



Medical Group Compensation and Productivity Survey Report

Survey data effective January 1, 2019

2019

MEDICAL GROUP COMPENSATION AND PRODUCTIVITY SURVEY REPORT

Survey data effective January 1, 2019

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SECTION I:

INTRODUCTION

INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Medical Group Compensation and Productivity Survey Report*, now in its fifth edition. Survey participants submitted data from January 2019 to April 2019 for the 2018 calendar year or the most recent fiscal year. Data were reported by 286 medical groups across the United States. Total cash compensation (TCC) data were collected on 142,847 incumbents. The survey participants are listed in appendix A.

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

The data are effective as of January 1, 2019.

The compensation practices section is only available to survey participants who completed the corresponding section of the 2019 *Medical Group Compensation and Productivity Survey*. The survey participants who did not complete this section receive a survey report excluding the compensation practices section.

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

This report is organized into 10 sections:

Section I presents general information regarding this survey report.

Section II presents general survey participant characteristics.

Section III presents compensation practices.

Section IV presents TCC, productivity and patient visits for staff physicians by specialty.

Section V presents productivity ratios for staff physicians by specialty, including TCC per work relative value unit (work RVU) and TCC to collections.

Section VI presents total benefits costs and total benefits costs as a percentage of TCC for staff physicians by specialty.

Section VII presents starting base salary and TCC for new resident and experienced hire physicians by specialty.

Section VIII presents TCC, productivity and productivity ratios for organizations with academic affiliations by specialty.

Section IX presents TCC for incumbents with administrative responsibilities, including program directors, chiefs and chairs.

INTRODUCTION

Section X presents detailed specialty compensation and productivity data tables by the following specialty categories: primary care and medical, surgical, hospital based, staff advanced practice providers (APPs) and other health care providers.

The supplemental Excel file *Medical Group Compensation and Productivity 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 or data were provided for fewer than 10 incumbents.
 - When one organization represented more than 25% of the sample.
- All compensation and productivity data are annualized and reflect a 1.0 full-time equivalent (FTE).
- Productivity data are only reported for staff physicians and APPs.
- The work RVUs included in this report are based on the Centers for Medicare & Medicaid Services' (CMS) most recent physician fee schedule.
- In sections IV, V, VIII and X, American Society of Anesthesiologists (ASA) units are reported in lieu of work RVUs for anesthesiology, anesthesiology – cardiovascular, pediatrics – anesthesiology, certified anesthesiologist assistant and certified registered nurse anesthetist.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.
- In order to be reportable, data must exceed certain minimum values (e.g., only data for incumbents with a clinical FTE status of 0.5 or greater are included in the report [administrative physicians are included regardless of FTE status]). The minimum data values used as general guidelines during SullivanCotter's data cleaning process are shown in the table below.

TABLE 1.1 – Minimum Data Values

INTRODUCTION

There are four regional designations included in this report: East, North, South and West.

TABLE 1.2 – Regional Designations Included in This Report

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

SECTION II:

CHARACTERISTICS
OF SURVEY
PARTICIPANTS

CHARACTERISTICS OF SURVEY PARTICIPANTS

ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type			
Type	Independent or Affiliated (n = 98)	Owned (n = 188)	All Organizations (n = 286)
Multiple Hospital System	40%	5%	17%
Medical Group	38%	86%	69%
Acute Care Hospital	11%	6%	9%
Single Hospital System	6%	2%	3%
Other	5%	1%	2%

ACADEMIC AFFILIATION

TABLE 2.2 – Academic Affiliation

Academic Affiliation	
Type	Percentage
Major Teaching Program	14%
Minor Teaching Program	12%
No Academic Affiliation	74%
n = 286	

OWNERSHIP

TABLE 2.3 – Majority Ownership of Medical Group

Majority Ownership of Medical Group	
Type	Percentage
Health System	48%
Physicians	33%
Hospital	8%
Physician Practice Management Company	3%
Insurance Company or Managed Care Organization	2%
University or Medical School	1%
Foundation	0%
Other	5%
n = 107	

CHARACTERISTICS OF SURVEY PARTICIPANTS

SIZE AND SCOPE

TABLE 2.4 – Financial and Operating Measures

Financial and Operating Measures			
Measure	n	Mean	Median
Net Revenue ⁽¹⁾	269		
Hospital Beds Licensed	56		
Hospital Beds Operated	59		
FTE Employees	255		
Employed Physicians	264		
Employed APPs	250		
Employed-Physicians-to-APPs Ratio	247		
Emergency Department Visits	29		
Hospital Admissions	31		
Outpatient Care Visits	31		

⁽¹⁾Net revenue is displayed in millions.

DISTRIBUTION

TABLE 2.5 – Distribution of Participating Organizations by Size

Distribution of Participating Organizations by Size				
Number of Provider FTEs	n Orgs	n Incumbents ⁽¹⁾	Organization Percentage	Incumbent Percentage
Fewer Than 50 Provider FTEs	54	1,086		
50 to 150 Provider FTEs	52	4,664		
151 to 300 Provider FTEs	39	8,359		
More Than 300 Provider FTEs	141	128,738		

⁽¹⁾Number of incumbents includes physicians, APPs and other health care providers.

TABLE 2.6 – Distribution of Participating Organizations by Region

Distribution of Participating Organizations by Region				
Region	n Orgs	n Incumbents ⁽¹⁾	Organization Percentage	Incumbent Percentage
East	67	42,628		
North	96	45,998		
South	70	27,405		
West	53	26,816		

⁽¹⁾Number of incumbents includes physicians, APPs and other health care providers.

SECTION III:

COMPENSATION

PRACTICES

COMPENSATION PRACTICES

COMPENSATION PLANS

TABLE 3.1 – Compensation Plan Components for Primary Care Physicians

Compensation Plan Components for Primary Care Physicians		
Component	Percentage Using	Mean Percentage of TCC If Used
Work RVUs		
Value- or Quality-Based Incentives		
Base Salary		
Discretionary		
APP Supervision		
Panel Size		
Expense Management or Financial Incentives		
Revenue Minus Expense		
Hourly or Shift-Based Pay		
Collections		
Other		
n = 110		
Note: Percentages will not add to 100% due to multiple response categories.		

TABLE 3.2 – Compensation Plan Components for Medical Physicians

Compensation Plan Components for Medical Physicians		
Component	Percentage Using	Mean Percentage of TCC If Used
Work RVUs		
Value- or Quality-Based Incentives		
Base Salary		
Discretionary		
APP Supervision		
Expense Management or Financial Incentives		
Hourly or Shift-Based Pay		
Collections		
Revenue Minus Expense		
Panel Size		
Other		
n = 100		
Note: Percentages will not add to 100% due to multiple response categories.		

