

# National Provider Compensation, Production, and Benefits Survey

## 2015 Informational Session

January 21, 2015

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# Audience Reminders

- Submit a question by typing it into the Question and Answer pane at the right of your screen at any time.
- Provide feedback through our electronic survey following the Webinar.

# Our Speakers



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# Agenda

- I. Introduction
- II. Survey Overview
- III. ECGVault Overview
- IV. 2015 Survey Participation

Appendix A — 2014 ECG Survey Members

Appendix B — 2014 Reported Specialties

Appendix C — Sample CPT Code Profiler Reports

# I. Introduction

# I. Introduction

## *ECG Management Consultants, Inc.*

***We focus on developing and implementing innovative and customized solutions to meet our healthcare clients' specific challenges, no matter how complex.***

ECG offers a broad range of strategic, financial, operational, and technology-related consulting services to healthcare providers. As a leader in the industry, ECG provides specialized expertise to community hospitals, academic medical centers, health systems, and medical groups.

### **Specific areas of expertise include:**

- Strategy and planning.
- Physician/hospital economic relations.
- Organizational design and development.
- Operations and performance improvement.
- Academic medical center services.
- Children's hospitals.
- Healthcare IT.
- Managed care contracting.
- Custom surveys and proprietary research.

ECG's strength is built upon more than 150 healthcare professionals practicing in offices located in Boston, Dallas, San Diego, San Francisco, Seattle, St. Louis, and Washington, D.C.

***For more than 40 years, we have served as trusted advisers to some of the nation's leading healthcare providers.***

# I. Introduction

## ECG's Custom Surveys

***ECG's custom surveys emerged from our experience working with medical groups and academic departments to redesign their compensation plans. Today, our custom surveys are a core service and encompass a wide range of areas.***

The screenshot shows the ECG Management Consultants website. The header includes navigation links: About ECG, Consulting Services, Our Clients, Publications & Events, Join ECG, and ECGVault. A 'STRAIGHT TALK' section features a quote from Richard H. Cooper, CEO of The Everett Clinic, stating that ECG's surveys have been a participant since 2000 and provide comprehensive information for assessing competitiveness. The main content area is titled 'Custom Surveys & Proprietary Research' and lists various services: Strategy Services, Physician/Hospital Economic Relations, Organizational Design & Development, Operations & Performance Improvement, Academic Medical Center Services, Children's Hospitals, Information Technology, and Managed Care Contracting. It describes how ECG provides leading-edge identification and interpretation of industry trends, offering customized surveys that provide access to data that is either more in-depth than that of, or not available from, other industry sources. A 'Selected Projects' section lists survey brochures: National Physician Reimbursement Survey, National Provider Compensation Survey, and National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey (since 2006).

### Annual Surveys

- *National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey (since 2006).*
- *National Provider Compensation, Production, and Benefits Survey (since 2000).*
- *National Medical Group Cost and Staffing Survey (since 2014)*
- CPT Code Profiler.

### Select Custom Surveys

- *National Physician Reimbursement Survey (2013, 2011).*
- *Children's Hospitals Surgeon-in-Chief Survey (2011).*
- *Children's Hospitals Pediatrician-in-Chief Survey (2011).*
- *Greater Boston Provider Benefit Survey (2012).*
- *Alliance of Independent Academic Medical Centers (AIAMC) Member Benchmarking Survey (2011).*
- *California Hospital/Physician Alignment Survey (2010).*
- *Emergency Department Call Coverage Survey (2010).*

# I. Introduction

## *ECG's Custom Surveys (continued)*

***Survey members utilize data and benchmarks from our surveys to inform them on key issues and support analyses in their organizations, including:***

- Compensation plan redesign and market assessments for physicians and advanced practice clinicians (APCs).
- Productivity evaluation and benchmarking at both the individual provider and specialty level.
- Fair market value assessments and opinions.
- Provider benefit benchmarking and design.
- Market payor contracting strategies.
- Recruiting and retention benchmarking.

***Our surveys provide members with access to data that is more in-depth than that of, or not available from, other industry sources.***

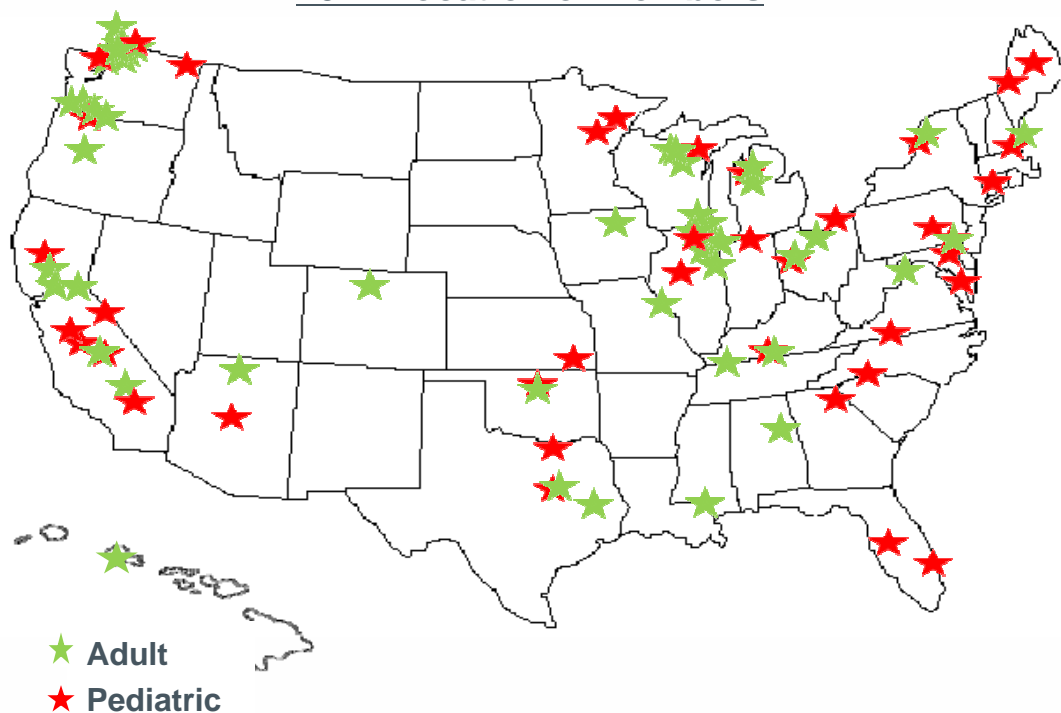


# I. Introduction

## *Geographic Representation and Expansion*

***ECG's national compensation, production, and benefits surveys include over 100 premier provider organizations from across the country, encompassing data from nearly 25,000 providers.***

### 2014 Location of Members



### 2014 — Select Members

- Advocate Medical Group
- Carilion Clinic
- Colorado Permanente Medical Group, P.C.
- DuPage Medical Group
- Group Health Permanente
- Medical College of Wisconsin
- Palo Alto Medical Foundation
- Scott & White Memorial Hospital
- SIU HealthCare
- Springfield Clinic
- Sutter Pacific Medical Foundation
- The Everett Clinic
- The Iowa Clinic
- University of Oklahoma College of Medicine
- Vanderbilt University Medical Center
- Wake Forest Baptist Health

