum Annual Required Clinical Hours for 1.0 Clinical FTE Status | | | | | |
|--|----|-----------------|------|--------|-----------------|
| Category | n | 25th Percentile | Mean | Median | 75th Percentile |
| Base Hours ⁽¹⁾ | 10 | | | | |
| Excluding PTO and Holiday Hours | 6 | | | | |
| Excluding PTO Hours | 6 | | | | |
| Excluding Holiday Hours | 7 | | | | |
| Including PTO Hours | 3 | isd | isd | isd | isd |
| Including Holiday Hours | 2 | isd | isd | isd | isd |
| Including PTO and Holiday Hours | 2 | isd | isd | isd | isd |

⁽¹⁾Reported data reflect computed base hours; any PTO or holiday hours were excluded.

TABLE 4.2 – Actual Annual Clinical Hours Worked per Typical 1.0 FTE Physician

| Actual Annual Clinical Hours Worked per Typical 1.0 FTE Physician | | | | | |
|---|----|-----------------|------|--------|-----------------|
| Category | n | 25th Percentile | Mean | Median | 75th Percentile |
| Base Hours | 13 | | | | |
| Excluding PTO and Holiday Hours | 7 | | | | |
| Excluding PTO Hours | 7 | | | | |
| Excluding Holiday Hours | 8 | | | | |
| Including PTO Hours | 1 | isd | isd | isd | isd |
| Including Holiday Hours | 0 | isd | isd | isd | isd |
| Including PTO and Holiday Hours | 0 | isd | isd | isd | isd |

TABLE 4.3 – Require Minimum Annual Number of Shifts for 1.0 Clinical FTE Status

| Require Minimum Annual Number of Shifts for 1.0 Clinical FTE Status | |
|---|------------|
| Status | Percentage |
| Require | |
| Do Not Require | |
| n = 10 | |

TABLE 4.4 – Minimum Annual Required Shifts for 1.0 Clinical FTE Status

| Minimum Annual Required Shifts for 1.0 Clinical FTE Status ⁽¹⁾ | | | |
|--|------|--------|-----------------|
| 25th Percentile | Mean | Median | 75th Percentile |
| isd | isd | isd | isd |
| n = 3 | | | |
| ⁽¹⁾ Reported data only include organizations that require a minimum number of shifts for 1.0 clinical FTE status. | | | |

TABLE 4.5 – Number of Clinical Hours Worked per Shift

| Number of Clinical Hours Worked per Shift | | | | | |
|---|---|-----------------|------|--------|-----------------|
| Shift | n | 25th Percentile | Mean | Median | 75th Percentile |
| Weekday | 8 | | | | |
| Weeknight | 5 | | | | |
| Weekend | 4 | isd | isd | isd | isd |

APPENDIX A:

SURVEY

PARTICIPANTS

SURVEY PARTICIPANTS

| ORGANIZATION | CITY | STATE |
|--|----------------|-------|
| Allina Health System | Minneapolis | MN |
| Altru Health System | Grand Forks | ND |
| Ann & Robert H. Lurie Children's Hospital of Chicago | Chicago | IL |
| Aurora Health Care | Milwaukee | WI |
| BayCare Health System | Clearwater | FL |
| Baystate Health | Springfield | MA |
| Billings Clinic | Billings | MT |
| Cambridge Health Alliance Physicians Organization | Medford | MA |
| Cambridge Medical Center | Cambridge | MN |
| Carle Physician Group | Urbana | IL |
| CentraCare Clinic | St. Cloud | MN |
| Centura Health | Centennial | CO |
| Cincinnati Children's Hospital Medical Center | Cincinnati | OH |
| Core Physicians | Exeter | NH |
| Dartmouth-Hitchcock Clinic | Lebanon | NH |
| Emergency Physicians of the Rockies | Fort Collins | CO |
| Essentia Health | Duluth | MN |
| Fairview Health Services | Minneapolis | MN |
| Geisinger Clinic | Danville | PA |
| Gundersen Health System | La Crosse | WI |
| Hennepin Healthcare System | Minneapolis | MN |
| Hospital for Special Surgery | New York | NY |
| Intermountain Medical Group | Salt Lake City | UT |
| Lahey Health | Burlington | MA |
| Lexington Medical Center | West Columbia | SC |
| Marshfield Clinic | Marshfield | WI |
| McLeod Regional Medical Center Florence | Florence | SC |
| Memorial Sloan Kettering Cancer Center | New York | NY |
| Mercy Hospital | Coon Rapids | MN |
| Mercy Medical Group | Sacramento | CA |
| Methodist Health System | Dallas | TX |
| Northern Colorado Anesthesia Professionals | Fort Collins | CO |
| North Memorial Health Care | Robbinsdale | MN |
| Norton Medical Group | Louisville | KY |
| Orlando Health | Orlando | FL |

Note: This list does not include two organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

| ORGANIZATION | CITY | STATE |
|----------------------------------|-------------|-------|
| Rochester Regional Health System | Rochester | NY |
| Sanford Health | Sioux Falls | SD |
| Scripps Health | San Diego | CA |
| Sentara Medical Group | Norfolk | VA |
| Signature Healthcare | Brockton | MA |
| Southcoast Health System | New Bedford | MA |
| Southern Illinois Healthcare | Carbondale | IL |
| The Queen's Health Systems | Honolulu | HI |
| United Health Services | Binghamton | NY |
| United Hospital | St. Paul | MN |
| University Physicians | Columbia | MO |
| Vidant Health | Greenville | NC |
| WakeMed Health & Hospitals | Raleigh | NC |
| Wentworth-Douglass Hospital | Dover | NH |

Note: This list does not include two organizations that wished to remain anonymous.

APPENDIX B:
SPECIALTY LIST
AND SUMMARIES

SPECIALTY LIST AND SUMMARIES

HOSPITAL BASED

2000 Anesthesiology
1060 Critical Care Medicine
2030 Emergency Medicine
1185 Hospitalist
1196 Hospitalist – Combined
1260 Hospitalist – Nocturnist
2051 Hospitalist – Surgicalist
1195 Neurology – Neurocritical Care
1245 Obstetrics/Gynecology – Laborist
4100 Pathology – Anatomic and Clinical
4005 Pediatrics – Anesthesiology
1422 Pediatrics – Combined
1384 Pediatrics – Critical Care Medicine
2035 Pediatrics – Emergency Medicine
1187 Pediatrics – Hospitalist
1240 Pediatrics – Neonatal-Perinatal Medicine
1417 Pediatrics – Urgent Care
4040 Radiology – Diagnostic
4030 Radiology – Interventional
4020 Radiology – Neurointerventional
2295 Trauma Surgery
1490 Urgent Care

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.

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