



Manager and Executive Compensation in Hospitals and Health Systems Survey Report

Survey data effective January 1, 2019

2019

MANAGER AND
EXECUTIVE
COMPENSATION
IN HOSPITALS AND
HEALTH SYSTEMS
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	6
	Organization Classification	6
	Tax Classification	6
	Sponsorship	6
	Academic Affiliation	6
	Size and Scope	7
	Regional Distribution	8
III	Compensation and Incentive Practices	10
	Salary Increases	10
	Compensation Strategies	11
	Short-Term Incentives	13
	Cash-Based Long-Term Incentives	25
IV	Health System Base Salary and Total Cash Compensation	36
	All Health Systems	36
	Less Than \$500 Million	56
	\$400 Million to \$900 Million	76
	\$700 Million to \$2.0 Billion	96
	\$1.5 Billion to \$3.5 Billion	116
	Greater Than \$3.0 Billion	136
V	Health System Total Direct Compensation	157
	All Health Systems	157
	Less Than \$500 Million	169
	\$400 Million to \$900 Million	181
	\$700 Million to \$2.0 Billion	193
	\$1.5 Billion to \$3.5 Billion	205
	Greater Than \$3.0 Billion	217
VI	Health System Regressions	229
VII	Hospital Base Salary and Total Cash Compensation	449
	All Hospitals	449
	Less Than \$50 Million	469
	\$25 Million to \$100 Million	489
	\$75 Million to \$200 Million	509
	\$150 Million to \$400 Million	529
	\$300 Million to \$600 Million	549
	Greater Than \$500 Million	569

TABLE OF CONTENTS

Section

VIII	Hospital Total Direct Compensation	590
	All Hospitals	590
	Less Than \$50 Million	602
	\$25 Million to \$100 Million	614
	\$75 Million to \$200 Million	626
	\$150 Million to \$400 Million	638
	\$300 Million to \$600 Million	650
	Greater Than \$500 Million	662
IX	Hospital Regressions	674
Appendix		
A	Survey Participants	A-2
B	Job List and Summaries	A-65
C	Terms and Definitions	A-120
D	Using Regression Equations	A-127
E	About SullivanCotter	A-131

SECTION I:

INTRODUCTION

INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Manager and Executive Compensation in Hospitals and Health Systems Survey Report*, now in its 27th edition. Survey participants submitted data from January 2019 to April 2019. Data were reported by 2,268 health care organizations across the United States. Cash compensation data reflect 42,530 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 and incentive practices section is only available to survey participants who completed the corresponding sections of the 2019 *Manager and Executive Compensation in Hospitals and Health Systems Survey*. Survey participants who did not complete these sections receive a survey report excluding the compensation and incentive practices section.

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

This report is organized into nine sections:

Section I presents general information regarding this survey report.

Section II presents general survey participant characteristics.

Section III presents compensation and incentive practices, including salary increases, compensation strategies, short-term incentives (STIs) or annual incentives and cash-based long-term incentives (LTIs).

Section IV presents national base salary and total cash compensation (TCC) for system-level executive and management positions by net revenue.

Section V presents national total direct compensation (TDC) for system-level executive positions by net revenue.

Section VI presents national regression equations and trend line graphs for system-level executive and management positions. The trend lines graphically display base salary and TCC.

Section VII presents national base salary and TCC for hospital-level executive and management positions by net revenue.

Section VIII presents national TDC for hospital-level executive positions by net revenue.

Section IX presents national regression equations and trend line graphs for hospital-level executive and management positions. The trend lines graphically display base salary and TCC.

INTRODUCTION

The supplemental Excel file *Manager and Executive Compensation in Hospitals and Health Systems 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*; results that are not applicable for a certain data field are noted in tables as *n/a*. Conditions for insufficient data include the following:
 - When fewer than five organizations provided data.
 - When one organization represented more than 25% of the sample.
 - In sections VI and IX, trend line graphs are reported for system- and hospital-level executive and management positions. For some of these positions, the data collected were insufficient to perform this type of statistical analysis due to a small number of responses or a poor correlation between compensation levels and net revenue.
- All compensation data are annualized and displayed in thousands unless otherwise noted.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.

SullivanCotter annually reviews and updates our surveys to reflect current and emerging trends in the market. For 2019, these updates include additional details on performance measures used for incentives in section III and new or updated roles added that reflect changes in health system organization structures as many transition to a regional or shared services model:

- **President – region/division/market (job 7001).**
- **Hospital administrator (job 7002).**
- **Top finance executive – region/division/market (job 7016).**
- **Top medical affairs executive – region/division/market (job 7013).**
- **Top human resources executive – region/division/market (job 7062).**

Due to these updates, survey participants should be aware of year-over-year variations in the data reported for positions that are affected by the additional roles (e.g., system-owned system and hospital positions) and consider the implications for their own work settings.

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 1.1 – 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	n	Independent or Affiliated	Owned
Multiple Hospital System	381	57%	43%
Single Hospital System	76	82%	18%
Acute Care Hospital	1,808	4%	96%
Other	3	isd	isd

TAX CLASSIFICATION

TABLE 2.2 – Tax Classification Type

Tax Classification Type		
Type	Health Systems (n = 460)	Hospitals (n = 1,808)
Not for Profit	82%	56%
For Profit	9%	39%
Governmental	9%	5%

SPONSORSHIP

TABLE 2.3 – Sponsorship Type

Sponsorship Type		
Type	Health Systems (n = 460)	Hospitals (n = 1,808)
Secular	77%	80%
Religious	23%	20%

ACADEMIC AFFILIATION

TABLE 2.4 – Academic Affiliation

Academic Affiliation		
Type	Health Systems (n = 460)	Hospitals (n = 1,808)
Major Teaching Program	44%	8%
Minor Teaching Program	30%	38%
No Academic Affiliation	26%	54%

CHARACTERISTICS OF SURVEY PARTICIPANTS

SIZE AND SCOPE

TABLE 2.5 – Health System Net Revenue

Health System Net Revenue ⁽¹⁾			
Category	n	Mean	Median
All Health Systems	454		
Less Than \$500 Million	38		
\$400 Million to \$900 Million	91		
\$700 Million to \$2.0 Billion	187		
\$1.5 Billion to \$3.5 Billion	141		
Greater Than \$3.0 Billion	127		

⁽¹⁾Net revenue is displayed in millions.

TABLE 2.6 – Hospital Net Revenue

Hospital Net Revenue ⁽¹⁾			
Category	n	Mean	Median
All Hospitals	1,799		
By Net Revenue			
Less Than \$50 Million	500		
\$25 Million to \$100 Million	473		
\$75 Million to \$200 Million	425		
\$150 Million to \$400 Million	500		
\$300 Million to \$600 Million	310		
Greater Than \$500 Million	287		
By Region			
North Central Region	430		
Great Lakes Subregion	356		
Northeast Region	239		
South Central Region	383		
Southeast Region	492		
West Region	253		

⁽¹⁾Net revenue is displayed in millions.

TABLE 2.7 – Health Plan Net Revenue

Health Plan Net Revenue ⁽¹⁾			
Category	n	Mean	Median
All Health Plans	30		
Less Than \$500 Million	13		
\$400 Million to \$900 Million	3	isd	isd
\$700 Million to \$2.0 Billion	10		
\$1.5 Billion to \$3.5 Billion	8		
Greater Than \$3.0 Billion	4	isd	isd

⁽¹⁾Net revenue is displayed in millions.

CHARACTERISTICS OF SURVEY PARTICIPANTS

REGIONAL DISTRIBUTION

TABLE 2.8 – Organization Distribution

Organization Distribution		
Region	Health Systems (n = 460)	Hospitals (n = 1,806)
North Central	26%	25%
Southeast	21%	27%
Northeast	19%	13%
South Central	19%	21%
West	15%	14%

SECTION III:
COMPENSATION
AND INCENTIVE
PRACTICES

COMPENSATION AND INCENTIVE PRACTICES

SALARY INCREASES

TABLE 3.1 – Base Salary Increases Provided in the Current Fiscal Year

Base Salary Increases Provided in the Current Fiscal Year ⁽¹⁾			
Level	n	Provided	Did Not Provide
Executives	380		
Management	363		
Nonmanagement	346		

⁽¹⁾Base salary increases provided as part of an annual or overall organization salary increase process.

TABLE 3.2 – Actual and Projected Budgets for Base Salary Increases

Actual and Projected Budgets for Base Salary Increases ⁽¹⁾						
Level	Budget	n	25th Percentile	Mean	Median	75th Percentile
Executives	2019 Actual	313				
	2020 Projected	278				
Management	2019 Actual	327				
	2020 Projected	286				
Nonmanagement	2019 Actual	322				
	2020 Projected	281				

⁽¹⁾Reported data only include organizations that provided a base salary increase within the last 12 months and organizations that anticipate providing an increase within the next 12 months.

SECTION IV:

HEALTH SYSTEM

BASE SALARY AND

TOTAL CASH

COMPENSATION

ALL HEALTH SYSTEMS

ALL HEALTH SYSTEMS

TABLE 4.1 – Administrative Services

Administrative Services															
Code	Job	n Orgs	n Incumbents	Base Salary				STI				TCC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7000	President and Chief Executive Officer, All	260	262												
7000	President and Chief Executive Officer, Multiple Hospital System, Independent or Affiliated	201	203												
7000	President and Chief Executive Officer, Single Hospital System, Independent or Affiliated	56	56												
7000	President and Chief Executive Officer, Nonacute Care Organization, All	3	3	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7001	President – Region/Division/Market	128	129												
7003	Chief of Staff	30	30												
7004	Administrative Chief of Staff	18	19												
7005	Chief Operating Officer, All	173	175												
7005	Chief Operating Officer, Multiple Hospital System, Independent or Affiliated	127	129												
7005	Chief Operating Officer, Single Hospital System, Independent or Affiliated	44	44												
7005	Chief Operating Officer, Nonacute Care Organization, All	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7009	Top Operations Executive – Region/Division/Market	46	47												
7025	Chief Administrative Officer	63	64												
7125	Top Mission Services Executive	53	54												
7133	Top Project Management Office Executive	10	10												
7213	Second-Level Mission Services Executive	13	17												
7801	Head of Project Management Office	21	25												
7810	Head of Medical Library	27	29												
7825	Head of Volunteer Services	61	67												
7850	Head of Pastoral Care	59	63												
7855	Head of Mission Services	12	17							isd	isd				

SECTION V:

HEALTH SYSTEM

TOTAL DIRECT

COMPENSATION

ALL HEALTH SYSTEMS

ALL HEALTH SYSTEMS

TABLE 5.1 – Administrative Services

Administrative Services															
Code	Job	n Orgs	n Incumbents	TCC				Cash-Based LTI				TDC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7000	President and Chief Executive Officer, All	260	262												
7000	President and Chief Executive Officer, Multiple Hospital System, Independent or Affiliated	201	203												
7000	President and Chief Executive Officer, Single Hospital System, Independent or Affiliated	56	56							isd	isd				
7000	President and Chief Executive Officer, Nonacute Care Organization, All	3	3	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7001	President – Region/Division/Market	128	129												
7003	Chief of Staff	30	30												
7004	Administrative Chief of Staff	18	19							isd	isd				
7005	Chief Operating Officer, All	173	175												
7005	Chief Operating Officer, Multiple Hospital System, Independent or Affiliated	127	129												
7005	Chief Operating Officer, Single Hospital System, Independent or Affiliated	44	44							isd	isd				
7005	Chief Operating Officer, Nonacute Care Organization, All	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7009	Top Operations Executive – Region/Division/Market	46	47												
7025	Chief Administrative Officer	63	64												
7125	Top Mission Services Executive	53	54												
7133	Top Project Management Office Executive	10	10							isd	isd				
7213	Second-Level Mission Services Executive	13	17							isd	isd				

TABLE 5.2 – Academic

Academic															
Code	Job	n Orgs	n Incumbents	TCC				Cash-Based LTI				TDC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7095	Top Academic Affairs Executive	39	40												
7096	Dean of the School of Medicine	7	7							isd	isd				
7098	Dean of the School of Nursing	10	10							isd	isd				
7212	Second-Level Academic Affairs Executive	14	14							isd	isd				

SECTION VI:

HEALTH SYSTEM

REGRESSIONS

SECTION VII:

HOSPITAL BASE

SALARY AND

TOTAL CASH

COMPENSATION

ALL HOSPITALS

ALL HOSPITALS

TABLE 7.1 – Administrative Services

Administrative Services																
Code	Job	n Orgs	n Incumbents	Base Salary				STI				TCC				
								Percentage		Amount Paid						
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile	
7000	President and Chief Executive Officer, All	689	689													
7000	President and Chief Executive Officer, Acute Care Hospital, All	689	689													
7000	President and Chief Executive Officer, Acute Care Hospital, Independent or Affiliated	70	70													
7000	President and Chief Executive Officer, Acute Care Hospital, Owned	619	619													
7002	Hospital Administrator	306	308													
7003	Chief of Staff	8	8								isd	isd				
7004	Administrative Chief of Staff	8	8													
7005	Chief Operating Officer, All	443	446													
7005	Chief Operating Officer, Acute Care Hospital, All	443	446													
7005	Chief Operating Officer, Acute Care Hospital, Independent or Affiliated	37	37													
7005	Chief Operating Officer, Acute Care Hospital, Owned	406	409													
7025	Chief Administrative Officer	27	27													
7125	Top Mission Services Executive	31	31													
7133	Top Project Management Office Executive	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7213	Second-Level Mission Services Executive	7	8													
7801	Head of Project Management Office	8	9								isd	isd				
7810	Head of Medical Library	28	28													
7825	Head of Volunteer Services	165	167													
7850	Head of Pastoral Care	97	97													
7855	Head of Mission Services	23	23													

SECTION VIII:

HOSPITAL TOTAL

DIRECT

COMPENSATION

ALL HOSPITALS

ALL HOSPITALS

TABLE 8.1 – Administrative Services

Administrative Services															
Code	Job	n Orgs	n Incumbents	TCC				Cash-Based LTI				TDC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7000	President and Chief Executive Officer, All	689	689												
7000	President and Chief Executive Officer, Acute Care Hospital, All	689	689												
7000	President and Chief Executive Officer, Acute Care Hospital, Independent or Affiliated	70	70							isd	isd				
7000	President and Chief Executive Officer, Acute Care Hospital, Owned	619	619												
7002	Hospital Administrator	306	308												
7003	Chief of Staff	8	8							isd	isd				
7004	Administrative Chief of Staff	8	8							isd	isd				
7005	Chief Operating Officer, All	443	446												
7005	Chief Operating Officer, Acute Care Hospital, All	443	446												
7005	Chief Operating Officer, Acute Care Hospital, Independent or Affiliated	37	37							isd	isd				
7005	Chief Operating Officer, Acute Care Hospital, Owned	406	409												
7025	Chief Administrative Officer	27	27							isd	isd				
7125	Top Mission Services Executive	31	31							isd	isd				
7133	Top Project Management Office Executive	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7213	Second-Level Mission Services Executive	7	8							isd	isd				

TABLE 8.2 – Academic

Academic															
Code	Job	n Orgs	n Incumbents	TCC				Cash-Based LTI				TDC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7095	Top Academic Affairs Executive	11	11							isd	isd				
7096	Dean of the School of Medicine	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7098	Dean of the School of Nursing	4	4	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7212	Second-Level Academic Affairs Executive	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd

SECTION IX:
HOSPITAL
REGRESSIONS

HOSPITAL REGRESSIONS

7000

PRESIDENT AND CHIEF EXECUTIVE OFFICER, ACUTE CARE HOSPITAL, ALL



Net Revenue ⁽¹⁾	Base Salary ⁽²⁾	TCC ⁽²⁾

Compensation	Size Measure	n Orgs	n Incumbents	Slope	Intercept	r	SEE
Log (Base Salary)	Log (Net Revenue)	648	648				
Log (TCC)	Log (Net Revenue)	651	651				

⁽¹⁾Net revenue is displayed in millions.
⁽²⁾Annual compensation, base salary and TCC are displayed in thousands.