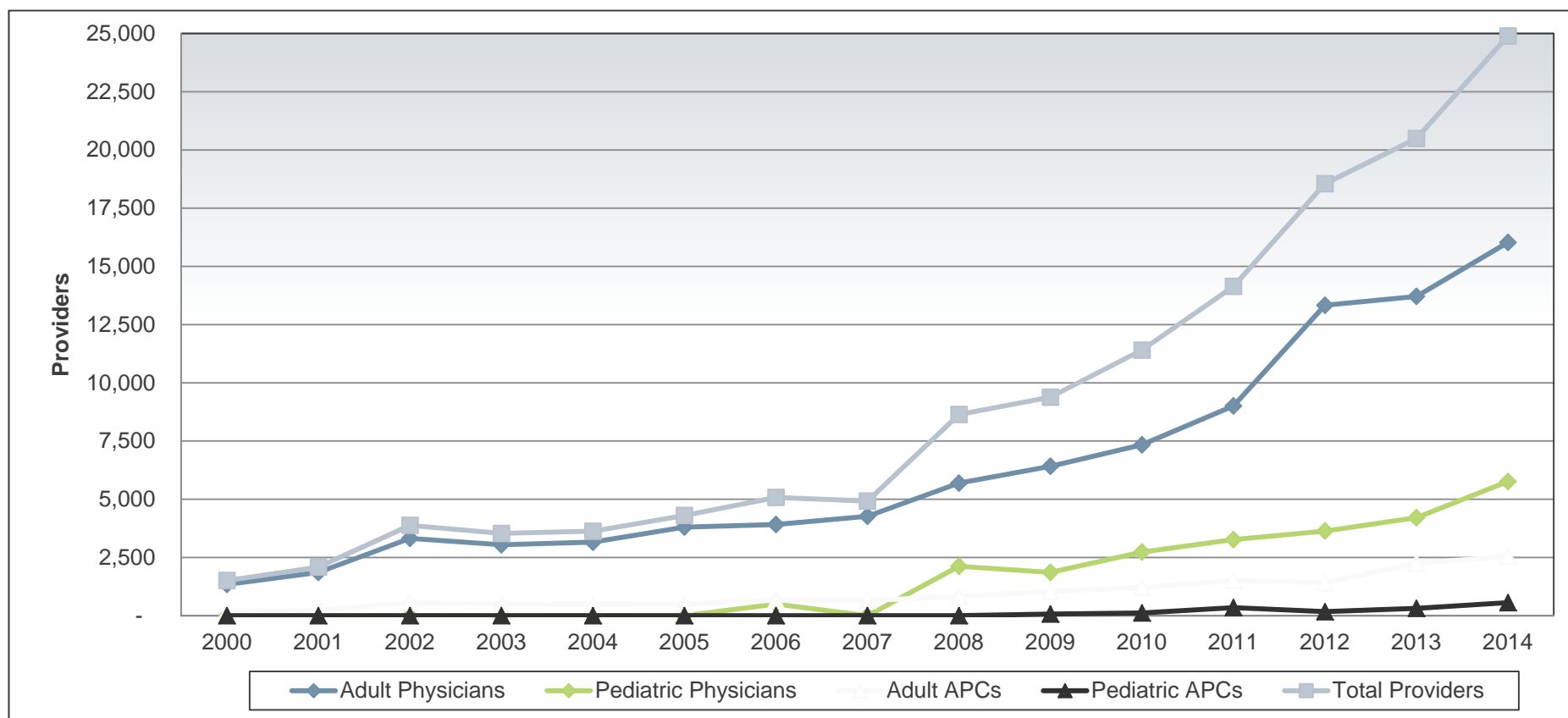
***APPENDIX A contains a comprehensive list of 2014 survey members. APPENDIX B provides a summary of all specialties for which benchmarks were published in 2014.***

# I. Introduction

## *Geographic Representation and Expansion (continued)*

***Our compensation surveys have grown from 1,500 providers in 1 state in 2000 to 24,800 providers in 31 states in 2014.***

**ECG Survey Growth — Years 2000–2014**



# I. Introduction

## ECG Survey Members

***Our 2014 national adult provider survey includes performance data submitted by 86 organizations, encompassing 18,571 providers.***

### National Survey — Summary of Member Characteristics<sup>1</sup>

Organizational Characteristic	Number of Organizations	Number of Providers	Percentage of Providers
Integrated Health System	73	16,200	87%
Independent Medical Group	13	2,371	13%
<b>Total</b>	<b>86</b>	<b>18,571</b>	<b>100%</b>
East	14	3,853	21%
Midwest	24	4,017	22%
South	13	2,158	12%
West	35	8,543	46%
<b>Total</b>	<b>86</b>	<b>18,571</b>	<b>100%</b>
New	N/A	1,627	9%
Established	N/A	16,944	91%
<b>Total</b>	<b>86</b>	<b>18,571</b>	<b>100%</b>

NOTE: Figures may not be exact due to rounding. 2014 ECG survey data.

<sup>1</sup> Figures do not include membership from ECG's *National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey*, year 2014 based on 2013 data.