SECTION IV:
COMPENSATION
AND PRODUCTIVITY

TOTAL CASH COMPENSATION

TOTAL CASH COMPENSATION

TABLE 4.1 – TCC for Staff Physicians – Primary Care and Medical

TCC for Staff Physicians – Primary Care and Medical									
Code	Specialty	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	83	263						
1007	Bariatric Medicine and Clinical Nutrition	14	22						
1016	Cardiology – Advanced Heart Failure and Transplant	19	36						
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	21	99						
1030	Cardiology – Electrophysiology	107	417						
1040	Cardiology – General	132	2,101						
1010	Cardiology – Invasive – Interventional	124	837						
1012	Cardiology – Invasive – Noninterventional	41	222						
1070	Dermatology	101	709						
1075	Dermatology – Cosmetic	1	1	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	45	90						
1100	Endocrinology and Metabolism	150	815						
1105	Epidemiology (MD)	1	6	isd	isd	isd	isd	isd	isd
1110	Family Medicine	192	9,084						
1123	Family Medicine – Medical Home	2	8	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	50	631						
1130	Gastroenterology	144	1,511						
1135	Gastroenterology – EUS/ERCP	6	8	isd	isd	isd	isd	isd	isd
1465	Genetics (MD)	20	49						
1150	Geriatrics	75	432						
1183	Hepatology	17	66						
1184	Hepatology – Transplant	1	1	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	111	399						
1500	Hyperbaric and Wound Care	38	62						
1200	Infectious Disease	123	614						
1202	Integrative Medicine	5	5	isd	isd	isd	isd	isd	isd
1210	Internal Medicine	186	6,653						
1223	Internal Medicine – Medical Home	4	38	isd	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	51	362						
1191	Nephrology Only	44	224						
1485	Nephrology – Transplant	8	15						
1250	Neurology	163	1,708						
1252	Neurology – Epilepsy	17	52						
4085	Neurology – Interventional	7	10						
1254	Neurology – Multiple Sclerosis	6	10						
1195	Neurology – Neurocritical Care	11	26						
1253	Neurology – Neuromuscular	11	32						
1255	Neurology – Vascular	23	71						
1460	Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	28	76						
1280	Occupational and Environmental Medicine	60	212						
1178	Oncology – Bone Marrow Transplant	6	16						
1176	Oncology – Breast	8	25						
1180	Oncology – Hematology and Oncology	130	1,500						

SECTION V:

PRODUCTIVITY

RATIOS

TOTAL CASH COMPENSATION PER
WORK RELATIVE VALUE UNIT

TOTAL CASH COMPENSATION PER WORK RELATIVE VALUE UNIT

TABLE 5.1 – TCC per Work RVU for Staff Physicians – Primary Care and Medical

TCC per Work RVU for Staff Physicians – Primary Care and Medical									
Code	Specialty	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	68	179						
1007	Bariatric Medicine and Clinical Nutrition	8	12						
1016	Cardiology – Advanced Heart Failure and Transplant	12	21						
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	13	39						
1030	Cardiology – Electrophysiology	92	340						
1040	Cardiology – General	107	1,361						
1010	Cardiology – Invasive – Interventional	113	718						
1012	Cardiology – Invasive – Noninterventional	38	189						
1070	Dermatology	84	493						
1075	Dermatology – Cosmetic	1	1	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	36	63						
1100	Endocrinology and Metabolism	125	610						
1105	Epidemiology (MD)	0	0	isd	isd	isd	isd	isd	isd
1110	Family Medicine	158	6,454						
1123	Family Medicine – Medical Home	1	5	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	43	490						
1130	Gastroenterology	125	1,062						
1135	Gastroenterology – EUS/ERCP	5	5	isd	isd	isd	isd	isd	isd
1465	Genetics (MD)	10	13						
1150	Geriatrics	62	244						
1183	Hepatology	14	42						
1184	Hepatology – Transplant	1	1	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	71	191						
1500	Hyperbaric and Wound Care	25	41						
1200	Infectious Disease	98	374						
1202	Integrative Medicine	3	3	isd	isd	isd	isd	isd	isd
1210	Internal Medicine	160	4,521						
1223	Internal Medicine – Medical Home	2	33	isd	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	42	185						
1191	Nephrology Only	38	187						
1485	Nephrology – Transplant	6	10						
1250	Neurology	137	1,193						
1252	Neurology – Epilepsy	13	32						
4085	Neurology – Interventional	5	5	isd	isd	isd	isd	isd	isd
1254	Neurology – Multiple Sclerosis	4	6	isd	isd	isd	isd	isd	isd
1195	Neurology – Neurocritical Care	7	15						
1253	Neurology – Neuromuscular	10	20						
1255	Neurology – Vascular	12	26						
1460	Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	17	33						
1280	Occupational and Environmental Medicine	27	64						
1178	Oncology – Bone Marrow Transplant	2	4	isd	isd	isd	isd	isd	isd

SECTION VI:

BENEFITS COSTS

TOTAL BENEFITS COSTS

TOTAL BENEFITS COSTS

TABLE 6.1 – Total Cost of Benefits for Staff Physicians – Primary Care and Medical

Total Cost of Benefits for Staff Physicians – Primary Care and Medical									
Code	Specialty	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	17	35						
1007	Bariatric Medicine and Clinical Nutrition	0	0	isd	isd	isd	isd	isd	isd
1016	Cardiology – Advanced Heart Failure and Transplant	2	2	isd	isd	isd	isd	isd	isd
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	2	6	isd	isd	isd	isd	isd	isd
1030	Cardiology – Electrophysiology	19	52						
1040	Cardiology – General	21	197						
1010	Cardiology – Invasive – Interventional	23	127						
1012	Cardiology – Invasive – Noninterventional	9	53						
1070	Dermatology	23	107						
1075	Dermatology – Cosmetic	0	0	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	6	6	isd	isd	isd	isd	isd	isd
1100	Endocrinology and Metabolism	29	122						
1105	Epidemiology (MD)	0	0	isd	isd	isd	isd	isd	isd
1110	Family Medicine	43	1,455						
1123	Family Medicine – Medical Home	0	0	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	14	119						
1130	Gastroenterology	28	194						
1135	Gastroenterology – EUS/ERCP	1	1	isd	isd	isd	isd	isd	isd
1465	Genetics (MD)	4	4	isd	isd	isd	isd	isd	isd
1150	Geriatrics	11	33						
1183	Hepatology	5	12						
1184	Hepatology – Transplant	0	0	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	19	58						
1500	Hyperbaric and Wound Care	11	14						
1200	Infectious Disease	26	82						
1202	Integrative Medicine	2	2	isd	isd	isd	isd	isd	isd
1210	Internal Medicine	36	923						
1223	Internal Medicine – Medical Home	0	0	isd	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	9	18						
1191	Nephrology Only	7	30						
1485	Nephrology – Transplant	0	0	isd	isd	isd	isd	isd	isd
1250	Neurology	33	297						
1252	Neurology – Epilepsy	3	6	isd	isd	isd	isd	isd	isd
4085	Neurology – Interventional	2	3	isd	isd	isd	isd	isd	isd
1254	Neurology – Multiple Sclerosis	2	3	isd	isd	isd	isd	isd	isd
1195	Neurology – Neurocritical Care	3	4	isd	isd	isd	isd	isd	isd
1253	Neurology – Neuromuscular	4	8	isd	isd	isd	isd	isd	isd
1255	Neurology – Vascular	6	13						
1460	Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	6	8	isd	isd	isd	isd	isd	isd
1280	Occupational and Environmental Medicine	7	12						
1178	Oncology – Bone Marrow Transplant	2	6	isd	isd	isd	isd	isd	isd
1176	Oncology – Breast	0	0	isd	isd	isd	isd	isd	isd
1180	Oncology – Hematology and Oncology	23	280						

