

# National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey

## 2015 Informational Session

January 21, 2015

Maria Hayduk, Senior Manager

Angie Collins, Manager

# 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

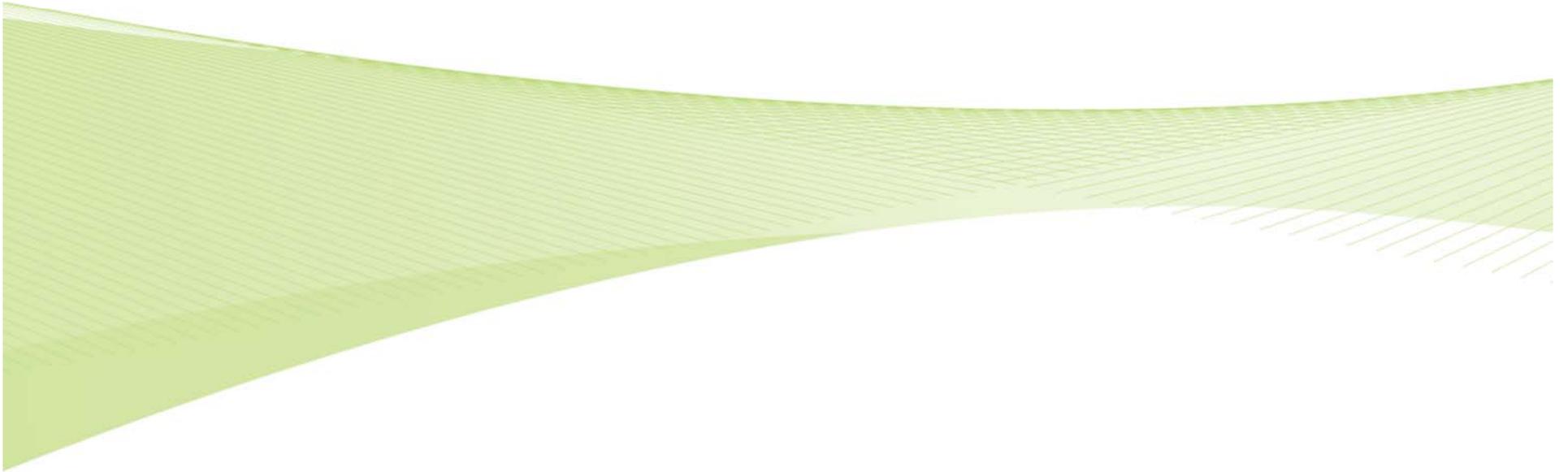
- I. Introduction
- II. Survey Overview
- III. ECGVault Overview
- IV. 2015 Survey Participation

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*

***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.***

1973-2013  
**ECG** MANAGEMENT CONSULTANTS

Home > Consulting Services > Custom Surveys & Proprietary Research

STRAIGHT TALK

We have been a participant in ECG's survey since its initiation in 2000 and rely on the complete and comprehensive information it provides to assess our competitiveness.

Richard H. Cooper, CEO  
 The Everett Clinic

STRATEGY SERVICES

PHYSICIAN/HOSPITAL ECONOMIC RELATIONS

ORGANIZATIONAL DESIGN & DEVELOPMENT

OPERATIONS & PERFORMANCE IMPROVEMENT

ACADEMIC MEDICAL CENTER SERVICES

CHILDREN'S HOSPITALS

INFORMATION TECHNOLOGY

MANAGED CARE CONTRACTING

**Custom Surveys & Proprietary Research**

It is not getting any easier. Today's challenging recruiting environment is making retention and reliable benchmark data all the more critical. Benchmarks with sufficient sample size for physicians at the local level are key to successful compensation planning efforts, recruiting, and retention.

As a healthcare industry thought leader, ECG prides itself on leading-edge identification and interpretation of industry trends. A key factor in recognizing and addressing these trends is the ability to access definitive, hard-to-measure data and statistics. To that end, ECG frequently conducts customized surveys that provide our clients with access to data that is either more in-depth than that of, or not available from, other industry sources.