***Of the providers in the 2014 survey, 90% work within organizations with more than 150 physicians.***

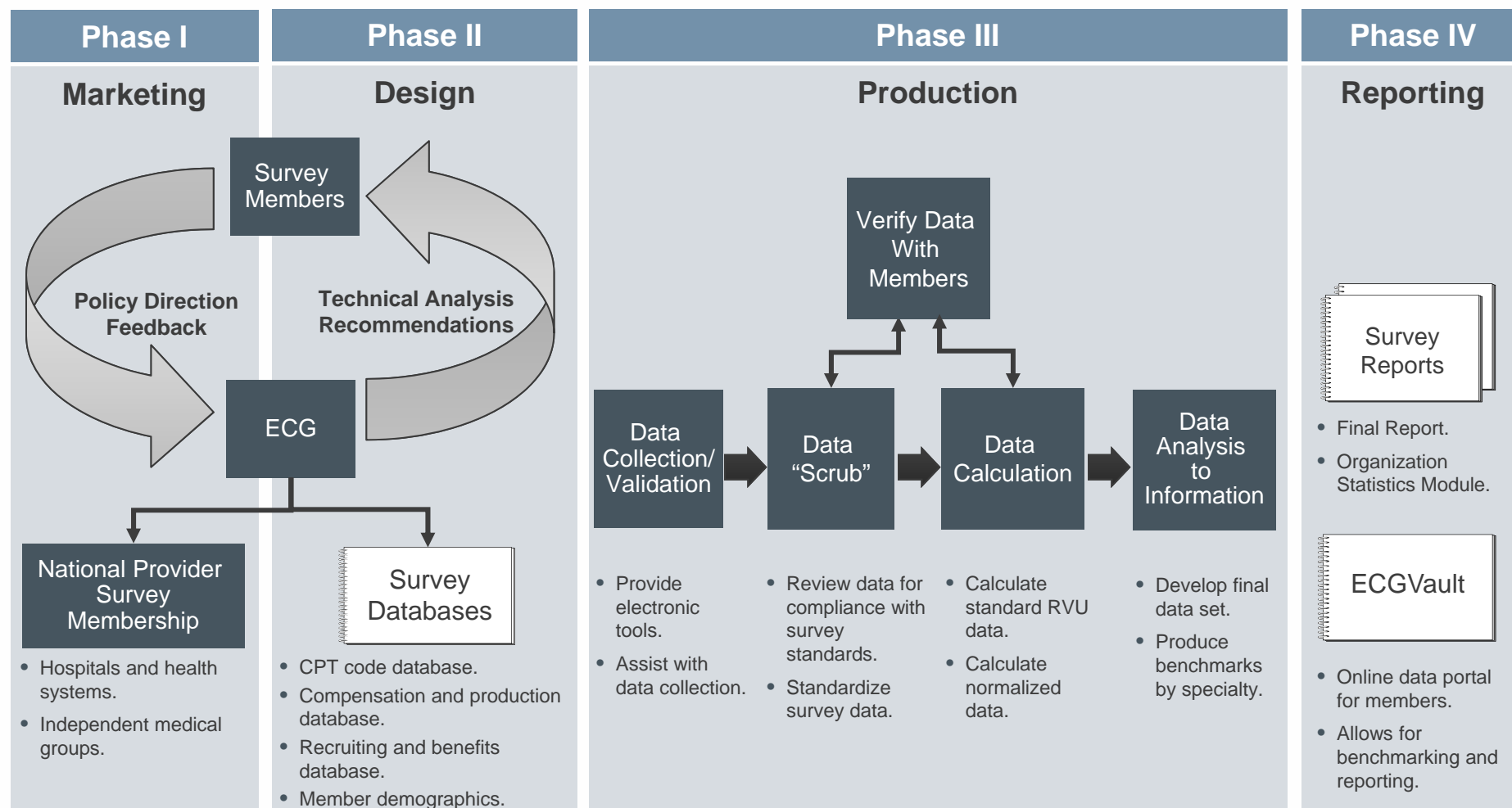
## II. Survey Overview

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## II. Survey Overview

### ECG's Survey Methodology

*Our survey methodology emphasizes data consistency and quality.*



## II. Survey Overview

### Scope of the Survey

*ECG's survey is a comprehensive study of provider performance and captures data in six schedules, which include participant demographics, as well as compensation, benefits, productivity, recruitment, and other critical operating statistics.*

<b>Schedule A</b>	<b>Contact Information</b> — Includes authorized contacts.
<b>Schedule B</b>	<b>Organization Profile</b> — Includes organization-level demographics, revenue/expense data, contracting and reimbursement data, IT systems overview, etc.
<b>Schedule C</b>	<b>Compensation/Incentive Plans</b> — Includes data on physician and APC compensation plan structure, performance indicators (production- and nonproduction-based), quality incentives, and executive compensation.
<b>Schedule D</b>	<b>Recruiting and Benefits</b> — Includes data on recruiting packages/benefits, starting salaries, recruiting efforts, and cost/type of provider benefits (e.g., medical, retirement, paid time off [PTO], CME).
<b>Schedule E</b>	<b>Operations</b> — Includes data on part-time physicians, hospital-based physicians (hospitalists and emergency medicine), APCs, and patient access.
<b>Schedule F</b>	<b>Provider Data</b> — Includes provider-level data (physicians and APCs), such as FTEs, compensation, gross and net revenue, CPT code counts by CPT code, benefits, clinical weeks worked, scheduled office hours, and malpractice.

***Schedules A–E are completed via our secure online proprietary survey tool. Schedule F is completed using Microsoft Excel.***

## II. Survey Overview

### Reported Metrics and Key Statistics

***ECGVault provides access to the comprehensive collection of metrics available in the survey, either via the Organization Statistics Module or Dynamic Reports.***

#### Select Compensation, Production, and Benefit Metrics by Specialty

- Clinical and total compensation normalized for full-time effort (base/guaranteed, quality, and call coverage compensation are also available).
- Nonproduction compensation per clinical FTE, including Quality and Patient Satisfaction earnings.
- Total gross and gross professional revenue per clinical FTE.
- Net collections and net professional collections per clinical FTE.
- Work RVUs and total RVUs per clinical FTE.
- Compensation as a percentage of production (gross, gross professional, net, and net professional revenue).
- Compensation per work RVU and total RVU.
- Gross professional revenue per total RVU.
- Net collections and net professional collections per total RVU (and work RVU).
- Panel size per clinical FTE (primary care).
- Benefit cost per provider and as a percentage of total compensation. Retirement cost per provider and as a percentage of total compensation.
- Scheduled office-based hours per week.

#### Select Compensation Plan, Recruitment, and Other Key Information/Statistics

- Compensation plan structure by provider type (primary care physicians, surgical specialists, APCs, etc.).
- Performance indicators in compensation plans by provider type.
- Quality incentives in compensation plans by provider type.
- Physician recruiting offerings, including length of service requirements and value of benefit.
- Starting salary offers and signing bonuses by specialty.
- Top-recruited specialties and range of difficulty in filling open positions.
- Cost and benefit levels for health insurance, life insurance, disability insurance, and retirement plans.
- PTO benefits and CME allowances.
- Malpractice expense by specialty.
- Appointment wait times by specialty.
- APC utilization and recruitment data.
- Contracting and reimbursement data, including information on ACOs and other payment models.
- Key data for part-time physicians, hospitalists, and emergency medicine physicians.



## II. Survey Overview

### *Exclusive Member Benefits*

*As a member of ECG's survey, organizations have exclusive access to:*

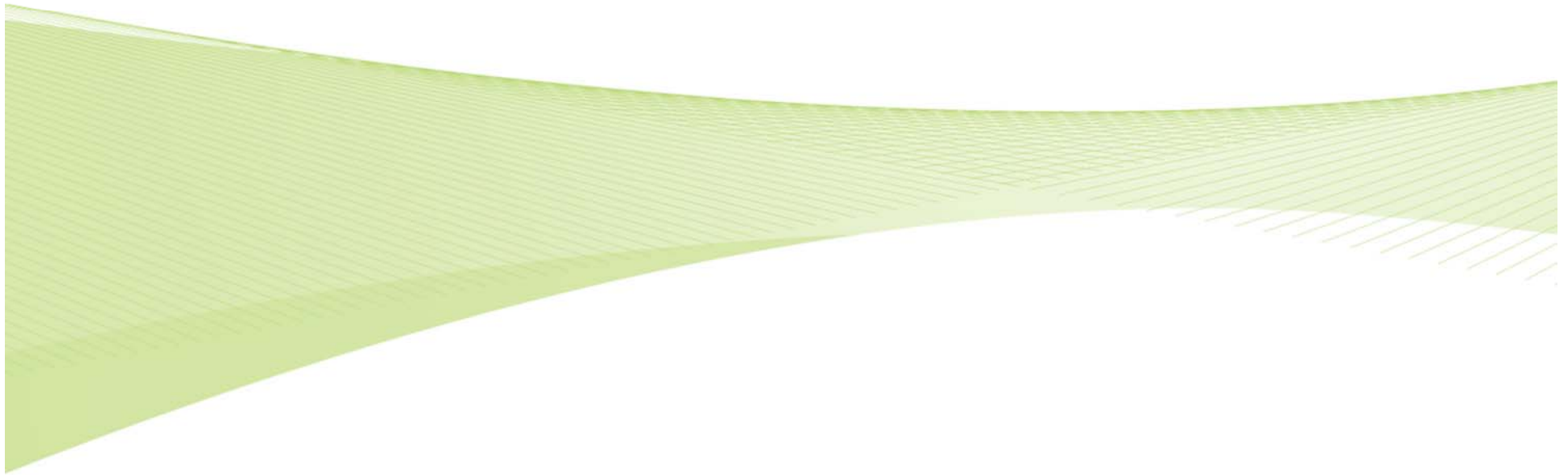
- **ECGVault** — This data portal contains current and historical ECG physician and APC performance benchmarks at the market, organization, and provider level.
- **Final Report** — This document summarizes key year-over-year market trends for all components of the survey.
- **Members-Only Webinar** — Hosted in the fall, this Webinar focuses on key compensation, production, recruiting, and benefit trends of the 2015 survey.
- **ECG's Survey Team** — Through the survey process, we cultivate a relationship with each of our members. By taking the time to interact with our members, we ensure that we understand your organization and data, which translates into the most accurate and reliable benchmarks available in the industry.

