2019 SURVEY SUITE

Strengthening Total Compensation Solutions through Data-Driven Intelligence and Insights
For over 25 years, SullivanCotter’s Center for Information, Analytics and Insights has provided the most comprehensive total compensation data, analyses and research to a wide variety of organizations, including for-profit and not-for-profit health care, higher education, public charities, associations and foundations. Our market-leading surveys equip organizations with the data and information they need to keep pace with the changing marketplace, enabling them to confidently develop compensation strategies that attract, manage and retain top talent while satisfying evolving regulatory requirements.
WHY INDUSTRY-LEADING ORGANIZATIONS DEPEND ON SULLIVANCOTTER SURVEYS

VALUABLE INSIGHTS: Our deep industry knowledge and consulting experience informs our surveys, focusing data collection to reveal emerging market issues.

EXPERIENCE: We offer comprehensive workforce performance solutions informed by over 25 years of industry-leading compensation and productivity data. This enables us to advise our clients on emerging market trends so they can achieve their strategic objectives faster.

SUPERIOR DATA: Proprietary data collection, cleaning, analysis and reporting methodologies ensure benchmarking data of the highest quality and integrity. Our survey participants include many of the nation’s leading and most complex health care organizations. Their involvement allows us to deliver datasets that are among the largest and most comprehensive available in the market.

FULL-SERVICE: SullivanCotter offers organizations a wide array of services to help interpret data and put it to work.

SURVEY PARTICIPATION HAS ITS PRIVILEGES

- **Substantial discounts on standard report prices**
- **Early access** to electronic survey data tables
- **Exclusive webinars** with insights from our consultants
- **Easy access** to reports
- **Prepopulated participation files** using prior year submissions
- **Bundled pricing available** for select surveys
PARTICIPATION IS EASY

Your time is valuable, which is why we've designed our survey systems to minimize your effort. We collect data through our secure online portals, which prepopulate your prior year data whenever possible. In addition, your data will be automatically transferred to other SullivanCotter surveys on your behalf, providing you with the participant benefit of completing multiple surveys without the additional effort. With streamlined navigation and an improved process for submitting your compensation data, participating in our surveys is now easier than ever before.

ADDITIONAL SUPPORT AND BENEFITS

- Submit your compensation data by uploading an Excel file
- Dedicated participant support team and subject-matter experts on hand to assist with any questions
- Input on preferred topics for future surveys
- Access to pulse survey results covering hot topics
- Early submission discounts
- Complimentary access to compensation practices data when submitting to those survey sections

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## 2019 Survey Schedule and Pricing

### Executive Surveys (pages 5-6)

<table>
<thead>
<tr>
<th>Survey Name</th>
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<tbody>
<tr>
<td>Manager and Executive Compensation in Hospitals and Health Systems Survey</td>
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<tr>
<td>Not-for-Profit Manager and Executive Compensation Survey</td>
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<tr>
<td>Physician Executive Compensation Survey</td>
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<tr>
<td>Medical Group Executive Compensation Survey</td>
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<table>
<thead>
<tr>
<th>Name</th>
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<th>Participants</th>
<th>Non-Participants</th>
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<tbody>
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<td></td>
<td></td>
<td>Early</td>
<td>Final</td>
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<tr>
<td><strong>Manager and Executive Compensation in Hospitals and Health Systems Survey</strong></td>
<td>January 8</td>
<td>March 1</td>
<td>March 29</td>
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<td><strong>Not-for-Profit Manager and Executive Compensation Survey</strong></td>
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### Physician Surveys (pages 7-8)

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<tr>
<td>Physician Compensation and Productivity Survey</td>
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<td>Medical Group Compensation and Productivity Survey</td>
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<tr>
<td>Hospital-Based Physician Compensation and Work Effort Survey</td>
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<tr>
<td>Physician On-Call and Telemedicine Compensation Survey</td>
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### Advanced Practice Provider Surveys (page 9)

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<td>Advanced Practice Provider Leadership Survey</td>
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<td>Advanced Practice Provider Organizational Survey</td>
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### Employee Surveys (page 10)

