



# 2019

## Physician Compensation and Productivity Survey Report

Survey data effective January 1, 2019

2019

# PHYSICIAN COMPENSATION AND PRODUCTIVITY 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

<b>I</b>	<b>Introduction</b> .....	2
<b>II</b>	<b>Characteristics of Survey Participants</b> .....	6
	Organization Classification .....	6
	Academic Affiliation .....	6
	Ownership .....	6
	Physician Staffing Changes .....	7
	Patient-Centered Medical Home .....	8
	Bundled Payments for Care Improvement Initiative .....	8
	Size and Scope .....	9
	Regional Distribution .....	9
	Payer Mix .....	9
<b>III</b>	<b>Compensation Practices</b> .....	11
	Total Cash Compensation Changes for Cohort Sample of Physicians .....	11
	Compensation Plans .....	11
	Quality Incentives .....	16
	Recruitment and Retention Practices .....	19
	Noncompete Agreements .....	22
	Advanced Practice Provider Supervision Compensation .....	23
	Committee Compensation .....	25
	On-Call Pay .....	26
	Telemedicine .....	26
<b>IV</b>	<b>Compensation and Productivity</b> .....	32
	Total Cash Compensation .....	32
	Work Relative Value Units .....	57
	Collections .....	64
	Patient Visits .....	71
	Panel Size .....	78
<b>V</b>	<b>Productivity Ratios</b> .....	81
	Total Cash Compensation per Work Relative Value Unit .....	81
	Total Cash Compensation to Collections .....	88
	Collections per Work Relative Value Unit .....	95
<b>VI</b>	<b>Benefits Costs</b> .....	103
	Total Benefits Costs .....	103
	Total Benefits Costs as a Percentage of Total Cash Compensation .....	117
	Continuing Medical Education Expenses .....	132
	Qualified Deferred Compensation Contributions .....	139
<b>VII</b>	<b>Compensation Trends</b> .....	153

# TABLE OF CONTENTS

**Appendix**

**A** Survey Participants ..... A-2

**B** Job or Specialty List and Summaries ..... A-23

**C** Terms and Definitions ..... A-66

**D** About SullivanCotter ..... A-73

SECTION I:

# INTRODUCTION

# INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Physician Compensation and Productivity Survey Report*, now in its 27th 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 676 health care organizations across the United States. Total cash compensation (TCC) data reflect 206,499 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 *Physician Compensation and Productivity Survey*. Survey participants who did not complete this section receive a survey report excluding the compensation practices section.**

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

This report is organized into seven 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 for physicians, PhDs and advanced practice providers (APPs) by specialty and 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), TCC to collections and collections per work RVU.

**Section VI** presents total benefits costs and total benefits costs as a percentage of TCC for physicians and APPs by specialty and continuing medical expenses (CME) and qualified deferred compensation contributions for physicians by specialty. Reported data only reflect 1.0 full-time equivalent (FTE) incumbents; data on part-time incumbents are not included.

**Section VII** presents compensation trends.

# INTRODUCTION

The supplemental Excel file *Physician 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](mailto: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.
  - For the 10th and 90th percentiles, when data were reported for fewer than 10 incumbents.
  - When one organization represented more than 25% of the sample.
- All compensation and productivity data are annualized and reflect a 1.0 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 and V, 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.

# 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	Independent or Affiliated (n = 222)	Owned (n = 454)	All Organizations (n = 676)
Multiple Hospital System	50%	6%	20%
Single Hospital System	16%	1%	6%
Medical Group	14%	37%	30%
Acute Care Hospital	11%	54%	39%
Health Plan	1%	0%	1%
Other	8%	2%	4%

## ACADEMIC AFFILIATION

TABLE 2.2 – Academic Affiliation

Academic Affiliation	
Type	Percentage
Major Teaching Program	23%
Minor Teaching Program	28%
No Academic Affiliation	49%
n = 676	

## OWNERSHIP

TABLE 2.3 – Number of Medical Groups Owned and Operated

Number of Medical Groups Owned and Operated	
Number of Medical Groups	Percentage
One to Two	79%
Three to Four	1%
More Than Four	20%
n = 80	

TABLE 2.4 – Medical Group Majority Ownership

Medical Group Majority Ownership <sup>(1)</sup>	
Type	Percentage
Health System	48%
Physicians	32%
Hospital	8%
Physician Practice Management Company	3%
Insurance Company or Managed Care Organization	2%
University or Medical School	1%
Foundation	0%
Other	6%
n = 109	
<sup>(1)</sup> Reported data only include organizations that are medical groups.	



# CHARACTERISTICS OF SURVEY PARTICIPANTS

## PHYSICIAN STAFFING CHANGES

TABLE 2.5 – Employed Physician Staffing Change Within Last 12 Months

Employed Physician Staffing Change Within Last 12 Months	
Status	Percentage
Increased	
Did Not Increase	
n = 188	

TABLE 2.6 – Percentage Increase of Employed Physicians Within Last 12 Months

Percentage Increase of Employed Physicians Within Last 12 Months <sup>(1)</sup>	
Mean	Median
n = 97	
<sup>(1)</sup> Reported data only include organizations that increased the number of employed physicians within the last 12 months.	

TABLE 2.7 – Employed Physician Staffing Increase Anticipated Within Next 12 Months

Employed Physician Staffing Increase Anticipated Within Next 12 Months	
Status	Percentage
Anticipate Increase	
Do Not Anticipate Increase	
n = 188	

TABLE 2.8 – Anticipated Percentage Increase of Employed Physicians Within Next 12 Months

Anticipated Percentage Increase of Employed Physicians Within Next 12 Months <sup>(1)</sup>	
Mean	Median
n = 105	
<sup>(1)</sup> Reported data only include organizations that anticipate increasing the number of employed physicians within the next 12 months.	

TABLE 2.9 – Employed Physician Staffing Decrease Anticipated Within Next 12 Months

Employed Physician Staffing Decrease Anticipated Within Next 12 Months	
Status	Percentage
Anticipate Decrease	
Do Not Anticipate Decrease	
n = 165	

TABLE 2.10 – Anticipated Percentage Decrease of Employed Physicians Within Next 12 Months

Anticipated Percentage Decrease of Employed Physicians Within Next 12 Months <sup>(1)</sup>	
Mean	Median
isd	isd
n = 4	
<sup>(1)</sup> Reported data only include organizations that anticipate decreasing the number of employed physicians within the next 12 months.	