***ECG's approach, methodology, and value-added deliverables set us apart from other industry surveys.***

[www.ecgmc.com/custom-surveys-proprietary](http://www.ecgmc.com/custom-surveys-proprietary)



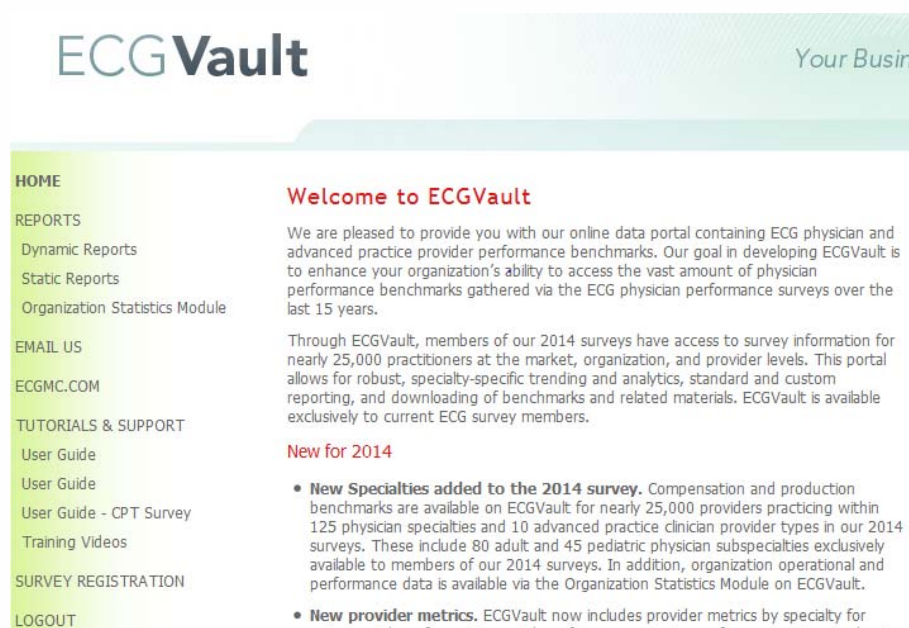
### III. ECGVault Overview



### III. ECGVault Overview *Background*

***ECGVault provides survey members with the power to analyze current and historical physician and APC performance benchmarks at the market, organization, and provider levels.***

- ECGVault is a business intelligence tool that supports a variety of provider performance analyses and assessments in your organization.
  - Online and secure.
  - Members only.
  - Current and historical data (back to 2000).
- Survey members' data is already loaded into the database and reports.
- Data includes provider-level compensation and production data, as well as organization-level statistics and information.
- Reporting options allow for significant customization by members.



***Survey members receive a confidential login and password specific to their organization.***

### III. ECGVault Overview

## *Your Business Intelligence Center*

***ECGVault contains three primary types of reporting options:***

- ***Dynamic Reports*** — These reports allow for robust, specialty-specific trending and analysis capabilities, as well as standard and custom reporting, downloading of benchmarks, and access to related materials.
- ***Static Reports*** — These reports include the benchmark tables for physicians and APCs in Adobe PDF format, as well as the Final Report. The benchmark tables provide averages and quartiles by specialty for each of the compensation and production metrics in ECG's surveys.
- ***Organization Statistics Module*** — In addition to the organization data provided in ECG's Final Report, comprehensive market data is available via our Organization Statistics Module.

***ECGVault now includes the CPT Code Profiler, an additional product that members can subscribe to.***

### III. ECGVault Overview

#### Dynamic Reports

*Within Dynamic Reports, there are currently 10 reporting options that allow survey members to access current-year and historical physician and APC performance benchmarks for the organization and the market.*

- Benchmark Tables.
- Custom Recruiting Tool.
- Metric Scattergram – **new**.
- Tabular Reports.
- Trending by Organization.
- Trending by Provider.
- Benchmarking by Organization.
- Benchmarking by Provider.
- Comparison Charts by Organization.
- Comparison Charts by Provider.



[www.ecgmc.com/custom-surveys-proprietary](http://www.ecgmc.com/custom-surveys-proprietary)

### III. ECGVault Overview

#### CPT Code Profiler

*Survey members may elect to subscribe to the CPT Code Profiler, which is built from CPT code data collected in our annual provider surveys.*

- **Practice Profile Reports** — Identify variances in individual physicians' CPT code profiles compared to providers within the medical group and the market. Key metrics include:
  - WRVU and total RVU productivity.
  - Distribution of WRVUs among CPT code categories (i.e., E&M, medicine, ancillary, and surgery) and subcategories.
- **Top CPT Code Reports** — Indicate the top CPT codes by volume and RVUs at the specialty and provider levels (both individually and as a group), as well as for the market. The CPT code reports include procedure code rankings for market variance comparisons. These reports may be run for the top 25 codes, top 50 codes, or all codes.
- **CPT Code Distribution Reports** — Include reports for office visits (new patients, established patients, and consultations), inpatient visits (initial hospital care, subsequent care, discharges, and consultations), and emergency department visits.

***The CPT Code Profiler is available to compensation survey members at a discounted annual subscription fee of \$5,000. A stand-alone subscription to the CPT Code Profiler is \$10,000. Sample reports are shown in APPENDIX C.***

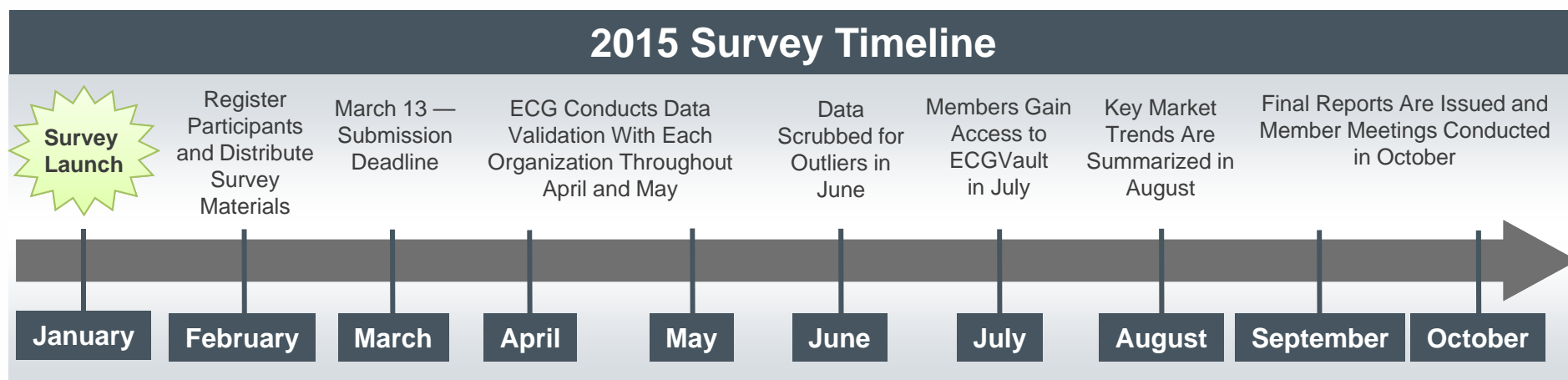
## IV. 2015 Survey Participation



## IV. 2015 Survey Participation

### *Survey Timeline*

***ECG's 2015 survey will launch at the end of January, and access to the data and online reporting capabilities will be available via ECGVault in July.***



