



# Physician Executive Compensation Survey Report

Survey data effective January 1, 2019

2019

PHYSICIAN  
EXECUTIVE  
COMPENSATION  
SURVEY REPORT

Survey data effective January 1, 2019

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# LICENSE AGREEMENT

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# 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.

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SECTION I:

# INTRODUCTION

# INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Physician Executive Compensation Survey Report*. Survey participants submitted data from January 2019 to April 2019. Data were reported by 953 health care organizations across the United States. Compensation data reflect 1,539 incumbents. The survey participants are listed in appendix A.

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

**The data are effective as of January 1, 2019.**

This report is organized into five sections:

**Section I** presents general information regarding this survey report.

**Section II** presents general survey participant characteristics.

**Section III** presents national base salary and total cash compensation (TCC) for executive positions by net revenue.

**Section IV** presents national total direct compensation (TDC) for executive positions by net revenue.

**Section V** presents national regression equations and trend line graphs for executive positions. The trend lines graphically display base salary and TCC.

The supplemental Excel file *Physician Executive Compensation Survey Report Data Table Results* (included as part of the survey report) is available via online download from the SullivanCotter Client Portal. For more information on how to access the file, contact the Center for Information, Analytics and Insights by email at [surveys@sullivancotter.com](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*. Conditions for insufficient data include the following:
  - When fewer than five organizations provided data.
  - When one organization represented more than 25% of the sample.
  - In section V, trend line graphs are reported for executive positions. For some of these positions, the data collected were insufficient to perform this type of statistical analysis due to a small number of responses or a poor correlation between compensation levels and net revenue.

# INTRODUCTION

- All compensation data are annualized and are displayed in thousands unless otherwise noted.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.

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

TABLE 1.1 – Regional Designations Included in This Report

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

SECTION II:

CHARACTERISTICS  
OF SURVEY  
PARTICIPANTS

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type			
Type	n	Independent or Affiliated	Owned
Multiple Hospital System	265		
Single Hospital System	61		
Acute Care Hospital	485		
Medical Group	142		

## SIZE AND SCOPE

TABLE 2.2 – Health System Net Revenue

Health System Net Revenue <sup>(1)</sup>			
Category	n	Mean	Median
All Health Systems	326		
Less Than \$500 Million	23		
\$500 Million to \$1.5 Billion	111		
Greater Than \$1.5 Billion	192		

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

TABLE 2.3 – Hospital Net Revenue

Hospital Net Revenue <sup>(1)</sup>			
Category	n	Mean	Median
All Hospitals	484		
Less Than \$500 Million	335		
\$500 Million to \$1.5 Billion	135		
Greater Than \$1.5 Billion	14		

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

TABLE 2.4 – Medical Group Net Revenue

Medical Group Net Revenue <sup>(1)</sup>			
Category	n	Mean	Median
All Medical Groups	121		
Less Than \$500 Million	94		
\$500 Million to \$1.5 Billion	21		
Greater Than \$1.5 Billion	6		

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

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## REGIONAL DISTRIBUTION

TABLE 2.5 – Organization Distribution

Organization Distribution			
Region	Health Systems (n = 326)	Hospitals (n = 485)	Medical Groups (n = 142)
North Central	26%	22%	31%
Northeast	24%	24%	26%
Southeast	21%	20%	15%
South Central	17%	17%	15%
West	12%	17%	13%

SECTION III:

BASE SALARY

AND TOTAL CASH

COMPENSATION



# BASE SALARY AND TOTAL CASH COMPENSATION

TABLE 3.1 – All Organizations

All Organizations															
Code	Job	n Orgs	n Incumbents	Base Salary				STI				TCC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7000	President and Chief Executive Officer, Health System, Independent or Affiliated	64	64												
7000	President and Chief Executive Officer, Hospital, All	44	44												
7000	President and Chief Executive Officer, Hospital, Independent or Affiliated	10	10												
7000	President and Chief Executive Officer, Hospital, Owned	34	34												
7000	President and Chief Executive Officer, Medical Group, All	94	104												
7000	President and Chief Executive Officer, Medical Group, Independent or Affiliated	3	3	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7000	President and Chief Executive Officer, Medical Group, Owned	91	101												
7001	President – Region/Division/Market	16	16												
7005	Chief Operating Officer, Health System, Independent or Affiliated	18	18												
7005	Chief Operating Officer, Hospital, All	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Hospital, Independent or Affiliated	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Hospital, Owned	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Medical Group, All	7	8							isd	isd				
7005	Chief Operating Officer, Medical Group, Independent or Affiliated	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Medical Group, Owned	7	8							isd	isd				
7006	Top Clinically Integrated Network Executive	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7007	Top Physician Executive/Chief Physician Executive	18	18												
7008	Top Clinically Integrated Network Medical Officer	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7009	Top Operations Executive – Region/Division/Market	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7010	Chief Medical Officer, Health System, Independent or Affiliated	185	188												
7010	Chief Medical Officer, Hospital, All	436	437												
7010	Chief Medical Officer, Hospital, Independent or Affiliated	48	48												
7010	Chief Medical Officer, Hospital, Owned	388	389												
7010	Chief Medical Officer, Medical Group, All	62	82												
7010	Chief Medical Officer, Medical Group, Independent or Affiliated	7	8												
7010	Chief Medical Officer, Medical Group, Owned	55	74												
7011	Multifacility Medical Director	16	40												

SECTION IV:

TOTAL DIRECT

COMPENSATION

# TOTAL DIRECT COMPENSATION

TABLE 4.1 – All Organizations

All Organizations															
Code	Job	n Orgs	n Incumbents	TCC				Cash-Based LTI				TDC			
								Percentage		Amount Paid					
				25th %ile	Mean	Median	75th %ile	Eligible	Receiving	Mean	Median	25th %ile	Mean	Median	75th %ile
7000	President and Chief Executive Officer, Health System, Independent or Affiliated	64	64												
7000	President and Chief Executive Officer, Hospital, All	44	44												
7000	President and Chief Executive Officer, Hospital, Independent or Affiliated	10	10							isd	isd				
7000	President and Chief Executive Officer, Hospital, Owned	34	34												
7000	President and Chief Executive Officer, Medical Group, All	94	104												
7000	President and Chief Executive Officer, Medical Group, Independent or Affiliated	3	3	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7000	President and Chief Executive Officer, Medical Group, Owned	91	101												
7001	President – Region/Division/Market	16	16							isd	isd				
7005	Chief Operating Officer, Health System, Independent or Affiliated	18	18							isd	isd				
7005	Chief Operating Officer, Hospital, All	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Hospital, Independent or Affiliated	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Hospital, Owned	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Medical Group, All	7	8							isd	isd				
7005	Chief Operating Officer, Medical Group, Independent or Affiliated	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7005	Chief Operating Officer, Medical Group, Owned	7	8							isd	isd				
7006	Top Clinically Integrated Network Executive	2	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7007	Top Physician Executive/Chief Physician Executive	18	18												
7008	Top Clinically Integrated Network Medical Officer	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7009	Top Operations Executive – Region/Division/Market	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
7010	Chief Medical Officer, Health System, Independent or Affiliated	185	188												
7010	Chief Medical Officer, Hospital, All	436	437												
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7010	Chief Medical Officer, Medical Group, Independent or Affiliated	7	8							isd	isd				
7010	Chief Medical Officer, Medical Group, Owned	55	74												
7011	Multifacility Medical Director	16	40							isd	isd				