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## PATIENT-CENTERED MEDICAL HOME

TABLE 2.11 – Implementation of National Committee for Quality Assurance Level-Three Patient-Centered Medical Home Model

Implementation of National Committee for Quality Assurance Level-Three Patient-Centered Medical Home Model	
Status	Percentage
Implemented	
Have Not Implemented	
n = 188	

TABLE 2.12 – Compensation Method for Physicians Affiliated With the Patient-Centered Medical Home Compared to Nonaffiliated Physicians

Compensation Method for Physicians Affiliated With the Patient-Centered Medical Home Compared to Nonaffiliated Physicians <sup>(1)</sup>	
Status	Percentage
Same Compensation Method Regardless of Affiliation	
Different Compensation Method for Affiliated Physicians	
n = 48	
<sup>(1)</sup> Reported data only include organizations that have implemented a National Committee for Quality Assurance level-three patient-centered medical home model.	

## BUNDLED PAYMENTS FOR CARE IMPROVEMENT INITIATIVE

TABLE 2.13 – Participation in the CMS' Bundled Payments for Care Improvement Initiative

Participation in the CMS' Bundled Payments for Care Improvement Initiative	
Status	Percentage
Currently Participate	
Do Not Currently Participate	
n = 184	

TABLE 2.14 – CMS' Bundled Payments for Care Improvement Initiative Model Type

CMS' Bundled Payments for Care Improvement Initiative Model Type <sup>(1)</sup>	
Model Type	Percentage
BPCI Model 1 – Retrospective Acute Care Hospital Stay Only	
BPCI Model 2 – Retrospective Acute and Post-Acute Care Episode	
BPCI Model 3 – Retrospective Post-Acute Care Only	
BPCI Model 4 – Prospective Acute Care Hospital Stay Only	
n = 20	
<sup>(1)</sup> Reported data only include organizations that are currently participating in the CMS' Bundled Payments for Care Improvement initiative.	

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## SIZE AND SCOPE

TABLE 2.15 – Financial and Operating Measures

Financial and Operating Measures			
Measure	n	Mean	Median
Net Revenue <sup>(1)</sup>	664	\$1,255.3	\$369.6
Hospital Beds Licensed	365	908	361
Hospital Beds Operated	390	824	302
FTE Employees	664	5,514	1,724
Employed Physicians	601	434	161
Employed APPs	614	189	77
Employed-Physicians-to-APPs Ratio	565	4.1	1.9
Emergency Department Visits	274	59,720	49,795
Hospital Admissions	287	15,484	10,810
Outpatient Care Visits	286	326,452	177,205

<sup>(1)</sup>Net revenue is displayed in millions.

## REGIONAL DISTRIBUTION

TABLE 2.16 – Regional Distribution of Organizations and Incumbents

Regional Distribution of Organizations and Incumbents		
Region	Organization Distribution (n = 676)	Incumbent Distribution <sup>(1)</sup> (n = 206,499)
North Central	35%	27%
Northeast	22%	26%
Southeast	18%	19%
South Central	13%	10%
West	12%	18%

<sup>(1)</sup>Number of incumbents includes physicians, PhDs and APPs.

## PAYER MIX

TABLE 2.17 – Mean Payer Mix

Mean Payer Mix <sup>(1)</sup>	
Payer	Percentage
Commercial Fee for Service	
Straight Medicare	
Managed Medicare	
Managed Medicaid	
Straight Medicaid	
Commercial Capitated Payments	
Self-Pay or Uninsured	
Charity Care	

n = 35  
<sup>(1)</sup>Reported data reflect the percentage of patient cases by payer.

SECTION III:  
COMPENSATION  
PRACTICES

# COMPENSATION PRACTICES

## TOTAL CASH COMPENSATION CHANGES FOR COHORT SAMPLE OF PHYSICIANS

TABLE 3.1 – TCC Changes Between 2018 and 2019 for Cohort Sample of Staff Physicians

TCC Changes Between 2018 and 2019 for Cohort Sample of Staff Physicians	
Change Type	Percentage
Increase	
No Change <sup>(1)</sup>	
Decrease	
n Incumbents = 55,995	
<sup>(1)</sup> No change denotes that there was less than a 0.5% increase or decrease.	

TABLE 3.2 – TCC Percentage Changes Between 2018 and 2019 for Cohort Sample of Staff Physicians

TCC Percentage Changes Between 2018 and 2019 for Cohort Sample of Staff Physicians <sup>(1)</sup>			
Specialty Group	n Incumbents	Mean	Median
All Specialty Groups	55,995		
Primary Care	12,469		
Medical	16,857		
Surgical	10,783		
Hospital Based	15,886		
<sup>(1)</sup> The percentage changes reflect all staff physicians who were analyzed: those with increases, decreases and no changes in TCC between current and prior years.			

## COMPENSATION PLANS

TABLE 3.3 – 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		
APP Supervision		
Discretionary		
Panel Size		
Expense Management or Financial Incentives		
Hourly or Shift-Based Pay		
Collections		
Revenue Minus Expense		
Other		
n = 164		
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

TCC for Staff Physicians – Primary Care										
Code	Specialty	n Orgs	n Incumbents	10th Percentile	25th Percentile	Mean	Median	75th Percentile	90th Percentile	Standard Deviation
1110	Family Medicine	291	12,204							
1123	Family Medicine – Medical Home	3	9	isd	isd	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	67	784							
1210	Internal Medicine	269	9,219							
1223	Internal Medicine – Medical Home	7	44							
1325	Pediatrics – Adolescent Medicine	60	377							
1320	Pediatrics – General	235	5,580							
1386	Pediatrics – Internal Medicine	45	226							
1112	Primary Care – Rural Emergency Department	5	8	isd					isd	

TABLE 4.2 – TCC for Staff Physicians – Medical

TCC for Staff Physicians – Medical										
Code	Specialty	n Orgs	n Incumbents	10th Percentile	25th Percentile	Mean	Median	75th Percentile	90th Percentile	Standard Deviation
1000	Allergy and Immunology	102	331							
1007	Bariatric Medicine and Clinical Nutrition	17	26							
1016	Cardiology – Advanced Heart Failure and Transplant	24	46							
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	27	166							
1030	Cardiology – Electrophysiology	130	540							
1040	Cardiology – General	189	3,038							
1010	Cardiology – Invasive – Interventional	158	1,207							
1012	Cardiology – Invasive – Noninterventional	59	370							
1070	Dermatology	133	958							
1075	Dermatology – Cosmetic	1	1	isd	isd	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	54	113							
1100	Endocrinology and Metabolism	195	1,166							
1105	Epidemiology (MD)	6	8	isd					isd	
1130	Gastroenterology	192	2,034							
1135	Gastroenterology – EUS/ERCP	7	9	isd					isd	
1465	Genetics (MD)	32	102							
1150	Geriatrics	109	724							
1183	Hepatology	23	106							
1184	Hepatology – Transplant	4	4	isd	isd	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	146	633							
1500	Hyperbaric and Wound Care	56	107							
1200	Infectious Disease	169	1,056							
1202	Integrative Medicine	5	5	isd					isd	
1190	Nephrology and Hypertension	57	512							
1191	Nephrology Only	65	339							
1485	Nephrology – Transplant	11	29							
1250	Neurology	212	2,492							