***The Final Report will be distributed and member meetings will be conducted in early October.***



## IV. 2015 Survey Participation Membership Fee

***Membership in ECG's survey is \$5,000 per year. This fee is waived in 2015 for any new organization that chooses to participate.***

- The annual membership fee is all-inclusive and covers the cost of performing the survey.
- There is no additional cost to obtain/access the compensation and production survey reports available via ECGVault.
- There is no additional fee to participate in the member meeting.
- In our experience with conducting surveys, not distributing/selling the results to provider organizations that do not participate increases the participation rate.
  - Allows for more robust sample sizes.
  - Creates more client investment in the data that is submitted.
  - Enhances the quality of survey data.

***Data and reports are only available to participating organizations. We do not give, or sell, the survey results to provider organizations that do not participate.***



## IV. 2015 Survey Participation

### *Next Steps*

- Register your organization for ECG's 2015 *National Provider* survey.
  - Online registration is currently open at [www.ecgmc.com/2015-survey-registration](http://www.ecgmc.com/2015-survey-registration).
  - Additional survey information is available at [www.ecgmc.com/custom-surveys-proprietary](http://www.ecgmc.com/custom-surveys-proprietary).
- 2015 survey materials will be distributed at the end of January. Upon registration, organizations will receive a link via e-mail to access the secure online survey instrument.
- Completed survey materials/data are due by March 13.
  - Organizations submit data via ECG's secure online survey instrument.
  - Other submission methods are permitted after discussion with ECG.
- We work with each organization during the submission process and are available to answer any questions that may arise as you complete the survey.

***If you need further information, please contact Ms. Collins or Ms. Hayduk at 314-726-2323 or via email at [acollins@ecgmc.com](mailto:acollins@ecgmc.com) or [mhayduk@ecgmc.com](mailto:mhayduk@ecgmc.com).***

## IV. Survey Participation

### 2015 Survey Commitment Form

Commencement Date: January 2015

Data Submission: March 13, 2015

Cost of Membership: \$5,000

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#### Name and Location of Organization

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Please sign and return this form to ECG to confirm your 2015 membership in the ECG *National Provider Compensation, Production, and Benefits Survey*.

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Acknowledged and Accepted By

---

Date

---

Title

---

Email Address

---

Phone

***Please complete this form and email it to [mhayduk@ecgmc.com](mailto:mhayduk@ecgmc.com)  
or fax it to 314-726-2353.***

***Registration is also available online via [www.ECGVault.com](http://www.ECGVault.com).***

## IV. Survey Participation

### *CPT Code Profiler Form*

Commencement Date: Immediate

Cost of Membership: \$5,000

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#### Name and Location of Organization

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Please sign and return this form to ECG to confirm your membership in the ECG CPT Code Profiler.

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Acknowledged and Accepted By

---

Date

---

Title

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Email Address

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Phone

***Please complete this form and email it to [mhayduk@ecgmc.com](mailto:mhayduk@ecgmc.com)  
or fax it to 314-726-2353.***

***Registration is also available online via [www.ECGVault.com](http://www.ECGVault.com).***

# Questions & Answers

To submit a question for Maria or Angie, type it into the Question and Answer pane at the right of your screen at any time.



# Appendix A

## 2014 ECG Survey Members

# Appendix A

## 2014 Survey Members

Organization	Location
<b>National Provider Compensation, Production, and Benefits Survey</b>	
Adventist Health Medical Group	Portland, Oregon
Advocate Medical Group	Des Plaines, Illinois
Baptist Health	Montgomery, Alabama
Baylor College of Medicine	Houston, Texas
Borgess Medical Group	Kalamazoo, Michigan
Care New England Health System	Providence, Rhode Island
Carilion Clinic	Roanoke, Virginia
Carle Foundation	Urbana, Illinois
Colorado Permanente Medical Group	Denver, Colorado
Dreyer Medical Clinic Inc.	Aurora, Illinois
Dupage Medical Group	Downers Grove, Illinois
East Jefferson General Hospital	Metairie, Louisiana
Edward Hospital & Health Services	Naperville, Illinois
Evergreen Health Medical Center	Kirkland, Washington
Franciscan Medical Group	Tacoma, Washington
Grand Lake Physician Practices	St. Marys, Ohio
Group Health Permanente	Seattle, Washington
Legacy Health	Portland, Oregon
Little Company of Mary	Evergreen, Illinois

# Appendix A

## 2014 Survey Members (continued)

Organization	Location
Maine Medical Center/Maine Medical Partners	Scarborough, Maine
Medical College of Wisconsin	Milwaukee, Wisconsin
MedStar Health	Columbia, Maryland
Meritus Health/Meritus Enterprises	Hagerstown, Maryland
Ministry Health Care	Milwaukee, Wisconsin
MultiCare Health System	Tacoma, Washington
Northern Arizona Healthcare/Verde Valley Medical Center	Flagstaff, Arizona
Northwest Hospital & Medical Center	Seattle, Washington
Northwest Permanente	Portland, Oregon
Oncology Hematology Care	Cincinnati, Ohio
Overlake Medical Clinics, LLC	Bellevue, Washington
Pacific Medical Centers	Seattle, Washington
Palo Alto Medical Foundation	Mountain View, California
PeaceHealth Medical Group	Vancouver, Washington
PIH Health	Whittier, California
Proliance Surgeons, Inc.	Seattle, Washington
Providence Medical Group – Oregon	Portland, Oregon
Providence Medical Group – Spokane	Spokane, Washington
Salem Health	Salem, Oregon
Scott & White Memorial Hospital	Temple, Texas

# Appendix A

## 2014 Survey Members (continued)

Organization	Location
Scripps Clinic	La Jolla, California
Scripps Coastal Medical Group	San Diego, California
SIU HealthCare	Springfield, Illinois
Spectrum Health Medical Group	Grand Rapids, Michigan
Springfield Clinic	Springfield, Illinois
St. Luke's Hospital	Chesterfield, Missouri
Straub Clinic & Hospital	Honolulu, Hawaii
Sutter Pacific Medical Foundation	Santa Rosa, California
SwedishAmerican Medical Group	Rockford, Illinois
The Everett Clinic	Everett, Washington
The Iowa Clinic	West Des Moines, Iowa
University of Oklahoma College of Medicine	Oklahoma City, Oklahoma
University of Rochester	Rochester, New York
University of Vermont Medical Group	Burlington, Vermont
University of Wisconsin Medical Foundation	Middleton, Wisconsin
UW Physician Network	Seattle, Washington
Valley Medical Center	Renton, Washington
Vanderbilt University Medical Center	Nashville, Tennessee
Virginia Mason Medical Center	Seattle, Washington
Wake Forest Baptist Health	Winston-Salem, North Carolina