SECTION V:

# REGRESSIONS



APPENDIX A:

SURVEY

PARTICIPANTS

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Abbott Northwestern Hospital	Minneapolis	MN
Abington Memorial Hospital	Abington	PA
Advocate Aurora Children's Hospital	Downers Grove	IL
Advocate Aurora Health	Downers Grove	IL
Advocate Medical Group	Oak Brook	IL
Alaska Regional Hospital	Anchorage	AK
Albany Medical Center	Albany	NY
Allegheny Health Network	Pittsburgh	PA
Allina Health System	Minneapolis	MN
Alta Bates Summit Medical Center	Berkeley	CA
AMITA Health	Bolingbrook	IL
Anderson County Hospital	Garnett	KS
Anderson Hospital	Maryville	IL
AnMed Health	Anderson	SC
Anne Arundel Health System	Annapolis	MD
Aria – Jefferson Health	Philadelphia	PA
Arkansas Children's Hospital	Little Rock	AR
Arroyo Grande Community Hospital	Arroyo Grande	CA
Ascension Health	St. Louis	MO
Ascension Health Birmingham Ministry Market	Birmingham	AL
Ascension Health Indiana Ministry Market	Indianapolis	IN
Ascension Health Jacksonville Ministry Market	Jacksonville	FL
Ascension Health Kansas Ministry Market	Wichita	KS
Ascension Health Medical Group	St. Louis	MO
Ascension Health Medical Group Indiana Ministry Market	Indianapolis	IN
Ascension Health Medical Group Jacksonville Ministry Market	Jacksonville	FL
Ascension Health Medical Group Tennessee Ministry Market	Nashville	TN
Ascension Health Michigan Ministry Market	Detroit	MI
Ascension Health Tennessee Ministry Market	Nashville	TN
Ascension Health Texas Ministry Market	Austin	TX
Ascension Health Tulsa Ministry Market	Tulsa	OK
Ascension Health Wisconsin Ministry Market	Milwaukee	WI
Ascension Medical Group Southeast Michigan	Warren	MI
Aspen Valley Hospital	Aspen	CO
Aspirus	Wausau	WI

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Aspirus Wausau Hospital	Wausau	WI
Atlantic Health System	Morristown	NJ
Atlantic Medical Group	Morristown	NJ
Atrium Health	Charlotte	NC
Atrium Health Cleveland	Shelby	NC
Atrium Health Medical Group	Charlotte	NC
Atrium Health University City	Charlotte	NC
Atrium Medical Center	Middletown	OH
Atrius Health	Newton	MA
Aultman Hospital	Canton	OH
Aurora Health Care	Milwaukee	WI
Aurora Lakeland Medical Center	Elkhorn	WI
Aurora Medical Center in Burlington	Burlington	WI
Aurora Medical Center in Kenosha	Kenosha	WI
Aurora St. Luke's Medical Center	Milwaukee	WI
Austin Regional Clinic	Austin	TX
Aventura Hospital and Medical Center	Aventura	FL
Avista Adventist Hospital	Louisville	CO
Backus Hospital	Norwich	CT
Bakersfield Memorial Hospital	Bakersfield	CA
Banner Health	Phoenix	AZ
Baptist Health	Louisville	KY
Baptist Health Floyd	New Albany	IN
Baptist Health Medical Group	Louisville	KY
Barnes-Jewish Hospital	St. Louis	MO
BayCare Health System	Clearwater	FL
BayCare Medical Group	Clearwater	FL
Baylor Scott & White – Central Division	Temple	TX
Baylor Scott & White Health	Dallas	TX
Baylor Scott & White Medical Center – McKinney	McKinney	TX
Baylor Scott & White – Temple Region	Temple	TX
Bayshore Medical Center	Holmdel	NJ
Baystate Health	Springfield	MA
Baystate Medical Center	Springfield	MA
Beacon Medical Group	South Bend	IN

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



# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Beaumont Health	Troy	MI
Beaumont Hospital, Dearborn	Dearborn	MI
Beaumont Hospital, Taylor	Taylor	MI
Beaumont Hospital, Trenton	Trenton	MI
Beaumont Hospital, Wayne	Wayne	MI
Beaumont Medical Group	Troy	MI
Beaver Dam Community Hospitals	Beaver Dam	WI
Benefis Health System	Great Falls	MT
Benefis Medical Group	Great Falls	MT
Berkshire Health Systems	Pittsfield	MA
Beth Israel Deaconess Medical Center	Boston	MA
Billings Clinic	Billings	MT
Blake Medical Center	Bradenton	FL
Blanchard Valley Medical Practices	Findlay	OH
Blank Children's Hospital	Des Moines	IA
Blythedale Children's Hospital	Valhalla	NY
Boone Hospital Center	Columbia	MO
Boston Children's Hospital	Boston	MA
Boston Medical Center	Boston	MA
Boulder Community Health	Boulder	CO
Bradley Hospital	East Providence	RI
Brandon Regional Hospital	Brandon	FL
Bridgeport Hospital	Bridgeport	CT
Brigham and Women's Hospital	Boston	MA
Brigham and Women's Physician Group	Chestnut Hill	MA
Broadlawns Medical Center	Des Moines	IA
Bronson Battle Creek Hospital	Battle Creek	MI
Bronson Healthcare	Kalamazoo	MI
Bronson LakeView Hospital	Paw Paw	MI
Bronson Medical Group	Battle Creek	MI
Broward Health Medical Center	Fort Lauderdale	FL
Butler Health System	Butler	PA
Butler Medical Providers	Butler	PA
California Hospital Medical Center	Los Angeles	CA
California Pacific Medical Center – Pacific Campus	San Francisco	CA

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Cambridge Health Alliance	Cambridge	MA
Cape Fear Valley Health System	Fayetteville	NC
Capital Health	Trenton	NJ
Care New England Health System	Providence	RI
Carilion Clinic	Roanoke	VA
Carney Hospital	Dorchester	MA
Carolinas HealthCare System NorthEast	Concord	NC
Carolinas HealthCare System Stanly	Albemarle	NC
Carolinas Medical Center	Charlotte	NC
CaroMont Health	Gastonia	NC
CaroMont Medical Group	Gastonia	NC
Carson Tahoe Health	Carson City	NV
Catawba Valley Medical Center	Hickory	NC
Catholic Health Initiatives	Englewood	CO
Cedars-Sinai Health System	Los Angeles	CA
Cedars-Sinai Medical Network	Beverly Hills	CA
Centerpoint Medical Center	Independence	MO
CentraCare Clinic	St. Cloud	MN
CentraCare Health	St. Cloud	MN
Centra Health	Lynchburg	VA
Central Maine Healthcare	Lewiston	ME
Central Vermont Medical Center	Berlin	VT
Centra Medical Group	Lynchburg	VA
Centra Southside Community Hospital	Farmville	VA
Centura Health	Centennial	CO
Centura Health Physician Group	Englewood	CO
Chandler Regional Medical Center	Chandler	AZ
ChenMed	Miami Gardens	FL
Chestnut Hill Hospital	Philadelphia	PA
CHI Franciscan	Tacoma	WA
CHI Health	Omaha	NE
CHI Health – Alegent Creighton Clinic	Omaha	NE
Children's Healthcare of Atlanta	Atlanta	GA
Children's Health System of Texas	Dallas	TX
Children's Health System of Texas – Dallas Market	Dallas	TX