APPENDIX A:

SURVEY

PARTICIPANTS

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Abbott Northwestern Hospital	Minneapolis	MN
Abington – Lansdale Hospital	Lansdale	PA
Abington Memorial Hospital	Abington	PA
Abraham Lincoln Memorial Hospital	Lincoln	IL
Abrazo Arizona Heart Hospital	Phoenix	AZ
Abrazo Arrowhead Campus	Glendale	AZ
Abrazo West Campus	Goodyear	AZ
Adventist Midwest Health	Bolingbrook	IL
Advocate Aurora Children's Hospital	Downers Grove	IL
Advocate Aurora Health	Downers Grove	IL
Advocate Christ Medical Center	Oak Lawn	IL
Advocate Condell Medical Center	Libertyville	IL
Advocate Lutheran General Hospital	Park Ridge	IL
Advocate Sherman Hospital	Elgin	IL
Alaska Regional Hospital	Anchorage	AK
Albany Medical Center	Albany	NY
Allegheny General Hospital	Pittsburgh	PA
Allegheny Health Network	Pittsburgh	PA
Allegheny Valley Hospital	Natrona Heights	PA
Alliance Community Hospital	Alliance	OH
Allina Health System	Minneapolis	MN
Alta Bates Summit Medical Center	Berkeley	CA
Alton Memorial Hospital	Alton	IL
AMITA Health	Bolingbrook	IL
AMITA Health Adventist Medical Center Bolingbrook	Bolingbrook	IL
AMITA Health Adventist Medical Center Hinsdale	Hinsdale	IL
AMITA Health Adventist Medical Center La Grange	La Grange	IL
AMITA Health Alexian Brothers Behavioral Health Hospital Hoffman Estates	Hoffman Estates	IL
AMITA Health Alexian Brothers Medical Center Elk Grove Village	Elk Grove Village	IL
AMITA Health St. Alexius Medical Center Hoffman Estates	Hoffman Estates	IL
Andalusia Health	Andalusia	AL
Anderson County Hospital	Garnett	KS
Anderson Hospital	Maryville	IL
AnMed Health	Anderson	SC
AnMed Health Rehabilitation Hospital	Anderson	SC

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Anne Arundel Health System	Annapolis	MD
Ann & Robert H. Lurie Children's Hospital of Chicago	Chicago	IL
Aria – Jefferson Health	Philadelphia	PA
Arkansas Children's Hospital	Little Rock	AR
Arroyo Grande Community Hospital	Arroyo Grande	CA
Ascension Health	St. Louis	MO
Ascension Health Birmingham Ministry Market	Birmingham	AL
Ascension Health Gulf Coast Ministry Market	Pensacola	FL
Ascension Health Indiana Ministry Market	Indianapolis	IN
Ascension Health Jacksonville Ministry Market	Jacksonville	FL
Ascension Health Kansas Ministry Market	Wichita	KS
Ascension Health Kansas/Oklahoma Ministry Market	Wichita	KS
Ascension Health Michigan Ministry Market	Detroit	MI
Ascension Health Tennessee Ministry Market	Nashville	TN
Ascension Health Texas Ministry Market	Austin	TX
Ascension Health Tulsa Ministry Market	Tulsa	OK
Ascension Health Wisconsin Ministry Market	Milwaukee	WI
Ascension Providence Hospital	Waco	TX
Ascension Providence Hospital, Southfield Campus	Southfield	MI
Ascension Seton	Austin	TX
Ascension St. John Hospital	Detroit	MI
Ascension Via Christi	Wichita	KS
Ascension Via Christi Hospital in Manhattan	Manhattan	KS
Ashley Regional Medical Center	Vernal	UT
Aspen Valley Hospital	Aspen	CO
Aspirus	Wausau	WI
Aspirus Wausau Hospital	Wausau	WI
Atlantic Health System	Morristown	NJ
Atrium Health	Charlotte	NC
Atrium Health Cleveland	Shelby	NC
Atrium Health Lincoln	Lincolnton	NC
Atrium Health Pineville	Charlotte	NC
Atrium Health Union	Monroe	NC
Atrium Health University City	Charlotte	NC
Atrium Medical Center	Middletown	OH

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Atrius Health	Newton	MA
Aultman Health Foundation	Canton	OH
Aultman Hospital	Canton	OH
Aultman Orrville Hospital	Orrville	OH
Aultman Woodlawn	Canton	OH
Aurora BayCare Medical Center	Green Bay	WI
Aurora Health Care	Milwaukee	WI
Aurora Lakeland Medical Center	Elkhorn	WI
Aurora Medical Center in Burlington	Burlington	WI
Aurora Medical Center in Grafton	Grafton	WI
Aurora Medical Center in Kenosha	Kenosha	WI
Aurora Medical Center in Manitowoc County	Two Rivers	WI
Aurora Medical Center in Oshkosh	Oshkosh	WI
Aurora Medical Center in Summit	Summit	WI
Aurora Medical Center in Washington County	Hartford	WI
Aurora Psychiatric Hospital	Milwaukee	WI
Aurora Sheboygan Memorial Medical Center	Sheboygan	WI
Aurora Sinai Medical Center	Milwaukee	WI
Aurora St. Luke's Medical Center	Milwaukee	WI
Aurora West Allis Medical Center	Milwaukee	WI
Aventura Hospital and Medical Center	Aventura	FL
Avista Adventist Hospital	Louisville	CO
Backus Hospital	Norwich	CT
Bakersfield Memorial Hospital	Bakersfield	CA
Banner Health	Phoenix	AZ
Baptist Health	Louisville	KY
Baptist Health Corbin	Corbin	KY
Baptist Health Floyd	New Albany	IN
Baptist Health La Grange	La Grange	KY
Baptist Health Lexington	Lexington	KY
Baptist Health Louisville	Louisville	KY
Baptist Health Madisonville	Madisonville	KY
Baptist Health Paducah	Paducah	KY
Baptist Health Richmond	Richmond	KY
Baptist Health South Florida	Coral Gables	FL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Baptist Hospital	Miami	FL
Baptist Hospitals of Southeast Texas	Beaumont	TX
Baptist Medical Center	San Antonio	TX
Barnes-Jewish Hospital	St. Louis	MO
Barnes-Jewish St. Peters Hospital	St. Peters	MO
Bartow Regional Medical Center	Bartow	FL
Bascom Palmer Eye Institute	Miami	FL
BayCare Health System	Clearwater	FL
Baylor Scott & White All Saints Medical Center – Fort Worth	Fort Worth	TX
Baylor Scott & White – Central Division	Temple	TX
Baylor Scott & White – College Station Region	College Station	TX
Baylor Scott & White Continuing Care Hospital – Temple	Temple	TX
Baylor Scott & White Health	Dallas	TX
Baylor Scott & White – Hill Country Region	Marble Falls	TX
Baylor Scott & White Medical Center – Brenham	Brenham	TX
Baylor Scott & White Medical Center – Carrollton	Carrollton	TX
Baylor Scott & White Medical Center – Grapevine	Grapevine	TX
Baylor Scott & White Medical Center – Hillcrest	Waco	TX
Baylor Scott & White Medical Center – Irving	Irving	TX
Baylor Scott & White Medical Center – Llano	Llano	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 Scott & White Medical Center – Taylor	Taylor	TX
Baylor Scott & White Medical Center – Waxahachie	Waxahachie	TX
Baylor Scott & White – Temple Region	Temple	TX
Baylor Scott & White The Heart Hospital Baylor – Plano	Plano	TX
Baylor University Medical Center	Dallas	TX
Bayshore Medical Center	Holmdel	NJ
Baystate Health	Springfield	MA
Baystate Medical Center	Springfield	MA
Beacon Health System	South Bend	IN
Beaumont Health	Troy	MI
Beaumont Hospital, Dearborn	Dearborn	MI
Beaumont Hospital, Farmington Hills	Farmington Hills	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
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
Beaver Dam Community Hospitals	Beaver Dam	WI
Belton Regional Medical Center	Belton	MO
Benefis Health System	Great Falls	MT
Berkshire Health Systems	Pittsfield	MA
Beth Israel Deaconess Medical Center	Boston	MA
Billings Clinic	Billings	MT
BJC HealthCare	St. Louis	MO
Blake Medical Center	Bradenton	FL
Blanchard Valley Health System	Findlay	OH
Blank Children's Hospital	Des Moines	IA
Blessing Health System	Quincy	IL
Blythedale Children's Hospital	Valhalla	NY
Bolivar Medical Center	Cleveland	MS
Bon Secours Mercy Health	Cincinnati	OH
Bon Secours St. Francis Hospital	Charleston	SC
Boone Hospital Center	Columbia	MO
Boston Children's Hospital	Boston	MA
Boston Medical Center	Boston	MA
Boulder Community Health	Boulder	CO
Bradley Hospital	East Providence	RI
Brandon Regional Hospital	Brandon	FL
Brandywine Hospital	Coatesville	PA
Bridgeport Hospital	Bridgeport	CT
Brigham and Women's Hospital	Boston	MA
Brigham City Community Hospital	Brigham City	UT
Broadlawns Medical Center	Des Moines	IA
Bronson Battle Creek Hospital	Battle Creek	MI
Bronson Healthcare	Kalamazoo	MI
Bronson LakeView Hospital	Paw Paw	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Brookwood Baptist Medical Center	Birmingham	AL
Broward Health	Fort Lauderdale	FL
Broward Health Coral Springs	Coral Springs	FL
Broward Health Imperial Point	Fort Lauderdale	FL
Broward Health Medical Center	Fort Lauderdale	FL
Broward Health North	Deerfield Beach	FL
Bryan Health	Lincoln	NE
Bryan Medical Center	Lincoln	NE
Bryn Mawr Hospital	Bryn Mawr	PA
Bryn Mawr Rehab Hospital	Malvern	PA
Buffalo Hospital	Buffalo	MN
Butler Health System	Butler	PA
Butler Hospital	Providence	RI
Cache Valley Hospital	North Logan	UT
Caldwell Memorial Hospital	Lenoir	NC
California Hospital Medical Center	Los Angeles	CA
California Pacific Medical Center – Pacific Campus	San Francisco	CA
Cambridge Health Alliance	Cambridge	MA
Cambridge Medical Center	Cambridge	MN
Camden Clark Medical Center	Parkersburg	WV
Canonsburg Hospital	Canonsburg	PA
Cape Fear Valley Health System	Fayetteville	NC
Capital Health	Trenton	NJ
Capital Regional Medical Center	Tallahassee	FL
Cardinal Hill Rehabilitation Hospital	Lexington	KY
Care New England Health System	Providence	RI
Carilion Clinic	Roanoke	VA
Carle Foundation Hospital	Urbana	IL
Carle Hoopeson Regional Health Center	Hoopeston	IL
Carney Hospital	Dorchester	MA
Carolinas HealthCare System Behavioral Health – Charlotte	Charlotte	NC
Carolinas HealthCare System Behavioral Health – Davidson	Davidson	NC
Carolinas HealthCare System Blue Ridge	Morgantown	NC
Carolinas HealthCare System NorthEast	Concord	NC
Carolinas HealthCare System Stanly	Albemarle	NC

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Carolinas Medical Center	Charlotte	NC
Carolinas Medical Center-Mercy	Charlotte	NC
Carolinas Rehabilitation	Charlotte	NC
Carolinas Rehabilitation – Mount Holly	Belmont	NC
Carolinas Rehabilitation – NorthEast	Concord	NC
CaroMont Health	Gastonia	NC
Carson Tahoe Health	Carson City	NV
Cartersville Medical Center	Cartersville	GA
Castle Rock Adventist Hospital	Castle Rock	CO
Castleview Hospital	Price	UT
Catawba Valley Medical Center	Hickory	NC
Catholic Health Initiatives	Englewood	CO
Cedars-Sinai Health System	Los Angeles	CA
Centerpoint Medical Center	Independence	MO
Centra Bedford Memorial Hospital	Bedford	VA
CentraCare Health	St. Cloud	MN
CentraCare Health – Long Prairie	Long Prairie	MN
CentraCare Health – Melrose	Melrose	MN
CentraCare Health – Monticello	Monticello	MN
CentraCare Health – Paynesville	Paynesville	MN
CentraCare Health – Sauk Centre	Sauk Centre	MN
Centra Health	Lynchburg	VA
Central Carolina Hospital	Sanford	NC
Central Florida Regional Hospital	Sanford	FL
Central Maine Healthcare	Lewiston	ME
Central Vermont Medical Center	Berlin	VT
Centra Lynchburg General Hospital	Lynchburg	VA
Centra Southside Community Hospital	Farmville	VA
Centura Health	Centennial	CO
Chandler Regional Medical Center	Chandler	AZ
Charlotte Hungerford Hospital	Torrington	CT
Chatham Hospital	Siler City	NC
CHC Community Hospitals	Plano	TX
CHC ContinueCARE	Plano	TX
Chestnut Hill Hospital	Philadelphia	PA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
CHI Franciscan	Tacoma	WA
CHI Health	Omaha	NE
CHI Health Creighton University Medical Center – Bergan Mercy	Omaha	NE
CHI Health Good Samaritan	Kearney	NE
CHI Health Immanuel	Omaha	NE
CHI Health Lakeside	Omaha	NE
CHI Health Mercy Corning	Corning	IA
CHI Health Mercy Council Bluffs	Council Bluffs	IA
CHI Health Midlands	Papillion	NE
CHI Health Missouri Valley	Missouri Valley	IA
CHI Health Nebraska Heart	Lincoln	NE
CHI Health Plainview	Plainview	NE
CHI Health Schuyler	Schuyler	NE
CHI Health St. Elizabeth	Lincoln	NE
CHI Health St. Francis	Grand Island	NE
CHI Health St. Mary's	Nebraska City	NE
CHI LakeWood Health	Baudette	MN
Children's Healthcare of Atlanta	Atlanta	GA
Children's Health System of Texas	Dallas	TX
Children's Health System of Texas – Dallas Market	Dallas	TX
Children's Health System of Texas – Northern Market	Dallas	TX
Children's Hospital and Health System	Milwaukee	WI
Children's Hospital Colorado	Aurora	CO
Children's Hospital & Medical Center	Omaha	NE
Children's Hospital of Illinois	Peoria	IL
Children's Hospital of Michigan	Detroit	MI
Children's Hospital of San Antonio	San Antonio	TX
Children's Hospital of the King's Daughters	Norfolk	VA
Children's Hospitals and Clinics of Minnesota	Minneapolis	MN
Children's National Health System	Washington	DC
Children's of Alabama	Birmingham	AL
CHI Lisbon Health	Lisbon	ND
CHI Memorial	Chattanooga	TN
CHI Mercy Health	Valley City	ND
CHI Mercy Health Mercy Medical Center	Roseburg	OR

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
CHI Mercy Medical Center – Des Moines	Des Moines	IA
CHI Oakes Hospital	Oakes	ND
Chippenham Hospital	Richmond	VA
CHI Saint Joseph Health	Lexington	KY
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 Bellville Hospital	Bellville	TX
CHI St. Joseph Health Rehabilitation Hospital, an Affiliate of Encompass Health	Bryan	TX
CHI St. Joseph Regional Health Care Center	Bryan	TX
CHI St. Joseph's Health	Park Rapids	MN
CHI St. Luke's Health	Houston	TX
CHI St. Luke's Health-Baylor St. Luke's Medical Center	Houston	TX
CHI St. Luke's Health-Lakeside Hospital	The Woodlands	TX
CHI St. Luke's Health-Memorial Livingston	Livingston	TX
CHI St. Luke's Health-Memorial Lufkin	Lufkin	TX
CHI St. Luke's Health-Memorial San Augustine	San Augustine	TX
CHI St. Luke's Health-Sugar Land Hospital	Sugar Land	TX
CHI St. Luke's Health-The Vintage Hospital	Houston	TX
CHI St. Luke's Health-The Woodlands Hospital	The Woodlands	TX
CHI St. Vincent Hot Springs	Hot Springs	AR
CHI St. Vincent Hot Springs Rehabilitation Hospital, a Partner of Encompass Health	Hot Springs	AR
CHI St. Vincent Infirmary	Little Rock	AR
CHI St. Vincent Morrilton	Morrilton	AZ
CHI St. Vincent North	Sherwood	AR
CHI St. Vincent Sherwood Rehabilitation Hospital, a Partner of Encompass Health	Sherwood	AR
CHOC Children's	Orange	CA
Christiana Care Health System	Wilmington	DE
Christian Hospital	Saint Louis	MO

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
CHRISTUS Good Shepherd Health System	Longview	TX
CHRISTUS Good Shepherd Medical Center – Marshall	Marshall	TX
CHRISTUS Health	Irving	TX
CHRISTUS Health Louisiana	Shreveport	LA
CHRISTUS Health Northeast Texas	Tyler	TX
CHRISTUS Health South	San Antonio	TX
CHRISTUS Health Southeast Texas	Beaumont	TX
CHRISTUS Highland Medical Center	Shreveport	LA
CHRISTUS Mother Frances Hospital – Jacksonville	Jacksonville	TX
CHRISTUS Mother Frances Hospital – Sulphur Springs	Sulphur Springs	TX
CHRISTUS Mother Frances Hospital – Tyler	Tyler	TX
CHRISTUS Ochsner Southwest Louisiana	Lake Charles	LA
CHRISTUS Santa Rosa Health System	San Antonio	TX
CHRISTUS Santa Rosa Hospital – Medical Center	San Antonio	TX
CHRISTUS Santa Rosa Hospital – New Braunfels	New Braunfels	TX
CHRISTUS Santa Rosa Hospital – Westover Hills	San Antonio	TX
CHRISTUS Savoy Medical Center	Mamou	LA
CHRISTUS Spohn Health System	Corpus Christi	TX
CHRISTUS Spohn Hospital – Alice	Alice	TX
CHRISTUS Spohn Hospital – Beeville	Beeville	TX
CHRISTUS Spohn Hospital Corpus Christi – Memorial	Corpus Christi	TX
CHRISTUS Spohn Hospital Corpus Christi – Shoreline	Corpus Christi	TX
CHRISTUS Spohn Hospital Corpus Christi – South	Corpus Christi	TX
CHRISTUS Spohn Hospital – Kleberg	Kingsville	TX
CHRISTUS St. Frances Cabrini Health System	Alexandria	LA
CHRISTUS St. Michael Health System	Texarkana	TX
CHRISTUS St. Michael Hospital – Atlanta	Atlanta	TX
CHRISTUS St. Michael Rehabilitation Hospital	Texarkana	TX
CHRISTUS St. Vincent Regional Medical Center	Santa Fe	NM
CHRISTUS Trinity Mother Frances Health System	Tyler	TX
CHRISTUS Trinity Mother Frances Rehabilitation Hospital, a Partner of Encompass Health	Tyler	TX
Cincinnati Children's Hospital Medical Center	Cincinnati	OH
Circle Health	Lowell	MA
Citizens Baptist Medical Center	Talladega	AL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Citrus Memorial Hospital	Inverness	FL
City of Hope	Duarte	CA
Claiborne County Hospital & Nursing Home	Tazewell	TN
Clark Memorial Hospital	Jeffersonville	IN
Clark Regional Medical Center	Winchester	KY
Cleveland Clinic	Cleveland	OH
Clinch Valley Medical Center	Richlands	VA
Coastal Carolina Hospital	Hardeeville	SC
Coastal Healthcare Alliance	Rockport	ME
Coliseum Medical Centers	Macon	GA
Coliseum Northside Hospital	Macon	GA
Colleton Medical Center	Walterboro	SC
Colorado Plains Medical Center	Fort Morgan	CO
Colquitt Regional Medical Center	Moultrie	GA
Columbus Regional Health	Columbus	IN
Columbus Regional Medical Center	Whiteville	NC
Community Health Network	Indianapolis	IN
Community Health Network – Indianapolis Region	Indianapolis	IN
Community Hospital Anderson	Anderson	IN
Community Hospital Corporation	Plano	TX
Community Hospital of San Bernardino	San Bernardino	CA
Community Howard Regional Health	Kokomo	IN
Community Medical Centers	Fresno	CA
Community Memorial Health Center	South Hill	VA
Community Memorial Hospital	Menomonee Falls	WI
Concord Hospital	Concord	NH
Cone Health	Greensboro	NC
Cone Health Alamance Regional Medical Center	Burlington	NC
Cone Health Annie Penn Hospital	Reidsville	NC
Cone Health Behavioral Health Hospital	Greensboro	NC
Cone Health Moses Cone Hospital	Greensboro	NC
Cone Health Wesley Long Hospital	Greensboro	NC
Cone Health Women's Hospital	Greensboro	NC
Conemaugh Memorial Medical Center	Johnstown	PA
Conemaugh Nason Medical Center	Roaring Spring	PA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Confluence Health	Wenatchee	WA
Cook Children's Health Care System	Fort Worth	TX
Cook Children's Medical Center	Fort Worth	TX
Cookeville Regional Medical Center	Cookeville	TN
Cooley Dickinson Hospital	Northampton	MA
Coral Gables Hospital	Coral Gables	FL
Corpus Christi Medical Center – Doctors Regional	Corpus Christi	TX
Covenant Children's Hospital	Lubbock	TX
Covenant Health	Knoxville	TN
Covenant Health	Lubbock	TX
Covenant Hospital Levelland	Levelland	TX
Covenant Hospital Plainview	Plainview	TX
Covenant Medical Center	Lubbock	TX
Covenant Specialty Hospital	Lubbock	TX
Crete Area Medical Center	Crete	NE
C.S. Mott Children's Hospital	Ann Arbor	MI
Cypress Fairbank Medical Center	Houston	TX
Dana-Farber Cancer Institute	Boston	MA
Dartmouth-Hitchcock	Lebanon	NH
Davie Medical Center	Mocksville	NC
DCH Health System	Tuscaloosa	AL
Deaconess Health System	Evansville	IN
Dell Children's Medical Center of Central Texas	Austin	TX
Delray Medical Center	Delray Beach	FL
Del Sol Medical Center	El Paso	TX
Denver Health & Hospital Authority	Denver	CO
Desert Regional Medical Center	Palm Springs	CA
Dignity Health	San Francisco	CA
Dignity Health North State	Redding	CA
Dignity Health Sacramento	Rancho Cordova	CA
Dignity Health – St. Rose Dominican, Rose de Lima Campus	Henderson	NV
Dignity Health – St. Rose Dominican, San Martin Campus	Las Vegas	NV
District One Hospital	Faribault	MN
Dixie Regional Medical Center	St. George	UT
DMC Detroit Receiving Hospital	Detroit	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
DMC Harper University Hospital	Detroit	MI
DMC Huron Valley-Sinai Hospital	Commerce Township	MI
DMC Sinai-Grace Hospital	Detroit	MI
Doctors Hospital	Coral Gables	FL
Doctors Hospital	Columbus	OH
Doctors Hospital of Augusta	Augusta	GA
Doctors Hospital of Manteca	Manteca	CA
Doctors Hospital of Sarasota	Sarasota	FL
Doctors Medical Center of Modesto	Modesto	CA
Dominican Hospital	Santa Cruz	CA
Dominion Hospital	Falls Church	VA
Driscoll Health System	Corpus Christi	TX
Dublin Methodist Hospital	Dublin	OH
Duke Raleigh Hospital	Raleigh	NC
Duke Regional Hospital	Durham	NC
Duke University Health System	Durham	NC
Duke University Hospital	Durham	NC
East Cooper Medical Center	Mount Pleasant	SC
Eastern Idaho Regional Medical Center	Idaho Falls	ID
Eastside Medical Center	Snellville	GA
Eating Recovery Center	Denver	CO
Eden Medical Center	Castro Valley	CA
El Camino Hospital	Mountain View	CA
Elkhart General Hospital	Elkhart	IN
Elliot Health System	Manchester	NH
Emanuel Medical Center	Turlock	CA
Emerson Hospital	Concord	MA
Emory Healthcare	Atlanta	GA
Emory Johns Creek Hospital	Johns Creek	GA
Emory Saint Joseph's Hospital	Atlanta	GA
Emory University Hospital	Atlanta	GA
Emory University Hospital at Wesley Woods	Atlanta	GA
Emory University Hospital Midtown	Atlanta	GA
Encompass Health	Birmingham	AL
Encompass Health Deaconess Rehabilitation Hospital	Evansville	IN