# Appendix A

## 2014 Survey Members (continued)

Organization	Location
Warren Clinic	Tulsa, Oklahoma
West Tennessee Healthcare	Jackson, Tennessee
<b>National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey</b>	
Akron Children's Hospital	Akron, Ohio
All Children's Specialty Physicians	St. Petersburg, Florida
Children's Healthcare of Atlanta	Atlanta, Georgia
Children's Hospitals and Clinics of Minnesota	Minneapolis, Minnesota
Children's Hospital Los Angeles Medical Group	Los Angeles, California
Children's Medical Group, Inc., and Children's Surgical Specialty Group Inc.	Norfolk, Virginia
Children's National Medical Center	Washington, D.C.
Children's Specialty Group/Medical College of Wisconsin	Milwaukee, Wisconsin
Children's Specialty Group, PLLC	Norfolk, Virginia
Children's University Medical Group	Seattle, Washington
CHOC Children's Specialists	Orange, California
Cincinnati Children's Hospital Medical Center	Cincinnati, Ohio
Connecticut Children's Specialty Group, Inc.	Hartford, Connecticut
Cook Children's Medical Center	Fort Worth, Texas
Gillette Children's Specialty Healthcare	St. Paul, Minnesota
Helen DeVos Children's Hospital	Grand Rapids, Michigan
Legacy Health	Portland, Oregon

# Appendix A

## 2014 Survey Members *(continued)*

Organization	Location
Maimonides Infants and Children's Hospital of Brooklyn	Brooklyn, New York
Maine Medical Partners	Scarborough, Maine
MedStar Health	Columbia, Maryland
Miami Children's Hospital	Miami, Florida
MultiCare Health System	Tacoma, Washington
Packard Children's Health Alliance	Menlo Park, California
Parkside Pediatrics	Simpsonville, South Carolina
Pediatric Multispecialty Medical Group/UCSF Benioff Children's Hospital of Oakland	Oakland, California
Peyton Manning Children's Hospital at St. Vincent	Indianapolis, Indiana
Phoenix Children's Hospital	Phoenix, Arizona
Providence Medical Group	Spokane, Washington
Rady Children's Specialists of San Diego – A Medical Foundation	San Diego, California
Rockford Health Physicians	Rockford, Illinois
Scott & White Memorial Hospital	Temple, Texas
SIU HealthCare	Springfield, Illinois
Specialty Medical Group Central California	Madera, California
University of Oklahoma College of Medicine	Oklahoma City, Oklahoma
University of Rochester	Rochester, New York
University of Vermont Medical Group	Burlington, Vermont
Vanderbilt University Medical Center	Nashville, Tennessee

# Appendix A

## 2014 Survey Members *(continued)*

Organization	Location
Wake Forest Baptist Health	Winston-Salem, North Carolina
Warren Clinic/Saint Francis Health System	Tulsa, Oklahoma
Weill Medical College of Cornell University	New York, New York

## Appendix B

# 2014 Reported Specialties



# Appendix B – 2014 Reported Specialties

## Physician Specialties

***Benchmarks were reported for 80 physician specialties and 10 APC provider types in the 2014 National Provider survey.***

Allergy/Immunology	Hematology/Oncology	Perinatology	Surgery – Neurological
Anesthesia – Pain Management	Hospice and Palliative Medicine	Physical Medicine & Rehabilitation	Surgery - Oncology
Anesthesiology	Infectious Disease	Podiatry	Surgery – Orthopedic
Cardiology – Electrophysiology	Internal Medicine	Podiatry – Surgical	Surgery – Orthopedic (Foot & Ankle)
Cardiology – Interventional	Internal Medicine – Hospitalist	Psychiatry	Surgery – Orthopedic (Hand)
Cardiology – Invasive (Noninterventional)	Internal Medicine – Hospitalist (Nocturnist)	Pulmonary Medicine	Surgery – Orthopedic (Joint Replacement)
Cardiology – Noninvasive	Neonatology	Pulmonary Medicine – Critical Care	Surgery – Orthopedic (Spine)
Critical Care/Intensivist	Nephrology	Radiation Oncology	Surgery – Orthopedic (Sports Medicine)
Dermatology	Neurology	Radiology – Invasive	Surgery – Orthopedic (Trauma)
Dermatology – Mohs Surgery	Obstetrics/Gynecology	Radiology – Noninvasive	Surgery – Plastic
Dermatopathology	Occupational Medicine	Radiology – Nuclear Medicine	Surgery – Thoracic
Emergency Medicine	Ophthalmology	Reproductive Endocrinology	Surgery – Transplant
Endocrinology/Metabolism	Ophthalmology - Cataract & Refractive	Rheumatology	Surgery – Trauma
Epileptologist	Ophthalmology – Retina Surgery	Sleep Medicine	Surgery – Vascular
Family Practice With OB	Orthopedic – Nonsurgical	Sports Medicine	Urgent Care
Family Practice Without OB	Otorhinolaryngology	Surgery – Bariatric	UroGynecology
Gastroenterology	Pain Management	Surgery – Breast	Urology
Genetics	Pathology	Surgery – Cardiothoracic	
Geriatrics	Pathology – Anatomical Only	Surgery – Cardiovascular	
Gynecology – Oncology	Pathology – Clinical Only	Surgery – Colon & Rectal	
Gynecology Only	Pediatrics – General	Surgery – General	

**NOTE:** We require data from at least five organizations in order to report specialty-specific benchmarks.

## Appendix B – 2014 Reported Specialties

### *APC Provider Types*

APC Provider Types
Audiologist
Certified Nurse Midwife
Certified Registered Nurse Anesthetist
Licensed Clinical Social Worker
Neuropsychologist (Ph.D.)
Nurse Practitioner
Optometrist
Physician Assistant — Nonsurgical
Physician Assistant — Surgical
Psychologist (Ph.D.)

# Appendix B – 2014 Reported Specialties

## National Pediatric Subspecialties

***ECG's 2014 National Pediatric Subspecialty Survey reported benchmarks in 52 pediatric physician subspecialties and three pediatric APC provider types.***

Pediatric Physician Subspecialties		
Adolescent Medicine	General Pediatrics	Radiology – Neuroradiology
Allergy/Immunology	Genetics	Radiology – Noninvasive
Anesthesiology	Hematology/Oncology	Rehabilitation Medicine
Anesthesiology – Pain Management	Hospitalist	Rheumatology
Bone Marrow Transplant	Infectious Disease	Sleep Medicine
Cardiac Critical Care/Intensivist	Internal Medicine - Pediatrics	Sports Medicine
Cardiology – Electrophysiology	Neonatology	Surgery – Cardiothoracic
Cardiology – Interventional	Nephrology	Surgery – General
Cardiology – Invasive (Noninterventional)	Neurodevelopmental Disabilities	Surgery – Neurological
Cardiology – Noninvasive	Neurology	Surgery – Orthopedic
Child Abuse	Ophthalmology	Surgery – Orthopedic (Hand)
Critical Care/Intensivist	Otorhinolaryngology	Surgery – Orthopedic (Spine)
Dermatology	Pain and Palliative Care	Surgery – Orthopedic (Sports Medicine)
Developmental-Behavioral Medicine	Pathology	Surgery – Plastic
Emergency Medicine	Perinatology	Urgent Care
Endocrinology	Psychiatry	Urology
Epileptology	Pulmonary Medicine	
Gastroenterology	Radiology – Invasive	

**NOTE:** We require data from at least five organizations in order to report specialty-specific benchmarks.

# Appendix C

## Sample CPT Code Profiler Reports



# Appendix C – Sample CPT Code Profiler Reports

## Report Criteria

*CPT reports can be customized using various report criteria to further enhance your analysis.*

### Organization-Level Report Criteria

- **Organization Size** – Pulls data for providers that practice within groups of various size.
- **Ownership** – Selects only those providers that practice within integrated health systems, independent medical groups, or all providers.
- **Region** – Limits data to providers that are practicing within a specific region(s).