SECTION VII:
NEW HIRE
COMPENSATION

NEW RESIDENT HIRE PHYSICIANS

NEW RESIDENT HIRE PHYSICIANS

TABLE 7.1 – Starting Base Salary for New Resident and Fellow Hires – Primary Care and Medical

Starting Base Salary for New Resident and Fellow Hires – Primary Care and Medical									
Code	Specialty	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	3	3	isd	isd	isd	isd	isd	isd
1007	Bariatric Medicine and Clinical Nutrition	1	1	isd	isd	isd	isd	isd	isd
1016	Cardiology – Advanced Heart Failure and Transplant	0	0	isd	isd	isd	isd	isd	isd
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	1	1	isd	isd	isd	isd	isd	isd
1030	Cardiology – Electrophysiology	2	2	isd	isd	isd	isd	isd	isd
1040	Cardiology – General	10	20						
1010	Cardiology – Invasive – Interventional	4	4	isd	isd	isd	isd	isd	isd
1012	Cardiology – Invasive – Noninterventional	1	2	isd	isd	isd	isd	isd	isd
1070	Dermatology	8	11						
1075	Dermatology – Cosmetic	0	0	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	2	2	isd	isd	isd	isd	isd	isd
1100	Endocrinology and Metabolism	5	5	isd	isd	isd	isd	isd	isd
1105	Epidemiology (MD)	0	0	isd	isd	isd	isd	isd	isd
1110	Family Medicine	22	128						
1123	Family Medicine – Medical Home	0	0	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	5	5	isd	isd	isd	isd	isd	isd
1130	Gastroenterology	9	19						
1135	Gastroenterology – EUS/ERCP	0	0	isd	isd	isd	isd	isd	isd
1465	Genetics (MD)	1	1	isd	isd	isd	isd	isd	isd
1150	Geriatrics	0	0	isd	isd	isd	isd	isd	isd
1183	Hepatology	0	0	isd	isd	isd	isd	isd	isd
1184	Hepatology – Transplant	0	0	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	6	6	isd	isd	isd	isd	isd	isd
1500	Hyperbaric and Wound Care	0	0	isd	isd	isd	isd	isd	isd
1200	Infectious Disease	6	8	isd	isd	isd	isd	isd	isd
1202	Integrative Medicine	0	0	isd	isd	isd	isd	isd	isd
1210	Internal Medicine	16	47						
1223	Internal Medicine – Medical Home	0	0	isd	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	3	5	isd	isd	isd	isd	isd	isd
1191	Nephrology Only	2	4	isd	isd	isd	isd	isd	isd
1485	Nephrology – Transplant	0	0	isd	isd	isd	isd	isd	isd
1250	Neurology	15	23						
1252	Neurology – Epilepsy	1	3	isd	isd	isd	isd	isd	isd
4085	Neurology – Interventional	1	1	isd	isd	isd	isd	isd	isd
1254	Neurology – Multiple Sclerosis	0	0	isd	isd	isd	isd	isd	isd
1195	Neurology – Neurocritical Care	2	3	isd	isd	isd	isd	isd	isd
1253	Neurology – Neuromuscular	0	0	isd	isd	isd	isd	isd	isd
1255	Neurology – Vascular	0	0	isd	isd	isd	isd	isd	isd
1460	Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	0	0	isd	isd	isd	isd	isd	isd
1280	Occupational and Environmental Medicine	1	2	isd	isd	isd	isd	isd	isd
1178	Oncology – Bone Marrow Transplant	0	0	isd	isd	isd	isd	isd	isd
1176	Oncology – Breast	0	0	isd	isd	isd	isd	isd	isd
1180	Oncology – Hematology and Oncology	8	16						

SECTION VIII:

ACADEMIC

COMPENSATION

AND PRODUCTIVITY

TOTAL CASH COMPENSATION

TOTAL CASH COMPENSATION

TABLE 8.1 – TCC for Academic Providers – Primary Care and Medical

TCC for Academic Providers – Primary Care and Medical									
Code	Specialty	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	35	111						
1007	Bariatric Medicine and Clinical Nutrition	2	5	isd	isd	isd	isd	isd	isd
1016	Cardiology – Advanced Heart Failure and Transplant	7	7	isd	isd	isd	isd	isd	isd
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	11	50						
1030	Cardiology – Electrophysiology	40	211						
1040	Cardiology – General	47	1,111						
1010	Cardiology – Invasive – Interventional	41	366						
1012	Cardiology – Invasive – Noninterventional	13	61						
1070	Dermatology	40	330						
1075	Dermatology – Cosmetic	1	1	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	24	43						
1100	Endocrinology and Metabolism	49	393						
1105	Epidemiology (MD)	1	6	isd	isd	isd	isd	isd	isd
1110	Family Medicine	50	2,576						
1123	Family Medicine – Medical Home	1	5	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	12	177						
1130	Gastroenterology	48	733						
1135	Gastroenterology – EUS/ERCP	2	3	isd	isd	isd	isd	isd	isd
1465	Genetics (MD)	9	24						
1150	Geriatrics	33	160						
1183	Hepatology	10	47						
1184	Hepatology – Transplant	0	0	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	40	151						
1500	Hyperbaric and Wound Care	13	16						
1200	Infectious Disease	47	302						
1202	Integrative Medicine	3	4	isd	isd	isd	isd	isd	isd
1210	Internal Medicine	54	2,775						
1223	Internal Medicine – Medical Home	1	31	isd	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	22	162						
1191	Nephrology Only	20	118						
1485	Nephrology – Transplant	3	7	isd	isd	isd	isd	isd	isd
1250	Neurology	51	875						
1252	Neurology – Epilepsy	12	38						
4085	Neurology – Interventional	1	1	isd	isd	isd	isd	isd	isd
1254	Neurology – Multiple Sclerosis	3	8	isd	isd	isd	isd	isd	isd
1195	Neurology – Neurocritical Care	6	12						
1253	Neurology – Neuromuscular	8	20						
1255	Neurology – Vascular	14	44						
1460	Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	20	49						
1280	Occupational and Environmental Medicine	22	60						
1178	Oncology – Bone Marrow Transplant	3	4	isd	isd	isd	isd	isd	isd
1176	Oncology – Breast	2	4	isd	isd	isd	isd	isd	isd
1180	Oncology – Hematology and Oncology	46	784						