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

TCC per Work RVU for Staff Physicians – Primary Care								
Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile	Standard Deviation
1110	Family Medicine	200	7,535					
1123	Family Medicine – Medical Home	1	5	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	52	527					
1210	Internal Medicine	204	5,340					
1223	Internal Medicine – Medical Home	3	22	isd	isd	isd	isd	isd
1325	Pediatrics – Adolescent Medicine	25	118					
1320	Pediatrics – General	170	3,674					
1386	Pediatrics – Internal Medicine	35	140					
1112	Primary Care – Rural Emergency Department	2	4	isd	isd	isd	isd	isd

TABLE 5.2 – TCC per Work RVU for Staff Physicians – Medical

TCC per Work RVU for Staff Physicians – Medical								
Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile	Standard Deviation
1000	Allergy and Immunology	75	202					
1007	Bariatric Medicine and Clinical Nutrition	9	13					
1016	Cardiology – Advanced Heart Failure and Transplant	13	25					
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	19	68					
1030	Cardiology – Electrophysiology	108	395					
1040	Cardiology – General	135	1,696					
1010	Cardiology – Invasive – Interventional	135	886					
1012	Cardiology – Invasive – Noninterventional	46	239					
1070	Dermatology	99	593					
1075	Dermatology – Cosmetic	1	1	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	41	75					
1100	Endocrinology and Metabolism	150	733					
1105	Epidemiology (MD)	0	0	isd	isd	isd	isd	isd
1130	Gastroenterology	151	1,286					
1135	Gastroenterology – EUS/ERCP	6	6					
1465	Genetics (MD)	12	19					
1150	Geriatrics	80	322					
1183	Hepatology	17	53					
1184	Hepatology – Transplant	1	1	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	84	240					
1500	Hyperbaric and Wound Care	32	48					
1200	Infectious Disease	123	535					
1202	Integrative Medicine	3	3	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	44	219					
1191	Nephrology Only	49	251					

SECTION VI:

# BENEFITS COSTS

---

# TOTAL BENEFITS COSTS

---

# TOTAL BENEFITS COSTS

TABLE 6.1 – Total Benefits Costs for Staff Physicians and Program Directors – Primary Care

Total Benefits Costs for Staff Physicians and Program Directors – Primary Care								
Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile	Standard Deviation
1110	Family Medicine	59	1,172					
1123	Family Medicine – Medical Home	1	1	isd	isd	isd	isd	isd
1115	Family Medicine With Obstetrics	15	88					
1210	Internal Medicine	50	802					
1223	Internal Medicine – Medical Home	0	0	isd	isd	isd	isd	isd
1325	Pediatrics – Adolescent Medicine	9	40					
1320	Pediatrics – General	45	612					
1386	Pediatrics – Internal Medicine	8	23					
1112	Primary Care – Rural Emergency Department	1	2	isd	isd	isd	isd	isd

TABLE 6.2 – Total Benefits Costs for Staff Physicians and Program Directors – Medical

Total Benefits Costs for Staff Physicians and Program Directors – Medical								
Code	Specialty	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile	Standard Deviation
1000	Allergy and Immunology	18	32					
1007	Bariatric Medicine and Clinical Nutrition	0	0	isd	isd	isd	isd	isd
1016	Cardiology – Advanced Heart Failure and Transplant	4	4	isd	isd	isd	isd	isd
1020	Cardiology – Cardiac Imaging (Echo, CT, MRI, Nuclear)	4	15	isd	isd	isd	isd	isd
1030	Cardiology – Electrophysiology	22	63					
1040	Cardiology – General	28	323					
1010	Cardiology – Invasive – Interventional	32	182					
1012	Cardiology – Invasive – Noninterventional	13	81					
1070	Dermatology	22	84					
1075	Dermatology – Cosmetic	0	0	isd	isd	isd	isd	isd
1090	Dermatology – Mohs Surgery	9	10					
1100	Endocrinology and Metabolism	32	112					
1105	Epidemiology (MD)	0	0	isd	isd	isd	isd	isd
1130	Gastroenterology	37	241					
1135	Gastroenterology – EUS/ERCP	1	2	isd	isd	isd	isd	isd
1465	Genetics (MD)	4	6	isd	isd	isd	isd	isd
1150	Geriatrics	19	59					
1183	Hepatology	5	18					
1184	Hepatology – Transplant	0	0	isd	isd	isd	isd	isd
1317	Hospice and Palliative Medicine	22	45					
1500	Hyperbaric and Wound Care	8	9					
1200	Infectious Disease	32	126					
1202	Integrative Medicine	1	1	isd	isd	isd	isd	isd
1190	Nephrology and Hypertension	11	46					
1191	Nephrology Only	10	47					
1485	Nephrology – Transplant	1	2	isd	isd	isd	isd	isd
1250	Neurology	44	393					

SECTION VII:  
COMPENSATION  
TRENDS

# COMPENSATION TRENDS

TABLE 7.1 – Ratio of Mean TCC for 10 Major Specialties

Ratio of Mean TCC for 10 Major Specialties			
Code	Specialty	Mean	Ratio to Overall Mean
4040	Radiology – Diagnostic		
2050	General Surgery		
2000	Anesthesiology		
2070	Obstetrics/Gynecology – General		
4100	Pathology – Anatomic and Clinical		
2030	Emergency Medicine		
<b>Overall Mean</b>			
1210	Internal Medicine		
1110	Family Medicine		
1440	Psychiatry – General		
1320	Pediatrics – General		