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Encompass Health Lakeshore Rehabilitation Hospital	Birmingham	AL
Encompass Health Rehabilitation Hospital, an Affiliate of Martin Health	Stuart	FL
Encompass Health Rehabilitation Hospital, a Partner of Memorial Hospital at Gulfport	Gulfport	MS
Encompass Health Rehabilitation Hospital, a Partner of Washington Regional	Fayetteville	AR
Encompass Health Rehabilitation Hospital of Abilene	Abilene	TX
Encompass Health Rehabilitation Hospital of Albuquerque	Albuquerque	NM
Encompass Health Rehabilitation Hospital of Alexandria	Alexandria	LA
Encompass Health Rehabilitation Hospital of Altamonte Springs	Altamonte Springs	FL
Encompass Health Rehabilitation Hospital of Altoona	Altoona	PA
Encompass Health Rehabilitation Hospital of Arlington	Arlington	TX
Encompass Health Rehabilitation Hospital of Austin	Austin	TX
Encompass Health Rehabilitation Hospital of Bakersfield	Bakersfield	CA
Encompass Health Rehabilitation Hospital of Bluffton	Bluffton	SC
Encompass Health Rehabilitation Hospital of Braintree	Braintree	MA
Encompass Health Rehabilitation Hospital of Charleston	North Charleston	SC
Encompass Health Rehabilitation Hospital of Chattanooga	Chattanooga	TN
Encompass Health Rehabilitation Hospital of Cincinnati	Cincinnati	OH
Encompass Health Rehabilitation Hospital of City View	Fort Worth	TX
Encompass Health Rehabilitation Hospital of Colorado Springs	Colorado Springs	CO
Encompass Health Rehabilitation Hospital of Concord	Concord	NH
Encompass Health Rehabilitation Hospital of Dallas	Dallas	TX
Encompass Health Rehabilitation Hospital of Dayton	Dayton	OH
Encompass Health Rehabilitation Hospital of Desert Canyon	Las Vegas	NV
Encompass Health Rehabilitation Hospital of Dothan	Dothan	AL
Encompass Health Rehabilitation Hospital of East Valley	Mesa	AZ
Encompass Health Rehabilitation Hospital of Erie	Erie	PA
Encompass Health Rehabilitation Hospital of Florence	Florence	SC
Encompass Health Rehabilitation Hospital of Fort Smith	Fort Smith	AR
Encompass Health Rehabilitation Hospital of Fort Worth	Fort Worth	TX
Encompass Health Rehabilitation Hospital of Franklin	Franklin	TN
Encompass Health Rehabilitation Hospital of Fredericksburg	Fredericksburg	VA
Encompass Health Rehabilitation Hospital of Gadsden	Gadsden	AL
Encompass Health Rehabilitation Hospital of Harmarville	Pittsburgh	PA
Encompass Health Rehabilitation Hospital of Henderson	Henderson	NV

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Encompass Health Rehabilitation Hospital of Humble	Humble	TX
Encompass Health Rehabilitation Hospital of Huntington	Huntington	WV
Encompass Health Rehabilitation Hospital of Jonesboro	Jonesboro	AR
Encompass Health Rehabilitation Hospital of Kingsport	Kingsport	TN
Encompass Health Rehabilitation Hospital of Lakeview	Elizabethtown	KY
Encompass Health Rehabilitation Hospital of Largo	Largo	FL
Encompass Health Rehabilitation Hospital of Las Vegas	Las Vegas	NV
Encompass Health Rehabilitation Hospital of Littleton	Littleton	CO
Encompass Health Rehabilitation Hospital of Manati	Manati	PR
Encompass Health Rehabilitation Hospital of Mechanicsburg	Mechanicsburg	PA
Encompass Health Rehabilitation Hospital of Memphis, a Partner of Methodist Healthcare	Memphis	TN
Encompass Health Rehabilitation Hospital of Miami	Miami	FL
Encompass Health Rehabilitation Hospital of Middletown	Middletown	DE
Encompass Health Rehabilitation Hospital of Midland Odessa	Midland	TX
Encompass Health Rehabilitation Hospital of Modesto	Modesto	CA
Encompass Health Rehabilitation Hospital of Montgomery	Montgomery	AL
Encompass Health Rehabilitation Hospital of Morgantown	Morgantown	WV
Encompass Health Rehabilitation Hospital of New England	Woburn	MA
Encompass Health Rehabilitation Hospital of Newnan	Newnan	GA
Encompass Health Rehabilitation Hospital of Nittany Valley	Pleasant Gap	PA
Encompass Health Rehabilitation Hospital of North Alabama	Huntsville	AL
Encompass Health Rehabilitation Hospital of Northern Kentucky	Edgewood	KY
Encompass Health Rehabilitation Hospital of Northern Virginia	Aldie	VA
Encompass Health Rehabilitation Hospital of North Memphis, a Partner of Methodist Healthcare	Memphis	TN
Encompass Health Rehabilitation Hospital of Northwest Tucson	Tucson	AZ
Encompass Health Rehabilitation Hospital of Ocala	Ocala	FL
Encompass Health Rehabilitation Hospital of Panama City	Panama City	FL
Encompass Health Rehabilitation Hospital of Parkersburg	Parkersburg	WV
Encompass Health Rehabilitation Hospital of Pearland	Pearland	TX
Encompass Health Rehabilitation Hospital of Petersburg	Petersburg	VA
Encompass Health Rehabilitation Hospital of Plano	Plano	TX
Encompass Health Rehabilitation Hospital of Princeton	Princeton	WV
Encompass Health Rehabilitation Hospital of Reading	Reading	PA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Encompass Health Rehabilitation Hospital of Richardson	Richardson	TX
Encompass Health Rehabilitation Hospital of Richmond	Richmond	VA
Encompass Health Rehabilitation Hospital of Rock Hill	Rock Hill	SC
Encompass Health Rehabilitation Hospital of Round Rock	Round Rock	TX
Encompass Health Rehabilitation Hospital of Salisbury	Salisbury	MD
Encompass Health Rehabilitation Hospital of San Antonio	San Antonio	TX
Encompass Health Rehabilitation Hospital of San Juan	San Juan	PR
Encompass Health Rehabilitation Hospital of Sarasota	Sarasota	FL
Encompass Health Rehabilitation Hospital of Savannah	Savannah	GA
Encompass Health Rehabilitation Hospital of Scottsdale	Scottsdale	AZ
Encompass Health Rehabilitation Hospital of Sewickley	Sewickley	PA
Encompass Health Rehabilitation Hospital of Shelby County	Pelham	AL
Encompass Health Rehabilitation Hospital of Spring Hill	Brooksville	FL
Encompass Health Rehabilitation Hospital of Sugar Land	Sugar Land	TX
Encompass Health Rehabilitation Hospital of Sunrise	Sunrise	FL
Encompass Health Rehabilitation Hospital of Tallahassee	Tallahassee	FL
Encompass Health Rehabilitation Hospital of Texarkana	Texarkana	TX
Encompass Health Rehabilitation Hospital of the Mid-Cities	Bedford	TX
Encompass Health Rehabilitation Hospital of the Woodlands	Conroe	TX
Encompass Health Rehabilitation Hospital of Tinton Falls, a Joint Venture With Monmouth Medical Center	Tinton Falls	NJ
Encompass Health Rehabilitation Hospital of Toms River	Toms River	NJ
Encompass Health Rehabilitation Hospital of Treasure Coast	Vero Beach	FL
Encompass Health Rehabilitation Hospital of Tustin	Tustin	CA
Encompass Health Rehabilitation Hospital of Utah	Sandy	UT
Encompass Health Rehabilitation Hospital of Vineland	Vineland	NJ
Encompass Health Rehabilitation Hospital of Western Massachusetts	Ludlow	MA
Encompass Health Rehabilitation Hospital of Wichita Falls	Wichita Falls	TX
Encompass Health Rehabilitation Hospital of York	York	PA
Encompass Health Rehabilitation Hospital The Vintage	Houston	TX
Encompass Health Rehabilitation Hospital Vision Park	Shenandoah	TX
Encompass Health Rehabilitation Institute of Tucson	Tucson	AZ
Encompass Health Valley of the Sun Rehabilitation Hospital	Glendale	AZ
Englewood Community Hospital	Englewood	FL
Englewood Hospital and Medical Center	Englewood	NJ

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Ennis Regional Medical Center	Ennis	TX
ES Midtown Atlanta	Atlanta	GA
Essentia Health	Duluth	MN
Essentia Health – Central Region	Brainerd	MN
Essentia Health – East Region	Duluth	MN
Essentia Health – West Region	Fargo	ND
ES South Atlanta	East Point	GA
Euclid Hospital	Euclid	OH
Evanston Hospital	Evanston	IL
EvergreenHealth	Kirkland	WA
Fairfield Medical Center	Lancaster	OH
Fairfield Memorial Hospital	Fairfield	IL
Fairlawn Rehabilitation Hospital, an Affiliation of Encompass Health	Worcester	MA
Fairview Health Services	Minneapolis	MN
Fairview Hospital	Cleveland	OH
Fairview Northland Medical Center	Princeton	MN
Fairview Park Hospital	Dublin	GA
Fauquier Hospital	Warrenton	VA
Fawcett Memorial Hospital	Port Charlotte	FL
Fayette Medical Center	Fayette	AL
FirstHealth Montgomery Memorial Hospital	Troy	NC
FirstHealth Moore Regional Hospital	Pinehurst	NC
FirstHealth Moore Regional Hospital – Hoke	Raeford	NC
FirstHealth Moore Regional Hospital – Richmond	Rockingham	NC
FirstHealth of the Carolinas	Pinehurst	NC
Fishermen's Community Hospital	Marathon	FL
Fisher-Titus Medical Center	Norwalk	OH
Flaget Memorial Hospital	Bardstown	KY
Florida Medical Center	Fort Lauderdale	FL
Flushing Hospital Medical Center	Flushing	NY
FMOLHS	Baton Rouge	LA
Forbes Hospital	Monroeville	PA
Forrest General Hospital	Hattiesburg	MS
Forsyth Medical Center	Winston-Salem	NC
Fort Loudoun Medical Center	Lenoir City	TN

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Fort Sanders Regional Medical Center	Knoxville	TN
Fort Walton Beach Medical Center	Fort Walton Beach	FL
Fountain Valley Regional Hospital & Medical Center	Fountain Valley	CA
Franciscan Health	Mishawaka	IN
Franciscan Health Dyer	Dyer	IN
Franciscan Health Hammond	Hammond	IN
Franciscan Health Munster	Munster	IN
Franciscan Sisters of Christian Charity Sponsored Ministries	Manitowoc	WI
Frankfort Regional Medical Center	Frankfort	KY
Fred Hutchinson Cancer Research Center	Seattle	WA
French Hospital Medical Center	San Luis Obispo	CA
Froedtert Health	Milwaukee	WI
Froedtert Hospital	Milwaukee	WI
Frye Regional Medical Center	Hickory	NC
Garden Park Medical Center	Gulfport	MS
Geisinger Bloomsburg Hospital	Bloomsburg	PA
Geisinger Community Medical Center	Scranton	PA
Geisinger Encompass Health Rehabilitation Hospital	Danville	PA
Geisinger Health	Danville	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	Foothill Ranch	CA
Genesis HealthCare System	Zanesville	OH
Genesys Health System	Grand Blanc	MI
Georgetown Community Hospital	Georgetown	KY
Glenbrook Hospital	Glenview	IL
Glendale Memorial Hospital	Glendale	CA
Good Samaritan Hospital	San Jose	CA
Good Samaritan Hospital	Cincinnati	OH
Good Samaritan Medical Center	Lafayette	CO
Good Samaritan Medical Center	West Palm Beach	FL
Good Samaritan Medical Center	Brockton	MA
Good Samaritan Regional Medical Center	Corvallis	OR

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Grace Health System	Lubbock	TX
Grady Health System	Atlanta	GA
Grady Memorial Hospital	Delaware	OH
Graham Hospital	Canton	IL
Grand Itasca Clinic & Hospital	Grand Rapids	MN
Grand Strand Medical Center	Myrtle Beach	SC
Grant Medical Center	Columbus	OH
Greater Baltimore Medical Center	Baltimore	MD
Great River Health System	West Burlington	IA
Greenville Health System	Greenville	SC
Greenwich Hospital	Greenwich	CT
Grove City Methodist Hospital	Grove City	OH
Gulf Coast Regional Medical Center	Panama City	FL
Gundersen Health System	La Crosse	WI
Guthrie Robert Packer Hospital	Sayre	PA
Hackensack Meridian Health	Edison	NJ
Hackensack Meridian Health – Central Market	Edison	NJ
Hackensack Meridian Health – Northern Market	Edison	NJ
Hackensack Meridian Health – Southern Market	Edison	NJ
Hackensack University Medical Center	Hackensack	NJ
Hammond-Henry Hospital	Geneseo	IL
Hampshire Memorial Hospital	Romney	WV
Harborview Medical Center	Seattle	WA
Hardin Memorial Hospital	Elizabethtown	KY
Harnett Health Systems	Dunn	NC
Harrisburg Medical Center	Harrisburg	IL
Harrison Medical Center – Bremerton	Bremerton	WA
Harris Regional Hospital	Sylva	NC
Hartford HealthCare	Hartford	CT
Hartford Hospital	Hartford	CT
Havasu Regional Medical Center	Lake Havasu City	AZ
Haywood Regional Medical Center	Clyde	NC
HCA America Group	Nashville	TN
HCA Capital Division	Richmond	VA
HCA Central and West Texas Division	Austin	TX

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
HCA Continental Division	Glendale	CO
HCA East Florida Division	Fort Lauderdale	FL
HCA Far West Division	Henderson	NV
HCA Gulf Coast Division	Houston	TX
HCA Healthcare	Nashville	TN
HCA Houston Healthcare Clear Lake	Webster	TX
HCA Houston Healthcare Conroe	Conroe	TX
HCA Houston Healthcare Mainland	Texas City	TX
HCA Houston Healthcare Medical Center	Houston	TX
HCA Houston Healthcare North Cypress	Cypress	TX
HCA Houston Healthcare Pearland	Pearland	TX
HCA Houston Healthcare Southeast	Pasadena	TX
HCA Houston Healthcare Specialty Hospital Medical Center	Houston	TX
HCA Houston Healthcare West	Houston	TX
HCA MidAmerica Division	Kansas City	MO
HCA Mountain Division	Midvale	UT
HCA National Group	Nashville	TN
HCA North Florida Division	Tallahassee	FL
HCA North Texas Division	Irving	TX
HCA San Antonio Division	San Antonio	TX
HCA South Atlantic Division	Charleston	SC
HCA TriStar Division	Brentwood	TN
HCA West Florida Division	Tampa	FL
Health Care District of Palm Beach County	Palm Springs	FL
HealthPartners	Bloomington	MN
Health Quest	LaGrangeville	NY
Heart Hospital of Austin	Austin	TX
Hedrick Medical Center	Chillicothe	MO
Helen DeVos Children's Hospital	Grand Rapids	MI
Hendricks Regional Health	Danville	IN
Hennepin Healthcare System	Minneapolis	MN
Henrico Doctors' Hospital	Richmond	VA
Henry Ford Allegiance Health	Jackson	MI
Henry Ford Health System	Detroit	MI
Henry Ford Hospital	Detroit	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Henry Ford Kingswood Hospital	Ferndale	MI
Henry Ford Macomb Hospital – Clinton Township	Clinton Township	MI
Henry Ford West Bloomfield Hospital	West Bloomfield	MI
Henry Ford Wyandotte Hospital	Wyandotte	MI
Hialeah Hospital	Hialeah	FL
Hi-Desert Medical Center	Joshua Tree	CA
Highland Park Hospital	Highland Park	IL
Highlands Regional Medical Center	Birmingham	AL
Highline Medical Center	Burien	WA
Hillcrest Hospital	Mayfield Heights	OH
Hillsboro Area Hospital	Hillsboro	IL
Hilton Head Hospital	Hilton Head	SC
H. Lee Moffitt Cancer Center & Research Institute	Tampa	FL
Hoke Hospital	Raeford	NC
Holy Cross Hospital	Silver Spring	MD
Holy Family Hospital	Methuen	MA
Holy Family Memorial	Manitowoc	WI
Holy Rosary Healthcare	Miles City	MT
Holy Spirit Health System	Camp Hill	PA
Homestead Hospital	Homestead	FL
Hospice of Lubbock	Lubbock	TX
Hospital for Special Surgery	New York	NY
Hospital of the University of Pennsylvania	Philadelphia	PA
Hospital Sisters Health System	Springfield	IL
Houston Methodist	Houston	TX
Houston Methodist Baytown Hospital	Baytown	TX
Houston Methodist Clear Lake Hospital	Nassau Bay	TX
Houston Methodist Continuing Care Hospital	Katy	TX
Houston Methodist Hospital Central – Texas Medical Center	Houston	TX
Houston Methodist Sugar Land Hospital	Sugar Land	TX
Houston Methodist The Woodlands Hospital	The Woodlands	TX
Houston Methodist West Hospital	Houston	TX
Houston Methodist Willowbrook Hospital	Houston	TX
Houston Northwest Medical Center	Houston	TX
Howard County General Hospital	Columbia	MD