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Children's Health System of Texas – Northern Market	Dallas	TX
Children's Hospital and Health System	Milwaukee	WI
Children's Hospital & Medical Center	Omaha	NE
Children's Hospital of San Antonio	San Antonio	TX
Children's Hospitals and Clinics of Minnesota	Minneapolis	MN
Children's Medical Group	Milwaukee	WI
Children's National Health System	Washington	DC
Children's National Health System Medical Group	Washington	DC
Children's of Alabama	Birmingham	AL
Children's Specialty Group	Milwaukee	WI
CHI Mercy Health Mercy Medical Center	Roseburg	OR
CHI Mercy Medical Center – Des Moines	Des Moines	IA
Chippenham Hospital	Richmond	VA
CHI St. Joseph Regional Health Care Center	Bryan	TX
CHI St. Luke's Health	Houston	TX
CHI St. Vincent Medical Group	Little Rock	AR
CHOC Children's	Orange	CA
Christiana Care Health System	Wilmington	DE
Christian Hospital	Saint Louis	MO
CHRISTUS Health	Irving	TX
CHRISTUS Highland Medical Center	Shreveport	LA
CHRISTUS Ochsner Southwest Louisiana	Lake Charles	LA
CHRISTUS Santa Rosa Health System	San Antonio	TX
CHRISTUS Spohn Health System	Corpus Christi	TX
CHRISTUS St. Frances Cabrini Health System	Alexandria	LA
CHRISTUS St. Michael Health System	Texarkana	TX
CHRISTUS St. Vincent Regional Medical Center	Santa Fe	NM
CHRISTUS Trinity Clinic	Tyler	TX
CHRISTUS Trinity Mother Frances Health System	Tyler	TX
Cincinnati Children's Hospital Medical Center	Cincinnati	OH
Circle Health	Lowell	MA
City of Hope	Duarte	CA
Clark Memorial Hospital	Jeffersonville	IN
C. L. Brumback Primary Care Clinics	Palm Springs	FL
Cleveland Clinic	Cleveland	OH

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Coastal Healthcare Alliance	Rockport	ME
Columbus Regional Health	Columbus	IN
Combined Medical Group	New Brunswick	NJ
Community Health Network	Indianapolis	IN
Community Medical Centers	Fresno	CA
Community Memorial Hospital	Menomonee Falls	WI
Concord Hospital	Concord	NH
Cone Health	Greensboro	NC
Conemaugh Memorial Medical Center	Johnstown	PA
Confluence Health	Wenatchee	WA
Cook Children's Health Care System	Fort Worth	TX
Cooley Dickinson Hospital	Northampton	MA
Corpus Christi Medical Center – Doctors Regional	Corpus Christi	TX
Covenant Children's Hospital	Lubbock	TX
Covenant Health	Knoxville	TN
Covenant Health	Lubbock	TX
Covenant Medical Center	Lubbock	TX
Dana-Farber Cancer Institute	Boston	MA
Dartmouth-Hitchcock	Lebanon	NH
Dartmouth-Hitchcock Clinic	Lebanon	NH
DCH Health System	Tuscaloosa	AL
Deaconess Clinic	Evansville	IN
Deaconess Health System	Evansville	IN
Denver Health & Hospital Authority	Denver	CO
Dignity Health	San Francisco	CA
Dixie Regional Medical Center	St. George	UT
Doctors Hospital	Columbus	OH
Doctors Hospital of Augusta	Augusta	GA
Dublin Methodist Hospital	Dublin	OH
Eastern Idaho Regional Medical Center	Idaho Falls	ID
Eastside Medical Center	Snellville	GA
Eating Recovery Center	Denver	CO
Eden Medical Center	Castro Valley	CA
El Camino Hospital	Mountain View	CA
Elkhart General Hospital	Elkhart	IN

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Elliot Health System	Manchester	NH
Emory Healthcare	Atlanta	GA
Encompass Health	Birmingham	AL
Essentia Health	Duluth	MN
Essentia Health – East Region	Duluth	MN
Essentia Health – West Region	Fargo	ND
EvergreenHealth	Kirkland	WA
Fairfield Medical Center	Lancaster	OH
Fairfield Memorial Hospital	Fairfield	IL
Fairview Health Services	Minneapolis	MN
Fairview Physician Associates Network	Edina	MN
Fawcett Memorial Hospital	Port Charlotte	FL
FirstHealth of the Carolinas	Pinehurst	NC
FirstHealth Physician Group	Pinehurst	NC
First Physicians Group	Sarasota	FL
Fisher-Titus Medical Center	Norwalk	OH
FMOLHS	Baton Rouge	LA
Forrest General Hospital	Hattiesburg	MS
Forsyth Medical Center	Winston-Salem	NC
Fort Walton Beach Medical Center	Fort Walton Beach	FL
Franciscan Health	Mishawaka	IN
Franciscan Medical Group	Tacoma	WA
French Hospital Medical Center	San Luis Obispo	CA
Froedtert Health	Milwaukee	WI
Froedtert Hospital	Milwaukee	WI
GBMC Health Partners	Baltimore	MD
Geisinger Clinic	Danville	PA
Geisinger Health	Danville	PA
Geisinger Medical Center	Danville	PA
Geisinger Wyoming Valley Medical Center	Wilkes-Barre	PA
Genesis HealthCare System	Zanesville	OH
Glendale Memorial Hospital	Glendale	CA
Good Samaritan Hospital	San Jose	CA
Good Samaritan Medical Center	Lafayette	CO
Good Samaritan Medical Center	Brockton	MA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Grady Health System	Atlanta	GA
Grand Strand Medical Center	Myrtle Beach	SC
Grant Medical Center	Columbus	OH
Greater Baltimore Medical Center	Baltimore	MD
Great River Health System	West Burlington	IA
Greenville Health System	Greenville	SC
Greenwich Hospital	Greenwich	CT
Gulf Coast Regional Medical Center	Panama City	FL
Gundersen Health System	La Crosse	WI
Guthrie Robert Packer Hospital	Sayre	PA
Hackensack Meridian Health	Edison	NJ
Hackensack Meridian Health Medical Group	Edison	NJ
Hackensack Meridian Health – Northern Market	Edison	NJ
Hackensack Meridian Health – Southern Market	Edison	NJ
Hackensack University Medical Center	Hackensack	NJ
Harborview Medical Center	Seattle	WA
Harrison Medical Center – Bremerton	Bremerton	WA
Hartford HealthCare	Hartford	CT
Hartford Healthcare Medical Group	Hartford	CT
Hartford Hospital	Hartford	CT
HCA Capital Division	Richmond	VA
HCA Central and West Texas Division	Austin	TX
HCA Continental Division	Glendale	CO
HCA East Florida Division	Fort Lauderdale	FL
HCA Far West Division	Henderson	NV
HCA Gulf Coast Division	Houston	TX
HCA Healthcare	Nashville	TN
HCA Houston Healthcare Conroe	Conroe	TX
HCA Houston Healthcare Southeast	Pasadena	TX
HCA MidAmerica Division	Kansas City	MO
HCA Mountain Division	Midvale	UT
HCA North Florida Division	Tallahassee	FL
HCA North Texas Division	Irving	TX
HCA San Antonio Division	San Antonio	TX
HCA South Atlantic Division	Charleston	SC

