



2020

Benefits Practices in Hospitals and Health Systems Survey Report

2020

BENEFITS
PRACTICES IN
HOSPITALS AND
HEALTH SYSTEMS
SURVEY REPORT

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LICENSE AGREEMENT

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SECTION I:

INTRODUCTION

INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2020 *Benefits Practices in Hospitals and Health Systems Survey Report*, now in its ninth edition. Survey participants submitted data from January 2020 to August 2020 for the current plan year. Data were reported by 215 health care organizations across the United States. 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.

Note: Data were collected prior to the COVID-19 pandemic and thus do not reflect any changes that may have been considered or implemented in response to the pandemic. Survey participants should evaluate the data in that context.

The executive benefits, physician benefits and employee benefits sections are only available to survey participants who completed the corresponding sections of the 2020 *Benefits Practices in Hospitals and Health Systems Survey*. Survey participants who did not complete a section receive a survey report excluding the corresponding section.

All copies of the survey report include section I and II; section II includes the characteristics of all organizations that participated in the survey and is not customized for section-specific copies.

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

This report is organized into six sections:

Section I presents general information regarding this survey report.

Section II presents general survey participant characteristics.

Section III presents executive benefits practices for organizations with benefits provisions that are unique to executives, including supplemental retirement and nonqualified deferred compensation (NQDC) plans, supplemental benefits, perquisites, severance policies, paid time off (PTO) and vacation, short-term disability (STD), long-term disability (LTD) and life insurance.

Section IV presents physician benefits practices for organizations with benefits provisions that are unique to physicians, including supplemental retirement and NQDC plans, compensation approaches, continuing medical education (CME), supplemental benefits, perquisites, severance policies, PTO and vacation, STD, LTD and life insurance.

Section V presents employee benefits practices, including benefits eligibility, retirement, supplemental benefits, severance policies, PTO and vacation, STD, LTD, life insurance, medical plans, prescription drug benefits, health improvement programs and dental plans.

Section VI presents national employee benefits data tables.

INTRODUCTION

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.
- All benefits data reflect survey participants' current-year plans.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.

Questions and comments about this survey report should be directed to the following individuals:

SECTION II:

CHARACTERISTICS
OF SURVEY
PARTICIPANTS

CHARACTERISTICS OF SURVEY PARTICIPANTS

ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type			
Type	Independent or Affiliated (n = 198)	Owned (n = 17)	All Organizations (n = 215)
Multiple Hospital System	68%	18%	65%
Single Hospital System	18%	6%	17%
Acute Care Hospital	10%	59%	14%
Medical Group	2%	17%	3%
Other	2%	0%	1%

SIZE AND SCOPE

TABLE 2.2 – Financial and Operating Measures

Financial and Operating Measures					
Measure	n	25th Percentile	Mean	Median	75th Percentile
Net Revenue ⁽¹⁾	214				
Full-Time Equivalent Employees	215				
Employed Physicians	206				
Employed APPs	181				

⁽¹⁾Net revenue is displayed in millions.

SECTION III:
EXECUTIVE
BENEFITS

EXECUTIVE BENEFITS

SUPPLEMENTAL RETIREMENT AND NONQUALIFIED DEFERRED COMPENSATION PLANS

TABLE 3.1 – Prevalence of Organizations That Sponsor Programs Permitting Voluntary Deferrals

Prevalence of Organizations That Sponsor Programs Permitting Voluntary Deferrals	
Status	Percentage
Sponsor Programs	
Do Not Sponsor Any Program	
Considering Sponsoring Programs	
n = 197	

TABLE 3.2 – Prevalence of Plan Types When Voluntary Deferrals Permitted

Prevalence of Plan Types When Voluntary Deferrals Permitted ⁽¹⁾		
Plan Type	n	Percentage
457(b) Plan	181	
Other Supplemental Retirement or NQDC Arrangement	181	
⁽¹⁾ Reported data only include organizations that sponsor programs permitting voluntary deferrals. Note: Percentages will not add to 100% due to multiple response categories.		