TABLE 7.2 – Comparison of Mean TCC for Staff Physicians and Chairs

Comparison of Mean TCC for Staff Physicians and Chairs				
Code	Specialty	Staff Physician	Chair	Staff Physician as a Percentage of Chair
2000	Anesthesiology			
2030	Emergency Medicine			
1110	Family Medicine			
2050	General Surgery			
1210	Internal Medicine			
2070	Obstetrics/Gynecology – General			
4100	Pathology – Anatomic and Clinical			
1320	Pediatrics – General			
1440	Psychiatry – General			
4040	Radiology – Diagnostic			



APPENDIX A:

SURVEY

PARTICIPANTS

# SURVEY PARTICIPANTS

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

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Advocate South Suburban Hospital	Hazel Crest	IL
Advocate Trinity Hospital	Chicago	IL
Affinity Health System	Menasha	WI
Akron Children's Hospital	Akron	OH
Albany Medical Center	Albany	NY
All Children's Specialty Physicians	St. Petersburg	FL
Allina Health System	Minneapolis	MN
AltaMed Health Services Corporation	Los Angeles	CA
Altru Health System	Grand Forks	ND
Ann & Robert H. Lurie Children's Hospital of Chicago	Chicago	IL
Ascension Columbia St. Mary's Community Physicians	Milwaukee	WI
Ascension Seton	Austin	TX
Ascension St. Clare's Hospital	Weston	WI
Aspirus	Wausau	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
Avera Health	Sioux Falls	SD
Backus Hospital	Norwich	CT
Banner Boswell Medical Center	Sun City	AZ
Banner Churchill Community Hospital	Fallon	NV
Banner Desert Medical Center	Mesa	AZ
Banner Gateway Medical Center	Gilbert	AZ
Banner Health	Phoenix	AZ
Banner Lassen Medical Center	Susanville	CA
Banner Medical Group	Phoenix	AZ
Banner Thunderbird Medical Center	Glendale	AZ
Banner – University Medical Center Phoenix	Phoenix	AZ
Banner – University Medical Center South	Tucson	AZ
Banner – University Medical Center Tucson	Tucson	AZ
Baptist Health South Florida	Coral Gables	FL

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Baptist Memorial Medical Group	Memphis	TN
Bascom Palmer Eye Institute	Miami	FL
Bassett Healthcare Network	Cooperstown	NY
BayCare Health System	Clearwater	FL
BayCare Medical Group	Clearwater	FL
Baylor Scott & White All Saints Medical Center – Fort Worth	Fort Worth	TX
Baylor Scott & White Medical Center – Brenham	Brenham	TX
Baylor Scott & White Medical Center – Hillcrest	Waco	TX
Baylor Scott & White Medical Center – McKinney	McKinney	TX
Baylor Scott & White Medical Center – Plano	Plano	TX
Baylor Scott & White Medical Center – Round Rock	Round Rock	TX
Baylor University Medical Center	Dallas	TX
Baystate Medical Practices	Springfield	MA
Beaumont Hospital, Dearborn	Dearborn	MI
Beaumont Hospital, Farmington Hills	Farmington Hills	MI
Beaumont Hospital, Grosse Pointe	Grosse Pointe	MI
Beaumont Hospital, Royal Oak	Royal Oak	MI
Beaumont Hospital, Taylor	Taylor	MI
Beaumont Hospital, Trenton	Trenton	MI
Beaumont Hospital, Troy	Troy	MI
Beaumont Hospital, Wayne	Wayne	MI
Beaumont Medical Group	Troy	MI
Berkshire Health Systems	Pittsfield	MA
Bethesda North Hospital	Cincinnati	OH
Billings Clinic	Billings	MT
Bismarck Cancer Center	Bismarck	ND
Boca Raton Regional Hospital Physician Network	Boca Raton	FL
Bon Secours St. Francis Hospital	Charleston	SC
Boston Medical Center	Boston	MA
Bozeman Health Medical Group	Bozeman	MT
Bradley Hospital	East Providence	RI
Brigham and Women's Faulkner Hospital	Boston	MA
Brigham and Women's Hospital	Boston	MA
Bryan Health	Lincoln	NE
Butler Hospital	Providence	RI

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Cancer Treatment Centers of America	Boca Raton	FL
Cape Fear Valley Health System	Fayetteville	NC
Capital Health	Trenton	NJ
Cardiac & Thoracic Surgery Associates	Colorado Springs	CO
CareMore	Thousand Oaks	CA
Care New England Medical Group	Providence	RI
Carilion Clinic	Roanoke	VA
Carle Physician Group	Urbana	IL
Catholic Health	Clive	IA
Cedars-Sinai Medical Center	Los Angeles	CA
CentraCare Clinic	St. Cloud	MN
Central Maine Healthcare	Lewiston	ME
Centura Health	Centennial	CO
Charleston Area Medical Center	Charleston	WV
ChenMed	Miami Gardens	FL
CHI Franciscan	Tacoma	WA
CHI Health – Alegent Creighton Clinic	Omaha	NE
CHI LakeWood Health	Baudette	MN
Children's Healthcare of Atlanta	Atlanta	GA
Children's Health System of Texas	Dallas	TX
Children's Hospital and Health System	Milwaukee	WI
Children's Hospital Colorado	Aurora	CO
Children's Hospital & Medical Center	Omaha	NE
Children's Hospital of the King's Daughters	Norfolk	VA
Children's Hospital of Wisconsin	Milwaukee	WI
Children's Hospitals and Clinics of Minnesota	Minneapolis	MN
Children's Mercy Kansas City	Kansas City	MO
Children's National Health System	Washington	DC
Children's Surgical Foundation	Chicago	IL
CHI Lisbon Health	Lisbon	ND
CHI Memorial	Chattanooga	TN
CHI Mercy Health	Valley City	ND
CHI Mercy Health Mercy Medical Center	Roseburg	OR
CHI Mercy Medical Center – Des Moines	Des Moines	IA
CHI Oakes Hospital	Oakes	ND