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
HCA TriStar Division	Brentwood	TN
HCA West Florida Division	Tampa	FL
Health Care District of Palm Beach County	Palm Springs	FL
HealthPartners	Bloomington	MN
Health Quest	LaGrangeville	NY
HealthTexas Provider Network	Dallas	TX
Heart Clinic Arkansas	Little Rock	AR
Hendricks Regional Health	Danville	IN
Hennepin Healthcare System	Minneapolis	MN
Henrico Doctors' Hospital	Richmond	VA
Henry Ford Allegiance Medical Group	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
H. Lee Moffitt Cancer Center & Research Institute	Tampa	FL
Hoke Hospital	Raeford	NC
Holy Cross Hospital	Silver Spring	MD
Holy Family Memorial	Manitowoc	WI
Horizon Healthcare	Fairfield	IL
Hospital for Special Surgery	New York	NY
Hospital Sisters Health System	Springfield	IL
Houston Methodist	Houston	TX
Houston Methodist Specialty Physician Group	Houston	TX
Houston Methodist Sugar Land Hospital	Sugar Land	TX
Houston Methodist Willowbrook Hospital	Houston	TX
Houston Northwest Medical Center	Houston	TX
Howard County General Hospital	Columbia	MD
HSHS Medical Group	Springfield	IL
Huntington Hospital	Pasadena	CA
Indiana University Health	Indianapolis	IN
Infirmity Health System	Mobile	AL
Inova Fairfax Hospital	Falls Church	VA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Inova Fair Oaks Hospital	Fairfax	VA
Inova Health System	Falls Church	VA
Inova Loudoun Hospital	Leesburg	VA
Inspira Health Network	Mullica Hill	NJ
Inspira Medical Center Vineland	Vineland	NJ
Inspira Medical Center Woodbury	Woodbury	NJ
Inspira Medical Group	Bridgeton	NJ
Intermountain Healthcare	Salt Lake City	UT
Intermountain Medical Center	Murray	UT
Intermountain Medical Group	Salt Lake City	UT
IU Health Physicians	Indianapolis	IN
Jamaica Hospital Medical Center	Jamaica	NY
Jefferson Health	Philadelphia	PA
Jefferson Health – New Jersey	Cherry Hill	NJ
Jefferson University Physicians	Philadelphia	PA
Jefferson Washington Township Hospital	Turnersville	NJ
Jersey Shore University Medical Center	Neptune	NJ
JFK Medical Center	Atlantis	FL
JFK Medical Center	Edison	NJ
John Muir Health	Walnut Creek	CA
John Muir Physician Network	Walnut Creek	CA
Johns Hopkins All Children's Hospital	St. Petersburg	FL
Johns Hopkins Bayview Medical Center	Baltimore	MD
Johns Hopkins Community Physicians	Baltimore	MD
Johns Hopkins Medicine	Baltimore	MD
Johnston Health	Smithfield	NC
Kadlec Regional Medical Center	Richland	WA
Kendall Regional Medical Center	Miami	FL
Kingman Regional Medical Center	Kingman	AZ
Kingwood Medical Center	Kingwood	TX
KSB Hospital	Dixon	IL
Lafayette General Medical Center	Lafayette	LA
Lake Cumberland Regional Hospital	Somerset	KY
Lakeland Regional Health Medical Center	Lakeland	FL
Lancaster General Health	Lancaster	PA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Lancaster General Medical Group	Lancaster	PA
La Rabida Children's Hospital	Chicago	IL
Largo Medical Center	Largo	FL
Las Palmas Medical Center	El Paso	TX
Lawnwood Regional Medical Center & Heart Institute	Fort Pierce	FL
Lawrence General Hospital	Lawrence	MA
Lawrence+Memorial Hospital	New London	CT
Le Bonheur Children's Hospital	Memphis	TN
Lee Health	Cape Coral	FL
Legacy Health	Portland	OR
Lehigh Valley Health Network	Allentown	PA
Lehigh Valley Physician Group	Allentown	PA
Levine Children's Hospital	Charlotte	NC
LewisGale Medical Center	Salem	VA
Lexington Medical Center	West Columbia	SC
LifePoint Health	Brentwood	TN
Lifespan	Providence	RI
Lifespan Physicians Group	Providence	RI
Little Company of Mary Hospital and Health Care Centers	Evergreen Park	IL
Littleton Adventist Hospital	Littleton	CO
Long Beach Medical Center	Long Beach	CA
Long Island Jewish Medical Center	New Hyde Park	NY
Los Robles Regional Medical Center	Thousand Oaks	CA
Lutheran Medical Center	Wheat Ridge	CO
Madonna Rehabilitation Hospitals	Lincoln	NE
Magee Rehabilitation Hospital	Philadelphia	PA
Maimonides Medical Center	Brooklyn	NY
MaineHealth	Portland	ME
Maine Medical Center	Portland	ME
Maine Medical Partners	Scarborough	ME
Main Line Health	Bryn Mawr	PA
Mankato Clinic	Mankato	MN
Marian Regional Medical Center	Santa Maria	CA
Maricopa Integrated Health System	Phoenix	AZ
Marion General Hospital	Marion	OH

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Mark Twain Medical Center	San Andreas	CA
Marshfield Clinic	Marshfield	WI
Martha's Vineyard Hospital	Oak Bluffs	MA
Massachusetts General Hospital	Boston	MA
Massachusetts General Physicians Organization	Boston	MA
Mayo Clinic – Corporate	Rochester	MN
Mayo Clinic Health System – NWWI	Eau Claire	WI
MCHS SEMN Region	Austin	MN
McKesson Specialty Health & The US Oncology Network	The Woodlands	TX
McLaren Bay Region	Bay City	MI
McLaren Flint	Flint	MI
McLaren Greater Lansing	Lansing	MI
McLaren Lapeer Region	Lapeer	MI
McLaren Medical Group	Flint	MI
McLaren Oakland	Pontiac	MI
McLean Hospital	Belmont	MA
MCV Physicians	Richmond	VA
Medical Center of Trinity	Trinity	FL
Medical City Arlington	Arlington	TX
Medical City Dallas	Dallas	TX
Medical City Denton	Denton	TX
Medical City Fort Worth	Fort Worth	TX
Medical College Physicians	Milwaukee	WI
Medical University of South Carolina	Charleston	SC
MediSys Health Network	Jamaica	NY
MedStar Washington Hospital Center	Washington	DC
MelroseWakefield Healthcare	Melrose	MA
Memorial Health	Savannah	GA
Memorial Health	Marysville	OH
Memorial Health System	Springfield	IL
Memorial Hermann	Houston	TX
Memorial Hermann Katy Hospital	Katy	TX
Memorial Hermann Medical Group	Houston	TX
Memorial Hermann Southeast Hospital	Houston	TX
Memorial Hermann Southwest Hospital	Houston	TX