TABLE 3.3 – Prevalence of Organizations That Sponsor Programs Providing Employer Contributions or Accruals

Prevalence of Organizations That Sponsor Programs Providing Employer Contributions or Accruals	
Status	Percentage
Sponsor Programs	
Do Not Sponsor Any Program	
Considering Sponsoring Programs	
n = 202	

TABLE 3.4 – Prevalence of Organizations Providing Employer Contributions to 457(b) Plans

Prevalence of Organizations Providing Employer Contributions to 457(b) Plans ⁽¹⁾	
Status	Percentage
Provide Employer Contributions	
Do Not Provide Employer Contributions	
n = 155	
⁽¹⁾ Reported data only include organizations that sponsor programs providing employer contributions or accruals in supplemental retirement and NQDC plans.	

TABLE 3.5 – Prevalence of Organizations That Use a Plan Structure With Life Insurance Policies

Prevalence of Organizations That Use a Plan Structure With Life Insurance Policies ⁽¹⁾	
Status	Percentage
Use a Plan Structure With Life Insurance Policies	
Do Not Use a Plan Structure With Life Insurance Policies	
n = 151	
⁽¹⁾ Reported data only include organizations that sponsor programs providing employer contributions or accruals in supplemental retirement and NQDC plans.	

SECTION IV:
PHYSICIAN
BENEFITS

PHYSICIAN BENEFITS

SUPPLEMENTAL RETIREMENT AND NONQUALIFIED DEFERRED COMPENSATION PLANS

TABLE 4.1 – Prevalence of Organizations That Sponsor Programs Permitting Voluntary Deferrals

Prevalence of Organizations That Sponsor Programs Permitting Voluntary Deferrals	
Status	Percentage
Sponsor Programs	
Do Not Sponsor Any Program	
Considering Sponsoring Programs	
n = 116	

TABLE 4.2 – Prevalence of Plan Types When Voluntary Deferrals Permitted

Prevalence of Plan Types When Voluntary Deferrals Permitted ⁽¹⁾		
Plan Type	n	Percentage
457(b) Plan	48	
Other Supplemental Retirement or NQDC Arrangement	24	
⁽¹⁾ Reported data only include organizations that sponsor programs permitting voluntary deferrals. Note: Percentages will not add to 100% due to multiple response categories.		

TABLE 4.3 – Prevalence of Organizations That Sponsor Programs Providing Employer Contributions or Accruals

Prevalence of Organizations That Sponsor Programs Providing Employer Contributions or Accruals	
Status	Percentage
Sponsor Programs	
Do Not Sponsor Any Program	
Considering Sponsoring Programs	
n = 115	

TABLE 4.4 – Prevalence of Organizations Providing Employer Contributions to 457(b) Plans

Prevalence of Organizations Providing Employer Contributions to 457(b) Plans ⁽¹⁾	
Status	Percentage
Provide Employer Contributions	
Do Not Provide Employer Contributions	
n = 48	
⁽¹⁾ Reported data only include organizations that sponsor programs providing employer contributions or accruals in supplemental retirement and NQDC plans.	

TABLE 4.5 – Prevalence of Organizations That Use a Plan Structure With Life Insurance Policies

Prevalence of Organizations That Use a Plan Structure With Life Insurance Policies ⁽¹⁾	
Status	Percentage
Use a Plan Structure With Life Insurance Policies	
Do Not Use a Plan Structure With Life Insurance Policies	
n = 26	
⁽¹⁾ Reported data only include organizations that sponsor programs providing employer contributions or accruals in supplemental retirement and NQDC plans.	

SECTION V:
EMPLOYEE
BENEFITS

EMPLOYEE BENEFITS

BENEFITS ELIGIBILITY AND OFFERINGS

TABLE 5.1 – Employee Benefits at Affiliated Non-Hospital Organizations Compared to Parent Organization

Employee Benefits at Affiliated Non-Hospital Organizations Compared to Parent Organization	
Status	Percentage
Affiliated Organizations Have Substantially the Same Benefits	
Some or All Affiliated Organizations Have Different Benefits	
n = 98	