While select surveys are unique to a particular topic in a given year, other surveys are conducted by ECG on an annual basis, including **national physician reimbursement**, as well as, **national compensation, production, and benefits surveys**.

Survey Brochures

[National Physician Reimbursement Survey](#)

[National Provider Compensation Survey](#)

**Selected Projects**

### Annual Surveys

- *National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey* (since 2006).
- *National Provider Compensation, Production, and Benefits Survey* (since 2000).
- *National Large Medical Group Cost 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.

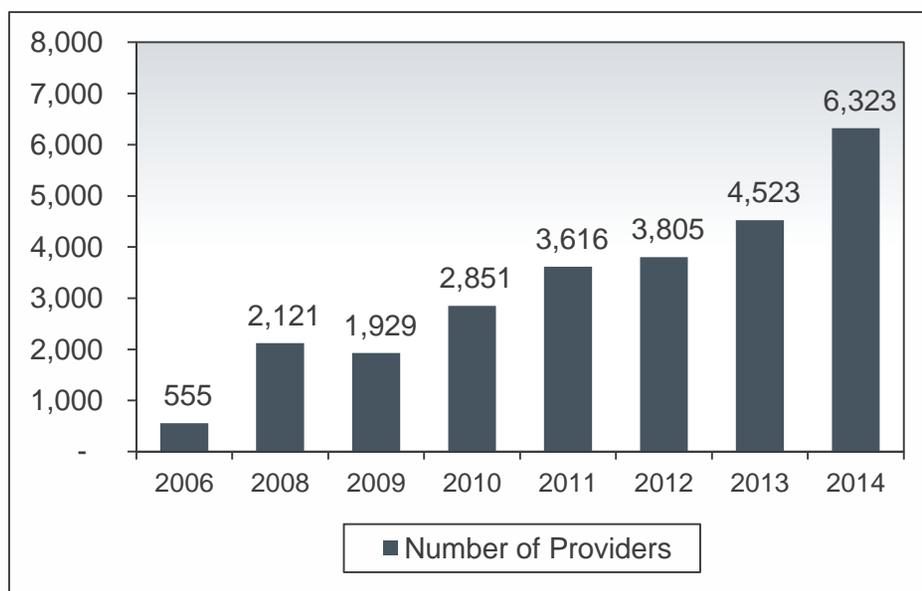
*Our surveys provide members with access to data that is more in-depth than that of, or not available from, other industry sources.*

# I. Introduction

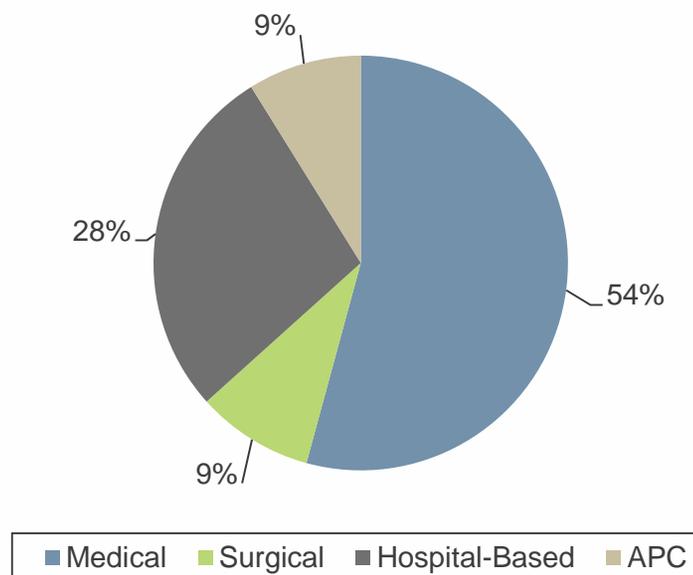
## Survey Growth

*With compensation and production data from 6,323 pediatric providers and organization-level data from 40 of the nation's premier children's organizations, the pediatric survey is the most comprehensive source of provider performance data available in the market.*

**Survey Growth 2006 to 2014**



**2014 Providers by Specialty Type**



Source: ECG 2014 pediatric survey.