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
HSHS Sacred Heart Hospital	Eau Claire	WI
HSHS St. Anthony's Memorial Hospital	Effingham	IL
HSHS St. Elizabeth's Hospital	O'Fallon	IL
HSHS St Francis Hospital	Litchfield	IL
HSHS St. John's Hospital	Springfield	IL
HSHS St. Mary's Hospital	Decatur	IL
HSHS St. Mary's Hospital Medical Center	Green Bay	WI
HSHS St. Vincent Hospital	Green Bay	WI
Huntington Hospital	Pasadena	CA
Huntsville Hospital	Huntsville	AL
Indiana University Health	Indianapolis	IN
Infirmary Health System	Mobile	AL
Inova Alexandria Hospital	Alexandria	VA
Inova Fairfax Hospital	Falls Church	VA
Inova Fair Oaks Hospital	Fairfax	VA
Inova Health System	Falls Church	VA
Inova Loudoun Hospital	Leesburg	VA
Inova Mount Vernon Hospital	Alexandria	VA
Inspira Health Center Bridgeton	Bridgeton	NJ
Inspira Health Network	Mullica Hill	NJ
Inspira Medical Center Vineland	Vineland	NJ
Inspira Medical Center Woodbury	Woodbury	NJ
Intermountain Healthcare	Salt Lake City	UT
Intermountain Medical Center	Murray	UT
IU Health East Central Region	Muncie	IN
IU Health Indianapolis Suburban Region	Carmel	IN
IU Health South Central Region	Bloomington	IN
IU Health West Central Region	Lafayette	IN
Jackson Purchase Medical Center	Mayfield	KY
Jamaica Hospital Medical Center	Jamaica	NY
Jefferson Cherry Hill Hospital	Cherry Hill	NJ
Jefferson Health	Philadelphia	PA
Jefferson Health – New Jersey	Cherry Hill	NJ
Jefferson Hospital	Pittsburgh	PA
Jefferson Methodist Hospital	Philadelphia	PA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Jefferson Stratford Hospital	Stratford	NJ
Jefferson Washington Township Hospital	Turnersville	NJ
Jennersville Hospital	West Grove	PA
Jersey Shore University Medical Center	Neptune	NJ
Jewish Hospital Shelbyville	Shelbyville	KY
Jewish Hospital & St. Mary's HealthCare	Louisville	KY
JFK Medical Center	Atlantis	FL
JFK Medical Center	Edison	NJ
JFK Medical Center – North Campus	West Palm Beach	FL
JFK Memorial Hospital	Indio	CA
John Muir Behavioral Health Center	Concord	CA
John Muir Health	Walnut Creek	CA
John Muir Walnut Creek Medical Center	Walnut Creek	CA
John Randolph Medical Center	Hopewell	VA
Johns Hopkins All Children's Hospital	St. Petersburg	FL
Johns Hopkins Bayview Medical Center	Baltimore	MD
Johns Hopkins Health System – Community Division	Baltimore	MD
Johns Hopkins Medicine	Baltimore	MD
Johnston Health	Smithfield	NC
Jupiter Medical Center	Jupiter	FL
Kadlec Regional Medical Center	Richland	WA
Kahi Mohala	Ewa Beach	HI
Kaiser Permanente Antioch Medical Center	Antioch	CA
Kaiser Permanente Baldwin Park Medical Center	Baldwin Park	CA
Kaiser Permanente – Central Valley Area	Modesto	CA
Kaiser Permanente – Colorado Region	Denver	CO
Kaiser Permanente – Corporate	Oakland	CA
Kaiser Permanente – Diablo Area	Walnut Creek	CA
Kaiser Permanente Downey Medical Center	Downey	CA
Kaiser Permanente – East Bay Area	Oakland	CA
Kaiser Permanente Fontana Medical Center	Fontana	CA
Kaiser Permanente Fremont Medical Center	Fremont	CA
Kaiser Permanente Fresno Medical Center	Fresno	CA
Kaiser Permanente – Georgia Region	Atlanta	GA
Kaiser Permanente – Hawaii Region	Honolulu	HI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Kaiser Permanente – Kern County Area	Bakersfield	CA
Kaiser Permanente Los Angeles Medical Center	Los Angeles	CA
Kaiser Permanente – Mid-Atlantic States Region	Rockville	MD
Kaiser Permanente Moreno Valley Medical Center	Moreno Valley	CA
Kaiser Permanente Napa-Solano Area	Vallejo	CA
Kaiser Permanente – Northern California Region	Oakland	CA
Kaiser Permanente – Northwest Region	Portland	OR
Kaiser Permanente Orange County Anaheim Medical Center	Anaheim	CA
Kaiser Permanente Orange County Area	Irvine	CA
Kaiser Permanente Orange County Irvine Medical Center	Irvine	CA
Kaiser Permanente Panorama City Medical Center	Panorama City	CA
Kaiser Permanente Richmond Medical Center	Richmond	CA
Kaiser Permanente Riverside Medical Center	Riverside	CA
Kaiser Permanente Sacramento Medical Center	Sacramento	CA
Kaiser Permanente San Diego Medical Center	San Diego	CA
Kaiser Permanente San Francisco Medical Center	San Francisco	CA
Kaiser Permanente San Jose Medical Center	San Jose	CA
Kaiser Permanente Santa Clara Medical Center	Santa Clara	CA
Kaiser Permanente Santa Rosa Medical Center	Santa Rosa	CA
Kaiser Permanente South Bay Medical Center	Harbor City	CA
Kaiser Permanente – Southern California Region	Pasadena	CA
Kaiser Permanente South Sacramento Medical Center	Sacramento	CA
Kaiser Permanente Walnut Creek Medical Center	Walnut Creek	CA
Kaiser Permanente West Los Angeles Medical Center	Los Angeles	CA
Kaiser Permanente Westside Medical Center	Hillsboro	OR
Kaiser Sunnyside Medical Center	Clackamas	OR
Kansas Rehabilitation Hospital, a Joint Venture of Encompass Health and Stormont Vail Health	Topeka	KS
Kearney Regional Medical Center	Kearney	NE
Kendall Regional Medical Center	Miami	FL
Kent Hospital	Warwick	RI
Kindred Chicago Central Hospital	Chicago	IL
Kindred Chicago Lakeshore	Chicago	IL
Kindred Healthcare	Louisville	KY
Kindred Hospital Albuquerque	Albuquerque	NM

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Kindred Hospital Aurora	Aurora	CO
Kindred Hospital Baldwin Park	Baldwin Park	CA
Kindred Hospital Bay Area	Pasadena	TX
Kindred Hospital Bay Area – St. Petersburg	St. Petersburg	FL
Kindred Hospital Bay Area – Tampa	Tampa	FL
Kindred Hospital Brea	Brea	CA
Kindred Hospital Central Tampa	Tampa	FL
Kindred Hospital Chattanooga	Chattanooga	TN
Kindred Hospital Chicago – North	Chicago	IL
Kindred Hospital Chicago – Northlake	Northlake	IL
Kindred Hospital Clear Lake	Webster	TX
Kindred Hospital Dallas	Dallas	TX
Kindred Hospital Dallas Central	Dallas	TX
Kindred Hospital Dayton	Dayton	OH
Kindred Hospital Denver	Denver	CO
Kindred Hospital Denver South	Denver	CO
Kindred Hospital El Paso	El Paso	TX
Kindred Hospital Fort Worth	Fort Worth	TX
Kindred Hospital Greensboro	Greensboro	NC
Kindred Hospital Houston Medical Center	Houston	TX
Kindred Hospital Houston Northwest	Houston	TX
Kindred Hospital Indianapolis	Indianapolis	IN
Kindred Hospital Indianapolis North	Beech Grove	IN
Kindred Hospital La Mirada	La Mirada	CA
Kindred Hospital Las Vegas at St. Rose Dominican Hospitals – Rose de Lima Campus	Henderson	NV
Kindred Hospital Las Vegas – Flamingo	Las Vegas	NV
Kindred Hospital Las Vegas – Sahara	Las Vegas	NV
Kindred Hospital Lima	Lima	OH
Kindred Hospital Los Angeles	Los Angeles	CA
Kindred Hospital Louisville	Louisville	KY
Kindred Hospital Louisville at Jewish Hospital	Louisville	KY
Kindred Hospital Mansfield	Mansfield	TX
Kindred Hospital Melbourne	Melbourne	FL
Kindred Hospital New Jersey – Morris County	Dover	NJ

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Kindred Hospital New Jersey – Rahway	Rahway	NJ
Kindred Hospital New Jersey – Wayne	Wayne	NJ
Kindred Hospital North Florida	Green Cove Springs	FL
Kindred Hospital Northland	Kansas City	MO
Kindred Hospital Northwest Indiana	Hammond	IN
Kindred Hospital Ocala	Ocala	FL
Kindred Hospital Ontario	Ontario	CA
Kindred Hospital Peoria	Peoria	IL
Kindred Hospital Philadelphia	Philadelphia	PA
Kindred Hospital Philadelphia – Havertown	Havertown	PA
Kindred Hospital Rancho	Rancho Cucamonga	CA
Kindred Hospital Riverside	Perris	CA
Kindred Hospital Rome	Rome	GA
Kindred Hospital San Antonio	San Antonio	TX
Kindred Hospital San Antonio Central	San Antonio	TX
Kindred Hospital San Diego	San Diego	CA
Kindred Hospital San Francisco Bay Area	San Leandro	CA
Kindred Hospital San Gabriel Valley	West Covina	CA
Kindred Hospital Santa Ana	Santa Ana	CA
Kindred Hospital Seattle – First Hill	Seattle	WA
Kindred Hospital Seattle – Northgate	Seattle	WA
Kindred Hospital South Bay	Gardena	CA
Kindred Hospital South Florida – Coral Gables	Coral Gables	FL
Kindred Hospital South Florida – Ft. Lauderdale	Fort Lauderdale	FL
Kindred Hospital South Florida – Hollywood	Hollywood	FL
Kindred Hospital South Philadelphia	Philadelphia	PA
Kindred Hospital Spring	Houston	TX
Kindred Hospital St. Louis	St. Louis	MO
Kindred Hospital St. Louis – St. Anthony's	St. Louis	MO
Kindred Hospital Sugar Land	Sugar Land	TX
Kindred Hospital Sycamore	Sycamore	IL
Kindred Hospital Tarrant County – Arlington	Arlington	TX
Kindred Hospital Tarrant County – Fort Worth Southwest	Fort Worth	TX
Kindred Hospital The Heights	Houston	TX
Kindred Hospital The Palm Beaches	Riviera Beach	FL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Kindred Hospital Tomball	Tomball	TX
Kindred Hospital Westminster	Westminster	CA
Kingman Regional Medical Center	Kingman	AZ
Kingwood Medical Center	Kingwood	TX
Kootenai Health	Coeur d'Alene	ID
KSB Hospital	Dixon	IL
Lafayette General Health	Lafayette	LA
Lafayette General Medical Center	Lafayette	LA
Lafayette Regional Health Center	Lexington	MO
Lake City Medical Center	Lake City	FL
Lake Cumberland Regional Hospital	Somerset	KY
Lakeland Regional Health	Lakeland	FL
Lakeland Regional Health Medical Center	Lakeland	FL
Lakeview Hospital	Bountiful	UT
Lakeview Regional Medical Center	Covington	LA
Lakewood Regional Medical Center	Lakewood	CA
Lancaster General Health	Lancaster	PA
Lane Regional Medical Center	Zachary	LA
Lankenau Medical Center	Wynnewood	PA
La Rabida Children's Hospital	Chicago	IL
Largo Medical Center	Largo	FL
Las Palmas Medical Center	El Paso	TX
Lawnwood Regional Medical Center & Heart Institute	Fort Pierce	FL
Lawrence General Hospital	Lawrence	MA
Lawrence+Memorial Hospital	New London	CT
LDS Hospital	Salt Lake City	UT
Le Bonheur Children's Hospital	Memphis	TN
Leconte Medical Center	Sevierville	TN
Lee Health	Cape Coral	FL
Lee's Summit Medical Center	Lee's Summit	MO
Legacy Emanuel Medical Center	Portland	OR
Legacy Good Samaritan Medical Center	Portland	OR
Legacy Health	Portland	OR
Legacy Meridian Park Medical Center	Tualatin	OR
Legacy Mount Hood Medical Center	Gresham	OR

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Legacy Salmon Creek Medical Center	Vancouver	WA
Legacy Silverton Medical Center	Silverton	OR
Lehigh Valley Health Network	Allentown	PA
Lehigh Valley Hospital-Cedar Crest	Allentown	PA
Lehigh Valley Hospital-Hazleton	Hazleton	PA
Lehigh Valley Hospital-Muhlenberg	Bethlehem	PA
Lehigh Valley Hospital-Pocono	East Stroudsburg	PA
Lehigh Valley Hospital-Schuylkill S. Jackson Street	Pottsville	PA
Lenox Hill Hospital	New York	NY
Leonard J. Chabert Medical Center	Houma	LA
Levine Children's Hospital	Charlotte	NC
LewisGale Hospital Alleghany	Low Moor	VA
LewisGale Hospital Montgomery	Blacksburg	VA
LewisGale Hospital Pulaski	Pulaski	VA
LewisGale Medical Center	Salem	VA
Lexington Medical Center	Lexington	NC
Lexington Medical Center	West Columbia	SC
Licking Memorial Health Systems	Newark	OH
LifePoint Health	Brentwood	TN
Lifespan	Providence	RI
Lincoln County Medical Center	Ruidoso	NM
LincolnHealth	Boothbay Harbor	ME
Little Company of Mary Hospital and Health Care Centers	Evergreen Park	IL
Littleton Adventist Hospital	Littleton	CO
LMH Health	Lawrence	KS
Logan Memorial Hospital	Russellville	KY
Logan Regional Medical Center	Logan	WV
Long Beach Medical Center	Long Beach	CA
Long Island Jewish Medical Center	New Hyde Park	NY
Los Alamitos Medical Center	Los Alamitos	CA
Los Alamos Medical Center	Los Alamos	NM
Los Robles Regional Medical Center	Thousand Oaks	CA
Loyola University Health System	Maywood	IL
Lutheran Hospital	Cleveland	OH
Lutheran Medical Center	Wheat Ridge	CO