TABLE 5.2 – Comparison of Benefits of Employee Groups

Comparison of Benefits of Employee Groups ⁽¹⁾				
Employee Group	n	Less Generous Benefits	Same Benefits	More Generous Benefits
Home Care Employees	0	isd	isd	isd
Hospice Care Employees	0	isd	isd	isd
For-Profit Subsidiary or Affiliate	0	isd	isd	isd
Medical Group Advanced Practice Providers	0	isd	isd	isd
Medical Group Physicians	0	isd	isd	isd
Nursing Home or Long-Term Care Employees	0	isd	isd	isd
Other Medical Group Staff ⁽²⁾	0	isd	isd	isd
Religious Staff	0	isd	isd	isd

⁽¹⁾Reported data only include organizations with affiliated non-hospital organizations that have different benefits for their employees.
⁽²⁾Other medical group staff includes registered nurses and medical assistants.

BENEFITS REQUIREMENTS

TABLE 5.3 – Length of Employment Criteria for Benefits – Full-Time Employees

Length of Employment Criteria for Benefits – Full-Time Employees ⁽¹⁾						
Benefit	n	Immediate Eligibility	First Day of the Month Following Hire	30 Days	More Than 30 Days	Benefit Not Offered
Defined Contribution Plan Employee Deferrals	86					
PTO	87					
Defined Contribution Plan Employer Contributions	85					
Defined Benefit Plan	79					
Health Insurance	90					
Life and Accidental Death and Dismemberment Insurance	86					
STD or Salary Continuation	86					
LTD	87					

⁽¹⁾Reported data only include organizations with affiliated non-hospital organizations that have different benefits for their employees.

SECTION VI:
EMPLOYEE
BENEFITS DATA
TABLES

EMPLOYEE BENEFITS DATA TABLES

TABLE 6.1 – Medical Plan Monthly Premiums

Medical Plan Monthly Premiums									
Plan Type	n	Employee Only				Employee + Family			
		25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
PPO/POS Plan	47								
CDHP/HDHP	15								
HMO/EPO Plan	14								

TABLE 6.2 – Medical Plan Monthly Contributions – Full-Time Employees

Medical Plan Monthly Contributions – Full-Time Employees									
Plan Type	n	Employee Only				Employee + Family			
		25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
PPO/POS Plan	51								
CDHP/HDHP	18								
HMO/EPO Plan	15								

TABLE 6.3 – Medical Plan Monthly Contributions – Part-Time Employees

Medical Plan Monthly Contributions – Part-Time Employees									
Plan Type	n	Employee Only				Employee + Family			
		25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
PPO/POS Plan	45								
CDHP/HDHP	17								
HMO/EPO Plan	13								

TABLE 6.4 – Medical Plan Monthly Contributions as a Percentage of Premium – Full-Time Employees

Medical Plan Monthly Contributions as a Percentage of Premium – Full-Time Employees									
Plan Type	n	Employee Only				Employee + Family			
		25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
PPO/POS Plan	47								
CDHP/HDHP	14								
HMO/EPO Plan	14								

TABLE 6.5 – Medical Plan Monthly Contributions as a Percentage of Premium – Part-Time Employees

Medical Plan Monthly Contributions as a Percentage of Premium – Part-Time Employees									
Plan Type	n	Employee Only				Employee + Family			
		25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
PPO/POS Plan	42								
CDHP/HDHP	14								
HMO/EPO Plan	13								

APPENDIX A:

SURVEY

PARTICIPANTS

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Acadia Healthcare	Franklin	TN
Agnesian HealthCare	Fond du Lac	WI
Albany Medical Center	Albany	NY
Allina Health System	Minneapolis	MN
Ann & Robert H. Lurie Children's Hospital of Chicago	Chicago	IL
Arkansas Children's Hospital	Little Rock	AR
Ascension Health	St. Louis	MO
Aspen Valley Hospital	Aspen	CO
Aspirus	Wausau	WI
Atrium Health	Charlotte	NC
Avera Health	Sioux Falls	SD
Banner Health	Phoenix	AZ
Baptist Health	Louisville	KY
BayCare Health System	Clearwater	FL
Baystate Health	Springfield	MA
Beaumont Health	Troy	MI
Benefis Health System	Great Falls	MT
Billings Clinic	Billings	MT
Blanchard Valley Health System	Findlay	OH
Blessing Health System	Quincy	IL
Boston Children's Hospital	Boston	MA
Boston Medical Center	Boston	MA
Boys Town National Research Hospitals and Clinics	Omaha	NE
Broadlawns Medical Center	Des Moines	IA
Bronson Healthcare	Kalamazoo	MI
Bryan Health	Lincoln	NE
Butler Health System	Butler	PA
Cambridge Health Alliance	Cambridge	MA
Cape Fear Valley Health System	Fayetteville	NC
Care New England Health System	Providence	RI
CaroMont Health	Gastonia	NC
Catholic Health Services of Long Island	Rockville Centre	NY
Cedars-Sinai Health System	Los Angeles	CA
CentraCare Health	St. Cloud	MN
Centura Health	Centennial	CO

Note: This list does not include 37 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
ChenMed	Miami Gardens	FL
Children's Healthcare of Atlanta	Atlanta	GA
Children's Health System of Texas	Dallas	TX
Children's Hospital Colorado	Aurora	CO
Children's Hospital & Medical Center	Omaha	NE
Children's Minnesota	Minneapolis	MN
Children's National Health System	Washington	DC
Children's of Alabama	Birmingham	AL
Children's Wisconsin	Milwaukee	WI
CHOC Children's	Orange	CA
ChristianaCare	Wilmington	DE
City of Hope	Duarte	CA
Community Health Network	Indianapolis	IN
Cook Children's Health Care System	Fort Worth	TX
Dana-Farber Cancer Institute	Boston	MA
DCH Health System	Tuscaloosa	AL
Denver Health	Denver	CO
Driscoll Health System	Corpus Christi	TX
Eating Recovery Center	Denver	CO
Elizabeth Seton Children's Center	Yonkers	NY
Emerson Hospital	Concord	MA
Essentia Health	Duluth	MN
Fairview Health Services	Minneapolis	MN
FMOLHS	Baton Rouge	LA
Forrest General Hospital	Hattiesburg	MS
Franciscan Health	Mishawaka	IN
Fred Hutchinson Cancer Research Center	Seattle	WA
GBMC HealthCare	Baltimore	MD
Geisinger Health	Danville	PA
Genesis HealthCare System	Zanesville	OH
Hackensack Meridian Health	Edison	NJ
HCA Healthcare	Nashville	TN
HealthPartners	Bloomington	MN
Hennepin County Medical Center	Minneapolis	MN
Hennepin Healthcare System	Minneapolis	MN

Note: This list does not include 37 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Henry Ford Allegiance Health	Jackson	MI
Henry Ford Health System	Detroit	MI
Hospital for Special Surgery	New York	NY
Indiana University Health	Indianapolis	IN
Infirmity Health System	Mobile	AL
Inova Health System	Falls Church	VA
INTEGRIS Health	Oklahoma City	OK
Intermountain Healthcare	Salt Lake City	UT
Jefferson Health	Philadelphia	PA
Johns Hopkins Health System	Baltimore	MD
Lafayette General Health	Lafayette	LA
La Rabida Children's Hospital	Chicago	IL
Lehigh Valley Health Network	Allentown	PA
Lifespan	Providence	RI
Maimonides Medical Center	Brooklyn	NY
MaineHealth	Portland	ME
Massachusetts General Physicians Organization	Boston	MA
Mass General Brigham	Boston	MA
Mayo Clinic – Corporate	Rochester	MN
McLaren Health Care	Flint	MI
McLeod Health	Florence	SC
Medical College of Wisconsin	Milwaukee	WI
MemorialCare Health System	Fountain Valley	CA
Memorial Health System	Springfield	IL
Memorial Sloan Kettering Cancer Center	New York	NY
Mercy	Chesterfield	MO
Methodist Le Bonheur Healthcare	Memphis	TN
Metro Health	Wyoming	MI
Michigan Medicine	Ann Arbor	MI
MidMichigan Health	Midland	MI
Montefiore Hospital	Bronx	NY
MultiCare Health System	Tacoma	WA
Munson Healthcare	Traverse City	MI
Nationwide Children's Hospital	Columbus	OH
New Hanover Regional Medical Center	Wilmington	NC