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Memorial Hermann Sugar Land Hospital	Sugar Land	TX
Memorial Hermann Texas Medical Center	Houston	TX
Memorial Hermann The Woodlands Medical Center	Shenandoah	TX
Memorial Hospital	Belleville	IL
Memorial Hospital	North Conway	NH
Memorial Hospital Jacksonville	Jacksonville	FL
Memorial Hospital of South Bend	South Bend	IN
Memorial Medical Center	Modesto	CA
Memorial Physicians	Yakima	WA
Memorial Sloan Kettering Cancer Center	New York	NY
Menorah Medical Center	Overland Park	KS
Mercy	Chesterfield	MO
Mercy Clinic East Communities	St. Louis	MO
Mercy Clinic North Central Communities	Springfield	MO
Mercy Clinic Springfield Communities	Springfield	MO
Mercy Health	Cincinnati	OH
Mercy Health General Campus	Muskegon	MI
Mercy Hospital	Miami	FL
Mercy Hospital Fort Smith	Fort Smith	AR
Mercy Hospital of Folsom	Folsom	CA
Mercy Hospitals – Bakersfield	Bakersfield	CA
Mercy Hospital St. Louis	St. Louis	MO
Mercy Iowa City	Iowa City	IA
Mercy Medical Center Merced	Merced	CA
Mercy Medical Group	Sacramento	CA
MercyOne Medical Group	Des Moines	IA
Mercy Regional Medical Center	Durango	CO
Mercy San Juan Medical Center	Carmichael	CA
Meritus Health	Hagerstown	MD
Methodist Hospital	San Antonio	TX
Methodist Hospital of Sacramento	Sacramento	CA
Methodist Hospital of Southern California	Arcadia	CA
Methodist Le Bonheur Germantown Hospital	Germantown	TN
Methodist Le Bonheur Healthcare	Memphis	TN
Methodist South Hospital	Memphis	TN

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Methodist Specialty and Transplant Hospital	San Antonio	TX
Methodist Stone Oak Hospital	San Antonio	TX
Methodist University Hospital	Memphis	TN
Metro Health	Wyoming	MI
Metro Health Medical Group	Wyoming	MI
Metropolitan Methodist Hospital	San Antonio	TX
Miami Valley Hospital	Dayton	OH
Mid Coast-Parkview Health	Brunswick	ME
MidMichigan Health	Midland	MI
MidMichigan Medical Center – Alpena	Alpena	MI
MidMichigan Physicians Group	Midland	MI
Milford Regional Medical Center	Milford	MA
Milford Regional Physician Group	Milford	PA
Mills-Peninsula Medical Center	Burlingame	CA
Mission Health	Asheville	NC
Mission Hospital	Asheville	NC
Mission Hospital – Mission Viejo	Mission Viejo	CA
Mission Medical Associates	Asheville	NC
Missouri Baptist Medical Center	St. Louis	MO
Montefiore Medicine	Bronx	NY
Montefiore St. Luke's Cornwall – Newburgh Campus	Newburgh	NY
Morton Hospital	Taunton	MA
Morton Plant Hospital	Clearwater	FL
Morton Plant Mease HealthCare	Clearwater	FL
Morton Plant North Bay Hospital	New Port Richey	FL
MountainView Hospital	Las Vegas	NV
Mount Carmel Health System	Columbus	OH
Mount Carmel Medical Group	Columbus	OH
Mount Sinai Brooklyn	Brooklyn	NY
Mount Sinai Health System	New York	NY
Mount Sinai West	New York	NY
MultiCare Auburn Medical Center	Auburn	WA
MultiCare Deaconess Hospital	Spokane	WA
MultiCare Good Samaritan Hospital	Puyallup	WA
MultiCare Health System	Tacoma	WA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
MultiCare Medical Associates	Tacoma	WA
MultiCare Rockwood Main Clinic	Spokane	WA
MultiCare Tacoma General Hospital	Tacoma	WA
Munson Healthcare	Traverse City	MI
Nantucket Cottage Hospital	Nantucket	MA
Nationwide Children's Hospital	Columbus	OH
Navicent Health	Macon	GA
Navicent Health Physician Group	Macon	GA
Newark-Wayne Community Hospital	Newark	NY
New Hanover Regional Medical Center	Wilmington	NC
Newport Hospital	Newport	RI
Newton-Wellesley Hospital	Newton	MA
New York Eye and Ear Infirmary of Mount Sinai	New York	NY
Nicklaus Children's Health System	Miami	FL
Nicklaus Children's Hospital	Miami	FL
Northeast Georgia Physicians Group	Gainesville	GA
Northeast Medical Group	Stratford	CT
Northern Dutchess Hospital	Rhinebeck	NY
Northern Light Acadia Hospital	Bangor	ME
Northern Light AR Gould Hospital	Presque Isle	ME
Northern Light Blue Hill Hospital	Blue Hill	ME
Northern Light CA Dean Hospital	Greenville	ME
Northern Light Eastern Maine Medical Center	Bangor	ME
Northern Light Health	Brewer	ME
Northern Light Inland Hospital	Waterville	ME
Northern Light Maine Coast Hospital	Ellsworth	ME
Northern Light Mercy Hospital	Portland	ME
Northern Light Sebecook Valley Hospital	Pittsfield	ME
North Oaks Health System	Hammond	LA
North Shore Medical Center	Salem	MA
NorthShore Medical Group	Evanston	IL
NorthShore University HealthSystem	Evanston	IL
North Shore University Hospital	Manhasset	NY
Northside Hospital	St. Petersburg	FL
Northwell Health	Great Neck	NY

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Northwest Community Healthcare	Arlington Heights	IL
Northwestern Medical Group	Chicago	IL
Northwestern Medicine Central DuPage Hospital	Winfield	IL
Northwestern Medicine Delnor Hospital	Geneva	IL
Northwestern Medicine Huntley Hospital	Huntley	IL
Northwestern Medicine Kishwaukee Hospital	DeKalb	IL
Northwestern Medicine Lake Forest Hospital	Lake Forest	IL
Northwestern Memorial HealthCare	Chicago	IL
Northwest Medical Center	Margate	FL
Norton Healthcare	Louisville	KY
Norwood Hospital	Norwood	MA
Novant Health	Winston-Salem	NC
NYU Langone Health	New York	NY
NYU Langone Hospital – Brooklyn	Brooklyn	NY
Oak Hill Hospital	Brooksville	FL
Ocala Regional Medical Center	Ocala	FL
Ocean Medical Center	Brick Township	NJ
Ochsner Health System	New Orleans	LA
Ogden Regional Medical Center	Ogden	UT
OhioHealth	Columbus	OH
OhioHealth O'Bleness Hospital	Athens	OH
OhioHealth Physician Group	Columbus	OH
Ohio State University Hospital	Columbus	OH
One Medical	San Francisco	CA
OptumCare	Arvada	CO
OptumHealth	Eden Prairie	MN
Orange Park Medical Center	Orange Park	FL
Oregon Health & Science University	Portland	OR
Orlando Health	Orlando	FL
Orlando Health Physician Group	Orlando	FL
OrthoColorado Hospital	Lakewood	CO
Osceola Regional Medical Center	Kissimmee	FL
OSF HealthCare	Peoria	IL
OSF HealthCare East Region	Bloomington	IL
OSF HealthCare West Region	Galesburg	IL