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<td>Endowment and Foundation Investment Staff Compensation Survey</td>
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### Multi-Level Survey (page 11)

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### Bundle Type

- **Executive Bundle**: Participate in the Manager and Executive Compensation in Hospitals and Health Systems, Physician Executive Compensation and Medical Group Executive Compensation Surveys
- **Physician and Advanced Practice Provider Bundle**: Participate in the Physician Compensation and Productivity, Advanced Practice Provider Compensation and Pay Practices, and Physician Executive Compensation Surveys
- **Advanced Practice Provider Bundle**: Participate in the Advanced Practice Provider Compensation and Pay Practices, Advanced Practice Provider Leadership and Advanced Practice Provider Organizational Surveys
- **Health Care Workforce Bundle**: Participate in the Manager and Executive Compensation in Hospitals and Health Systems, Physician Compensation and Productivity, Advanced Practice Provider Compensation and Pay Practices, and Health Care Staff Surveys

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1. Organizations (law firms, consulting firms, accounting firms, etc.) are welcome to participate in surveys on behalf of their clients; however, they are not eligible to purchase the report at the participant or nonparticipant rate. Please call 888.739.7039 for pricing.
2. Pricing is for 2018 survey report.
3. Participants will be invoiced for the bundle upon order. If failing to participate in all surveys included in the bundle, the difference in cost will be invoiced to account for nonparticipant survey pricing. Refunds will not be issued due to nonparticipation.
4. Dates are subject to change.

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Manager and Executive Compensation in Hospitals and Health Systems Survey

Provides critical benchmarking data on executive and management compensation trends and pay practices. Now in its 27th year, this survey is the largest of its kind for hospitals and health systems nationwide.

SURVEY HIGHLIGHTS
- Base salary, total cash compensation and total direct compensation
- Short-term and long-term incentive plan design, including performance measures, eligibility and target, maximum opportunity and actual awards paid
- National compensation data reported by organization type and size
- Compensation data organized by regional and subregional breakouts for hospitals
- Retention awards
- Featured in Modern Healthcare’s annual executive compensation issue

Special Note
- Complimentary custom reports for children’s hospitals, academic and major teaching hospitals, and for-profit health care
- Participants of this survey will also receive a complimentary copy of the Benefits Practices in Hospitals and Health Systems Survey Report if all sections of that survey are completed (executive, physician and employee)

PARTICIPANT HIGHLIGHTS
- More than 32,000 executives and managers
- Over 2,300 organizations
- Nearly 300 system jobs reported
- Nearly 250 hospital jobs reported

SURVEY SCHEDULE
- Participation Period: January 8, 2019 – March 29, 2019
- Early Submission Deadline: March 1, 2019
- Published: July 2019

REPORT PRICING
- Participants: $875
- Early Submission Discount: $200
- Health Care Nonparticipants: $3,500

Not-for-Profit Manager and Executive Compensation Survey

Focuses exclusively on compensation and benefits practices in not-for-profit organizations, including associations, health plans, education, research and service or charitable organizations, among others.

SURVEY HIGHLIGHTS
- Base salary and total cash compensation
- Bonus and incentive plan prevalence and award opportunity
- Benefits prevalence and practices
- Salary planning and other compensation trends
- Data collected on over 100 senior-level management and executive-level job roles
- Data reported in multiple cuts including organization type and size

PARTICIPANT HIGHLIGHTS
- Over 1,300 executives and managers
- Over 120 organizations

SURVEY SCHEDULE
- Participation Period: April 2, 2019 – May 31, 2019
- Early Submission Deadline: May 17, 2019
- Published: September 2019

REPORT PRICING
- Participants: $500
- Early Submission Discount: $200
- Nonparticipants: $2,000

Bundle Price

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<th>Bundle Type</th>
<th>Participant</th>
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<tr>
<td>Executive Bundle</td>
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<td>Health Care Workforce Bundle</td>
<td>$2,300</td>
<td>$9,000</td>
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*To qualify for participant bundle pricing, organizations must participate in all surveys included in that bundle.
Executive Surveys

Physician Executive Compensation Survey

Shares detailed total cash compensation data on physicians in C-Suite, service line and other key executive roles.