Note: This list does not include 37 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Northwell Health	Great Neck	NY
Northwestern Medicine	Chicago	IL
Northwest Permanente	Portland	OR
NYU Langone Health	New York	NY
OhioHealth	Columbus	OH
OSF HealthCare	Peoria	IL
Parkview Health	Fort Wayne	IN
Phoenix Children's Hospital	Phoenix	AZ
Piedmont Healthcare	Atlanta	GA
Presbyterian Healthcare Services	Albuquerque	NM
Prisma Health	Columbia	SC
ProMedica	Toledo	OH
Providence St. Joseph Health	Renton	WA
Rady Children's Hospital-San Diego	San Diego	CA
Renown Health	Reno	NV
Riverside Medical Center	Kankakee	IL
Rochester Regional Health	Rochester	NY
Roswell Park Comprehensive Cancer Center	Buffalo	NY
Rush University Medical Center	Chicago	IL
RWJBarnabas Health	West Orange	NJ
Saint Luke's Health System	Kansas City	MO
Sanford Health	Sioux Falls	SD
SCL Health	Broomfield	CO
Seattle Children's	Seattle	WA
Sentara Healthcare	Norfolk	VA
Sharp HealthCare	San Diego	CA
Skagit Regional Health	Mount Vernon	WA
Southcentral Foundation	Anchorage	AK
Southern California Permanente Medical Group	Pasadena	CA
Spectrum Health	Grand Rapids	MI
Springfield Clinic	Springfield	IL
St. Clair Hospital	Pittsburgh	PA
St. Elizabeth Healthcare	Edgewood	KY
St. Jude Children's Research Hospital	Memphis	TN
St. Luke's Health System	Boise	ID

Note: This list does not include 37 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Sutter Health	Roseville	CA
Texas Children's Hospital	Houston	TX
Texas Health Resources	Arlington	TX
The Carle Foundation	Urbana	IL
The Children's Hospital of Philadelphia	Philadelphia	PA
The Christ Hospital	Cincinnati	OH
ThedaCare	Appleton	WI
The Guthrie Clinic	Sayre	PA
The MetroHealth System	Cleveland	OH
The Nemours Foundation	Jacksonville	FL
The Queen's Health Systems	Honolulu	HI
The Southeast Permanente Medical Group	Atlanta	GA
The University of Chicago Medicine	Chicago	IL
Tower Health	West Reading	PA
Trinitas Regional Medical Center	Elizabeth	NJ
Trinity Health	Livonia	MI
Tufts Medical Center Physicians Organization	Boston	MA
UCHealth	Fort Collins	CO
UMass Memorial Health Care	Worcester	MA
UNC Rex Healthcare	Raleigh	NC
United Regional Health Care System	Wichita Falls	TX
UnityPoint Health	West Des Moines	IA
University Hospitals	Cleveland	OH
University of Wisconsin Hospital and Clinics	Madison	WI
UW Health	Madison	WI
Vail Health Hospital	Vail	CO
Valley Children's Healthcare	Madera	CA
Vanderbilt University Medical Center	Nashville	TN
VCU Health	Richmond	VA
Virginia Mason	Seattle	WA
Virtua Health	Marlton	NJ
Wake Forest Baptist Medical Center	Winston-Salem	NC
WakeMed Health & Hospitals	Raleigh	NC
Wellforce	Burlington	MA
WellSpan Health	York	PA

Note: This list does not include 37 organizations that wished to remain anonymous.

SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
WellStar Health System	Marietta	GA
WVU Medicine	Fairmont	WV
Yale New Haven Health System	New Haven	CT

Note: This list does not include 37 organizations that wished to remain anonymous.

APPENDIX B:

TERMS AND

DEFINITIONS

APPENDIX C:

ABOUT

SULLIVANCOTTER

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

For more information, visit www.sullivancotter.com or call 888.739.7039.

SullivanCotter has offices in Atlanta, Boston, Chicago, Denver, Detroit, Eau Claire, Minneapolis, New York, Parsippany, Philadelphia, Pittsburgh and San Francisco.