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Madonna Rehabilitation Hospitals	Lincoln	NE
Magee Rehabilitation Hospital	Philadelphia	PA
Maimonides Medical Center	Brooklyn	NY
MaineHealth	Portland	ME
Maine Medical Center	Portland	ME
Main Line Health	Bryn Mawr	PA
Manatee Memorial Hospital	Bradenton	FL
Mansfield Hospital	Mansfield	OH
Marianjoy Rehabilitation Hospital	Wheaton	IL
Marian Regional Medical Center	Santa Maria	CA
Maria Parham Health	Henderson	NC
Maricopa Integrated Health System	Phoenix	AZ
Marina Del Rey Hospital	Marina Del Rey	CA
Mariners Hospital	Tavernier	FL
Marion General Hospital	Marion	OH
Mark Twain Medical Center	San Andreas	CA
Marshfield Clinic	Marshfield	WI
Martha's Vineyard Hospital	Oak Bluffs	MA
Marymount Hospital	Garfield Heights	OH
Massachusetts Eye and Ear	Boston	MA
Massachusetts General Hospital	Boston	MA
Mayo Clinic AZ	Scottsdale	AZ
Mayo Clinic – Corporate	Rochester	MN
Mayo Clinic FL	Jacksonville	FL
Mayo Clinic Health System	Rochester	MN
Mayo Clinic Health System – NWWI	Eau Claire	WI
Mayo Clinic Hospital, Saint Marys Campus	Rochester	MN
Mayo Clinic MN	Rochester	MN
Mayo Clinic WI	Eau Claire	WI
McDonough District Hospital	Macomb	IL
MCHS SEMN Region	Austin	MN
MCHS SWMN Region	Fairmont	MN
MCHS SWWI Region	La Crosse	WI
McKay-Dee Hospital	Ogden	UT
McLaren Bay Region	Bay City	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
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 Northern Michigan	Petoskey	MI
McLaren Oakland	Pontiac	MI
McLean Hospital	Belmont	MA
Meadowview Regional Medical Center	Maysville	KY
Mease Countryside Hospital	Safety Harbor	FL
Medical Center of Peach County	Byron	GA
Medical Center of Trinity	Trinity	FL
Medical City Alliance	Fort Worth	TX
Medical City Arlington	Arlington	TX
Medical City Dallas	Dallas	TX
Medical City Denton	Denton	TX
Medical City Fort Worth	Fort Worth	TX
Medical City Frisco	Frisco	TX
Medical City Green Oaks Hospital	Dallas	TX
Medical City Las Colinas	Irving	TX
Medical City Lewisville	Lewisville	TX
Medical City McKinney	McKinney	TX
Medical City North Hills	North Richland Hill	TX
Medical City Plano	Plano	TX
Medical City Weatherford	Weatherford	TX
Medical University of South Carolina	Charleston	SC
Medina Hospital	Medina	OH
MediSys Health Network	Jamaica	NY
MedStar Washington Hospital Center	Washington	DC
MelroseWakefield Healthcare	Melrose	MA
MemorialCare Health System	Fountain Valley	CA
Memorial Health	Savannah	GA
Memorial Health	Marysville	OH
Memorial Healthcare System	Hollywood	FL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Memorial Health System	Springfield	IL
Memorial Hermann	Houston	TX
Memorial Hermann Cypress Hospital	Cypress	TX
Memorial Hermann Greater Heights Hospital	Houston	TX
Memorial Hermann Katy Hospital	Katy	TX
Memorial Hermann Memorial City Medical Center	Houston	TX
Memorial Hermann Northeast Hospital	Humble	TX
Memorial Hermann Pearland Hospital	Pearland	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	North Conway	NH
Memorial Hospital Jacksonville	Jacksonville	FL
Memorial Hospital Los Banos	Los Banos	CA
Memorial Hospital of South Bend	South Bend	IN
Memorial Hospital of Tampa	Tampa	FL
Memorial Medical Center	Modesto	CA
Memorial Medical Center	Las Cruces	NM
Memorial Satilla Health	Waycross	GA
Memorial Sloan Kettering Cancer Center	New York	NY
Menorah Medical Center	Overland Park	KS
Mercy	Chesterfield	MO
Mercy General Hospital	Sacramento	CA
Mercy Gilbert Medical Center	Gilbert	AZ
Mercy Health	Cincinnati	OH
Mercyhealth	Janesville	WI
Mercy Health – Allen Hospital	Oberlin	OH
Mercy Health – Anderson Hospital	Cincinnati	OH
Mercy Health – Clermont Hospital	Batavia	OH
Mercy Health East Communities	St. Louis	MO
Mercy Health – Fairfield Hospital	Fairfield	OH
Mercy Health General Campus	Muskegon	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mercy Health – Lourdes Hospital	Paducah	KY
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. 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 Hospital	Miami	FL
Mercy Hospital	Coon Rapids	MN
Mercy Hospital Ardmore	Ardmore	OK
Mercy Hospital Fort Smith	Fort Smith	AR
Mercy Hospital Jefferson	Crystal City	MO
Mercy Hospital Joplin	Joplin	MO
Mercy Hospital Northwest Arkansas	Rogers	AR
Mercy Hospital of Folsom	Folsom	CA
Mercy Hospital Oklahoma City	Oklahoma City	OK
Mercy Hospitals – Bakersfield	Bakersfield	CA
Mercy Hospital Springfield	Springfield	MO
Mercy Hospital St. Louis	St. Louis	MO
Mercy Hospital Washington	Washington	MO
Mercy Iowa City	Iowa City	IA
Mercy Medical Center Merced	Merced	CA
Mercy Medical Center Mt. Shasta	Mt. Shasta	CA
Mercy Medical Center Redding	Redding	CA
MercyOne Clinton Medical Center	Clinton	IA
MercyOne Dubuque Medical Center	Dubuque	IA
MercyOne Sioux City Medical Center	Sioux City	IA
Mercy Regional Medical Center	Durango	CO
Mercy San Juan Medical Center	Carmichael	CA
Meritus Health	Hagerstown	MD
Merrick Medical Center	Central City	NE

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Methodist Ambulatory Surgery Hospital	San Antonio	TX
Methodist Hospital	San Antonio	TX
Methodist Hospital of Sacramento	Sacramento	CA
Methodist Hospital of Southern California	Arcadia	CA
Methodist Le Bonheur Germantown Hospital	Germantown	TN
Methodist Le Bonheur Healthcare	Memphis	TN
Methodist Medical Center of Oak Ridge	Oak Ridge	TN
Methodist North Hospital	Memphis	TN
Methodist Olive Branch Hospital	Olive Branch	MS
Methodist South Hospital	Memphis	TN
Methodist Specialty and Transplant Hospital	San Antonio	TX
Methodist Stone Oak Hospital	San Antonio	TX
Methodist Texsan Hospital	San Antonio	TX
Methodist University Hospital	Memphis	TN
Metro Health	Wyoming	MI
Metropolitan Methodist Hospital	San Antonio	TX
MetroWest Medical Center	Framingham	MA
Miami Valley Hospital	Dayton	OH
Miami Valley Hospital South	Centerville	OH
Michigan Medicine	Ann Arbor	MI
MidAmerica Rehabilitation Hospital	Overland Park	KS
Mid Coast-Parkview Health	Brunswick	ME
MidMichigan Health	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
MidState Medical Center	Meriden	CT
Milford Regional Medical Center	Milford	MA
Mills-Peninsula Medical Center	Burlingame	CA
Mission Health	Asheville	NC
Mission Hospital	Asheville	NC
Mission Hospital – Mission Viejo	Mission Viejo	CA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mission Trail Baptist Hospital	San Antonio	TX
Missouri Baptist Medical Center	St. Louis	MO
Mobile Infirmary Medical Center	Mobile	AL
Montefiore Hospital	Bronx	NY
Montefiore Medicine	Bronx	NY
Montefiore St. Luke's Cornwall – Newburgh Campus	Newburgh	NY
Morehouse General Hospital	Bastrop	LA
Morristown-Hamblen Healthcare System	Morristown	TN
Morrow County Hospital	Mount Gilead	OH
Morton Hospital	Taunton	MA
Morton Plant Hospital	Clearwater	FL
Morton Plant Mease HealthCare	Clearwater	FL
Morton Plant North Bay Hospital	New Port Richey	FL
MountainView Hospital	Las Vegas	NV
Mountain View Hospital	Payson	UT
Mount Carmel Health System	Columbus	OH
Mount Carmel Rehabilitation Hospital, an Affiliate of Encompass Health	Westerville	OH
Mount Sinai Beth Israel	New York	NY
Mount Sinai Brooklyn	Brooklyn	NY
Mount Sinai Health System	New York	NY
Mount Sinai Hospital	Chicago	IL
Mount Sinai Queens	Long Island City	NY
Mount Sinai St. Luke's	New York	NY
Mount Sinai West	New York	NY
MultiCare Auburn Medical Center	Auburn	WA
MultiCare Deaconess Hospital	Spokane	WA
MultiCare Good Samaritan Hospital	Puyallup	WA
MultiCare Health System	Tacoma	WA
MultiCare Mary Bridge Children's Hospital	Tacoma	WA
MultiCare Tacoma General Hospital	Tacoma	WA
MultiCare Valley Hospital	Spokane Valley	WA
Munson Healthcare	Traverse City	MI
Nacogdoches Medical Center	Nacogdoches	TX
Nantucket Cottage Hospital	Nantucket	MA
Nashoba Valley Medical Center	Ayer	MA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Nash UNC Health Care	Rocky Mount	NC
Natchitoches Regional Medical Center	Natchitoches	LA
Nationwide Children's Hospital	Columbus	OH
Navicent Health	Macon	GA
Navicent Health Baldwin	Milledgeville	GA
Nemours/Alfred I. duPont Hospital for Children	Wilmington	DE
Nemours Children's Hospital, Orlando	Orlando	FL
Newark-Wayne Community Hospital	Newark	NY
New England Rehabilitation Hospital of Portland, a Joint Venture of Maine Medical Center and Encompass Health	Portland	ME
New England Sinai Hospital	Stoughton	MA
New Hanover Regional Medical Center	Wilmington	NC
Newport Hospital	Newport	RI
Newton-Wellesley Hospital	Newton	MA
New Ulm Medical Center	New Ulm	MN
New York Eye and Ear Infirmary of Mount Sinai	New York	NY
NewYork-Presbyterian/Columbia University Medical Center	New York	NY
NewYork-Presbyterian Lower Manhattan Hospital	New York	NY
NewYork-Presbyterian/Weill Cornell Medical Center	New York	NY
NewYork-Presbyterian Westchester Division	White Plains	NY
Nicklaus Children's Health System	Miami	FL
Nicklaus Children's Hospital	Miami	FL
North Central Baptist Hospital	San Antonio	TX
Northeast Baptist Hospital	San Antonio	TX
Northeastern Nevada Regional Hospital	Elko	NV
Northeast Methodist Hospital	Live Oak	TX
Northern Dutchess Hospital	Rhinebeck	NY
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

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Northern Light Mercy Hospital	Portland	ME
Northern Light Sebecook Valley Hospital	Pittsfield	ME
North Florida Regional Medical Center	Gainesville	FL
North Oaks Health System	Hammond	LA
Northridge Hospital Medical Center	Northridge	CA
North Shore Medical Center	Miami	FL
North Shore Medical Center	Salem	MA
NorthShore University HealthSystem	Evanston	IL
North Shore University Hospital	Manhasset	NY
Northside Hospital	St. Petersburg	FL
North Suburban Medical Center	Thornton	CO
Northwell Health	Great Neck	NY
Northwest Community Healthcare	Arlington Heights	IL
Northwestern Medicine Central DuPage Hospital	Winfield	IL
Northwestern Medicine Delnor Hospital	Geneva	IL
Northwestern Medicine Huntley Hospital	Huntley	IL
Northwestern Medicine Kishwaukee Hospital	DeKalb	IL
Northwestern Medicine Lake Forest Hospital	Lake Forest	IL
Northwestern Medicine McHenry Hospital	McHenry	IL
Northwestern Medicine Woodstock Hospital	Woodstock	IL
Northwestern Memorial HealthCare	Chicago	IL
Northwestern Memorial Hospital	Chicago	IL
Northwest Medical Center	Margate	FL
Norton Audubon Hospital	Louisville	KY
Norton Brownsboro Hospital	Louisville	KY
Norton Children's Hospital	Louisville	KY
Norton Healthcare	Louisville	KY
Norton Hospital	Louisville	KY
Norton Women's and Children's Hospital	Louisville	KY
Norwood Hospital	Norwood	MA
Novant Health	Winston-Salem	NC
Novant Health Rehabilitation Hospital, an Affiliate of Encompass Health	Winston Salem	NC
Novato Community Hospital	Novato	CA
NYU Langone Health	New York	NY
NYU Langone Hospital – Brooklyn	Brooklyn	NY

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
NYU Langone Orthopedic Hospital	New York	NY
Oak Hill Hospital	Brooksville	FL
Ocala Regional Medical Center	Ocala	FL
Ocean Medical Center	Brick Township	NJ
Ochsner Baptist – A Campus of Ochsner Medical Center	New Orleans	LA
Ochsner Bayou Region	Raceland	LA
Ochsner Health System	New Orleans	LA
Ochsner Medical Center	New Orleans	LA
Ochsner Medical Center – Baton Rouge	Baton Rouge	LA
Ochsner Medical Center – Hancock	Bay St. Louis	MS
Ochsner Medical Center – Kenner	Kenner	LA
Ochsner Medical Center – North Shore	Slidell	LA
Ochsner Medical Center – West Bank Campus	New Orleans	LA
Ochsner St. Anne General Hospital	Raceland	LA
Ogden Regional Medical Center	Ogden	UT
OhioHealth	Columbus	OH
OhioHealth Hardin Memorial Hospital	Kenton	OH
OhioHealth O'Bleness Hospital	Athens	OH
OhioHealth Regional Hospitals	Columbus	OH
Ohio State East Hospital	Columbus	OH
Ohio State University Hospital	Columbus	OH
Orange City Area Health System	Orange City	IA
Orange Coast Medical Center	Fountain Valley	CA
Orange Park Medical Center	Orange Park	FL
Oregon Health & Science University	Portland	OR
Orlando Health	Orlando	FL
OrthoColorado Hospital	Lakewood	CO
Osceola Regional Medical Center	Kissimmee	FL
OSF HealthCare	Peoria	IL
OSF HealthCare Central Region	Peoria	IL
OSF HealthCare East Region	Bloomington	IL
OSF HealthCare North Region	Rockford	IL
OSF HealthCare West Region	Galesburg	IL
OSF Heart of Mary Medical Center	Urbana	IL
OSF Holy Family Medical Center	Monmouth	IL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
OSF Sacred Heart Medical Center	Danville	IL
OSF Saint Anthony Medical Center	Rockford	IL
OSF Saint Anthony's Health Center	Alton	IL
OSF Saint Elizabeth Medical Center	Ottawa	IL
OSF Saint Francis Medical Center	Peoria	IL
OSF Saint James – John W. Albrecht Medical Center	Pontiac	IL
OSF Saint Luke Medical Center	Kewanee	IL
OSF Saint Paul Medical Center	Mendota	IL
OSF St. Francis Hospital & Medical Group	Escanaba	MI
OSF St. Joseph Medical Center	Bloomington	IL
OSF St. Mary Medical Center	Galesburg	IL
OSU Harding Hospital	Columbus	OH
Our Lady of Lourdes Memorial Hospital	Binghamton	NY
Our Lady of Lourdes Regional Medical Center	Lafayette	LA
Our Lady of Peace	Louisville	KY
Our Lady of the Angels Hospital	Bogalusa	LA
Our Lady of the Lake Ascension	Gonzales	LA
Our Lady of the Lake Regional Medical Center	Baton Rouge	LA
Overland Park Regional Medical Center	Overland Park	KS
Oviedo Medical Center	Oviedo	FL
Owatonna Hospital	Owatonna	MN
Owensboro Health Regional Hospital	Owensboro	KY
Page Memorial Hospital	Luray	VA
Palisades Medical Center	North Bergen	NJ
Palm Beach Gardens Medical Center	Palm Beach Gardens	FL
Palmetto General Hospital	Hialeah	FL
Palmetto Health	Columbia	SC
Palms of Pasadena Hospital	St. Petersburg	FL
Palms West Hospital	Loxahatchee	FL
Palomar Medical Center Downtown Escondido	Escondido	CA
Paoli Hospital	Paoli	PA
Pardee Hospital	Hendersonville	NC
Parker Adventist Hospital	Parker	CO
Parkland Health & Hospital System	Dallas	TX
Parkland Medical Center	Derry	NH

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Park Nicollet	St. Louis Park	MN
Parkridge East Hospital	Chattanooga	TN
Parkridge Medical Center	Chattanooga	TN
Parkridge Valley Hospital	Chattanooga	TN
Parkview Health	Fort Wayne	IN
Parkview Regional Medical Center	Fort Wayne	IN
Parkwest Medical Center	Knoxville	TN
Partners HealthCare	Boston	MA
Passavant Area Hospital	Jacksonville	IL
Peninsula Regional Medical Center	Salisbury	MD
Penn Presbyterian Medical Center	Philadelphia	PA
Penn State Health	University Park	PA
Penn State Health Milton S. Hershey Medical Center	Hershey	PA
Penn State Health St. Joseph	Reading	PA
Pennsylvania Hospital	Philadelphia	PA
Penrose-St. Francis Health Services	Colorado Springs	CO
Perry Memorial Hospital	Princeton	IL
Phoebe Putney Health System	Albany	GA
Phoebe Putney Memorial Hospital	Albany	GA
Phoenix Children's Hospital	Phoenix	AZ
Phoenixville Hospital	Phoenixville	PA
Piedmont Athens Regional Medical Center	Athens	GA
Piedmont Atlanta Hospital	Atlanta	GA
Piedmont Fayette Hospital	Fayetteville	GA
Piedmont Healthcare	Atlanta	GA
Piedmont Henry Hospital	Stockbridge	GA
Piedmont Medical Center	Rock Hill	SC
Piedmont Mountainside Hospital	Jasper	GA
Piedmont Newnan Hospital	Newnan	GA
Piedmont Newton Hospital	Covington	GA
Piedmont Rockdale	Conyers	GA
Piedmont Walton	Monroe	GA
Pikeville Medical Center	Pikeville	KY
Placentia-Linda Hospital	Placentia	CA
Plains Regional Medical Center	Clovis	NM

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Plantation General Hospital	Plantation	FL
Platte Valley Medical Center	Brighton	CO
Poinciana Medical Center	Kissimmee	FL
Porter Adventist Hospital	Denver	CO
Portsmouth Regional Hospital	Portsmouth	NH
Potomac Valley Hospital	Keyser	WV
Pottstown Hospital	Pottstown	PA
Premier Health	Dayton	OH
Presbyterian Espanola Hospital	Espanola	NM
Presbyterian Healthcare Services	Albuquerque	NM
Presbyterian Hospital	Albuquerque	NM
Presbyterian Kaseman Hospital	Albuquerque	NM
Presbyterian Rust Medical Center	Rio Rancho	NM
Presbyterian/St. Luke's Medical Center	Denver	CO
Presence Mercy Medical Center and Saint Joseph Hospital	Aurora	IL
Presence Resurrection Medical Center	Chicago	IL
Presence Saint Francis Hospital	Evanston	IL
Presence Saint Joseph Hospital	Chicago	IL
Presence Saint Joseph Medical Center	Joliet	IL
Presence Saints Mary and Elizabeth Medical Center	Chicago	IL
Presence St. Mary's Hospital	Kankakee	IL
Primary Children's Hospital	Salt Lake City	UT
Princeton Baptist Medical Center	Birmingham	AL
Prisma Health	Columbia	SC
ProMedica	Toledo	OH
ProMedica Bay Park Hospital	Oregon	OH
ProMedica Bixby Hospital	Adrian	MI
ProMedica Coldwater Regional Hospital	Coldwater	MI
ProMedica Defiance Regional Hospital	Defiance	OH
ProMedica Flower Hospital	Sylvania	OH
ProMedica Fostoria Community Hospital	Fostoria	OH
ProMedica Memorial Hospital	Fremont	OH
ProMedica Monroe Regional Hospital	Monroe	MI
ProMedica Toledo Children's Hospital	Toledo	OH
ProMedica Toledo Hospital	Toledo	OH

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Providence Alaska Medical Center	Anchorage	AK
Providence Centralia Hospital	Centralia	WA
Providence Health	Columbia	SC
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
Providence Health & Services – Western Montana	Missoula	MT
Providence Holy Cross Medical Center	Mission Hills	CA
Providence Holy Family Hospital	Spokane	WA
Providence Hood River Memorial Hospital	Hood River	OR
Providence Hospital	Washington	DC
Providence Kodiak Island Medical Center	Kodiak	AK
Providence Little Company of Mary Medical Center San Pedro	San Pedro	CA
Providence Little Company of Mary Medical Center Torrance	Torrance	CA
Providence Medford Medical Center	Medford	OR
Providence Milwaukie Hospital	Milwaukie	OR
Providence Mount Carmel Hospital	Colville	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 St. Joseph Health	Renton	WA
Providence St. Joseph Health – Eastern Washington Region	Seattle	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
Putnam Community Medical Center	Palatka	FL
Putnam Hospital Center	Carmel	NY