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
OSF Heart of Mary Medical Center	Urbana	IL
OSF Medical Group	Peoria	IL
OSF Sacred Heart Medical Center	Danville	IL
OSF Saint Anthony Medical Center	Rockford	IL
OSF Saint Anthony's Health Center	Alton	IL
OSF Saint Francis Medical Center	Peoria	IL
OSF St. Joseph Medical Center	Bloomington	IL
Our Lady of Lourdes Regional Medical Center	Lafayette	LA
Our Lady of the Lake Physician Group	Baton Rouge	LA
Our Lady of the Lake Regional Medical Center	Baton Rouge	LA
Overland Park Regional Medical Center	Overland Park	KS
Owensboro Health Regional Hospital	Owensboro	KY
Pacific Medical Centers	Seattle	WA
Palisades Medical Center	North Bergen	NJ
Parker Adventist Hospital	Parker	CO
Parkland Health & Hospital System	Dallas	TX
Park Nicollet	St. Louis Park	MN
Parkridge Medical Center	Chattanooga	TN
Parkview Health	Fort Wayne	IN
Parkview Regional Medical Center	Fort Wayne	IN
Partners HealthCare	Boston	MA
Pediatric Physicians' Organization at Children's	Brookline	MA
Peninsula Regional Medical Center	Salisbury	MD
Peninsula Regional Medical Group	Salisbury	MD
Penn State Health	University Park	PA
Penn State Health Milton S. Hershey Medical Center	Hershey	PA
Penn State Health St. Joseph	Reading	PA
Penn State Medical Group	Hershey	PA
Penrose-St. Francis Health Services	Colorado Springs	CO
Phoebe Physician Group	Albany	GA
Phoebe Putney Health System	Albany	GA
Phoenix Children's Hospital	Phoenix	AZ
Phoenix Children's Medical Group	Phoenix	AZ
Piedmont Athens Regional Medical Center	Athens	GA
Piedmont Atlanta Hospital	Atlanta	GA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Piedmont Fayette Hospital	Fayetteville	GA
Piedmont Healthcare	Atlanta	GA
Piedmont Henry Hospital	Stockbridge	GA
Piedmont Newnan Hospital	Newnan	GA
Piedmont Newton Hospital	Covington	GA
Piedmont Rockdale	Conyers	GA
Pikeville Medical Center	Pikeville	KY
PinnacleHealth Medical Group	Lemoyne	PA
Platte Valley Medical Center	Brighton	CO
Porter Adventist Hospital	Denver	CO
Portsmouth Regional Hospital	Portsmouth	NH
Pottstown Hospital	Pottstown	PA
Premier Health	Dayton	OH
Premier Physician Network	Dayton	OH
Presbyterian Healthcare Services	Albuquerque	NM
Presbyterian Medical Group	Albuquerque	NM
Presbyterian/St. Luke's Medical Center	Denver	CO
Prisma Health	Columbia	SC
ProHealth Physicians	Farmington	CT
ProMedica	Toledo	OH
ProMedica Bay Park Hospital	Oregon	OH
ProMedica Flower Hospital	Sylvania	OH
ProMedica Monroe Regional Hospital	Monroe	MI
ProMedica Physician Group	Sylvania	OH
ProMedica Toledo Children's Hospital	Toledo	OH
ProMedica Toledo Hospital	Toledo	OH
Providence Alaska Medical Center	Anchorage	AK
Providence Health & Services – Oregon and Southwest Washington	Portland	OR
Providence Holy Cross Medical Center	Mission Hills	CA
Providence Little Company of Mary Medical Center Torrance	Torrance	CA
Providence Medford Medical Center	Medford	OR
Providence Medical Group	Beaverton	OR
Providence Medical Group – Washington	Walla Walla	WA
Providence Regional Medical Center Everett	Everett	WA
Providence St. Joseph Health	Renton	WA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Providence St. Joseph Medical Center	Polson	MT
Providence St. Mary Medical Center	Walla Walla	WA
Providence St. Peter Hospital	Olympia	WA
Providence Tarzana Medical Center	Tarzana	CA
Pulse Heart Institute	Tacoma	WA
Putnam Hospital Center	Carmel	NY
Queen of the Valley Medical Center	Napa	CA
Rady Children's Hospital-San Diego	San Diego	CA
Redmond Regional Medical Center	Rome	GA
Regional Health	Rapid City	SD
Regional Medical Center Bayonet Point	Hudson	FL
Regional One Health	Memphis	TN
Rehabilitation Institute of Michigan	Detroit	MI
Reid Health	Richmond	IN
Reliant Medical Group	Worcester	MA
Renown Health	Reno	NV
Research Medical Center	Kansas City	MO
Reston Hospital Center	Reston	VA
Reynolds Memorial Hospital	Glen Dale	WV
Rhode Island Hospital	Providence	RI
Riverside Community Hospital	Riverside	CA
Riverside Methodist Hospital	Columbus	OH
Riverview Medical Center	Red Bank	NJ
Rochester General Hospital	Rochester	NY
Rochester General Medical Group	Rochester	NY
Rochester Regional Health System	Rochester	NY
Roswell Park Comprehensive Cancer Center	Buffalo	NY
Rush-Copley Medical Center	Aurora	IL
Rush Health Systems	Meridian	MS
Rush University Medical Center	Chicago	IL
RWJBarnabas Health	West Orange	NJ
Sacred Heart Health System	Pensacola	FL
Saint Agnes HealthCare	Baltimore	MD
Saint Agnes Medical Center	Fresno	CA
Saint Anne's Hospital	Fall River	MA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Saint Barnabas Medical Center	Livingston	NJ
Saint Francis Health System	Tulsa	OK
Saint Francis Medical Center	Cape Girardeau	MO
Saint Francis Memorial Hospital	San Francisco	CA
Saint John's Health Center	Santa Monica	CA
Saint Joseph Hospital	Denver	CO
Saint Joseph Hospital	Lexington	KY
Saint Luke's Health System	Kansas City	MO
Saint Luke's Hospital of Kansas City	Kansas City	MO
Saint Luke's Primary Care-Barry Road	Kansas City	MO
Saint Peter's Healthcare System	New Brunswick	NJ
Saint Thomas West Hospital	Nashville	TN
Samaritan Health Services	Corvallis	OR
Sanford Bemidji Medical Center	Bemidji	MN
Sanford Clinic	Sioux Falls	SD
Sanford Health	Sioux Falls	SD
Sanford Health – Fargo	Fargo	ND
Sanford Health Network – Bismarck	Bismarck	ND
Sanford Health – Sioux Falls	Sioux Falls	SD
Santa Rosa Memorial Hospital	Santa Rosa	CA
Sarasota Memorial Health Care System	Sarasota	FL
Saratoga Hospital	Saratoga Springs	NY
SCL Health	Broomfield	CO
Scotland Memorial Hospital	Laurinburg	NC
Scott & White Clinic – Temple	Temple	TX
Seattle Cancer Care Alliance	Seattle	WA
Seattle Children's	Seattle	WA
Sentara Healthcare	Norfolk	VA
Sentara RMH Medical Group	Harrisonburg	VA
Sharon Hospital Medical Practice	Sharon	CT
Sharp Chula Vista Medical Center	Chula Vista	CA
Sharp Community Medical Group	San Diego	CA
Sharp Grossmont Hospital	La Mesa	CA
Shepherd Center	Atlanta	GA
Sheppard Pratt Health System	Baltimore	MD