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
CHI Saint Joseph Health	Lexington	KY
CHI St. Alexius Health	Bismarck	ND
CHI St. Alexius Health Carrington	Carrington	ND
CHI St. Alexius Health Devils Lake Hospital	Devils Lake	ND
CHI St. Alexius Health Dickinson Medical Center	Dickinson	ND
CHI St. Alexius Health Williston Medical Center	Williston	ND
CHI St. Anthony Hospital	Pendleton	OR
CHI St. Francis Health	Breckenridge	MN
CHI St. Gabriel's Health	Little Falls	MN
CHI St. Joseph Health	Bryan	TX
CHI St. Joseph's Health	Park Rapids	MN
CHI St. Vincent	Little Rock	AR
CHOC Children's	Orange	CA
Christiana Care Health System	Wilmington	DE
Cigna	Philadelphia	PA
C. L. Brumback Primary Care Clinics	Palm Springs	FL
Cleveland Clinic	Cleveland	OH
Clifton Springs Hospital & Clinic	Clifton Springs	NY
Colorado Permanente Medical Group	Denver	CO
Colquitt Regional Medical Center	Moultrie	GA
Community Health Network	Indianapolis	IN
Community Hospital	Torrington	WY
Concentra	Addison	TX
Concord Hospital	Concord	NH
Cone Health Medical Group	Greensboro	NC
Confluence Health	Wenatchee	WA
Cook County Health & Hospitals System	Chicago	IL
Cooley Dickinson Hospital	Northampton	MA
Core Physicians	Exeter	NH
Covenant Health	Knoxville	TN
Covenant Medical Group	Lubbock	TX
Crozer-Keystone Health System	Springfield	PA
Cuyuna Regional Medical Center – Crosby	Crosby	MN
Dana-Farber Cancer Institute	Boston	MA
Dartmouth-Hitchcock Clinic	Lebanon	NH

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
DaVita Medical Group	Albuquerque	NM
Dayton Children's Hospital	Dayton	OH
DCH Health System	Tuscaloosa	AL
Delta Community Hospital	Delta	UT
Durand Medical Associates	Durand	WI
East Morgan County Hospital	Brush	CO
Eating Recovery Center	Denver	CO
Edward Health Ventures	Naperville	IL
Einstein Healthcare Network	Philadelphia	PA
ElderONE	Rochester	NY
Emergency Physicians of the Rockies	Fort Collins	CO
Emory Healthcare	Atlanta	GA
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
Fairfield Medical Center	Lancaster	OH
Fairview Health Services	Minneapolis	MN
Fairview Medical Group	Fairview Heights	IL
Family Physicians Associates	Lyndhurst	OH
Fillmore Community Hospital	Fillmore	UT
Fisher-Titus Medical Center	Norwalk	OH
Florida Hospital Heartland Health Partners	Sebring	FL
Florida Hospital Physician Group	Tampa	FL
Fond du Lac Regional Clinic	Fond du Lac	WI
Foundation Medical Partners	Nashua	NH
Franciscan Health Crown Point	Crown Point	IN
Franciscan Health Dyer	Dyer	IN
Franciscan Health Hammond	Hammond	IN
Franciscan Health Munster	Munster	IN
Franciscan Physician Network Coolspring Health Center	Michigan City	MI
Fred Hutchinson Cancer Research Center	Seattle	WA
Froedtert Health	Milwaukee	WI
Geisinger Clinic	Danville	PA

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Geisinger Community Medical Center	Scranton	PA
Geisinger Holy Spirit	Camp Hill	PA
Genesis HealthCare	Foothill Ranch	CA
Gillette Children's Specialty Healthcare	St. Paul	MN
GoHealth Urgent Care	Sandy Springs	GA
Good Samaritan Hospital	Cincinnati	OH
Good Samaritan Medical Center	Lafayette	CO
Good Samaritan Regional Medical Center	Corvallis	OR
Greater Baltimore Medical Center	Baltimore	MD
Group Health Cooperative of South Central Wisconsin	Madison	WI
Gundersen Health System	La Crosse	WI
Guthrie Medical Group	Sayre	PA
Hackensack Meridian Health Medical Group	Edison	NJ
Hannibal Regional Healthcare System	Hannibal	MO
Harbin Clinic	Rome	GA
Hartford HealthCare	Hartford	CT
Hartford Healthcare Medical Group	Hartford	CT
Hartford Hospital	Hartford	CT
Harvard Medical Faculty Physicians	Boston	MA
HCA Healthcare	Nashville	TN
Health Care District of Palm Beach County	Palm Springs	FL
HealthPartners	Bloomington	MN
HealthPartners Medical Group	Bloomington	MN
HealthTexas Provider Network	Dallas	TX
Hennepin Healthcare System	Minneapolis	MN
Henry Ford Allegiance Health	Jackson	MI
Henry Ford Health System	Detroit	MI
Henry Ford Hospital	Detroit	MI
Henry Ford Macomb Hospital – Clinton Township	Clinton Township	MI
Henry Ford Medical Group	Detroit	MI
Henry Ford West Bloomfield Hospital	West Bloomfield	MI
Henry Ford Wyandotte Hospital	Wyandotte	MI
Hilo Medical Center	Hilo	HI
H. Lee Moffitt Cancer Center & Research Institute	Tampa	FL
Holy Rosary Healthcare	Miles City	MT

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



# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Holzer Clinic Gallipolis	Gallipolis	OH
Hospital for Special Surgery	New York	NY
Houston Methodist Baytown Hospital	Baytown	TX
Houston Methodist Continuing Care Hospital	Katy	TX
Houston Methodist Hospital Central – Texas Medical Center	Houston	TX
Houston Methodist Specialty Physician Group	Houston	TX
Houston Methodist The Woodlands Hospital	The Woodlands	TX
Huguley Medical Associates	Burleson	TX
Humana	Louisville	KY
Huntsville Hospital	Huntsville	AL
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
Infirmiry Health System	Mobile	AL
Inova Health System	Falls Church	VA
Inova Medical Group	Falls Church	VA
Integrated Health Associates	Ann Arbor	MI
INTEGRIS Medical Group	Oklahoma City	OK
Intermountain Medical Group	Salt Lake City	UT
IU Health Physicians	Indianapolis	IN
Jefferson Health	Philadelphia	PA
Joe R. and Teresa Lozano Long School of Medicine	San Antonio	TX
Jupiter Medical Center	Jupiter	FL
Kauai Veterans Memorial Hospital	Waimea	HI
Kau Hospital	Pahala	HI
Kelsey-Seybold Clinic	Houston	TX
Kenmore Mercy Hospital	Kenmore	NY
Kent Hospital	Warwick	RI
Lahey Hospital and Medical Center	Burlington	MA
Lakeland Regional Health	Lakeland	FL
Lancaster General Health	Lancaster	PA