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Queen of the Valley Medical Center	Napa	CA
Quillen Rehabilitation Hospital, a Joint Venture of Ballad Health and Encompass Health	Johnson City	TN
Rady Children's Hospital-San Diego	San Diego	CA
Raleigh General Hospital	Beckley	WV
Raritan Bay Medical Center – Perth Amboy	Perth Amboy	NJ
Raulerson Hospital	Okeechobee	FL
Redmond Regional Medical Center	Rome	GA
Redwood Memorial Hospital	Fortuna	CA
Regency Hospital – Cleveland East	Warrensville Heights	OH
Regency Hospital – Cleveland West	Cleveland	OH
Regency Hospital – Florence	Florence	SC
Regency Hospital – Greenville	Greenville	SC
Regency Hospital – Macon	Macon	GA
Regency Hospital – Meridian	Meridian	MS
Regency Hospital – Minneapolis	Golden Valley	MN
Regency Hospital – Northwest Indiana	East Chicago	IN
Regency Hospital – Porter	Portage	IN
Regency Hospital – Springdale	Springdale	AR
Regency Hospital – Toledo	Sylvania	OH
Regina Hospital	Hastings	MN
Regional Health	Rapid City	SD
Regional Health Rapid City Hospital	Rapid City	SD
Regional Medical Center Bayonet Point	Hudson	FL
Regional Medical Center of San Jose	San Jose	CA
Regional One Health	Memphis	TN
Regional Rehabilitation Hospital	Phenix City	AL
Regions Hospital	St. Paul	MN
Rehabilitation Hospital, Navicent Health	Macon	GA
Rehabilitation Hospital of Bristol, a Joint Venture of Ballad Health and Encompass Health	Bristol	VA
Rehabilitation Institute of Michigan	Detroit	MI
Reid Health	Richmond	IN
Renown Health	Reno	NV
Renown Regional Medical Center	Reno	NV

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Research Medical Center	Kansas City	MO
Resolute Health Hospital	New Braunfels	TX
Reston Hospital Center	Reston	VA
Reynolds Memorial Hospital	Glen Dale	WV
Rhode Island Hospital	Providence	RI
Richard M. Ross Heart Hospital	Columbus	OH
Riddle Hospital	Media	PA
Riley Hospital for Children	Indianapolis	IN
Rio Grande Regional Hospital	McAllen	TX
River Falls Area Hospital	River Falls	WI
Riverside Community Hospital	Riverside	CA
Riverside Methodist Hospital	Columbus	OH
Riverview Medical Center	Red Bank	NJ
RML Specialty Hospital	Hinsdale	IL
Roane Medical Center	Harriman	TN
Rochester General Hospital	Rochester	NY
Rochester Regional Health System	Rochester	NY
Roper Hospital	Charleston	SC
Roper St. Francis Healthcare	Charleston	SC
Rose Medical Center	Denver	CO
Roswell Park Comprehensive Cancer Center	Buffalo	NY
Rush-Copley Medical Center	Aurora	IL
Rush Health Systems	Meridian	MS
Rush Oak Park Hospital	Oak Park	IL
Rush University Medical Center	Chicago	IL
Rusk Rehabilitation Hospital	Columbia	MO
Rutherford Regional Medical Center	Rutherfordton	NC
RWJBarnabas Health	West Orange	NJ
Sacred Heart Health System	Pensacola	FL
Sacred Heart Hospital on the Emerald Coast	Miramar Beach	FL
Sacred Heart Hospital Pensacola	Pensacola	FL
Saddleback Medical Center	Laguna Hills	CA
SageWest Lander	Lander	WY
Saint Agnes HealthCare	Baltimore	MD
Saint Agnes Medical Center	Fresno	CA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Saint Alphonsus Health System	Boise	ID
Saint Alphonsus Regional Medical Center	Boise	ID
Saint Anne's Hospital	Fall River	MA
Saint Barnabas Medical Center	Livingston	NJ
Saint Francis Health System	Tulsa	OK
Saint Francis Hospital – Bartlett	Bartlett	TN
Saint Francis Hospital – Memphis	Memphis	TN
Saint Francis Medical Center	Cape Girardeau	MO
Saint Francis Memorial Hospital	San Francisco	CA
Saint John's Health Center	Santa Monica	CA
Saint Joseph Hospital	Denver	CO
Saint Joseph Hospital	Lexington	KY
Saint Joseph London	London	KY
Saint Joseph Mercy Health System	Ann Arbor	MI
Saint Joseph Mount Sterling	Mount Sterling	KY
Saint Luke's Cushing Hospital	Leavenworth	KS
Saint Luke's East Hospital	Lee's Summit	MO
Saint Luke's Health System	Kansas City	MO
Saint Luke's Hospital of Kansas City	Kansas City	MO
Saint Luke's North Hospital-Smithville	Smithville	MO
Saint Luke's South Hospital	Overland Park	KS
Saint Peter's Healthcare System	New Brunswick	NJ
Saint Thomas Health	Nashville	TN
Saint Thomas West Hospital	Nashville	TN
Saint Vincent Hospital	Worcester	MA
Saint Vincent Hospital	Erie	PA
Samaritan Albany General Hospital	Albany	OR
Samaritan Health Services	Corvallis	OR
Samaritan Health Services Coast Hospitals	Portland	OR
Samaritan Lebanon Community Hospital	Lebanon	OR
Samaritan North Lincoln Hospital	Lincoln City	OR
Samaritan Pacific Communities Hospital	Newport	OR
Sanford Aberdeen Medical Center	Aberdeen	SD
Sanford Bemidji Medical Center	Bemidji	MN
Sanford Canby Medical Center	Canby	MN

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Sanford Canton-Inwood Medical Center	Canton	SD
Sanford Health	Sioux Falls	SD
Sanford Health – Fargo	Fargo	ND
Sanford Health Network – Bismarck	Bismarck	ND
Sanford Health – Sioux Falls	Sioux Falls	SD
Sanford Jackson Medical Center	Jackson	MN
Sanford Luverne Medical Center	Luverne	MN
Sanford Medical Center Bismarck	Bismarck	ND
Sanford Pioneer Memorial Hospital	Viborg	SD
Sanford Sheldon Medical Center	Sheldon	IA
Sanford Thief River Falls Medical Center	Thief River Falls	MN
Sanford Vermillion Medical Center	Vermillion	SD
Sanford Webster Medical Center	Webster	SD
Sanford Worthington Medical Center	Worthington	MN
San Ramon Regional Medical Center	San Ramon	CA
Santa Rosa Memorial Hospital	Santa Rosa	CA
Sarasota Memorial Health Care System	Sarasota	FL
Saratoga Hospital	Saratoga Springs	NY
Saunders Medical Center	Wahoo	NE
Schwab Rehabilitation Hospital	Chicago	IL
SCL Health	Broomfield	CO
Scotland Memorial Hospital	Laurinburg	NC
Scott Memorial Hospital	Scottsburg	IN
Sea Pines Rehabilitation Hospital, an Affiliate of Encompass Health	Melbourne	FL
Seattle Cancer Care Alliance	Seattle	WA
Seattle Children's	Seattle	WA
Select Specialty Hospital – Akron	Akron	OH
Select Specialty Hospital – Ann Arbor	Ypsilanti	MI
Select Specialty Hospital – Augusta	Augusta	GA
Select Specialty Hospital – Battle Creek	Battle Creek	MI
Select Specialty Hospital – Belhaven	Jackson	MS
Select Specialty Hospital – Birmingham	Birmingham	AL
Select Specialty Hospital – Boardman	Youngstown	OH
Select Specialty Hospital – Camp Hill	Camp Hill	PA
Select Specialty Hospital – Canton	Canton	OH

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Select Specialty Hospital – Charleston	Charleston	WV
Select Specialty Hospital – Cincinnati	Cincinnati	OH
Select Specialty Hospital – Cincinnati North	Cincinnati	OH
Select Specialty Hospital – Cleveland Fairhill	Cleveland	OH
Select Specialty Hospital – Cleveland Gateway	Cleveland	OH
Select Specialty Hospital – Columbus East	Columbus	OH
Select Specialty Hospital – Columbus South	Columbus	OH
Select Specialty Hospital – Columbus Victorian Village	Columbus	OH
Select Specialty Hospital – Dallas	Carrollton	TX
Select Specialty Hospital – Dallas Downtown	Dallas	TX
Select Specialty Hospital – Danville	Danville	PA
Select Specialty Hospital – Daytona Beach	Daytona Beach	FL
Select Specialty Hospital – Des Moines	Des Moines	IA
Select Specialty Hospital – Downriver	Wyandotte	MI
Select Specialty Hospital – Durham	Durham	NC
Select Specialty Hospital – Erie	Erie	PA
Select Specialty Hospital – Evansville	Evansville	IN
Select Specialty Hospital – Flint	Flint	MI
Select Specialty Hospital – Fort Smith	Fort Smith	AZ
Select Specialty Hospital – Gainesville	Gainesville	FL
Select Specialty Hospital – Greensboro	Greensboro	NC
Select Specialty Hospital – Grosse Pointe	Detroit	MI
Select Specialty Hospital – Gulfport	Gulfport	MS
Select Specialty Hospital – Hampton Roads	Newport News	VA
Select Specialty Hospital – Harrisburg	Harrisburg	PA
Select Specialty Hospital – Jackson	Jackson	MS
Select Specialty Hospital – Johnstown	Johnstown	PA
Select Specialty Hospital – Kansas City	Kansas City	KS
Select Specialty Hospital – Knoxville	Knoxville	TN
Select Specialty Hospital – Laurel Highlands	Latrobe	PA
Select Specialty Hospital – Lexington	Lexington	KY
Select Specialty Hospital – Lincoln	Lincoln	NE
Select Specialty Hospital – Longview	Longview	TX
Select Specialty Hospital – Macomb	Mount Clemens	MI
Select Specialty Hospital – Madison	Madison	WI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Select Specialty Hospital – McKeesport	McKeesport	PA
Select Specialty Hospital – Memphis	Memphis	TN
Select Specialty Hospital – Miami	Miami	FL
Select Specialty Hospital – Milwaukee St. Francis	Milwaukee	WI
Select Specialty Hospital – Milwaukee-West Allis	West Allis	WI
Select Specialty Hospital – Muskegon	Muskegon	MI
Select Specialty Hospital – Nashville	Nashville	TN
Select Specialty Hospital – Northeast New Jersey	Rochelle Park	NJ
Select Specialty Hospital – Northern Kentucky	Fort Thomas	KY
Select Specialty Hospital – North Knoxville	Knoxville	TN
Select Specialty Hospital – Northwest Detroit	Detroit	MI
Select Specialty Hospital – Oklahoma City	Oklahoma City	OK
Select Specialty Hospital – Omaha	Omaha	NE
Select Specialty Hospital – Orlando North	Orlando	FL
Select Specialty Hospital – Orlando South	Orlando	FL
Select Specialty Hospital – Palm Beach	Lake Worth	FL
Select Specialty Hospital – Panama City	Panama City	FL
Select Specialty Hospital – Pensacola	Pensacola	FL
Select Specialty Hospital – Phoenix	Phoenix	AZ
Select Specialty Hospital – Phoenix Downtown	Phoenix	AZ
Select Specialty Hospital – Pittsburgh UPMC	Pittsburgh	PA
Select Specialty Hospital – Pontiac	Pontiac	MI
Select Specialty Hospital – Quad Cities	Davenport	IA
Select Specialty Hospital – Saginaw	Saginaw	MI
Select Specialty Hospital – Savannah	Savannah	GA
Select Specialty Hospital – South Dakota	Sioux Falls	SD
Select Specialty Hospital – Southeast Ohio	Newark	OH
Select Specialty Hospital – Spectrum Health	Grand Rapids	MI
Select Specialty Hospital – Springfield	Springfield	MO
Select Specialty Hospital – St. Louis	St. Charles	MO
Select Specialty Hospital – Tallahassee	Tallahassee	FL
Select Specialty Hospital – Town and Country	St. Louis	MO
Select Specialty Hospital – Tri Cities	Bristol	TN
Select Specialty Hospital – Tulsa	Tulsa	OK
Select Specialty Hospital – Warren	Warren	OH

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Select Specialty Hospital – Wichita	Wichita	KS
Select Specialty Hospital – Wilmington	Wilmington	DE
Select Specialty Hospital – York	York	PA
Select Specialty Hospital – Youngstown	Youngstown	OH
Sentara Albemarle Medical Center	Elizabeth City	NC
Sentara CarePlex Hospital	Hampton	VA
Sentara Halifax Regional Hospital	South Boston	VA
Sentara Healthcare	Norfolk	VA
Sentara Leigh Hospital	Norfolk	VA
Sentara Martha Jefferson Hospital	Charlottesville	VA
Sentara Norfolk General Hospital	Norfolk	VA
Sentara Northern Virginia Medical Center	Woodbridge	VA
Sentara Obici Hospital	Suffolk	VA
Sentara Princess Anne Hospital	Virginia Beach	VA
Sentara Region	Norfolk	VA
Sentara RMH Medical Center	Harrisonburg	VA
Sentara Virginia Beach General Hospital	Virginia Beach	VA
Sentara Williamsburg Regional Medical Center	Williamsburg	VA
Sequoia Hospital	Redwood City	CA
Sharon Hospital	Sharon	CT
Sharp Chula Vista Medical Center	Chula Vista	CA
Sharp Coronado Hospital	Coronado	CA
Sharp Grossmont Hospital	La Mesa	CA
Sharp HealthCare	San Diego	CA
Sharp Memorial Hospital	San Diego	CA
Shelby Baptist Medical Center	Alabaster	AL
Shenandoah Memorial Hospital	Woodstock	VA
Shepherd Center	Atlanta	GA
Sheppard Pratt Health System	Baltimore	MD
Shore Medical Center	Somers Point	NJ
Sibley Memorial Hospital	Washington	DC
Sierra Nevada Memorial Hospital	Grass Valley	CA
Sierra Vista Regional Medical Center	San Luis Obispo	CA
Signature Healthcare	Brockton	MA
SIH Herrin Hospital	Herrin	IL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
SIH Memorial Hospital of Carbondale	Carbondale	IL
SIH St. Joseph Memorial Hospital	Murphysboro	IL
Sinai Health System	Chicago	IL
Skiff Medical Center	Newton	IA
Skokie Hospital	Skokie	IL
Sky Lakes Medical Center	Klamath Falls	OR
Socorro General Hospital	Socorro	NM
South Bay Hospital	Sun City Center	FL
Southcoast Health System	New Bedford	MA
Southern Hills Hospital & Medical Center	Las Vegas	NV
Southern Illinois Healthcare	Carbondale	IL
Southern Maine Health Care	Biddeford	ME
Southern New Hampshire Health	Nashua	NH
Southern Ocean Medical Center	Manahawkin	NJ
Southern Tennessee Regional Health System-Lawrenceburg	Lawrenceburg	TN
Southern Tennessee Regional Health System-Pulaski	Pulaski	TN
Southern Tennessee Regional Health System-Winchester	Winchester	TN
South Florida Baptist Hospital	Plant City	FL
South Miami Hospital	South Miami	FL
South Shore Health	South Weymouth	MA
Southside Hospital	Bay Shore	NY
Sovah Health – Danville	Danville	VA
Sovah Health – Martinsville	Martinsville	VA
Sparrow Health System	Lansing	MI
Sparrow Hospital	Lansing	MI
Spectrum Health	Grand Rapids	MI
Spectrum Health Blodgett Hospital	Grand Rapids	MI
Spectrum Health Butterworth Hospital	Grand Rapids	MI
Spectrum Health Hospital Group	Grand Rapids	MI
Spectrum Health Lakeland	Saint Joseph	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
Spotsylvania Regional Medical Center	Fredericksburg	VA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Spring View Hospital	Lebanon	KY
SSM Health	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 – Mid-Missouri	Jefferson City	MO
SSM Health – Oklahoma	Oklahoma City	OK
SSM Health – Southern Illinois	Mt. Vernon	IL
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
SSM Health St. Francis Hospital – Maryville	Maryville	MO
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 – Audrain	Mexico	MO
SSM Health St. Mary's Hospital – Centralia	Centralia	IL
SSM Health St. Mary's Hospital – Janesville	Janesville	WI
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
SSM Health – Wisconsin	Madison	WI
St. Agnes Hospital	Fond du Lac	WI
Stanford Health Care	Stanford	CA
St. Anthony Hospital	Lakewood	CO
St. Anthony Hospital	Gig Harbor	WA
St. Anthony North Health Campus	Westminster	CO
St. Anthony's Hospital	St. Petersburg	FL
St. Anthony Summit Medical Center	Frisco	CO
Starr Regional Medical Center – Athens	Athens	TN
Staten Island University Hospital	Staten Island	NY
St. Bernardine Medical Center	San Bernardino	CA
St. Bernard Parish Hospital	Chalmette	LA
St. Catherine Hospital	Garden City	KS

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. Charles Bend	Bend	OR
St. Charles Health System	Bend	OR
St. Charles Parish Hospital	Luling	LA
St. Charles Prineville	Prineville	OR
St. Clair Hospital	Pittsburgh	PA
St. Cloud Hospital	St. Cloud	MN
St. David's Georgetown Hospital	Georgetown	TX
St. David's Medical Center	Austin	TX
St. David's North Austin Medical Center	Austin	TX
St. David's Round Rock Medical Center	Round Rock	TX
St. David's South Austin Medical Center	Austin	TX
St. David's Surgical Hospital	Austin	TX
St. Elizabeth Community Hospital	Red Bluff	CA
St. Elizabeth Edgewood	Edgewood	KY
St. Elizabeth Florence	Florence	KY
St. Elizabeth Ft. Thomas	Ft. Thomas	KY
St. Elizabeth Grant	Williamstown	KY
St. Elizabeth Healthcare	Edgewood	KY
St. Elizabeth's Medical Center	Brighton	MA
Steward Health Care	Dallas	TX
St. Francis Hospital	Columbus	GA
St. Francis Hospital	Roslyn	NY
St. Francis Medical Center	Colorado Springs	CO
St. Francis Medical Center	Monroe	LA
St. Francis Regional Medical Center	Shakopee	MN
St. James Healthcare	Butte	MT
St. John Macomb-Oakland Hospital	Warren	MI
St. John's Pleasant Valley Hospital	Camarillo	CA
St. John's Regional Medical Center	Oxnard	CA
St. Joseph Health	Irvine	CA
St. Joseph Health – Northern California	Irvine	CA
St. Joseph Hospital	Orange	CA
St. Joseph Hospital, Eureka	Eureka	CA
St. Joseph Medical Center	Tacoma	WA
St. Joseph Mercy Chelsea	Chelsea	MI