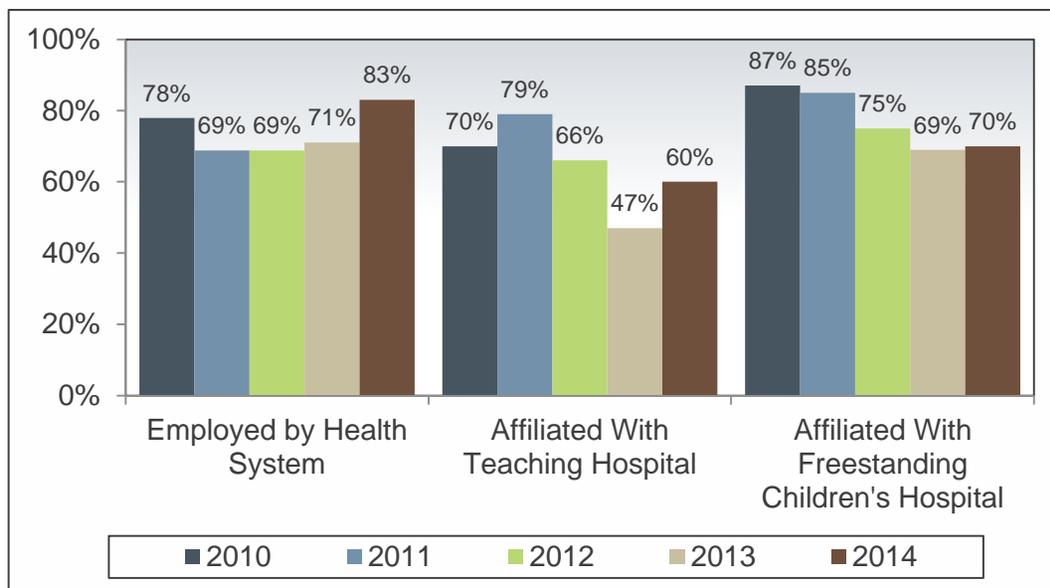
***Medical subspecialists comprise over half of the providers in the pediatric data set, and hospital-based subspecialists encompass 28%, while surgical subspecialists and advanced practice clinicians (APCs) each comprise 9%.***

# I. Introduction

## Survey Demographics

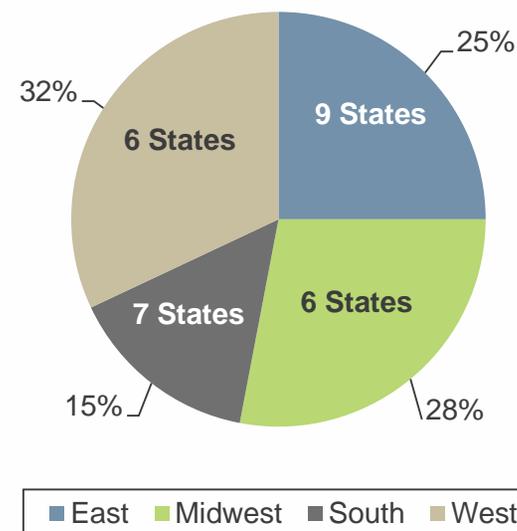
**Even as the survey has expanded its reach to 28 states, the typical member remains one that is owned by a health system and has affiliations with a freestanding children's hospital and teaching hospital.**

**Survey Demographic Trends  
(Percentage of Providers)**



Source: ECG 2014 pediatric survey.

**Providers by Region**



**Using these demographic filters and others available on ECGVault, members can customize benchmarks across all reported metrics.**

# I. Introduction

## Survey Membership

*The pediatric survey has a loyal base of members from year to year with a retention rate of approximately 80%.*

**Pediatric Survey Members by Location**



Red – 2014 ECG Pediatric Survey – Existing Members  
 Blue – 2014 ECG Pediatric Survey – New Members

**Organization Retention Rate**



Source: ECG 2014 pediatric survey.