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Legacy Health	Portland	OR
Lehigh Valley Physician Group	Allentown	PA
Lexington Medical Center	West Columbia	SC
Lifespan	Providence	RI
Lifespan Physicians Group	Providence	RI
Live Oak Health Partners	San Marcos	TX
LMH Health	Lawrence	KS
Lutheran Medical Center	Wheat Ridge	CO
MaineGeneral Medical Center – Alford Center for Health	Augusta	ME
Maine Medical Center	Portland	ME
Maine Medical Partners	Scarborough	ME
Main Line Health	Bryn Mawr	PA
Mankato Clinic	Mankato	MN
Marshfield Clinic	Marshfield	WI
Massachusetts Eye and Ear	Boston	MA
Massachusetts General Hospital	Boston	MA
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 Bay Region	Bay City	MI
McLaren Central Michigan	Mount Pleasant	MI
McLaren Flint	Flint	MI
McLaren Greater Lansing	Lansing	MI

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

# SURVEY PARTICIPANTS

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

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mercy Health Saint Mary's	Grand Rapids	MI
Mercy Hospital of Buffalo	Buffalo	NY
Mercy Iowa City	Iowa City	IA
Mercy Medical Group	Sacramento	CA
Meritus Health	Hagerstown	MD
Methodist Health System	Dallas	TX
Methodist Hospital of Southern California	Arcadia	CA
Methodist Le Bonheur Healthcare	Memphis	TN
Methodist Medical Group	Dallas	TX
Metroplex Clinic Physicians	Killeen	TX
Michigan Medicine	Ann Arbor	MI
Mid Dakota Clinic	Bismarck	ND
Middlesex Health System	Middletown	CT
Middlesex Hospital	Middletown	CT
MidMichigan Health	Midland	MI
MidState Medical Center	Meriden	CT
Midwest Community Health Associates	Bryan	OH
Montefiore Hospital	Bronx	NY
Morris Hospital	Morris	IL
Morsani College of Medicine	Tampa	FL
Mountain West Anesthesia	Lehi	UT
Mount Carmel Health System	Columbus	OH
Mount Nittany Physician Group	State College	PA
Mount Sinai Health System	New York	NY
Mount St. Mary's Hospital	Lewiston	NY
MultiCare Health System	Tacoma	WA
Munson Medical Center	Traverse City	MI
Nantucket Cottage Hospital	Nantucket	MA
Natchaug Hospital	Mansfield Center	CT
Nationwide Children's Hospital	Columbus	OH
Nebraska Medicine	Omaha	NE
Network Physicians	Winston-Salem	NC
Newark-Wayne Community Hospital	Newark	NY
Newport Hospital	Newport	RI
Newton-Wellesley Hospital	Newton	MA

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
North Colorado Medical Center	Greeley	CO
Northeast Georgia Physicians Group	Gainesville	GA
Northern Arizona Healthcare	Flagstaff	AZ
Northern Colorado Anesthesia Professionals	Fort Collins	CO
Northern Illinois Medical Center	Crystal Lake	IL
Northern Light Acadia Hospital	Bangor	ME
Northern Light AR Gould Hospital	Presque Isle	ME
Northern Light Blue Hill Hospital	Blue Hill	ME
Northern Light CA Dean Hospital	Greenville	ME
Northern Light Eastern Maine Medical Center	Bangor	ME
Northern Light Health	Brewer	ME
Northern Light Inland Hospital	Waterville	ME
Northern Light Maine Coast Hospital	Ellsworth	ME
Northern Light Mercy Hospital	Portland	ME
Northern Light Sebecook Valley Hospital	Pittsfield	ME
North Memorial Health Care	Robbinsdale	MN
North Shore Medical Center	Salem	MA
NorthShore University HealthSystem	Evanston	IL
Northwell Health	Great Neck	NY
Northwestern Medical Group	Chicago	IL
Northwestern Medicine Central DuPage Hospital	Winfield	IL
Northwestern Medicine Delnor Hospital	Geneva	IL
Northwestern Medicine Kishwaukee Hospital	DeKalb	IL
Northwestern Medicine Lake Forest Hospital	Lake Forest	IL
Northwestern Medicine Regional Medical Group	Winfield	IL
Northwestern Memorial HealthCare	Chicago	IL
Northwestern Memorial Hospital	Chicago	IL
Northwest Permanente	Portland	OR
Norton Healthcare	Louisville	KY
Norton Medical Group	Louisville	KY
NYU Langone Health	New York	NY
Ochsner Health System	New Orleans	LA
Ogallala Community Hospital	Ogallala	NE
OhioHealth	Columbus	OH
Olathe Health Physicians	Olathe	KS

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Olympic Medical Center	Port Angeles	WA
One Medical	Gilbert	AZ
One Medical	San Francisco	CA
One Medical	Washington	DC
One Medical	Chicago	IL
One Medical	Boston	MA
One Medical	New York	NY
One Medical	Tysons	VA
One Medical	Seattle	WA
Oregon Health & Science University	Portland	OR
Orlando Health	Orlando	FL
OrthoNebraska	Omaha	NE
OSF HealthCare	Peoria	IL
OSF Medical Group	Peoria	IL
Park Nicollet	St. Louis Park	MN
Parkview Health	Fort Wayne	IN
Parkview Physicians Group	Fort Wayne	IN
Partners Community Physicians Organization	Needham	MA
Partners HealthCare	Boston	MA
PeaceHealth	Bellevue	WA
Penn State Health	University Park	PA
Penn State Health Milton S. Hershey Medical Center	Hershey	PA
Penn State Health St. Joseph Medical Center	Reading	PA
Penn State Medical Group	Hershey	PA
Phoebe Physician Group	Albany	GA
Phoenix Children's Hospital	Phoenix	AZ
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
Piedmont Healthcare	Atlanta	GA
PIH Health Hospital – Whittier	Whittier	CA
PinnacleHealth Medical Group	Lemoyne	PA
Platte County Memorial Hospital	Wheatland	WY
Platte Valley Medical Center	Brighton	CO