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. Joseph Mercy Oakland	Pontiac	MI
St. Joseph's Health	Paterson	NJ
St. Joseph's Hospital	Tucson	AZ
St. Joseph's Hospital	Tampa	FL
St. Joseph's Hospital	West Bend	WI
St. Joseph's Hospital	Buckhannon	WV
St. Joseph's Hospital and Medical Center	Phoenix	AZ
St. Joseph's Hospital-North	Lutz	FL
St. Joseph's Hospitals	Tampa	FL
St. Joseph's Hospital-South	Riverview	FL
St. Joseph's Medical Center	Stockton	CA
St. Joseph's University Medical Center	Paterson	NJ
St. Joseph's Wayne Medical Center	Wayne	NJ
St. Jude Children's Research Hospital	Memphis	TN
St. Jude Medical Center	Fullerton	CA
St. Louis Children's Hospital	St. Louis	MO
St. Lucie Medical Center	Port St. Lucie	FL
St. Luke's Baptist Hospital	San Antonio	TX
St. Luke's Boise Medical Center	Boise	ID
St. Luke's Elmore Medical Center	Mountain Home	ID
St. Luke's Health System	Boise	ID
St. Luke's Magic Valley Medical Center	Twin Falls	ID
St. Luke's McCall Medical Center	McCall	ID
St. Luke's Meridian Medical Center	Meridian	ID
St. Luke's Nampa Medical Center	Nampa	ID
St. Luke's Wood River Medical Center	Ketchum	ID
St. Mark's Hospital	Salt Lake City	UT
St. Mary-Corwin Medical Center	Pueblo	CO
St. Mary Medical Center	Long Beach	CA
St. Mary Mercy Livonia	Livonia	MI
St. Mary's Healthcare	Amsterdam	NY
St. Mary's Hospital	Tucson	AZ
St. Mary's Medical Center	Apple Valley	CA
St. Mary's Medical Center	San Francisco	CA
St. Mary's Medical Center	Grand Junction	CO

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. Mary's Medical Center	West Palm Beach	FL
StoneSprings Hospital Center	Dulles	VA
St. Petersburg General Hospital	St. Petersburg	FL
St. Peter's Health Partners	Albany	NY
Strong Memorial Hospital	Rochester	NY
St. Rose Dominican – Siena Campus	Henderson	NV
St. Tammany Parish Hospital	Covington	LA
St. Thomas More Hospital	Canon City	CO
Sturdy Memorial Hospital	Attleboro	MA
St. Vincent	Evansville	IN
St. Vincent Healthcare	Billings	MT
St. Vincent Indianapolis	Indianapolis	IN
St. Vincent's HealthCare	Jacksonville	FL
St. Vincent's Health System	Birmingham	AL
St. Vincent's Medical Center	Bridgeport	CT
St. Vincent's Medical Center Clay County	Middleburg	FL
Suburban Hospital	Bethesda	MD
Summa Health System	Akron	OH
Sunrise Hospital & Medical Center	Las Vegas	NV
Sutter Amador Hospital	Jackson	CA
Sutter Auburn Faith Hospital	Auburn	CA
Sutter Coast Hospital	Crescent City	CA
Sutter Davis Hospital	Davis	CA
Sutter Delta Medical Center	Antioch	CA
Sutter Health	Roseville	CA
Sutter Health Bay Area	Sacramento	CA
Sutter Health Valley Area	Sacramento	CA
Sutter Lakeside Hospital	Lakeport	CA
Sutter Medical Center, Sacramento	Sacramento	CA
Sutter Roseville Medical Center	Roseville	CA
Sutter Solano Medical Center	Vallejo	CA
Sutter Tracy Community Hospital	Tracy	CA
Swedish Ballard Campus	Seattle	WA
Swedish Cherry Hill Campus	Seattle	WA
Swedish Covenant Hospital	Chicago	IL

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Swedish Edmonds Campus	Edmonds	WA
Swedish First Hill Campus	Seattle	WA
Swedish Health Services	Seattle	WA
Swedish Issaquah Campus	Seattle	WA
Swedish Medical Center	Englewood	CO
Tallahassee Memorial HealthCare	Tallahassee	FL
Tanner Health System	Carrollton	GA
Taylorville Memorial Hospital	Taylorville	IL
Tenet Healthcare Corporation	Dallas	TX
Tenet Healthcare Corporation – Arizona Group	Phoenix	AZ
Tenet Healthcare Corporation – Birmingham Market/System	Birmingham	AL
Tenet Healthcare Corporation – Coachella Group	Dallas	TX
Tenet Healthcare Corporation – El Paso Market/System	El Paso	TX
Tenet Healthcare Corporation – Florida Group	Miami	FL
Tenet Healthcare Corporation – Massachusetts Group	Worcester	MA
Tenet Healthcare Corporation – Miami-Dade Group	Hialeah	FL
Tenet Healthcare Corporation – Michigan, Pennsylvania and Illinois Group	Detroit	MI
Tenet Healthcare Corporation – Northern California Group	Modesto	CA
Tenet Healthcare Corporation – Orange County Group	Fountain Valley	CA
Tenet Healthcare Corporation – Palm Beach Group	Delray Beach	FL
Tenet Healthcare Corporation – Rio Grande Valley Market/System	Harlingen	TX
Tenet Healthcare Corporation – San Antonio, Nacogdoches Rio Grande Valley Group	San Antonio	TX
Tenet Healthcare Corporation – Tennessee Market/System	Memphis	TN
Tenet Healthcare Corporation – Texas Group	Dallas	TX
Terre Haute Regional Hospital	Terre Haute	IN
Texas Children's Hospital	Houston	TX
Texas Children's Hospital The Woodlands	The Woodlands	TX
Texas Children's Hospital West Campus	Houston	TX
Texas Health Resources	Arlington	TX
Texas Orthopedic Hospital	Houston	TX
The Bellevue Hospital	Bellevue	OH
The Brooklyn Hospital Center	Brooklyn	NY
The Carle Foundation	Urbana	IL
The Children's Hospital of Philadelphia	Philadelphia	PA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
The Christ Hospital	Cincinnati	OH
ThedaCare	Appleton	WI
ThedaCare Medical Center-Berlin	Berlin	WI
ThedaCare Medical Center-Shawano	Shawano	WI
ThedaCare Medical Center-Waupaca	Waupaca	WI
ThedaCare Medical Center-Wild Rose	Wild Rose	WI
ThedaCare Regional Medical Centers-Appleton and Neenah	Appleton	WI
The Guthrie Clinic	Sayre	PA
The Hospital of Central Connecticut	New Britain	CT
The Hospitals of Providence – East Campus	El Paso	TX
The Hospitals of Providence – Memorial Campus	El Paso	TX
The Hospitals of Providence – Sierra Campus	El Paso	TX
The Hospitals of Providence – Transmountain Campus	El Paso	TX
The Jewish Hospital – Mercy Health	Cincinnati	OH
The Johns Hopkins Hospital	Baltimore	MD
The Medical Center, Navicent Health	Macon	GA
The Medical Center of Aurora	Aurora	CO
The MetroHealth System	Cleveland	OH
The Miriam Hospital	Providence	RI
The Mount Sinai Hospital	New York	NY
The Nemours Foundation	Jacksonville	FL
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 Queen's Health Systems	Honolulu	HI
The Queen's Medical Center	Honolulu	HI
The Rehabilitation Institute of St. Louis, an Affiliate of BJC Healthcare and Encompass Health	St. Louis	MO
The University of Chicago Medicine	Chicago	IL
The University of Kansas Health System	Kansas City	KS
The University of Mississippi Medical Center	Jackson	MS
The University of Texas Health Science Center at Houston	Houston	TX
The University of Texas MD Anderson Cancer Center	Houston	TX
The University of Texas Medical Branch at Galveston	Galveston	TX

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
The University of Texas Southwestern Medical Center	Dallas	TX
The University of Toledo	Toledo	OH
The Valley Health System	Las Vegas	NV
The Valley Hospital	Ridgewood	NJ
The Woman's Hospital of Texas	Houston	TX
THHBP Management Company	Plano	TX
Thomas Jefferson University Hospital	Philadelphia	PA
Tidelands Health Rehabilitation Hospital, an Affiliate of Encompass Health	Murrells Inlet	SC
Timpanogos Regional Hospital	Orem	UT
TIRR Memorial Hermann	Houston	TX
Tisch Hospital	New York	NY
Tomball Regional Medical Center	Tomball	TX
Torrance Memorial Medical Center	Torrance	CA
Tower Health	West Reading	PA
Trident Medical Center	Charleston	SC
TriHealth	Cincinnati	OH
Trinitas Regional Medical Center	Elizabeth	NJ
Trinity Health	Livonia	MI
TriStar Centennial Medical Center	Nashville	TN
TriStar Greenview Regional Hospital	Bowling Green	KY
TriStar Hendersonville Medical Center	Hendersonville	TN
TriStar Horizon Medical Center	Dickson	TN
TriStar Skyline Medical Center	Nashville	TN
TriStar Southern Hills Medical Center	Nashville	TN
TriStar StoneCrest Medical Center	Smyrna	TN
TriStar Summit Medical Center	Hermitage	TN
Truman Medical Center – Hospital Hill	Kansas City	MO
Truman Medical Center – Lakewood	Kansas City	MO
Truman Medical Centers	Kansas City	MO
Tufts Medical Center	Boston	MA
Tulane Medical Center	New Orleans	LA
Twin Cities Community Hospital	Templeton	CA
Twin Cities Hospital	Niceville	FL
Tyler ContinueCARE Hospital	Tyler	TX
UC Davis Health	Sacramento	CA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
UCHealth	Fort Collins	CO
UCHealth Broomfield Hospital	Broomfield	CO
UCHealth Longs Peak Hospital	Longmont	CO
UCHealth Medical Center of the Rockies	Loveland	CO
UCHealth Memorial Hospital Central	Colorado Springs	CO
UCHealth Poudre Valley Hospital	Fort Collins	CO
UCHealth University of Colorado Hospital	Aurora	CO
UChicago Medicine Ingalls Memorial	Harvey	IL
UCI Health	Orange	CA
UCLA Health	Los Angeles	CA
UC San Diego Health	San Diego	CA
UCSF Health	San Francisco	CA
UF Health	Gainesville	FL
UHS Chenango Memorial Hospital	Norwich	NY
UHS Delaware Valley Hospital	Walton	NY
UMass Memorial Health Care	Worcester	MA
UMass Memorial Medical Center	Worcester	MA
UM Baltimore Washington Medical Center	Glen Burnie	MD
UM Charles Regional Medical Center	La Plata	MD
UMMC Batson Children's Hospital	Jackson	MS
UMMC Grenada	Jackson	MS
UM Rehabilitation & Orthopaedic Institute	Baltimore	MD
UM St. Joseph Medical Center	Towson	MD
UNC Health Care	Chapel Hill	NC
UNC Hospitals	Chapel Hill	NC
UNC Rex Healthcare	Raleigh	NC
Union Hospital	Terre Haute	IN
United Health Services	Binghamton	NY
United Hospital	St. Paul	MN
United Hospital Center	Bridgeport	WV
Unity Hospital	Rochester	NY
UnityPoint Health	West Des Moines	IA
UnityPoint Health – Cedar Rapids	Cedar Rapids	IA
UnityPoint Health – Des Moines	Des Moines	IA
UnityPoint Health – Finley Hospital	Dubuque	IA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
UnityPoint Health – Fort Dodge	Fort Dodge	IA
UnityPoint Health – Meriter	Madison	WI
UnityPoint Health – Peoria	Peoria	IL
UnityPoint Health – Sioux City	Sioux City	IA
UnityPoint Health – Trinity	Rock Island	IL
UnityPoint Health – Waterloo	Waterloo	IA
UnityPoint – Proctor and Methodist	Peoria	IL
Universal Health Services	King of Prussia	PA
University Healthcare	Martinsburg	WV
University Hospital	Newark	NJ
University Hospital & Medical Center	Tamarac	FL
University Hospitals Ahuja Medical Center	Beachwood	OH
University Hospitals and Health System	Cleveland	OH
University Hospitals and Health System – East Region	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 Parma Medical Center	Parma	OH
University Hospitals Portage Medical Center	Ravenna	OH
University Hospitals Rainbow Babies and Children's Hospital	Cleveland	OH
University Hospitals Richmond Medical Center	Cleveland	OH
University Hospitals Samaritan Medical Center	Ashland	OH
University Hospitals St. John Medical Center	Westlake	OH
University, Mercy & United Hospitals	Hastings	MN
University of Arkansas for Medical Sciences	Little Rock	AR
University of Chicago Medical Center	Chicago	IL
University of Illinois Hospital & Health Sciences System	Chicago	IL
University of Maryland Capital Region Health	Bowie	MD
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

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
University of Miami Health System	Miami	FL
University of Miami Hospital	Miami	FL
University of Mississippi Healthcare	Jackson	MS
University of Missouri Health Care	Columbia	MO
University of New Mexico Health Sciences Center	Albuquerque	NM
University of New Mexico Hospital	Albuquerque	NM
University of Pennsylvania Health System	Philadelphia	PA
University of Rochester Medical Center	Rochester	NY
UNM Sandoval Regional Medical Center	Rio Rancho	NM
UP Health System – Bell	Ishpeming	MI
UP Health System – Marquette	Marquette	MI
UP Health System – Portage	Hancock	MI
UPMC	Pittsburgh	PA
UPMC Pinnacle	Harrisburg	PA
UPMC Pinnacle – Cumberland Division	Harrisburg	PA
UPMC Pinnacle – Dauphin Division	Harrisburg	PA
UPMC Pinnacle – Lancaster Division	Harrisburg	PA
Upper Valley Medical Center	Troy	OH
Utah Valley Hospital	Provo	UT
UT Health East Texas	Tyler	TX
UT Health North Campus Tyler	Tyler	TX
UVA Encompass Health Rehabilitation Hospital	Charlottesville	VA
UVA Health System	Charlottesville	VA
UW Health	Madison	WI
UW Medical Center	Seattle	WA
UW Medicine	Seattle	WA
Vail Health Hospital	Vail	CO
Valley Baptist Medical Center – Brownsville	Brownsville	TX
Valley Baptist Medical Center – Harlingen	Harlingen	TX
Valley Children's Healthcare	Madera	CA
Valley Health	Winchester	VA
Valley Health System	Ridgewood	NJ
Valley Regional Medical Center	Brownsville	TX
Valley View Medical Center	Fort Mohave	AZ
Vanderbilt Stallworth Rehabilitation Hospital	Nashville	TN

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Vanderbilt University Medical Center	Nashville	TN
Vassar Brothers Medical Center	Poughkeepsie	NY
Vaughan Regional Medical Center	Selma	AL
VCU Health System	Richmond	VA
VCU Medical Center	Richmond	VA
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 Roanoke-Chowan Hospital	Ahoskie	NC
Virginia Mason Medical Center	Seattle	WA
Virginia Mason Memorial	Yakima	WA
Virtua Health	Marlton	NJ
Wabash General Hospital	Mount Carmel	IL
Wahiawa General Hospital	Wahiawa	HI
Wake Forest Baptist Health	Winston-Salem	NC
Wake Forest Baptist Medical Center	Winston-Salem	NC
WakeMed Health & Hospitals	Raleigh	NC
Walker Baptist Medical Center	Jasper	AL
Walton Rehabilitation Hospital, an Affiliate of Encompass Health	Augusta	GA
War Memorial Hospital	Berkeley Springs	WV
Warren Memorial Hospital	Front Royal	VA
Washington Hospital Healthcare System	Fremont	CA
Watertown Regional Medical Center	Watertown	WI
Wellforce	Burlington	MA
Wellington Regional Medical Center	Wellington	FL
WellSpan Ephrata Community Hospital	Ephrata	PA
WellSpan Gettysburg Hospital	Gettysburg	PA
WellSpan Good Samaritan Hospital	Lebanon	PA
WellSpan Health	York	PA
WellSpan York Hospital	York	PA
WellStar Atlanta Medical Center	Atlanta	GA

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
WellStar Cobb Hospital	Austell	GA
WellStar Douglas Hospital	Douglasville	GA
WellStar Health System	Marietta	GA
WellStar Kennestone Hospital	Marietta	GA
WellStar North Fulton Hospital	Roswell	GA
WellStar Paulding Hospital	Dallas	GA
WellStar Spalding Regional Hospital	Griffin	GA
WellStar Sylvan Grove Hospital	Jackson	GA
WellStar Windy Hill Hospital	Marietta	GA
Wentworth-Douglass Hospital	Dover	NH
Wesley Medical Center	Wichita	KS
Wesley Rehabilitation Hospital, an Affiliate of Encompass Health	Wichita	KS
Wesley Woodlawn Hospital & ER	Wichita	KS
West Boca Medical Center	Boca Raton	FL
Western Connecticut Health Network	Danbury	CT
Western Maine Health	Norway	ME
Western Reserve Hospital	Cuyahoga Falls	OH
West Florida Hospital	Pensacola	FL
West Georgia Health	LaGrange	GA
West Hills Hospital & Medical Center	West Hills	CA
West Kendall Baptist Hospital	Miami	FL
West Penn Hospital	Pittsburgh	PA
Westside Regional Medical Center	Plantation	FL
West Tennessee Healthcare	Jackson	TN
West Tennessee Healthcare Rehabilitation Hospital Cane Creek, a Partnership With Encompass Health	Martin	TN
West Tennessee Healthcare Rehabilitation Hospital Jackson, a Partnership With Encompass Health	Jackson	TN
West Valley Medical Center	Caldwell	ID
West Virginia University Hospitals	Morgantown	WV
Wilkes Medical Center	North Wilkesboro	NC
Willis-Knighton Health System	Shreveport	LA
Willis-Knighton Medical Center	Shreveport	LA
Willis-Knighton South & the Center for Women's Health	Shreveport	LA
Wilson Medical Center	Wilson	NC

Note: This list does not include 133 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Winchester Medical Center	Winchester	VA
Winter Haven Hospital	Winter Haven	FL
Wise Health System	Decatur	TX
WK Bossier Health Center	Bossier City	LA
WK Pierremont Health Center	Shreveport	LA
WMCHHealth	Hawthorne	NY
Women & Infants Hospital of Rhode Island	Providence	RI
Women's & Children's Hospital	Lafayette	LA
Woodland Memorial Hospital	Woodland	CA
Wright Memorial Hospital	Trenton	MO
WVU Medicine	Fairmont	WV
Wyoming Medical Center	Casper	WY
Wythe County Community Hospital	Wytheville	VA
Yale New Haven Health System	New Haven	CT
Yale New Haven Hospital	New Haven	CT
Yoakum Community Hospital	Yoakum	TX
Yuma Rehabilitation Hospital, an Affiliation of Encompass Health and Yuma Regional Medical Center	Yuma	AZ

Note: This list does not include 133 organizations that wished to remain anonymous.

