

CASE STUDY

Turning Complexity into Clarity: A Discovery Engagement with a Leading Academic Medical Center

Help your organization lay the foundation for change

A large academic medical center came to SullivanCotter with a familiar challenge: **compensation methodologies, productivity expectations, and work effort standards that varied from department to department.**

Here's how we helped them assess the risk and create a go-forward action plan – all while building a coalition with key stakeholders every step of the way.

CHALLENGES

- Significant medical group budget shortfall
- Lack of transparency and engagement from Department Chairs
- Decentralized decision-making and fragmented use of market data resulted in inconsistent benchmarking and work effort expectations
- Compensation and productivity misalignment – including misunderstanding of wRVU levels and clinical FTE
- Inability to track value-based performance due to limited metric reporting



APPROACH

- **Leadership interviews** and focus groups to identify pain points and gain consensus on objectives
- **Market assessment** to understand total cash compensation, productivity, and survey data usage and pinpoint areas of risk
- **Work effort review** against peers to provide comparative insights both internally and externally
- **Department Chair meetings** to provide full transparency and level-set the current state
- **Summary report** to document findings and communicate go-forward recommendations



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ANALYSIS

Faculty Physician Compensation and Productivity

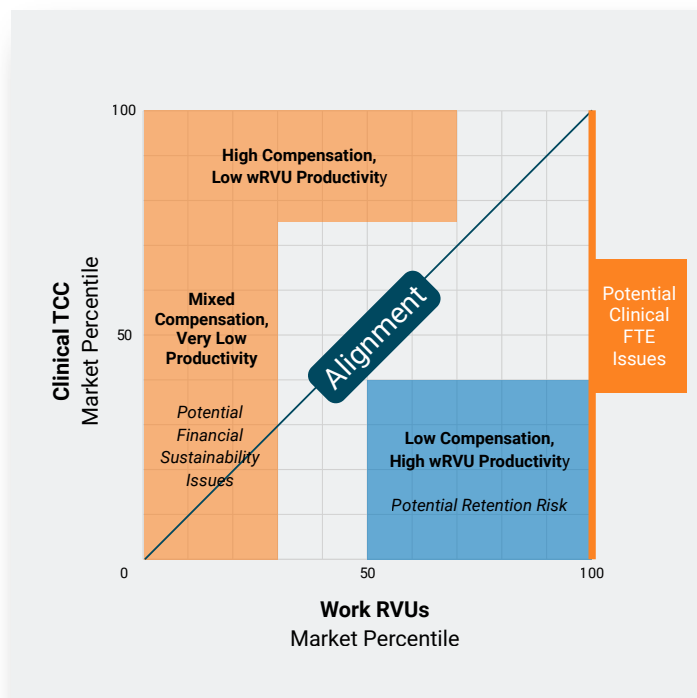


30% Balanced
Pay and productivity in alignment

20% Retention Risk
Low TCC relative to productivity

20% Compliance Risk
High TCC relative to productivity

30% Below Market
Pay and productivity under 30th percentile



OUTCOMES

Culture Shift



Increase in Chair engagement due to greater access to and trust in compensation and productivity benchmarks

Clinical Work Effort



Partnership between Chairs and administrative leadership to incrementally increase clinical FTE

Productivity Spotlight



Assessment created greater awareness of financial gaps resulting in Chair acceptance of need to tie compensation to productivity

Methodology



Development of a compensation committee to standardize methods and processes and establish minimum standards

Explore new ways to support your academic medical center!



[See how we can help >](#)



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