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Premier Health	Dayton	OH
Premier Physician Network	Dayton	OH
PriMed	Shelton	CT
Private Diagnostic Clinic	Durham	NC
ProHealth Physicians	Farmington	CT
ProMedica	Toledo	OH
ProMedica Bixby Hospital	Adrian	MI
ProMedica Heart and Vascular Institutes	Toledo	OH
ProMedica Memorial Hospital	Fremont	OH
ProMedica Monroe Regional Hospital	Monroe	MI
ProMedica Physician Group	Sylvania	OH
ProMedica Toledo Hospital	Toledo	OH
Providence Health & Services	Renton	WA
Rady Children's Hospital-San Diego	San Diego	CA
Rancho Family Medical Group	Temecula	CA
Regional Health Custer Hospital	Custer	SD
Regional Health Lead-Deadwood Hospital	Deadwood	SD
Regional Health Rapid City Hospital	Rapid City	SD
Regional Health Spearfish Hospital	Spearfish	SD
Regional Health Sturgis Hospital	Sturgis	SD
Regional West Health Services	Scottsbluff	NE
Regions Hospital	St. Paul	MN
Reliant Medical Group	Worcester	MA
Rhode Island Hospital	Providence	RI
Riverside Medical Group	Newport News	VA
Rochester Behavioral Health Network	Rochester	NY
Rochester General Hospital	Rochester	NY
Rochester Mental Health Center	Rochester	NY
Rochester Regional Health System	Rochester	NY
Rochester Regional Health – Western New York	Rochester	NY
Roper Hospital	Charleston	SC
Roper St. Francis Healthcare	Charleston	SC
Roswell Park Comprehensive Cancer Center	Buffalo	NY
Rush-Copley Medical Center	Aurora	IL
Rushford	Meriden	CT

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Rush Oak Park Hospital	Oak Park	IL
Rush University Medical Center	Chicago	IL
Saint Barnabas Medical Center	Livingston	NJ
Saint Joseph Hospital	Denver	CO
Saint Joseph Mercy Health System	Ann Arbor	MI
Saint Joseph Regional Medical Center	Mishawaka	IN
Saint Luke's Health System	Kansas City	MO
Saint Peter's Healthcare System	New Brunswick	NJ
Salem Health	Salem	OR
Samaritan Albany General Hospital	Albany	OR
Samaritan Lebanon Community Hospital	Lebanon	OR
Samaritan Medical Center	Watertown	NY
Samaritan North Lincoln Hospital	Lincoln City	OR
Samaritan Pacific Communities Hospital	Newport	OR
Sanford Health	Sioux Falls	SD
SCL Physicians – Denver	Denver	CO
Scott & White Clinic – Temple	Temple	TX
Scripps Clinic Medical Group	La Jolla	CA
Scripps Health Inpatient Providers Medical Group	San Diego	CA
Seattle Children's	Seattle	WA
Sentara Medical Group	Norfolk	VA
Sharp Rees-Stealy	San Diego	CA
Sheppard Pratt Physicians	Baltimore	MD
Signature Healthcare	Brockton	MA
Sinai Health System	Chicago	IL
Sisters of Charity Hospital	Buffalo	NY
Southcentral Foundation	Anchorage	AK
Southcoast Health System	New Bedford	MA
Southern California Permanente Medical Group	Pasadena	CA
Southern Illinois Healthcare	Carbondale	IL
South Shore Medical Center	Norwell	MA
Southwest Florida Neurosurgical & Rehab Associates	Fort Myers	FL
Southwest Medical Associates	Las Vegas	NV
Spaulding Rehabilitation Hospital Boston	Boston	MA
Spectrum Health	Grand Rapids	MI

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



# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Springfield Clinic	Springfield	IL
SSM Health	St. Louis	MO
SSM Health Medical Group – St. Louis	St. Louis	MO
Stanford Health Care	Stanford	CA
Stanford University School of Medicine	Stanford	CA
St. Charles Medical Group	Bend	OR
St. Elizabeth Physicians	Crestview Hills	KY
Sterling Regional MedCenter	Sterling	CO
St. Francis Hospital	Roslyn	NY
St. James Healthcare	Butte	MT
St. Joseph Health	Irvine	CA
St. Jude Children's Research Hospital	Memphis	TN
St. Luke's Physician Group	Bethlehem	PA
St. Mary's Medical Center	Grand Junction	CO
St. Vincent Healthcare	Billings	MT
Summa Health System	Akron	OH
Sutter East Bay Medical Group	Lafayette	CA
Sutter Health	Roseville	CA
Sutter Medical Group	Sacramento	CA
Sutter Pacific Medical Foundation	San Francisco	CA
Tampa General Hospital	Tampa	FL
Tampa General Medical Group	Tampa	FL
Texas Children's Hospital	Houston	TX
Texas Children's Pediatrics	Houston	TX
Texas Health Alliance	Fort Worth	TX
Texas Health Arlington Memorial Hospital	Arlington	TX
Texas Health Azle	Azle	TX
Texas Health Dallas	Dallas	TX
Texas Health Denton	Denton	TX
Texas Health Harris Methodist Hospital Fort Worth	Fort Worth	TX
Texas Health Huguley Hospital Fort Worth South	Burleson	TX
Texas Health Physicians Group	Arlington	TX
Texas Health Plano	Plano	TX
Texas Health Southwest	Fort Worth	TX
Texas Tech University Health Sciences Center at El Paso	El Paso	TX

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
The Children's Hospital of Philadelphia	Philadelphia	PA
The Christ Hospital	Cincinnati	OH
The Corvallis Clinic	Corvallis	OR
ThedaCare	Appleton	WI
The Everett Clinic	Everett	WA
The Gould Medical Group	Modesto	CA
The Hospital of Central Connecticut	New Britain	CT
The Miriam Hospital	Providence	RI
The Nebraska Medical Center	Omaha	NE
The Nemours Foundation	Jacksonville	FL
The Pennsylvania State University	University Park	PA
The Physician Network	Lincoln	NE
The Pill Club	San Carlos	CA
The Queen's Health Systems	Honolulu	HI
The Queen's Medical Center	Honolulu	HI
The Southeast Permanente Medical Group	Atlanta	GA
The University of Kansas Health System	Kansas City	KS
The University of Texas Health Science Center at Houston	Houston	TX
The University of Texas MD Anderson Cancer Center	Houston	TX
Thomas Jefferson University	Philadelphia	PA
Tift Regional Medical Center	Tifton	GA
Tower Health	West Reading	PA
Trauma Trust	Tacoma	WA
TriHealth	Cincinnati	OH
Trinity Health Of New England Medical Group	Hartford	CT
Trinity Health System	Steubenville	OH
Trinity Medical WNY	Buffalo	NY
Truman Medical Centers	Kansas City	MO
UAB Medicine	Birmingham	AL
UCHealth Medical Group	Fort Collins	CO
UK HealthCare	Lexington	KY
UMass Memorial Health Care	Worcester	MA
UM Baltimore Washington Medical Center	Glen Burnie	MD
UM Charles Regional Medical Center	La Plata	MD
UM Rehabilitation & Orthopaedic Institute	Baltimore	MD