SECTION IX:

ADMINISTRATIVE

COMPENSATION

PROGRAM DIRECTORS

PROGRAM DIRECTORS

TABLE 9.1 – TCC for Program Directors – Primary Care and Medical

TCC for Program Directors – Primary Care and Medical									
Code	Specialty	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	0	0	isd	isd	isd	isd	isd	isd
1007	Bariatric Medicine and Clinical Nutrition	0	0	isd	isd	isd	isd	isd	isd
1016	Cardiology – Advanced Heart Failure and Transplant	0	0	isd	isd	isd	isd	isd	isd
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	4	6	isd	isd	isd	isd	isd	isd
1030	Cardiology – Electrophysiology	15	17						
1040	Cardiology – General	36	118						
1010	Cardiology – Invasive – Interventional	28	59						
1012	Cardiology – Invasive – Noninterventional	7	13						
1070	Dermatology	15	18						
1075	Dermatology – Cosmetic	0	0	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	0	0	isd	isd	isd	isd	isd	isd
1100	Endocrinology and Metabolism	29	39						
1105	Epidemiology (MD)	0	0	isd	isd	isd	isd	isd	isd
1110	Family Medicine	79	422						
1123	Family Medicine – Medical Home	0	0	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	16	36						
1130	Gastroenterology	37	78						
1135	Gastroenterology – EUS/ERCP	0	0	isd	isd	isd	isd	isd	isd
1465	Genetics (MD)	0	0	isd	isd	isd	isd	isd	isd
1150	Geriatrics	20	41						
1183	Hepatology	0	0	isd	isd	isd	isd	isd	isd
1184	Hepatology – Transplant	0	0	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	33	42						
1500	Hyperbaric and Wound Care	0	0	isd	isd	isd	isd	isd	isd
1200	Infectious Disease	34	56						
1202	Integrative Medicine	0	0	isd	isd	isd	isd	isd	isd
1210	Internal Medicine	68	344						
1223	Internal Medicine – Medical Home	0	0	isd	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	19	34						
1191	Nephrology Only	8	13						
1485	Nephrology – Transplant	1	1	isd	isd	isd	isd	isd	isd
1250	Neurology	40	84						
1252	Neurology – Epilepsy	0	0	isd	isd	isd	isd	isd	isd
4085	Neurology – Interventional	0	0	isd	isd	isd	isd	isd	isd
1254	Neurology – Multiple Sclerosis	0	0	isd	isd	isd	isd	isd	isd
1195	Neurology – Neurocritical Care	5	5	isd	isd	isd	isd	isd	isd
1253	Neurology – Neuromuscular	0	0	isd	isd	isd	isd	isd	isd
1255	Neurology – Vascular	4	4	isd	isd	isd	isd	isd	isd
1460	Obstetrics/Gynecology – Reproductive Endocrinology and Infertility	4	5	isd	isd	isd	isd	isd	isd
1280	Occupational and Environmental Medicine	8	8	isd	isd	isd	isd	isd	isd
1178	Oncology – Bone Marrow Transplant	0	0	isd	isd	isd	isd	isd	isd
1176	Oncology – Breast	0	0	isd	isd	isd	isd	isd	isd
1180	Oncology – Hematology and Oncology	38	90						

SECTION X:
DETAILED
SPECIALTY DATA
TABLES

PRIMARY CARE AND MEDICAL

PRIMARY CARE AND MEDICAL

1000 ALLERGY AND IMMUNOLOGY

TCC								
Category	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
National	83	263						
Fewer Than 50 Provider FTEs	0	0	isd	isd	isd	isd	isd	isd
50 to 150 Provider FTEs	5	5	isd	isd	isd	isd	isd	isd
151 to 300 Provider FTEs	10	15						
More Than 300 Provider FTEs	68	243						
East	21	53						
North	30	90						
South	12	27						
West	20	76						

Work RVUs								
Category	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
National	68	179						
Fewer Than 50 Provider FTEs	0	0	isd	isd	isd	isd	isd	isd
50 to 150 Provider FTEs	4	4	isd	isd	isd	isd	isd	isd
151 to 300 Provider FTEs	6	6	isd	isd	isd	isd	isd	isd
More Than 300 Provider FTEs	58	167						
East	17	41						
North	26	75						
South	10	23						
West	15	40						

Collections								
Category	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
National	25	58						
Fewer Than 50 Provider FTEs	0	0	isd	isd	isd	isd	isd	isd
50 to 150 Provider FTEs	1	1	isd	isd	isd	isd	isd	isd
151 to 300 Provider FTEs	1	1	isd	isd	isd	isd	isd	isd
More Than 300 Provider FTEs	23	56						
East	8	13						
North	10	25						
South	2	6	isd	isd	isd	isd	isd	isd
West	5	8	isd	isd	isd	isd	isd	isd

Productivity Ratios								
Category	n Orgs	n Incumbents	20th Percentile	Mean	Median	80th Percentile	90th Percentile	Standard Deviation
TCC per Work RVU	68	179						
TCC to Collections	25	58						

APPENDIX A:

SURVEY

PARTICIPANTS

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
AdvantageCare Physicians	New York	NY
AdventHealth Centra Care	Maitland	FL
AdventHealth Medical Group	Calhoun	GA
AdventHealth Medical Group at Shawnee Mission	Overland Park	KS
AdventHealth Medical Group – Maitland	Maitland	FL
AdventHealth Medical Group – Palm Coast	Daytona Beach	FL
Adventist Health Physician Services	Roseville	CA
Advocate Dreyer Medical Clinic	Aurora	IL
Advocate Medical Group	Oak Brook	IL
Advocate Occupational Health	Oak Brook	IL
All Children's Specialty Physicians	St. Petersburg	FL
Allina Health System	Minneapolis	MN
Altru Health System	Grand Forks	ND
Ascension Columbia St. Mary's Community Physicians	Milwaukee	WI
Associated Neurologists	Danbury	CT
Atlantic Health System	Morristown	NJ
Atrium Health	Charlotte	NC
Atrius Health	Newton	MA
Aultman Hospital	Canton	OH
Aurora Medical Group	Milwaukee	WI
Austin Heart	Austin	TX
Banner Medical Group	Phoenix	AZ
Baptist Memorial Medical Group	Memphis	TN
Bassett Healthcare Network	Cooperstown	NY
BayCare Health System	Clearwater	FL
BayCare Medical Group	Clearwater	FL
Baystate Medical Practices	Springfield	MA
Beaumont Medical Group	Troy	MI
Billings Clinic	Billings	MT
Boca Raton Regional Hospital Physician Network	Boca Raton	FL
Bozeman Health Medical Group	Bozeman	MT
Cardiac & Thoracic Surgery Associates	Colorado Springs	CO
Care New England Medical Group	Providence	RI
Carilion Clinic	Roanoke	VA
Carle Physician Group	Urbana	IL

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Cedars-Sinai Medical Center	Los Angeles	CA
CentraCare Clinic	St. Cloud	MN
ChenMed	Miami Gardens	FL
CHI Franciscan	Tacoma	WA
CHI Health – Alegent Creighton Clinic	Omaha	NE
Children's Healthcare of Atlanta	Atlanta	GA
Children's Hospitals and Clinics of Minnesota	Minneapolis	MN
CHI Mercy Medical Center – Des Moines	Des Moines	IA
CHI Saint Joseph Health	Lexington	KY
CHI St. Gabriel's Health	Little Falls	MN
Christiana Care Health System	Wilmington	DE
C. L. Brumback Primary Care Clinics	Palm Springs	FL
Cleveland Clinic	Cleveland	OH
Colorado Permanente Medical Group	Denver	CO
Community Health Network	Indianapolis	IN
Cone Health Medical Group	Greensboro	NC
Cook County Health & Hospitals System	Chicago	IL
Core Physicians	Exeter	NH
Covenant Medical Group	Lubbock	TX
Cuyuna Regional Medical Center – Crosby	Crosby	MN
Dartmouth-Hitchcock Clinic	Lebanon	NH
DaVita Medical Group	Albuquerque	NM
Durand Medical Associates	Durand	WI
Edward Health Ventures	Naperville	IL
Emergency Physicians of the Rockies	Fort Collins	CO
Epic Care	Antioch	CA
Essentia Health – Central Region	Brainerd	MN
Essentia Health – East Region	Duluth	MN
Essentia Health – West Region	Fargo	ND
Excela Health Medical Group	Greensburg	PA
Fairview Health Services	Minneapolis	MN
Fairview Medical Group	Fairview Heights	IL
Family Physicians Associates	Lyndhurst	OH
Florida Hospital Heartland Health Partners	Sebring	FL
Florida Hospital Physician Group	Tampa	FL

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Fond du Lac Regional Clinic	Fond du Lac	WI
Foundation Medical Partners	Nashua	NH
Franciscan Physician Network Coolspring Health Center	Michigan City	MI
Geisinger Clinic	Danville	PA
Gillette Children's Specialty Healthcare	St. Paul	MN
Gundersen Health System	La Crosse	WI
Guthrie Medical Group	Sayre	PA
Hackensack Meridian Health Medical Group	Edison	NJ
Harbin Clinic	Rome	GA
Hartford HealthCare	Hartford	CT
Hartford Healthcare Medical Group	Hartford	CT
Harvard Medical Faculty Physicians	Boston	MA
HealthPartners Medical Group	Bloomington	MN
HealthTexas Provider Network	Dallas	TX
Hennepin Healthcare System	Minneapolis	MN
Henry Ford Medical Group	Detroit	MI
H. Lee Moffitt Cancer Center & Research Institute	Tampa	FL
Holzer Clinic Gallipolis	Gallipolis	OH
Hospital for Special Surgery	New York	NY
Houston Methodist Specialty Physician Group	Houston	TX
Huguley Medical Associates	Burleson	TX
Indiana University Health	Indianapolis	IN
iNDIGO Hospital Medicine-Adrian	Adrian	MI
iNDIGO Hospital Medicine-Cadillac	Cadillac	MI
iNDIGO Hospital Medicine-Iron Mountain	Iron Mountain	MI
iNDIGO Hospital Medicine-Ludington	Ludington	MI
iNDIGO Hospital Medicine-Manistee	Manistee	MI
iNDIGO Hospital Medicine-Traverse City	Traverse City	MI
Inova Medical Group	Falls Church	VA
Integrated Health Associates	Ann Arbor	MI
INTEGRIS Medical Group	Oklahoma City	OK
Intermountain Medical Group	Salt Lake City	UT
IU Health Physicians	Indianapolis	IN
Kelsey-Seybold Clinic	Houston	TX
Lahey Hospital and Medical Center	Burlington	MA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Lancaster General Health	Lancaster	PA
Legacy Health	Portland	OR
Lehigh Valley Physician Group	Allentown	PA
Lifespan Physicians Group	Providence	RI
Live Oak Health Partners	San Marcos	TX
Maine Medical Partners	Scarborough	ME
Mankato Clinic	Mankato	MN
Marshfield Clinic	Marshfield	WI
Massachusetts General Physicians Organization	Boston	MA
Maury Regional Medical Group	Columbia	TN
Mayo Clinic AZ	Scottsdale	AZ
Mayo Clinic – Corporate	Rochester	MN
Mayo Clinic FL	Jacksonville	FL
Mayo Clinic Health System in Albert Lea	Albert Lea	MN
Mayo Clinic Health System in Austin	Austin	MN
Mayo Clinic Health System in Cannon Falls	Cannon Falls	MN
Mayo Clinic Health System in Lake City	Lake City	MN
Mayo Clinic Health System in Owatonna	Owatonna	MN
Mayo Clinic Health System in Red Wing	Red Wing	MN
Mayo Clinic Health System – NWWI	Eau Claire	WI
MCHS SWMN Region	Fairmont	MN
MCHS SWWI Region	La Crosse	WI
McKesson Specialty Health & The US Oncology Network	The Woodlands	TX
McLaren Medical Group	Flint	MI
McLeod Physician Associates	Florence	SC
Medical College of Wisconsin	Milwaukee	WI
Medical Group of Tampa Bay	Zephyrhills	FL
Medical Group of the Carolinas	Spartanburg	SC
Medical University of South Carolina Physicians	Charleston	SC
Medical University of South Carolina Physicians Primary Care	Charleston	SC
MEDNAX	Sunrise	FL
Memorial Physician Group	Miramar	FL
Memorial Physician Services	Springfield	IL
Mercy Clinic East Communities	St. Louis	MO
Mercy Clinic Springfield Communities	Springfield	MO