SURVEY HIGHLIGHTS
• Base salary and incentives
• Data reported by organization size and revenue
• Unique source of benchmarking data on physician executives – very difficult to find elsewhere
• Data collected on multiple physician executive positions, including but not limited to:
  + President and chief executive officer
  + Top medical informatics executive
  + Top clinical research executive
  + Top clinical integration/transformation executive
  + Top telemedicine executive

PARTICIPANT HIGHLIGHTS
• Over 900 organizations
• Over 1,500 physician executives
• 28 reported positions

SURVEY SCHEDULE
Participation Period: January 8, 2019 – March 29, 2019
Early Submission Deadline: March 1, 2019
Published: August 2019

REPORT PRICING
Participants: $750
Early Submission Discount: $200
Health Care Nonparticipants: $3,000

Medical Group Executive Compensation Survey

Provides vital total compensation benchmarking data on key executive positions collected from both independent medical groups and those owned by health systems.

SURVEY HIGHLIGHTS
• Base salary and incentives
• Data reported by organization size
• Unique source of benchmarking data on medical group executives – very difficult to find elsewhere
• Data collected on multiple medical group executive positions, including but not limited to:
  + Chief operating officer
  + Chief information officer
  + Top human resources executive
  + Top population health executive
  + Chief executive/executive director (both MD and non-MD)

PARTICIPANT HIGHLIGHTS
• Nearly 230 organizations
• Nearly 500 medical group executives
• 15 reported positions

SURVEY SCHEDULE
Participation Period: January 8, 2019 – March 29, 2019
Early Submission Deadline: March 1, 2019
Published: August 2019

REPORT PRICING
Participants: $750
Early Submission Discount: $200
Health Care Nonparticipants: $3,000

Bundle Type
Executive Bundle: Participate in the Manager and Executive Compensation in Hospitals and Health Systems, Physician Executive Compensation and Medical Group Executive Compensation Surveys

To qualify for participant bundle pricing, organizations must participate in all surveys included in that bundle.

Bundle Price

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<tbody>
<tr>
<td>Executive Bundle</td>
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<td>$7,200</td>
</tr>
<tr>
<td>Physician and Advanced Practice Provider Bundle</td>
<td>$1,900</td>
<td>$7,500</td>
</tr>
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**Physician Surveys**

**Physician Compensation and Productivity Survey**

Conducted for 27 years, this survey is the largest and most comprehensive dataset of its kind and provides compensation, pay practice and productivity benchmarking data for employed physicians, advanced practice providers (APPs) and PhD providers and researchers.

**SURVEY HIGHLIGHTS**
- Base salary and total cash compensation data, as well as cost of benefits
- Productivity data and ratios, including work RVUs, collections, patient visits and panel sizes
- Value-based compensation approaches and amounts paid
- Data for multiple position levels, from staff physicians to chairs
- National data reported by region, organization type, position level and specialty area
- Other data: sign-on bonuses, retention bonuses, relocation assistance and other perquisites

**Special Note**

Participants of this survey will also receive a complimentary copy of the Benefits Practices in Hospitals and Health Systems Survey Report if all sections of that survey are completed (executive, physician and employee).

**PARTICIPANT HIGHLIGHTS**
- Nearly 167,400 individual physicians and APPs
- Nearly 750 participating hospitals, health systems and medical groups
- 224 specialties with new and emerging positions added annually

**SURVEY SCHEDULE**
- Participation Period: January 8, 2019 – March 29, 2019
- Early Submission Deadline: March 1, 2019
- Published: July 2019

**REPORT PRICING**
- Participants: $875
- Early Submission Discount: $200
- Health Care Nonparticipants: $3,500

**Medical Group Compensation and Productivity Survey**

As the largest medical group compensation dataset in the market, this survey offers a comprehensive look into pay practices and productivity across a wide spectrum of physician and advanced practice provider (APP) specialties.