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

# SURVEY PARTICIPANTS

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

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

# SURVEY PARTICIPANTS

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

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
West Tennessee Medical Group	Jackson	TN
Wheaton Franciscan Medical Group	Glendale	WI
Windham Hospital	Willimantic	CT
Women & Infants Hospital of Rhode Island	Providence	RI
WVU Healthcare	Morgantown	WV
Wyoming Health Medical Group	Casper	WY
Wyoming Medical Center	Casper	WY
Yale Medicine	New Haven	CT
Yale New Haven Health System	New Haven	CT

APPENDIX B:

JOB OR SPECIALTY

LIST AND

SUMMARIES

# JOB OR SPECIALTY LIST AND SUMMARIES

## PRIMARY CARE

- 1110 Family Medicine
- 1123 Family Medicine – Medical Home
- 1115 Family Medicine With Obstetrics
- 1210 Internal Medicine
- 1223 Internal Medicine – Medical Home
- 1325 Pediatrics – Adolescent Medicine
- 1320 Pediatrics – General
- 1386 Pediatrics – Internal Medicine
- 1112 Primary Care – Rural Emergency Department

## 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)
- 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
- 1190 Nephrology and Hypertension

# JOB OR SPECIALTY LIST AND SUMMARIES

## MEDICAL *continued*

- 1191 Nephrology Only
- 1485 Nephrology – Transplant
- 1250 Neurology
- 1252 Neurology – Epilepsy
- 4085 Neurology – Interventional
- 1254 Neurology – Multiple Sclerosis
- 1195 Neurology – Neurocritical Care
- 1253 Neurology – Neuromuscular
- 1255 Neurology – Vascular
- 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
- 1437 Pain Medicine – Non-Anesthesiology
- 1430 Physical Medicine and Rehabilitation
- 1505 Physical Medicine and Rehabilitation – Interventional Pain Management
- 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



# JOB OR SPECIALTY LIST AND SUMMARIES

## **MEDICAL** *continued*

- 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
- 2070 Obstetrics/Gynecology – General
- 1160 Obstetrics/Gynecology – Gynecologic Oncology
- 1170 Obstetrics/Gynecology – Gynecology Only
- 1245 Obstetrics/Gynecology – Laborist
- 1420 Obstetrics/Gynecology – Maternal and Fetal Medicine
- 1270 Obstetrics/Gynecology – Obstetrics Only
- 1460 Obstetrics/Gynecology – Reproductive Endocrinology and Infertility
- 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

# JOB OR SPECIALTY LIST AND SUMMARIES

## **SURGICAL** *continued*

- 2170 Orthopedic Surgery – Hand
- 2180 Orthopedic Surgery – Hip and Knee
- 1310 Orthopedic Surgery – Medical
- 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
- 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

# JOB OR SPECIALTY LIST AND SUMMARIES

## HOSPITAL BASED *continued*

- 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
- 2270 Pathology – Anatomic
- 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
- 4040 Radiology – Diagnostic
- 4030 Radiology – Interventional
- 1175 Radiology – Mammography
- 4020 Radiology – Neurointerventional
- 4080 Radiology – Nuclear Medicine
- 4130 Radiology – Radiation Oncology

## PEDIATRIC MEDICAL

- 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

# JOB OR SPECIALTY LIST AND SUMMARIES

## **PEDIATRIC MEDICAL** *continued*

- 1375 Pediatrics – Genetics
- 1380 Pediatrics – Hematology and Oncology
- 1382 Pediatrics – Infectious Disease
- 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
- 1415 Pediatrics – Rheumatology
- 1416 Pediatrics – Sports Medicine – Medical
- 1417 Pediatrics – Urgent Care

## **PEDIATRIC SURGICAL**

- 2241 Pediatrics – Cardiothoracic Surgery
- 2240 Pediatrics – General Surgery
- 1377 Pediatrics – Gynecology
- 2095 Pediatrics – Neurological Surgery
- 2250 Pediatrics – Ophthalmology
- 2200 Pediatrics – Orthopedic Surgery
- 2205 Pediatrics – Otolaryngology
- 2265 Pediatrics – Plastic and Reconstructive Surgery
- 2335 Pediatrics – Urology

## **PEDIATRIC HOSPITAL BASED**

- 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

# JOB OR SPECIALTY LIST AND SUMMARIES

## PhDs

- 3020 Biochemistry
- 3023 Cancer Biology
- 3027 Cellular and Molecular Biology
- 3033 Chemistry
- 3034 Computational Biology
- 3053 Epidemiology
- 3054 Genetics
- 3060 Immunology
- 3070 Microbiology
- 3075 Neurophysiology
- 3073 Neuroscience
- 3150 Pathology
- 3221 Pharmacology
- 3050 Physics – Diagnostic Radiology
- 3055 Physics – Imaging
- 3100 Physics – Nuclear Medicine
- 3220 Physics – Radiation Oncology
- 3021 Radiochemistry
- 3225 Statistics

## APPs

- 3000 Audiologist
- 3029 Certified Anesthesiologist Assistant
- 3080 Certified Nurse Midwife
- 3030 Certified Registered Nurse Anesthetist
- 3211 Child Psychologist (PhD)
- 3035 Chiropractor
- 3025 Clinical Nurse Specialist
- 3040 Dentist
- 3090 Dosimetrist
- 3215 Neuropsychology (PhD)
- 3109 Nurse Practitioner – Hospital Based
- 3113 Nurse Practitioner – Medical
- 3115 Nurse Practitioner – Primary Care
- 3117 Nurse Practitioner – Surgical

# JOB OR SPECIALTY LIST AND SUMMARIES

## **APPs** *continued*

- 3118 Nutritionist (Non-MD)
- 3120 Occupational Therapist
- 3130 Optometrist
- 3042 Orthodontics
- 3137 Pathology Assistant
- 3041 Pediatric Dentist
- 3155 Perfusionist
- 3160 Pharmacist
- 3170 Physical Therapist
- 3179 Physician Assistant – Hospital Based
- 3180 Physician Assistant – Medical
- 3182 Physician Assistant – Primary Care
- 3185 Physician Assistant – Surgical
- 3195 Podiatrist – Medical
- 3190 Podiatrist – Surgical
- 3212 Psychologist (MS)
- 3210 Psychologist (PhD)
- 3230 Social Worker
- 3235 Speech Pathologist

APPENDIX C:

TERMS AND

DEFINITIONS

APPENDIX D:

ABOUT

SULLIVANCOTTER



## ABOUT SULLIVANCOTTER

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

For more information, visit [www.sullivancotter.com](http://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.