### Provider-Level Report Criteria

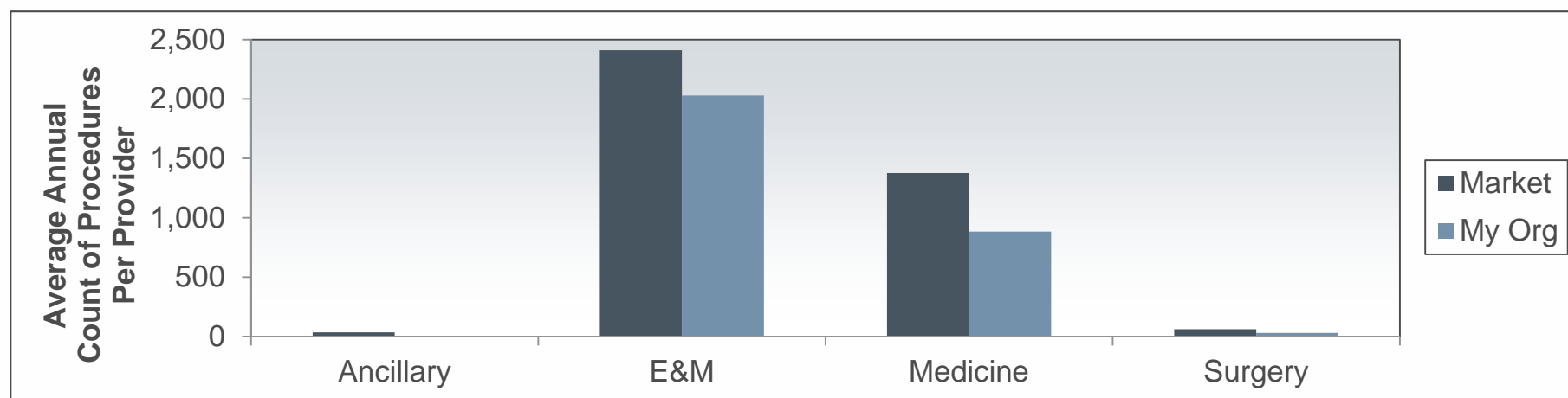
- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>Quartile</b> – Pulls the CPT activity of only those providers above the median or above the 75th percentile for WRVUs.</li> <li>• <b>Experience</b> – Selects data for providers that are new, established, or for all providers.</li> <li>• <b>Clinical FTE</b> – Selects only those providers within a specific clinical FTE range.</li> <li>• <b>Inpatient/Outpatient Responsibilities</b> – Isolates the CPT activity of providers working in the inpatient, outpatient, or both environments.</li> <li>• <b>Medical Home</b> – Selects only those providers that are participating in a medical home.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>State</b> – Limits data to providers that are practicing within a specific state(s).</li> <li>• <b>Payor</b> – Pulls the CPT data for codes billed to Medicare or non-Medicare payors.</li> <li>• <b>Procedure Category</b> – Isolates the CPT activity by E&amp;M, ancillary, medicine, and surgery.</li> <li>• <b>Procedure Subcategory</b> – Isolates the CPT activity for 42 subcategories focused largely on body systems.</li> <li>• <b>Grouped CPT Codes</b> – Isolates the CPT activity for specified ranges of codes.</li> <li>• <b>Place of Service</b> – Isolates the CPT activity for one or more places of service (e.g., physician office).</li> </ul> |
|---|--|

# Appendix C – Sample CPT Code Profiler Reports

## Practice Profile Report

*Key metrics include a summary of procedure counts and RVUs, as well as the distribution of WRVUs among CPT code categories and subcategories.*

### Procedure Data



Average Annual Count of Procedures Per Provider		
Bundled Codes	Market	My Org
<b>N</b>	<b>57</b>	<b>7</b>
Ancillary	35	1
E&M	2,411	2,029
Medicine	1,376	883
Surgery	61	30

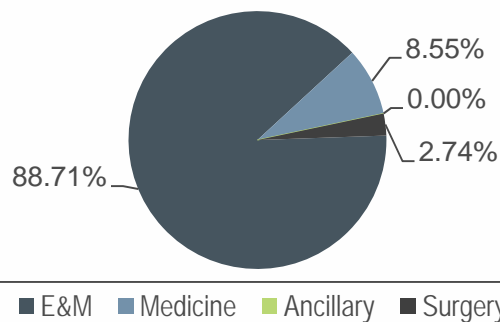
Productivity Data		
Data Set	Market	My Org
<b>N</b>	<b>57</b>	<b>7</b>
RVU Work	4,343	4,028
RVU Total	8,797	8,047

# Appendix C – Sample CPT Code Profiler Reports

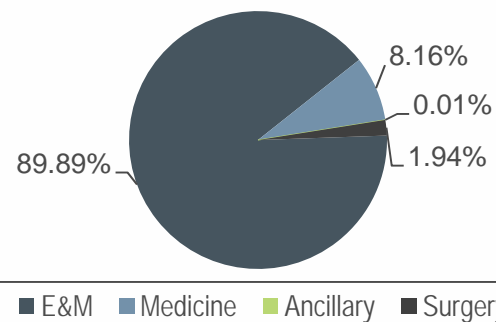
## *Practice Profile Report (continued)*

*The overall distribution of WRVUs and additional detail for the distribution of CPT codes by procedure subcategory are useful for identifying practice variances of providers to the market.*

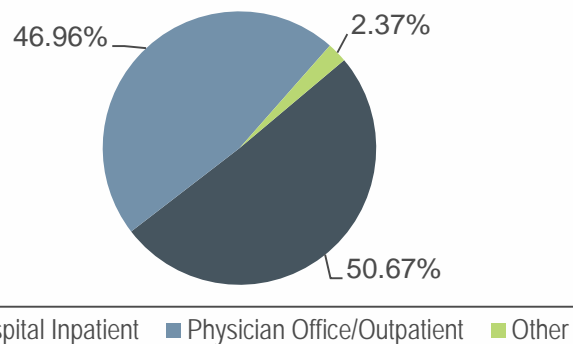
**Performed Activity Distribution  
by WRVU – Market**



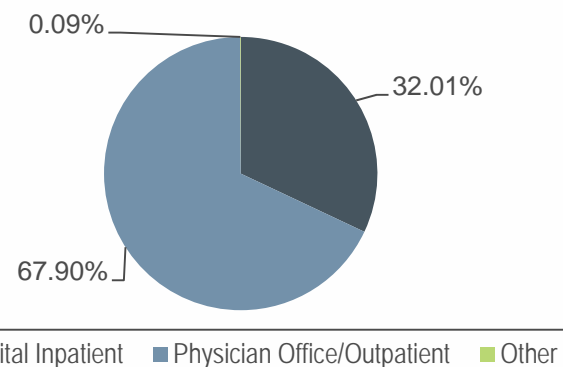
**Performed Activity Distribution  
by WRVU – My Org**