**SURVEY HIGHLIGHTS**
- Base salary and total cash compensation information for physicians and APPs, as well as compensation and productivity data on academic and faculty practices
- Productivity data and ratios, including work RVUs, collections, patient visits and panel sizes
- Insight into performance and annual incentive payments
- Total cost of benefits, including benefits as a percentage of total cash compensation
- Starting salary and bonus data for both new and experienced physicians
- Data reported across a number of specialty areas for multiple position levels, from staff physicians to chairs
- National medical group data broken out by revenue, size, region and academic affiliation

**PARTICIPANT HIGHLIGHTS**
- Over 130,700 individual physicians and APPs
- Nearly 300 medical groups
- 180 reported physician and APP specialties

**SURVEY SCHEDULE**
- Participation Period: January 8, 2019 – March 29, 2019
- Early Submission Deadline: March 1, 2019
- Published: June 2019

**REPORT PRICING**
- Participants: Complimentary
- Health Care Nonparticipants: $3,500

**Bundle Price**

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<td>Health Care Workforce Bundle</td>
<td>$2,300</td>
<td>$9,000</td>
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</table>

*To qualify for participant bundle pricing, organizations must participate in all surveys included in that bundle.
Physician Surveys

**Hospital-Based Physician Compensation and Work Effort Survey**

This survey provides insight into compensation topics specific to hospital-based physicians with a focus on understanding work effort and related compensation structures.

**SURVEY HIGHLIGHTS**
- Clinical work effort standards
- Compensation data, including base pay levels, hourly/shift rates, shift differentials, incentive compensation and on-call pay
- Paid time off practices
- Information on a number of specialty areas, including:
  + Anesthesiology
  + Critical care
  + Emergency medicine
  + Hospitalist
  + Laborist
  + Neonatology
  + Radiology
  + Surgicalist
  + Urgent care
- **NEW:** Pediatric and radiology specialties added in addition to trauma surgery, neurocritical care and pathology

**PARTICIPANT HIGHLIGHTS**
- Data from over 40 organizations
- 13 specialties reported

**SURVEY SCHEDULE**
- Participation Period: January 8, 2019 – March 29, 2019
- Early Submission Deadline: March 1, 2019
- Published: September 2019

**REPORT PRICING**
- Participants: $750
- Early Submission Discount: $200
- Health Care Nonparticipants: $3,000

**Physician On-Call and Telemedicine Compensation Survey**

This one-of-a-kind survey provides deep insight into on-call pay rates and practices. This data is virtually impossible to find elsewhere.

**SURVEY HIGHLIGHTS**
- On-call pay practices for both employed and nonemployed physicians
- Compensation data and pay rates, including total on-call pay expenditures
- Details on both restricted and unrestricted call coverage, as well as concurrent and excess call arrangements
- Pay rate data includes unrestricted on-call rates paid for general emergency medicine coverage, trauma coverage and rates paid by trauma centers
- Pay practices for telemedicine services
- Information on a number of specialties, including but not limited to the following:
  + Cardiology
  + General surgery
  + Neurosurgery
  + Orthopedic surgery
  + Obstetrics/Gynecology
  + Pediatric surgery
  + Radiology
  + Trauma surgery
- **NEW:** Pediatric and radiology specialties added in addition to trauma surgery, neurocritical care and pathology

**PARTICIPANT HIGHLIGHTS**
- 255 organizations
- Over 50 specialties reported

**SURVEY SCHEDULE**
- Available for participation in 2020

**REPORT PRICING**
- Participants: $750
- Health Care Nonparticipants: $3,000

*Pricing is for 2018 survey report.*
Advanced Practice Provider Surveys

**Advanced Practice Provider Compensation and Pay Practices Survey**

- Offers unique insights on advanced practice provider (APP) compensation levels, trends, productivity and pay practices.