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mercy Health Physicians – Cincinnati	Cincinnati	OH
Mercy Health Physicians – Kentucky	Paducah	KY
Mercy Health Physicians – Lima	Lima	OH
Mercy Health Physicians – Lorain	Lorain	OH
Mercy Health Physicians – Springfield	Springfield	OH
Mercy Health Physicians – Toledo	Toledo	OH
Mercy Health Physicians – Youngstown	Youngstown	OH
Mercy Health Saint Mary's	Grand Rapids	MI
Mercy Iowa City	Iowa City	IA
Mercy Medical Group	Sacramento	CA
Methodist Medical Group	Dallas	TX
Metroplex Clinic Physicians	Killeen	TX
Mid Dakota Clinic	Bismarck	ND
Midwest Community Health Associates	Bryan	OH
Mountain West Anesthesia	Lehi	UT
Mount Nittany Physician Group	State College	PA
MultiCare Health System	Tacoma	WA
Network Physicians	Winston-Salem	NC
Northeast Georgia Physicians Group	Gainesville	GA
Northern Arizona Healthcare	Flagstaff	AZ
Northern Colorado Anesthesia Professionals	Fort Collins	CO
Northern Light Eastern Maine Medical Center	Bangor	ME
North Memorial Health Care	Robbinsdale	MN
NorthShore University HealthSystem	Evanston	IL
Northwell Health	Great Neck	NY
Northwestern Medical Group	Chicago	IL
Northwestern Medicine Regional Medical Group	Winfield	IL
Northwestern Memorial HealthCare	Chicago	IL
Northwest Permanente	Portland	OR
Norton Medical Group	Louisville	KY
NYU Langone Health	New York	NY
Ochsner Health System	New Orleans	LA
Olathe Health Physicians	Olathe	KS
One Medical	Gilbert	AZ
One Medical	San Francisco	CA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
One Medical	Washington	DC
One Medical	Chicago	IL
One Medical	Boston	MA
One Medical	New York	NY
One Medical	Tysons	VA
One Medical	Seattle	WA
Orlando Health	Orlando	FL
OrthoNebraska	Omaha	NE
OSF Medical Group	Peoria	IL
Park Nicollet	St. Louis Park	MN
Parkview Physicians Group	Fort Wayne	IN
Partners Community Physicians Organization	Needham	MA
PeaceHealth	Bellevue	WA
Penn State Medical Group	Hershey	PA
Phoebe Physician Group	Albany	GA
Physician Affiliate Group of New York	New York	NY
Physician Services of Memorial Hospital	Manchester	KY
Physicians Groups	St. Louis	MO
Physicians Laboratory	Sioux Falls	SD
PinnacleHealth Medical Group	Lemoyne	PA
Premier Physician Network	Dayton	OH
Private Diagnostic Clinic	Durham	NC
ProHealth Physicians	Farmington	CT
ProMedica Physician Group	Sylvania	OH
Rancho Family Medical Group	Temecula	CA
Reliant Medical Group	Worcester	MA
Riverside Medical Group	Newport News	VA
Rochester Behavioral Health Network	Rochester	NY
Rochester General Hospital	Rochester	NY
Salem Health	Salem	OR
Sanford Health	Sioux Falls	SD
SCL Physicians – Denver	Denver	CO
Scott & White Clinic – Temple	Temple	TX
Scripps Clinic Medical Group	La Jolla	CA
Scripps Health Inpatient Providers Medical Group	San Diego	CA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Sentara Medical Group	Norfolk	VA
Sharp Rees-Stealy	San Diego	CA
Sheppard Pratt Physicians	Baltimore	MD
Southcoast Health System	New Bedford	MA
Southern California Permanente Medical Group	Pasadena	CA
South Shore Medical Center	Norwell	MA
Southwest Florida Neurosurgical & Rehab Associates	Fort Myers	FL
Southwest Medical Associates	Las Vegas	NV
Spectrum Health	Grand Rapids	MI
Springfield Clinic	Springfield	IL
SSM Health Medical Group – St. Louis	St. Louis	MO
Stanford University School of Medicine	Stanford	CA
St. Charles Medical Group	Bend	OR
St. Elizabeth Physicians	Crestview Hills	KY
St. Luke's Physician Group	Bethlehem	PA
Summa Health System	Akron	OH
Sutter East Bay Medical Group	Lafayette	CA
Sutter Health	Roseville	CA
Sutter Medical Group	Sacramento	CA
Sutter Pacific Medical Foundation	San Francisco	CA
Tampa General Medical Group	Tampa	FL
Texas Children's Pediatrics	Houston	TX
Texas Health Physicians Group	Arlington	TX
The Corvallis Clinic	Corvallis	OR
The Everett Clinic	Everett	WA
The Gould Medical Group	Modesto	CA
The Nebraska Medical Center	Omaha	NE
The Physician Network	Lincoln	NE
The Queen's Medical Center	Honolulu	HI
The Southeast Permanente Medical Group	Atlanta	GA
TriHealth	Cincinnati	OH
Trinity Health Of New England Medical Group	Hartford	CT
Trinity Medical WNY	Buffalo	NY
UCHealth Medical Group	Fort Collins	CO
Unity Hospital	Rochester	NY

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
UnityPoint Clinic	Johnston	IA
University Health Associates	Morgantown	WV
University HealthCare Alliance	Newark	CA
University Hospitals Medical Group	Shaker Heights	OH
University Hospitals Medical Group	Willoughby	OH
University Medical Group	Greenville	SC
University of Maryland Community Medical Group	Linthicum	MD
University of Minnesota Physicians	Minneapolis	MN
University of Wisconsin Medical Foundation	Middleton	WI
University Physicians	Columbia	MO
UPMC	Pittsburgh	PA
UPMC Pinnacle	Harrisburg	PA
USACS	Canton	OH
USAP-Colorado	Greenwood Village	CO
USAP-Florida	Maitland	FL
USAP-Nevada	Las Vegas	NV
USAP-Texas (Central)	Austin	TX
USAP-Texas (North)	Dallas	TX
USAP-Texas (South)	Houston	TX
USAP-Washington	Seattle	WA
UT Regional One Physicians	Memphis	TN
Valley Children's Medical Group	Madera	CA
Vanderbilt University Medical Center	Nashville	TN
Vidant Medical Center	Greenville	NC
Vidant Medical Group	Greenville	NC
Virginia Mason Medical Center	Seattle	WA
Virtua Health	Marlton	NJ
Vituity	Emeryville	CA
Wake Forest Baptist Medical Center	Winston-Salem	NC
Warren Clinic	Tulsa	OK
Washington Permanente Medical Group	Seattle	WA
WellMed Medical Group	San Antonio	TX
WellSpan Medical Group	York	PA
WellStar Health System	Marietta	GA
WellStar Medical Group	Marietta	GA