**E&M Activity Distribution  
by WRVU – Market**



**E&M Activity Distribution  
by WRVU – My Org**



# Appendix C – Sample CPT Code Profiler Reports

## Top CPT Code Report

*Top CPT code reports include rankings of codes to facilitate analysis of variances to the market.*

Market – N: 57 Providers					
Rank	CPT Code	CPT Description	Average Count Per Provider	WRVU	Rank (My Org)
1	99233	Subsequent hospital care	535.5	2.00	14
2	99214	Office/outpatient visit est	461.0	1.50	1
3	99232	Subsequent hospital care	358.4	1.39	3
4	95004	Percut allergy skin tests	317.4	0.01	-
5	99215	Office/outpatient visit est	231.8	2.11	4
6	99213	Office/outpatient visit est	226.0	0.97	6
7	9401026	Breathing capacity test	145.7	0.17	-
8	9406026	Evaluation of wheezing	129.3	0.26	-
9	99244	Office consultation	86.7	3.02	5
10	94010	Breathing capacity test	70.6	0.17	2
11	9581026	Polysomnography 4 or more	70.5	2.50	-
12	94760	Measure blood oxygen level	66.9	0.00	31
13	9437526	Respiratory flow volume loop	52.3	0.31	-
14	99204	Office/outpatient visit new	45.1	2.43	25
15	99245	Office consultation	44.9	3.77	8
16	94375	Respiratory flow volume loop	44.8	0.31	56
17	99231	Subsequent hospital care	41.9	0.76	7
18	94060	Evaluation of wheezing	39.6	0.26	9
19	99255	Inpatient consultation	37.1	4.00	34
20	99254	Inpatient consultation	35.0	3.29	15
21	94003	Vent mgmt inpat subq day	33.8	1.37	-
22	94760 59	Measure blood oxygen level	33.4	0.00	-
23	9472626	Pulm funct tst plethysmograp	32.4	0.26	-
24	99223	Initial hospital care	31.9	3.86	23
25	31624	Dx bronchoscope/lavage	26.0	2.88	24
Average Weighted Work RVU Top 25				1.36	
Average Weighted Work RVU Total				1.30	
Total Top 25			3,198		
Total All CPT Codes			3,857		

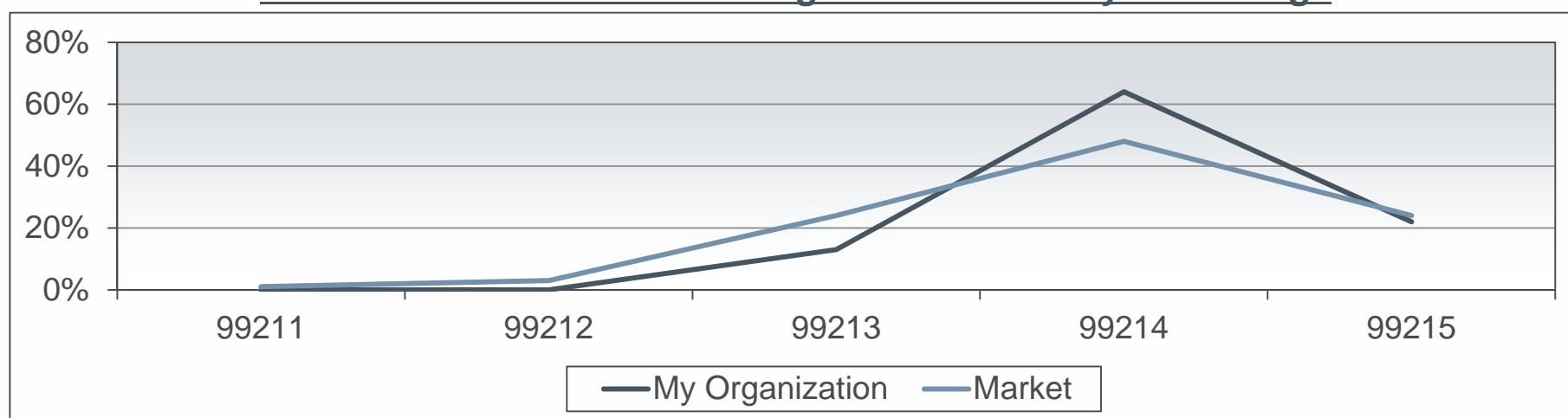
My Organization N: 7 Providers								
Rank	CPT Code	CPT Description	Average Count Per Provider	WRVU	Rank (Market)	Average Count Per Provider Variance With Market	Average Count Per Provider % Variance With Market	
1	99214	Office/outpatient visit est	639.4	1.50	2	178	39%	
2	94010	Breathing capacity test	583.6	0.17	10	513	726%	
3	99232	Subsequent hospital care	337.9	1.39	3	-21	-6%	
4	99215	Office/outpatient visit est	220.3	2.11	5	-11	-5%	
5	99244	Office consultation	156.2	3.02	9	70	80%	
6	99213	Office/outpatient visit est	128.0	0.97	6	-98	-43%	
7	99231	Subsequent hospital care	115.1	0.76	17	73	175%	
8	99245	Office consultation	100.4	3.77	15	56	124%	
9	94060	Evaluation of wheezing	79.3	0.26	18	40	100%	
10	99238	Hospital discharge day	63.0	1.28	26	38	155%	
11	95810	Polysomnography 4 or more	58.8	2.50	109	58	5,172%	
12	94726	Pulm funct tst plethysmograp	55.8	0.26	89	54	2,777%	
13	99222	Initial hospital care	40.4	2.61	38	23	135%	
14	99233	Subsequent hospital care	29.2	2.00	1	-506	-95%	
15	99254	Inpatient consultation	29.0	3.29	20	-6	-17%	
16	99243	Office consultation	28.5	1.88	31	6	29%	
17	94620	Pulmonary stress test/simple	27.0	0.64	155	27	5,610%	
18	94770	Exhaled carbon dioxide test	22.2	0.15	48	12	108%	
19	99253	Inpatient consultation	19.7	2.27	30	-3	-11%	
20	99219	Initial observation care	18.9	2.60	70	15	440%	
21	99217	Observation care discharge	15.2	1.28	68	12	314%	
22	94729	CO diffuse capacity	15.0	0.17	91	13	783%	
23	99223	Initial hospital care	12.4	3.86	24	-19	-61%	
24	31624	Dx bronchoscope/lavage	12.2	2.88	25	-14	-53%	
25	99204	Office/outpatient visit new	11.5	2.43	14	-34	-74%	
Average Weighted Work RVU Top 25				1.38				
Average Weighted Work RVU Total				1.39				
Total Top 25			2,819					
Total All CPT Codes			2,943					

# Appendix C – Sample CPT Code Profiler Reports

## *CPT Code Distribution Report*

*Distribution reports also allow for the isolation of E&M frequency for Medicare and non-Medicare patient activity, place of service, and provider and organization demographics.*

### CPT Code Distribution – Average Per Provider by Percentage



Data Set	N	99211	99212	99213	99214	99215
Market	57	1%	3%	24%	48%	24%
My Organization	7	0%	0%	13%	64%	22%

***Survey members who subscribe to the CPT Code Profiler are able to see the distribution reports by provider in addition to the market comparison.***