**Survey Highlights**
- Base pay, total cash compensation and total cost of benefits
- Productivity data and ratios, including collections and work RVUs
- Total cash compensation and pay practices for APP leaders
- Pay practices, including salary grades and ranges, shift differentials and extra shifts, on-call pay, education expenses, sign-on bonuses, retention bonuses and moving allowances
- APP incentive plan design, including prevalence and performance metrics
- Information reported for nurse practitioners, physician assistants, certified registered nurse anesthetists and certified nurse midwives
- Data reported both nationally and regionally by practice setting (inpatient/outpatient) and locale (urban/suburban/rural)

**Participant Highlights**
- Representing more than 66,500 APPs
- Data from over 600 organizations
- Nearly 130 NP and PA specialties reported

**Survey Schedule**
- Participation Period: January 8, 2019 – March 29, 2019
- Early Submission Deadline: March 1, 2019
- Published: August 2019

**Report Pricing**
- Participants: $875
- Early Submission Discount: $200
- Health Care Nonparticipants: $3,500

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**Advanced Practice Provider Leadership Survey**

- The role of the advanced practice provider (APP) in transforming care delivery is critical, and organizations must have the necessary leadership structures and practices in place to support this growing workforce. This survey identifies leadership roles and responsibilities, clarifies the different levels of leadership and evaluates the infrastructure in place to help support the practice and management of APPs.

**Survey Highlights**
- National data reported by region, organization type and size
- Data cuts include pediatric and non-pediatric hospitals
- Committee and organizational engagement and participation
- Three distinct APP leadership levels
- Insights on varying levels of education, titling and reporting structures for APP leaders
- Information about APP leader roles, scope of responsibility and time allocation
- Data on APP centers to support APP practice

**Participant Highlights**
- Representing nearly 1,200 APP leaders
- Data from over 60 organizations

**Survey Schedule**
- Participation Period: April 2, 2019 - June 28, 2019
- Early Submission Deadline: May 17, 2019
- Published: August 2019

**Report Pricing**
- Participants: $500
- Early Submission Discount: $200

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**Advanced Practice Provider Organizational Survey**

- As health care organizations seek to improve access, quality, service and affordability, developing a strategy to integrate, optimize and engage the growing advanced practice provider (APP) workforce across all specialties is essential.

**Survey Highlights**
- Assesses current organizational APP practices in the following key areas:
  + Advanced practice organizational structure
  + Operations
  + Workforce planning
  + Competency assessment
  + Billing and productivity
  + Engagement and retention
  + Student placement and precepting
  + Postgraduate education
  + Emerging trends and practices
  + National data reported by region, organization type, position level and specialty area

**Participant Highlights**
- Data from approximately 60 organizations
- Data from nearly 25 pediatric hospitals

**Survey Schedule**
- Participation Period: April 2, 2019 - June 28, 2019
- Early Submission Deadline: May 17, 2019
- Published: August 2019

**Report Pricing**
- Participants: $500
- Early Submission Discount: $200

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**Bundle Type**

- **Physician and Advanced Practice Provider Bundle**: Participate in the Physician Compensation and Productivity, Advanced Practice Provider Compensation and Pay Practices, and Physician Executive Compensation Surveys
- **Health Care Workforce Bundle**: Participate in the Manager and Executive Compensation in Hospitals and Health Systems, Physician Compensation and Productivity, Advanced Practice Provider Compensation and Pay Practices, and Health Care Staff Surveys
- **Advanced Practice Provider Bundle**: Participate in the Advanced Practice Provider Compensation and Pay Practices, Advanced Practice Provider Leadership and Advanced Practice Provider Organizational Surveys

To qualify for participant bundle pricing, organizations must participate in all surveys included in that bundle.

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**Bundle Price**

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<td><strong>Advanced Practice Provider Bundle</strong></td>
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Copyright © 2019 by SullivanCotter
Published regionally for over 20 years, this national survey provides cash compensation market data for health care staff.