APPENDIX B:
JOB LIST AND
SUMMARIES

JOB LIST AND SUMMARIES

ADMINISTRATIVE SERVICES

- 7000 President and Chief Executive Officer – *Also See Jobs 7001 and 7002*
- 7001 President – Region/Division/Market
- 7002 Hospital Administrator
- 7003 Chief of Staff
- 7004 Administrative Chief of Staff
- 7005 Chief Operating Officer
- 7009 Top Operations Executive – Region/Division/Market
- 7025 Chief Administrative Officer
- 7125 Top Mission Services Executive
- 7133 Top Project Management Office Executive
- 7213 Second-Level Mission Services Executive
- 7801 Head of Project Management Office
- 7810 Head of Medical Library
- 7825 Head of Volunteer Services
- 7850 Head of Pastoral Care
- 7855 Head of Mission Services

ACADEMIC

- 7095 Top Academic Affairs Executive – *Also See Job 7096*
- 7096 Dean of the School of Medicine – *Also See Job 7095*
- 7098 Dean of the School of Nursing – *Also See Job 7290*
- 7212 Second-Level Academic Affairs Executive
- 7812 Head of Academic Affairs

CLINICAL OR PROFESSIONAL SERVICES

- 7007 Top Physician Executive/Chief Physician Executive – *Also See Job 7010*
- 7010 Chief Medical Officer – *Also See Job 7007*
- 7011 Multifacility Medical Director
- 7012 Chief of Medical Staff
- 7013 Top Medical Affairs Executive – Region/Division/Market
- 7014 Pediatrician in Chief
- 7049 Top Surgical Services Executive
- 7059 Top Operations Executive – *Also See Jobs 7060 and 7061*
- 7060 Top Professional Services Executive

JOB LIST AND SUMMARIES

CLINICAL OR PROFESSIONAL SERVICES *continued*

- 7061 Top Support Services Executive
- 7065 Top Ambulatory Care Executive
- 7135 Top Post-Acute Care Executive – *Also See Jobs 7136, 7137 and 7252*
- 7136 Top Long-Term Care Executive – *Also See Job 7135*
- 7137 Top Home Health Executive – *Also See Job 7135*
- 7138 Top Cancer Center Executive – *Also See Job 7244*
- 7139 Top Behavioral Health Services Executive
- 7140 Top Pharmacy Executive
- 7141 Top Laboratory Services Executive
- 7143 Top Heart Institute Executive – *Also See Job 7242*
- 7202 Second-Level Medical Affairs Executive
- 7282 Head of Perioperative Services
- 7560 Head of Operations – *Also See Jobs 7794 and 7795*
- 7700 Head of Medical Imaging/Diagnostic Radiology
- 7705 Head of Radiation Oncology
- 7707 Head of Anesthesiology
- 7710 Head of Nuclear Medicine – *Also See Job 7923*
- 7715 Head of Cardiology Services – *Also See Job 7922*
- 7716 Head of Cardiac Catheterization Laboratory
- 7720 Head of Home Health
- 7725 Head of Cancer Treatment Center – *Also See Job 7924*
- 7726 Head of Cancer Registry
- 7727 Head of Transplant Services
- 7729 Head of Sleep Center
- 7730 Head of Fitness/Wellness Center
- 7740 Head of Ambulatory/Outpatient Care Services – *Also See Job 7920*
- 7741 Head of Urgent Care Services
- 7742 Head of Air Ambulance Services
- 7745 Head of Laboratory Services
- 7746 Head of Child Life Services
- 7750 Head of Perfusion
- 7755 Head of Pharmacy
- 7756 Head of Retail Pharmacy
- 7760 Head of Respiratory Care
- 7765 Head of Behavioral Health – *Also See Job 7921*
- 7770 Head of Substance Abuse Services

JOB LIST AND SUMMARIES

CLINICAL OR PROFESSIONAL SERVICES *continued*

- 7775 Head of Social Services
- 7776 Head of Neurophysiology
- 7780 Head of Long-Term Care
- 7781 Head of Post-Acute Care Services
- 7790 Head of Orthopedics – *Also See Job 7925*
- 7794 Head of Professional Services
- 7795 Head of Support Services

FACILITIES SERVICES

- 7070 Top Facilities Executive
- 7071 Top Property Management/Real Estate Executive
- 7072 Top Facilities Planning/Construction Executive
- 7600 Head of Biomedical and Clinical Engineering
- 7610 Head of Environmental Services/Housekeeping
- 7614 Head of Facilities
- 7615 Head of Facilities Planning
- 7618 Head of Property Management/Real Estate
- 7620 Head of Plant Operations and Maintenance
- 7625 Head of Security and Safety
- 7626 Head of Emergency Planning and Preparedness
- 7630 Head of Construction
- 7735 Head of Child Care Center

FINANCIAL SERVICES

- 7015 Chief Financial Officer
- 7016 Top Finance Executive – Region/Division/Market
- 7026 Chief Investment Officer
- 7114 Top Patient Financial Services Executive – *Also See Job 7117*
- 7116 Top Reimbursement Executive – *Also See Job 7117*
- 7117 Top Revenue Cycle Executive – *Also See Jobs 7114 and 7116*
- 7118 Top Internal Audit Executive
- 7119 Top Patient Access Executive
- 7199 Second-Level Investment Executive
- 7200 Second-Level Finance Executive – *Also See Jobs 7400, 7401 and 7403*

JOB LIST AND SUMMARIES

FINANCIAL SERVICES *continued*

- 7400 Controller – *Also See Job 7200*
- 7401 Treasurer – *Also See Job 7200*
- 7402 Assistant Controller
- 7403 Head of Finance – *Also See Jobs 7200 and 7400*
- 7405 Head of Admissions
- 7408 Head of Patient Access
- 7410 Head of Payroll
- 7411 Head of Investor Relations
- 7412 Head of Corporate Development
- 7413 Head of Tax
- 7414 Head of Corporate Reporting
- 7425 Head of Internal Audit
- 7430 Head of Revenue Cycle
- 7435 Head of Business Office – *Also See Job 7440*
- 7440 Head of Patient Financial Services – *Also See Jobs 7435 and 7445*
- 7445 Head of Credit and Collection – *Also See Job 7440*
- 7446 Head of Coding
- 7450 Head of Reimbursement
- 7451 Head of Budget
- 7456 Head of Investments
- 7460 Head of Grants and Contracts

FOUNDATION AND FUND DEVELOPMENT

- 7090 Top Foundation/Fund Development Executive
- 7211 Second-Level Foundation/Fund Development Executive
- 7475 Head of Foundation/Fund Development – *Also See Job 7211*
- 7478 Head of Special Events
- 7480 Head of Major Gifts
- 7485 Head of Annual Giving

HEALTH INSURANCE OR MANAGED CARE

- 7229 Top Managed Care Executive
- 7230 Health Plan President and Chief Executive Officer
- 7232 Health Plan Chief Operating Officer

JOB LIST AND SUMMARIES

HEALTH INSURANCE OR MANAGED CARE *continued*

- 7233 Health Plan Chief Financial Officer
- 7234 Health Plan Chief Medical Officer
- 7239 Top Underwriting Executive
- 7263 Health Plan Top Provider Network Executive
- 7542 Head of Managed Care
- 7545 Head of Actuarial Services
- 7550 Head of Provider Relations
- 7555 Head of Member Services
- 7556 Head of Enrollment
- 7557 Head of Underwriting
- 7570 Head of Claims Management
- 7580 Head of Provider Network Contracting

HUMAN RESOURCES

- 7020 Chief Learning Officer
- 7021 Top Continuing Medical Education Executive
- 7028 Chief Diversity Officer
- 7055 Chief Human Resources Officer
- 7056 Top Total Rewards Executive
- 7057 Top Talent Acquisition and Retention Executive
- 7062 Top Human Resources Executive – Region/Division/Market
- 7121 Top Employee Health and Wellness Executive
- 7208 Second-Level Human Resources Executive – *Also See Job 7300*
- 7300 Head of Human Resources – *Also See Job 7208*
- 7305 Head of Benefits – *Also See Job 7315*
- 7310 Head of Compensation – *Also See Job 7315*
- 7315 Head of Compensation and Benefits – *Also See Jobs 7305 and 7310*
- 7316 Head of Physician Compensation
- 7318 Head of Diversity and Inclusion
- 7320 Head of Employee Relations – *Also See Job 7335*
- 7325 Head of HRIS
- 7330 Head of Talent Management
- 7335 Head of Labor Relations/HR Compliance – *Also See Job 7320*
- 7339 Head of Continuing Medical Education
- 7340 Head of Training and Development

JOB LIST AND SUMMARIES

HUMAN RESOURCES *continued*

- 7341 Head of Leadership Formation and Organization Development/Effectiveness
- 7345 Head of Employee Health and Wellness
- 7915 Head of Physician Recruitment

INFORMATION SERVICES

- 7030 Chief Information Officer
- 7034 Chief Technology Officer – *Also See Jobs 7030 and 7037*
- 7037 Top Information Security Executive
- 7040 Top Medical Informatics Executive
- 7041 Top Nursing Informatics Executive
- 7042 Top Research Informatics Executive
- 7078 Top Decision Support Executive
- 7204 Second-Level Information Services Executive – *Also See Job 7500*
- 7500 Head of Information Services – *Also See Job 7204*
- 7501 Head of Information Security
- 7502 Head of Medical Informatics
- 7503 Head of Nursing Informatics
- 7504 Head of Pharmacy Informatics
- 7505 Head of Research Informatics
- 7510 Head of Applications Systems Analysis and Programming
- 7515 Head of Computer Operations
- 7520 Head of Network
- 7525 Head of Telecommunications
- 7530 Head of Operating Systems Analysis and Programming
- 7535 Head of Database Administration
- 7536 Head of Decision Support

LEGAL SERVICES AND COMPLIANCE

- 7031 Top Privacy Executive
- 7032 Top Compliance Executive
- 7075 Top Legal Services Executive (General Counsel)
- 7076 Top Government Relations Executive
- 7077 Top Governance Executive
- 7115 Top Risk Management Executive

JOB LIST AND SUMMARIES

LEGAL SERVICES AND COMPLIANCE *continued*

- 7210 Second-Level Legal Services Executive (Deputy or Associate General Counsel) – *Also See Job 7490*
- 7455 Head of Risk Management
- 7490 Head of Legal Services (Associate or Assistant General Counsel) – *Also See Job 7210*
- 7492 Head of Government Relations
- 7493 Head of Governance
- 7495 Head of Compliance
- 7496 Head of Privacy
- 7497 Head of Accreditation

MARKETING AND COMMUNICATIONS

- 7080 Top Public Affairs Executive
- 7081 Top Communications Executive
- 7082 Top Marketing Executive
- 7215 Second-Level Marketing Executive – *Also See Job 7821*
- 7231 Top Sales Executive
- 7565 Head of Sales
- 7820 Head of Public Relations
- 7821 Head of Marketing
- 7822 Head of Communications
- 7824 Head of Consumer Insights

MATERIALS MANAGEMENT

- 7130 Top Supply Chain Management Executive – *Also See Job 7131*
- 7131 Top Materials Management Executive – *Also See Job 7130*
- 7605 Head of Central Supply
- 7640 Head of Materials Management – *Also See Jobs 7641 and 7645*
- 7641 Head of Supply Chain Management – *Also See Jobs 7640 and 7645*
- 7645 Head of Purchasing – *Also See Jobs 7640 and 7641*

NURSING AND PATIENT CARE SERVICES

- 7044 Top Emergency Services Executive
- 7046 Chief Nursing Officer/Top Patient Care Executive
- 7206 Second-Level Nursing Services Executive – *Also See Job 7272*

JOB LIST AND SUMMARIES

NURSING AND PATIENT CARE SERVICES *continued*

- 7272 Head of Nursing/Patient Care Services
- 7273 Nurse Manager
- 7275 Head of Maternity Services
- 7276 Head of Emergency Services
- 7277 Head of Dialysis Services
- 7278 Head of Trauma Center
- 7280 Head of Inpatient Surgical Services – *Also See Jobs 7281 and 7928*
- 7281 Head of Outpatient Surgical Services – *Also See Jobs 7280 and 7928*
- 7283 Head of Neonatal Intensive Care
- 7285 Head of Intensive Care
- 7286 Head of Hospice
- 7290 Head of School of Nursing – *Also See Job 7098*
- 7295 Head of Nursing Education
- 7298 Head of Infection Control
- 7299 Head of Wound Care

NUTRITION SERVICES

- 7880 Head of Food and Nutrition Services
- 7885 Chief Clinical Dietitian
- 7890 Head of Cafeteria

PATIENT RELATIONS AND HEALTH INFORMATION

- 7047 Chief Patient Experience Officer
- 7216 Second-Level Patient Experience Executive
- 7289 Head of Call Center
- 7815 Head of Patient Relations/Experience
- 7830 Head of Health Information Management

PHYSICIAN RELATIONS AND PRACTICE MANAGEMENT

- 7144 Top Provider Engagement/Development Executive
- 7145 Top Physician Practices Management Executive
- 7237 Top Provider Network Executive
- 7900 Practice Administrator – *Also See Job 7910*

JOB LIST AND SUMMARIES

PHYSICIAN RELATIONS AND PRACTICE MANAGEMENT *continued*

- 7905 Head of Physician Relations
- 7910 Head of Physician Practice Management – *Also See Job 7900*
- 7911 Head of Physician Practice Financial Services
- 7916 Head of Medical Staff Services and Credentialing

POPULATION HEALTH AND CLINICAL INTEGRATION

- 7006 Top Clinically Integrated Network Executive
- 7008 Top Clinically Integrated Network Medical Officer
- 7035 Top Innovation Executive
- 7039 Top Ventures Executive
- 7048 Top Population Health Executive
- 7052 Top Health Equity Executive
- 7085 Top Telemedicine Executive
- 7086 Top Digital Strategy Executive
- 7120 Top Community Health Executive – *Also See Job 7048*
- 7132 Top Process/Performance Improvement Executive
- 7155 Top Clinical Integration/Transformation Executive
- 7156 Top Operations Integration Executive
- 7157 Top Accountable Care Organization Executive
- 7163 Top Business Analytics Executive
- 7164 Top Clinical Analytics Executive
- 7203 Second-Level Population Health Executive
- 7506 Head of Telemedicine
- 7785 Head of Community Health
- 7796 Head of Innovation
- 7800 Head of Process/Performance Improvement
- 7817 Head of Population Health
- 7823 Head of Digital Strategy and Operations
- 7846 Head of Analytics
- 7940 Head of Accountable Care Organization

QUALITY AND UTILIZATION MANAGEMENT

- 7150 Top Clinical Effectiveness Executive
- 7159 Top Quality Executive (MD) – *Also See Job 7160*

JOB LIST AND SUMMARIES

QUALITY AND UTILIZATION MANAGEMENT *continued*

- 7160 Top Quality Executive (Non-MD) – *Also See Job 7159*
- 7162 Top Utilization Management Executive
- 7835 Head of Quality Assurance – *Also See Jobs 7840 and 7841*
- 7840 Head of Quality Management – *Also See Jobs 7835 and 7841*
- 7841 Head of Patient Safety
- 7845 Head of Case Management/Utilization Review

REHABILITATION SERVICES

- 7650 Head of Rehabilitation Services – *Also See Job 7927*
- 7655 Head of Occupational Therapy
- 7660 Head of Physical Therapy
- 7663 Head of Sports Medicine
- 7665 Head of Speech and Language Pathology
- 7666 Head of Audiology Services
- 7667 Head of Home Medical Equipment

RESEARCH

- 7036 Top Technology Transfer Executive
- 7104 President – Research Institute – *Also See Job 7110*
- 7110 Top Clinical Research Executive
- 7111 Top Research Operations Executive
- 7198 Second-Level Research Executive
- 7797 Head of Clinical Research
- 7798 Head of Research Compliance and Integrity
- 7799 Head of Research Finance

SERVICE LINE

- 7242 Top Service Line Executive – Cardiology – *Also See Job 7143*
- 7243 Top Service Line Executive – Neuroscience
- 7244 Top Service Line Executive – Oncology – *Also See Job 7135*
- 7245 Top Service Line Executive – Orthopedics
- 7246 Top Service Line Executive – Pediatrics
- 7247 Top Service Line Executive – Rehabilitation

JOB LIST AND SUMMARIES

SERVICE LINE *continued*

- 7249 Top Service Line Executive – Women's
- 7250 Top Service Line Executive – Imaging/Diagnostic Radiology
- 7259 Top Service Line Executive – Transplant
- 7260 Top Service Line Executive – Other
- 7261 Top Service Line Executive – Multispecialty
- 7262 Top Service Line Executive – Combined
- 7920 Head of Service Line – Ambulatory – *Also See Job 7740*
- 7921 Head of Service Line – Behavioral
- 7922 Head of Service Line – Cardiology
- 7923 Head of Service Line – Neuroscience
- 7924 Head of Service Line – Oncology
- 7925 Head of Service Line – Orthopedics
- 7926 Head of Service Line – Pediatrics
- 7927 Head of Service Line – Rehabilitation – *Also See Job 7650*
- 7928 Head of Service Line – Surgery – *Also See Jobs 7280 and 7281*
- 7929 Head of Service Line – Women's – *Also See Job 7275*
- 7930 Head of Service Line – Other
- 7931 Head of Service Line – Imaging/Diagnostic Radiology – *Also See Job 7700*
- 7935 Head of Service Line – Multispecialty
- 7936 Head of Service Line – Combined

STRATEGY, BUSINESS DEVELOPMENT AND PLANNING

- 7027 Chief Strategy Officer – *Also See Jobs 7100 and 7105*
- 7033 Top Network/System Development Executive
- 7054 Top International Health Executive
- 7100 Top Planning Executive – *Also See Jobs 7027 and 7105*
- 7105 Top Business Development Executive – *Also See Jobs 7027 and 7100*
- 7197 Second-Level Strategy Executive
- 7214 Second-Level Business Development Executive
- 7805 Head of Planning
- 7806 Head of Business Development

APPENDIX C:

TERMS AND

DEFINITIONS

APPENDIX D:

USING REGRESSION

EQUATIONS

APPENDIX E:

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.