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Western Montana Clinic	Missoula	MT
West Tennessee Medical Group	Jackson	TN
Wheaton Franciscan Medical Group	Glendale	WI
WVU Healthcare	Morgantown	WV
Wyoming Health Medical Group	Casper	WY
Yale Medicine	New Haven	CT

APPENDIX B:

JOB OR SPECIALTY

LIST AND

SUMMARIES

JOB OR SPECIALTY LIST AND SUMMARIES

PRIMARY CARE AND MEDICAL

- 1000 Allergy and Immunology
- 1007 Bariatric Medicine and Clinical Nutrition
- 1016 Cardiology – Advanced Heart Failure and Transplant
- 1020 Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)
- 1030 Cardiology – Electrophysiology
- 1040 Cardiology – General
- 1010 Cardiology – Invasive – Interventional
- 1012 Cardiology – Invasive – Noninterventional
- 1070 Dermatology
- 1075 Dermatology – Cosmetic
- 1090 Dermatology – Mohs Surgery
- 1100 Endocrinology and Metabolism
- 1105 Epidemiology (MD)
- 1110 Family Medicine
- 1123 Family Medicine – Medical Home
- 1115 Family Medicine With Obstetrics
- 1130 Gastroenterology
- 1135 Gastroenterology – EUS/ERCP
- 1465 Genetics (MD)
- 1150 Geriatrics
- 1183 Hepatology
- 1184 Hepatology – Transplant
- 1317 Hospice and Palliative Medicine
- 1500 Hyperbaric and Wound Care
- 1200 Infectious Disease
- 1202 Integrative Medicine
- 1210 Internal Medicine
- 1223 Internal Medicine – Medical Home
- 1190 Nephrology and Hypertension
- 1191 Nephrology Only
- 1485 Nephrology – Transplant
- 1250 Neurology
- 1252 Neurology – Epilepsy
- 4085 Neurology – Interventional
- 1254 Neurology – Multiple Sclerosis
- 1195 Neurology – Neurocritical Care

JOB OR SPECIALTY LIST AND SUMMARIES

PRIMARY CARE AND MEDICAL *continued*

- 1253 Neurology – Neuromuscular
- 1255 Neurology – Vascular
- 1460 Obstetrics/Gynecology – Reproductive Endocrinology and Infertility
- 1280 Occupational and Environmental Medicine
- 1178 Oncology – Bone Marrow Transplant
- 1176 Oncology – Breast
- 1180 Oncology – Hematology and Oncology
- 1179 Oncology – Immunotherapy
- 1181 Oncology – Medical Oncology
- 1182 Oncology – Melanoma and Sarcoma
- 1188 Oncology – Neuro-Oncology
- 1315 Ophthalmology – Medical
- 1230 Ophthalmology – Medical Retina
- 1310 Orthopedic Surgery – Medical
- 1437 Pain Medicine – Non-Anesthesiology
- 1325 Pediatrics – Adolescent Medicine
- 1330 Pediatrics – Allergy and Immunology
- 1418 Pediatrics – Bone Marrow Transplant
- 1350 Pediatrics – Cardiology
- 1352 Pediatrics – Cardiology – Interventional
- 2243 Pediatrics – Child Abuse
- 1085 Pediatrics – Dermatology
- 1355 Pediatrics – Developmental-Behavioral Medicine
- 1360 Pediatrics – Endocrinology
- 1370 Pediatrics – Gastroenterology
- 1320 Pediatrics – General
- 1375 Pediatrics – Genetics
- 1380 Pediatrics – Hematology and Oncology
- 1382 Pediatrics – Infectious Disease
- 1386 Pediatrics – Internal Medicine
- 1390 Pediatrics – Nephrology
- 1400 Pediatrics – Neurology
- 1385 Pediatrics – Pain Medicine – Non-Anesthesiology
- 1387 Pediatrics – Palliative Care
- 4108 Pediatrics – Physical Medicine and Rehabilitation
- 1410 Pediatrics – Pulmonology

JOB OR SPECIALTY LIST AND SUMMARIES

PRIMARY CARE AND MEDICAL *continued*

- 1415 Pediatrics – Rheumatology
- 1416 Pediatrics – Sports Medicine – Medical
- 1417 Pediatrics – Urgent Care
- 1430 Physical Medicine and Rehabilitation
- 1505 Physical Medicine and Rehabilitation – Interventional Pain Management
- 1112 Primary Care – Rural Emergency Department
- 1005 Psychiatry – Addiction Psychiatry
- 1445 Psychiatry – Child and Adolescent
- 1443 Psychiatry – Consult Liaison
- 1440 Psychiatry – General
- 1446 Psychiatry – Geriatrics
- 1441 Psychiatry – Inpatient
- 1448 Psychiatry – Neuropsychiatry
- 1442 Psychiatry – Outpatient
- 1451 Pulmonology – Critical Care Medicine
- 1450 Pulmonology – General
- 1452 Pulmonology – Without Critical Care or Sleep Medicine
- 1470 Rheumatology
- 1472 Skilled Nursing Facility Physician
- 1475 Sleep Medicine
- 1480 Sports Medicine – Medical
- 1490 Urgent Care

SURGICAL

- 2005 Bariatric Surgery
- 2010 Cardiothoracic Surgery
- 2015 Cardiovascular Surgery
- 2020 Colon and Rectal Surgery
- 2025 Endocrine Surgery
- 2027 Endovascular Surgery
- 2050 General Surgery
- 2090 Neurological Surgery
- 2096 Neurological Surgery – Neurocritical Care
- 2094 Neurological Surgery – Spine
- 2093 Neurological Surgery – Vascular