SURVEY HIGHLIGHTS
- Market data tables at the national and regional levels, including base salary, total cash compensation and pay range minimum and maximum for administrative, nursing, professional, service and supervisory positions
- Detailed on-call pay and shift differential data, including evening, night and weekend coverage
- Compensation practices data that focuses on market staffing trends and strategies
- Additional data on lead and charge pay, preceptor pay, extra-shift pay and float pool pay fields
- Fair Labor Standards Act status for exempt and nonexempt employees

PARTICIPANT HIGHLIGHTS
- Over $91,000 health care employees
- 580 organizations
- 365 reported positions

SURVEY SCHEDULE
Participation Period: January 8, 2019 – March 29, 2019
Early Submission Deadline: March 1, 2019
Published: August 2019

REPORT PRICING
Participants: $875
Early Submission Discount: $200
Health Care Nonparticipants: $3,500

Endowment and Foundation Investment Staff Compensation Survey
A comprehensive look into pay levels, practices and trends among endowment and foundation staff, including detailed insight into the chief investment officer position.

SURVEY HIGHLIGHTS
- Base salary, incentive pay and retirement benefits for senior investment staff
- Base salary and total cash compensation data for other investment staff
- Detailed incentive plan design information, including performance measures, weighting of measures, incentive opportunity levels, and payout and deferral practices
- Other data: eligibility and participation as well as administration and governance of investment staff incentive plans
- Data presented nationally by organization type and by asset category
- Key endowment and foundation investment staff positions, including chief investment officer, managing director, director, manager, two levels of analyst staff and three levels of investment operations staff

PARTICIPANT HIGHLIGHTS
- 390 investment professionals
- 55 organizations
- 9 investment staff positions

SURVEY SCHEDULE
Participation Period: January 8, 2019 – February 15, 2019
Early Submission Deadline: February 1, 2019
Published: April 2019

REPORT PRICING
Participants: $1,150
Early Submission Discount: $200
Health Care Nonparticipants: $4,600

Bundle Type
Health Care Workforce Bundle: Participate in the Manager and Executive Compensation in Hospitals and Health Systems, Physician Compensation and Productivity, Advanced Practice Provider Compensation and Pay Practices, and Health Care Staff Surveys

To qualify for participant bundle pricing, organizations must participate in all surveys included in that bundle.

Bundle Price
Participant: $2,300
Non-Participant: $9,000
Multi-Level Surveys

Benefits Practices in Hospitals and Health Systems Survey

Uniquely focused on only hospitals and health systems, this survey helps organizations address challenges related to executive, physician and employee benefit programs, including optimizing benefit offerings, implementing retirement plans for evolving executive and physician roles, and keeping pace with emerging trends in paid time off, severance and disability programs.

SURVEY HIGHLIGHTS
- Detailed reporting on executive, physician and employee benefits
- Data covering all facets of benefits:
  + Supplemental retirement plans
  + Paid time off
  + Disability
  + Life insurance
  + Severance policies
  + Perquisites and professional benefits
- Data reported nationally, custom reports available by region and organization size

Special Note
- Must complete all sections of the survey (executive, physician and employee) to receive the full report

PARTICIPANT HIGHLIGHTS
- Over 200 participating organizations

SURVEY SCHEDULE
Participation Period: January 8, 2019 – March 29, 2019
Early Submission Deadline: March 1, 2019
Published: August 2019

REPORT PRICING
Participants: $500
Early Submission Discount: $200
Health Care Nonparticipants: $3,500

Custom Survey Solutions and Membership Groups

If the unique needs of your organization cannot be met by readily available benchmarking data, consider a custom survey conducted by our experienced researchers and consultants — delivering the information you need on compensation, benefits, performance measurement and other critical elements to help your organization craft data-driven solutions.

SURVEY HIGHLIGHTS
- Customized and proprietary analyses that provide data on positions and topics not covered in our suite of annual surveys nor widely available in the marketplace. For example:
  + CEO evaluations
  + Provider compensation satisfaction
  + Targeted and specialized compensation data
  + Board and committee evaluations
  + Benefit plan designs
  + Pulse surveys on specific issues
- Offers the ability to identify and target survey participants and groups within our extensive contact database
- Survey timelines customized to meet your needs

Special Note
- Must complete all sections of the survey (executive, physician and employee) to receive the full report

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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.

SullivanCotter maintains strict confidentiality regarding all survey data submissions and follows the safe harbor guidelines published by the U.S. Department of Justice and the Federal Trade Commission where applicable.