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Shore Medical Center	Somers Point	NJ
Shore Physicians Group	Somers Point	NJ
Sibley Memorial Hospital	Washington	DC
Sierra Nevada Memorial Hospital	Grass Valley	CA
Signature Healthcare	Brockton	MA
Sinai Health System	Chicago	IL
Sky Lakes Medical Center	Klamath Falls	OR
Southcoast Health System	New Bedford	MA
Southcoast Physicians Group	Fairhaven	MA
Southern Illinois Healthcare	Carbondale	IL
Southern Maine Health Care	Biddeford	ME
Southern New Hampshire Health	Nashua	NH
South Shore Health	South Weymouth	MA
Southside Hospital	Bay Shore	NY
Sparrow Health System	Lansing	MI
Spectrum Health	Grand Rapids	MI
Spectrum Health Medical Group	Grand Rapids	MI
Springfield Clinic	Springfield	IL
SSM Health	St. Louis	MO
SSM Health Dean Medical Group	Madison	WI
SSM Health Medical Group – St. Louis	St. Louis	MO
SSM Health – Southern Illinois	Mt. Vernon	IL
SSM Health St. Anthony Hospital – Oklahoma City	Oklahoma City	OK
SSM Health St. Clare Hospital – Fenton	Fenton	MO
SSM Health St. Joseph Hospital – Lake Saint Louis	Lake Saint Louis	MO
SSM Health St. Joseph Hospital – St. Charles	St. Charles	MO
SSM Health – St. Louis	St. Louis	MO
SSM Health St. Mary's Hospital – Jefferson City	Jefferson City	MO
SSM Health St. Mary's Hospital – Madison	Madison	WI
SSM Health St. Mary's Hospital – St. Louis	St. Louis	MO
St. Anthony Hospital	Lakewood	CO
St. Anthony North Health Campus	Westminster	CO
St. Anthony's Hospital	St. Petersburg	FL
St. Bernardine Medical Center	San Bernardino	CA
St. Charles Health System	Bend	OR

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. Clair Hospital	Pittsburgh	PA
St. David's Medical Center	Austin	TX
St. David's North Austin Medical Center	Austin	TX
St. David's Round Rock Medical Center	Round Rock	TX
St. David's South Austin Medical Center	Austin	TX
St. Elizabeth Healthcare	Edgewood	KY
St. Elizabeth Physicians	Crestview Hills	KY
Steward Health Care	Dallas	TX
Steward Health Care Network	Brighton	MA
St. Francis Hospital	Roslyn	NY
St. James Healthcare	Butte	MT
St. John's Pleasant Valley Hospital	Camarillo	CA
St. John's Regional Medical Center	Oxnard	CA
St. Joseph Health – Northern California	Irvine	CA
St. Joseph Hospital	Orange	CA
St. Joseph Hospital, Eureka	Eureka	CA
St. Joseph's Health	Paterson	NJ
St. Joseph's Hospital	Tampa	FL
St. Joseph's Hospital and Medical Center	Phoenix	AZ
St. Joseph's Medical Center	Stockton	CA
St. Joseph's University Medical Center	Paterson	NJ
St. Joseph's Wayne Medical Center	Wayne	NJ
St. Jude Medical Center	Fullerton	CA
St. Luke's Health System	Boise	ID
St. Mark's Hospital	Salt Lake City	UT
St. Mary-Corwin Medical Center	Pueblo	CO
St. Mary's Medical Center	Apple Valley	CA
St. Mary's Medical Center	San Francisco	CA
St. Mary's Medical Center	Grand Junction	CO
St. Rose Dominican – Siena Campus	Henderson	NV
St. Tammany Parish Hospital	Covington	LA
Sturdy Memorial Hospital	Attleboro	MA
St. Vincent Healthcare	Billings	MT
St. Vincent Physicians	Billings	MT
St. Vincent's HealthCare	Jacksonville	FL

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

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. Vincent's Medical Center	Bridgeport	CT
Suburban Hospital	Bethesda	MD
Summa Health Medical Group	Akron	OH
Summa Health System	Akron	OH
Sunrise Hospital & Medical Center	Las Vegas	NV
Sutter Health	Roseville	CA
Sutter Health Bay Area	Sacramento	CA
Sutter Health Valley Area	Sacramento	CA
Sutter Medical Center, Sacramento	Sacramento	CA
Sutter Roseville Medical Center	Roseville	CA
Sutter Tracy Community Hospital	Tracy	CA
Swedish Cherry Hill Campus	Seattle	WA
Swedish Covenant Hospital	Chicago	IL
Swedish Edmonds Campus	Edmonds	WA
Swedish First Hill Campus	Seattle	WA
Swedish Medical Center	Englewood	CO
Swedish Medical Group	Seattle	WA
Tallahassee Memorial HealthCare	Tallahassee	FL
Tanner Health System	Carrollton	GA
Tenet Healthcare Corporation – Arizona Group	Phoenix	AZ
Tenet Healthcare Corporation – Birmingham Market/System	Birmingham	AL
Tenet Healthcare Corporation – Coachella Group	Dallas	TX
Tenet Healthcare Corporation – Massachusetts Group	Worcester	MA
Tenet Healthcare Corporation – Michigan, Pennsylvania and Illinois Group	Detroit	MI
Tenet Healthcare Corporation – Northern California Group	Modesto	CA
Tenet Healthcare Corporation – San Antonio, Nacogdoches Rio Grande Valley Group	San Antonio	TX
Tenet Healthcare Corporation – Tennessee Market/System	Memphis	TN
Texas Children's Pediatrics	Houston	TX
Texas Health Resources	Arlington	TX
The Brooklyn Hospital Center	Brooklyn	NY
The Carle Foundation	Urbana	IL
The Children's Hospital of Philadelphia	Philadelphia	PA
ThedaCare	Appleton	WI
The Gould Medical Group	Modesto	CA

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
The Guthrie Clinic	Sayre	PA
The Hospital of Central Connecticut	New Britain	CT
The Johns Hopkins Hospital	Baltimore	MD
The Medical Center of Aurora	Aurora	CO
The Miriam Hospital	Providence	RI
The Mount Sinai Hospital	New York	NY
The Nemours Foundation	Jacksonville	FL
The Ohio State University Wexner Medical Center	Columbus	OH
The Polyclinic	Seattle	WA
The Queen's Health Systems	Honolulu	HI
The University of Chicago Medicine	Chicago	IL
The University of Mississippi Medical Center	Jackson	MS
The University of Texas Health Science Center at Houston	Houston	TX
The University of Texas MD Anderson Cancer Center	Houston	TX
The University of Texas Medical Branch at Galveston	Galveston	TX
The University of Texas Southwestern Medical Center	Dallas	TX
The University of Toledo	Toledo	OH
The Valley Hospital	Ridgewood	NJ
The Woman's Hospital of Texas	Houston	TX
Torrance Memorial Medical Center	Torrance	CA
Tower Health	West Reading	PA
Trident Medical Center	Charleston	SC
TriHealth	Cincinnati	OH
TriHealth Primary Care	Cincinnati	OH
Trinity Health	Livonia	MI
TriStar Centennial Medical Center	Nashville	TN
TriStar Skyline Medical Center	Nashville	TN
TriStar StoneCrest Medical Center	Smyrna	TN
TriStar Summit Medical Center	Hermitage	TN
Tufts Medical Center	Boston	MA
Tufts Medical Center Community Care	Medford	MA
UC Davis Health	Sacramento	CA
UCHealth Medical Group	Loveland	CO
UCHealth Memorial Hospital Central	Colorado Springs	CO
UCHealth Poudre Valley Hospital	Fort Collins	CO