JOB OR SPECIALTY LIST AND SUMMARIES

SURGICAL *continued*

- 2070 Obstetrics/Gynecology – General
- 1160 Obstetrics/Gynecology – Gynecologic Oncology
- 1170 Obstetrics/Gynecology – Gynecology Only
- 1420 Obstetrics/Gynecology – Maternal and Fetal Medicine
- 1270 Obstetrics/Gynecology – Obstetrics Only
- 2075 Obstetrics/Gynecology – Urogynecology
- 2115 Ophthalmology – Cornea and External Disease
- 2100 Ophthalmology – General
- 2117 Ophthalmology – Glaucoma
- 1235 Ophthalmology – Neuro-Ophthalmology
- 2097 Ophthalmology – Oculoplastic Surgery
- 2111 Ophthalmology – Oncology
- 2120 Ophthalmology – Orbital
- 2105 Ophthalmology – Refractive Surgery
- 2130 Ophthalmology – Vitreoretinal Surgery
- 2135 Oral and Maxillofacial Surgery
- 2175 Orthopedic Surgery – Foot and Ankle
- 2150 Orthopedic Surgery – General
- 2170 Orthopedic Surgery – Hand
- 2180 Orthopedic Surgery – Hip and Knee
- 2145 Orthopedic Surgery – Oncology
- 2185 Orthopedic Surgery – Shoulder and Elbow
- 2190 Orthopedic Surgery – Spine
- 2280 Orthopedic Surgery – Sports Medicine
- 2285 Orthopedic Surgery – Trauma
- 2213 Otolaryngology – Facial Plastic and Reconstructive Surgery
- 2210 Otolaryngology – General
- 2215 Otolaryngology – Head and Neck
- 2212 Otolaryngology – Otology and Neurotology
- 2214 Otolaryngology – Rhinology
- 2241 Pediatrics – Cardiothoracic Surgery
- 2240 Pediatrics – General Surgery
- 1377 Pediatrics – Gynecology
- 2095 Pediatrics – Neurological Surgery
- 2250 Pediatrics – Ophthalmology
- 2200 Pediatrics – Orthopedic Surgery

JOB OR SPECIALTY LIST AND SUMMARIES

SURGICAL *continued*

- 2205 Pediatrics – Otolaryngology
- 2265 Pediatrics – Plastic and Reconstructive Surgery
- 2335 Pediatrics – Urology
- 2260 Plastic and Reconstructive Surgery
- 2262 Plastic and Reconstructive Surgery – Hand
- 2264 Surgical Critical Care
- 2007 Surgical Oncology – Breast Surgery
- 2098 Surgical Oncology – General
- 2099 Surgical Oncology – Thoracic
- 3001 Surgical Oncology – Urology
- 2275 Thoracic Surgery
- 2296 Transplant Surgery – General
- 2300 Transplant Surgery – Kidney
- 2310 Transplant Surgery – Liver
- 2292 Transplant Surgery – Medical
- 2290 Transplant Surgery – Thoracic
- 2295 Trauma Surgery
- 2008 Trauma Surgery – Burn
- 2320 Urology
- 2340 Vascular Surgery

HOSPITAL BASED

- 2000 Anesthesiology
- 2003 Anesthesiology – Cardiovascular
- 2226 Anesthesiology – Neurocritical Care
- 2230 Anesthesiology – Pain Medicine
- 1060 Critical Care Medicine
- 1055 Critical Care Medicine – Cardiology
- 2030 Emergency Medicine
- 1185 Hospitalist
- 1192 Hospitalist – Extensivist
- 1193 Hospitalist – Neurology
- 1260 Hospitalist – Nocturnist
- 1245 Obstetrics/Gynecology – Laborist
- 2270 Pathology – Anatomic

JOB OR SPECIALTY LIST AND SUMMARIES

HOSPITAL BASED *continued*

- 4100 Pathology – Anatomic and Clinical
- 4101 Pathology – Blood Banking and Transfusion Medicine
- 4103 Pathology – Clinical
- 4104 Pathology – Cytopathology
- 4010 Pathology – Dermatopathology
- 4070 Pathology – Microbiology
- 4075 Pathology – Molecular Genetic
- 4077 Pathology – Stem Cell Therapy
- 4107 Pathology – Surgical
- 4005 Pediatrics – Anesthesiology
- 1384 Pediatrics – Critical Care Medicine
- 1056 Pediatrics – Critical Care Medicine – Cardiology
- 2035 Pediatrics – Emergency Medicine
- 1187 Pediatrics – Hospitalist
- 1240 Pediatrics – Neonatal-Perinatal Medicine
- 4105 Pediatrics – Pathology
- 4045 Pediatrics – Radiology
- 4040 Radiology – Diagnostic
- 4030 Radiology – Interventional
- 1175 Radiology – Mammography
- 4020 Radiology – Neurointerventional
- 4080 Radiology – Nuclear Medicine
- 4130 Radiology – Radiation Oncology

STAFF ADVANCED PRACTICE PROVIDERS

- 3029 Certified Anesthesiologist Assistant
- 3080 Certified Nurse Midwife
- 3030 Certified Registered Nurse Anesthetist
- 3025 Clinical Nurse Specialist
- 3109 Nurse Practitioner – Hospital Based
- 3113 Nurse Practitioner – Medical
- 3115 Nurse Practitioner – Primary Care
- 3117 Nurse Practitioner – Surgical
- 3179 Physician Assistant – Hospital Based
- 3180 Physician Assistant – Medical

JOB OR SPECIALTY LIST AND SUMMARIES

STAFF ADVANCED PRACTICE PROVIDERS *continued*

- 3182 Physician Assistant – Primary Care
- 3185 Physician Assistant – Surgical

OTHER HEALTH CARE PROVIDERS

- 3000 Audiologist
- 3020 Biochemistry
- 3023 Cancer Biology
- 3027 Cellular and Molecular Biology
- 3033 Chemistry
- 3211 Child Psychologist (PhD)
- 3035 Chiropractor
- 3034 Computational Biology
- 3040 Dentist
- 3090 Dosimetrist
- 3053 Epidemiology
- 3054 Genetics
- 3060 Immunology
- 3070 Microbiology
- 3075 Neurophysiology
- 3215 Neuropsychology (PhD)
- 3073 Neuroscience
- 3118 Nutritionist (Non-MD)
- 3120 Occupational Therapist
- 3130 Optometrist
- 3042 Orthodontics
- 3150 Pathology
- 3137 Pathology Assistant
- 3041 Pediatric Dentist
- 3155 Perfusionist
- 3160 Pharmacist
- 3221 Pharmacology
- 3170 Physical Therapist
- 3050 Physics – Diagnostic Radiology
- 3055 Physics – Imaging
- 3100 Physics – Nuclear Medicine

JOB OR SPECIALTY LIST AND SUMMARIES

OTHER HEALTH CARE PROVIDERS *continued*

- 3220 Physics – Radiation Oncology
- 3195 Podiatrist – Medical
- 3190 Podiatrist – Surgical
- 3212 Psychologist (MS)
- 3210 Psychologist (PhD)
- 3021 Radiochemistry
- 3230 Social Worker
- 3235 Speech Pathologist
- 3225 Statistics

APPENDIX C:

TERMS AND

DEFINITIONS

APPENDIX D:

ABOUT

SULLIVANCOTTER

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

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