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
UCI Health	Orange	CA
UCLA Health	Los Angeles	CA
UC San Diego Health	San Diego	CA
UCSF Health	San Francisco	CA
UHS Chenango Memorial Hospital	Norwich	NY
UHS Medical Group	Johnson City	NY
UMass Memorial Health Care	Worcester	MA
UMass Memorial Medical Center	Worcester	MA
UM Baltimore Washington Medical Center	Glen Burnie	MD
UM Charles Regional Medical Center	La Plata	MD
UMMC Batson Children's Hospital	Jackson	MS
UM St. Joseph Medical Center	Towson	MD
UNC Health Care	Chapel Hill	NC
UNC Rex Healthcare	Raleigh	NC
Union Hospital	Terre Haute	IN
United Health Services	Binghamton	NY
UnityPoint Clinic	Johnston	IA
UnityPoint Health	West Des Moines	IA
UnityPoint Health – Des Moines	Des Moines	IA
UnityPoint Health – Fort Dodge	Fort Dodge	IA
UnityPoint Health – Meriter	Madison	WI
UnityPoint Health – Peoria	Peoria	IL
UnityPoint Health – Trinity	Rock Island	IL
UnityPoint – Proctor and Methodist	Peoria	IL
Universal Health Services	King of Prussia	PA
University Health Associates	Morgantown	WV
University Healthcare	Martinsburg	WV
University Hospital	Newark	NJ
University Hospital & Medical Center	Tamarac	FL
University Hospitals Ahuja Medical Center	Beachwood	OH
University Hospitals and Health System	Cleveland	OH
University Hospitals and Health System – East Region	Cleveland	OH
University Hospitals Cleveland Medical Center	Cleveland	OH
University Hospitals Elyria Medical Center	Elyria	OH
University Hospitals Geneva Medical Center	Geneva	OH

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
University Hospitals Medical Group	Shaker Heights	OH
University Hospitals Portage Medical Center	Ravenna	OH
University Hospitals Samaritan Medical Center	Ashland	OH
University Hospitals St. John Medical Center	Westlake	OH
University, Mercy & United Hospitals	Hastings	MN
University of Arkansas for Medical Sciences	Little Rock	AR
University of Chicago Medicine Care Network	Chicago	IL
University of Illinois Hospital & Health Sciences System	Chicago	IL
University of Maryland Capital Region Health	Bowie	MD
University of Maryland Medical Center	Baltimore	MD
University of Maryland Medical Center Midtown Campus	Baltimore	MD
University of Maryland Medical System	Baltimore	MD
University of Maryland Shore Regional Health	Easton	MD
University of Maryland Upper Chesapeake Health	Bel Air	MD
University of Mississippi Healthcare	Jackson	MS
University of Missouri Health Care	Columbia	MO
University of New Mexico Health Sciences Center	Albuquerque	NM
University of Rochester Medical Center	Rochester	NY
UP Health System – Marquette	Marquette	MI
UPMC	Pittsburgh	PA
UPMC Pinnacle	Harrisburg	PA
Upper Valley Medical Center	Troy	OH
Utah Valley Hospital	Provo	UT
UT Health North Campus Tyler	Tyler	TX
UVA Health System	Charlottesville	VA
UW Health	Madison	WI
UW Medical Center	Seattle	WA
Valley Baptist Medical Center – Brownsville	Brownsville	TX
Valley Children's Healthcare	Madera	CA
Valley Health	Winchester	VA
Valley Health System	Ridgewood	NJ
Valley Physician Enterprise	Winchester	VA
Vanderbilt University Medical Center	Nashville	TN
VCU Health System	Richmond	VA
Vidant Health	Greenville	NC

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Virginia Mason Medical Center	Seattle	WA
Virginia Mason Memorial	Yakima	WA
Virtua Medical Group	Marlton	NJ
Wake Forest Baptist Health	Winston-Salem	NC
WakeMed Health & Hospitals	Raleigh	NC
Washington Hospital Healthcare System	Fremont	CA
WellMed Medical Group	San Antonio	TX
WellSpan Ephrata Community Hospital	Ephrata	PA
WellSpan Good Samaritan Hospital	Lebanon	PA
WellSpan Health	York	PA
WellSpan Medical Group	York	PA
WellSpan York Hospital	York	PA
WellStar Atlanta Medical Center	Atlanta	GA
WellStar Douglas Hospital	Douglasville	GA
WellStar Health System	Marietta	GA
WellStar Kennestone Hospital	Marietta	GA
WellStar Medical Group	Marietta	GA
WellStar Paulding Hospital	Dallas	GA
Wentworth-Douglass Hospital	Dover	NH
West Boca Medical Center	Boca Raton	FL
Western Connecticut Health Network	Danbury	CT
Western Maine Health	Norway	ME
Western Reserve Hospital	Cuyahoga Falls	OH
West Florida Hospital	Pensacola	FL
West Georgia Health	LaGrange	GA
West Hills Hospital & Medical Center	West Hills	CA
Westside Regional Medical Center	Plantation	FL
Wilson Medical Center	Wilson	NC
Winchester Medical Center	Winchester	VA
Winter Haven Hospital	Winter Haven	FL
Wise Health System	Decatur	TX
WMCHHealth	Hawthorne	NY
Woodland Memorial Hospital	Woodland	CA
WVU Medicine	Fairmont	WV
Wyoming Medical Center	Casper	WY

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# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Yale New Haven Health System	New Haven	CT
Yale New Haven Hospital	New Haven	CT

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APPENDIX B:  
JOB LIST AND  
SUMMARIES

# JOB LIST AND SUMMARIES

## PHYSICIAN EXECUTIVE

- 7000 President and Chief Executive Officer – *Also See Job 7001*
- 7001 President – Region/Division/Market
- 7005 Chief Operating Officer
- 7006 Top Clinically Integrated Network Executive
- 7007 Top Physician Executive/Chief Physician Executive – *Also See Job 7010*
- 7008 Top Clinically Integrated Network Medical Officer
- 7009 Top Operations Executive – Region/Division/Market
- 7010 Chief Medical Officer – *Also See Job 7007*
- 7011 Multifacility Medical Director
- 7012 Chief of Medical Staff
- 7013 Top Medical Affairs Executive – Region/Division/Market
- 7014 Pediatrician in Chief
- 7025 Chief Administrative Officer
- 7040 Top Medical Informatics Executive
- 7048 Top Population Health Executive
- 7049 Top Surgical Services Executive
- 7059 Top Operations Executive
- 7065 Top Ambulatory Care Executive
- 7095 Top Academic Affairs Executive – *Also See Job 7096*
- 7096 Dean of the School of Medicine – *Also See Job 7095*
- 7104 President – Research Institute – *Also See Job 7110*
- 7110 Top Clinical Research Executive
- 7136 Top Long-Term Care Executive
- 7143 Top Heart Institute Executive
- 7144 Top Provider Engagement/Development Executive
- 7155 Top Clinical Integration/Transformation Executive
- 7157 Top Accountable Care Organization Executive
- 7159 Top Quality Executive (MD)
- 7242 Top Service Line Executive – Cardiology – *Also See Job 7143*
- 7243 Top Service Line Executive – Neuroscience
- 7244 Top Service Line Executive – Oncology
- 7245 Top Service Line Executive – Orthopedics
- 7249 Top Service Line Executive – Women's
- 7250 Top Service Line Executive – Imaging/Diagnostic Radiology
- 7261 Top Service Line Executive – Multispecialty
- 7262 Top Service Line Executive – Combined

APPENDIX C:

TERMS AND

DEFINITIONS

APPENDIX D:

# USING REGRESSION EQUATIONS

APPENDIX E:

ABOUT

SULLIVANCOTTER

## ABOUT SULLIVANCOTTER

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

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