***The typical organization has been a member of the pediatric survey for 4 years.***

# I. Introduction

## *New Members*

***The growth of the pediatric survey is fueled by new members (15 in 2014), as well as existing members that are actively growing their provider networks.***

### New 2014 Pediatric Survey Members<sup>1</sup>

- Children's National Medical Center, Washington, D.C.
- Children's Specialty Group, PLLC, Norfolk, Virginia
- Children's Specialty Group/Medical College of Wisconsin, Milwaukee, Wisconsin
- Cincinnati Children's Hospital Medical Center, Cincinnati, Ohio
- Packard Children's Health Alliance, Menlo Park, California
- Parkside Pediatrics, Simpsonville, South Carolina
- Pediatric Multi-Specialty Medical Group/Children's Hospital Oakland, Oakland, California
- Rockford Health Physicians, Rockford, Illinois
- Scott and White Memorial Hospital, Temple, Texas
- SIU Healthcare, Springfield, Illinois
- 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
- Weill Medical College of Cornell University, New York, New York

<sup>1</sup> New members are organizations that participated for the first time in 2014, as well as organizations that renewed survey membership after 1 or more years of nonparticipation.

Source: ECG 2014 pediatric survey.

***New members contributed over 2,200 providers to the 2014 pediatric survey.***

# I. Introduction

## National Survey Membership

*In addition to the pediatric survey, ECG conducts the National Provider Compensation, Production, and Benefits Survey. Our 2014 national adult provider survey included performance data submitted by 86 organizations, encompassing 18,571 providers.*

### Survey Members by Location



Green – 2014 ECG National Survey  
 Red – 2014 ECG Pediatric Survey – Existing Members  
 Blue – 2014 ECG Pediatric Survey – New Members

Source: ECG 2014 surveys.

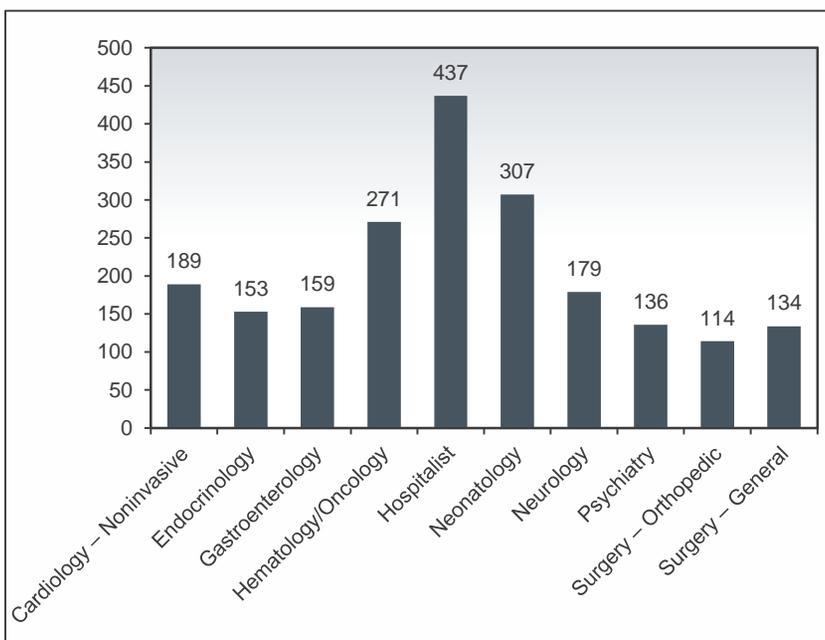
**APPENDIX A contains a comprehensive list of 2014 survey members.**

# I. Introduction

## Specialty Representation

*Benchmarks are available for 52 pediatric specialties, including 30 medical, 11 surgical, and 11 hospital-based specialties, as well as 3 APC provider types.*

Number of Physicians in Select Specialties



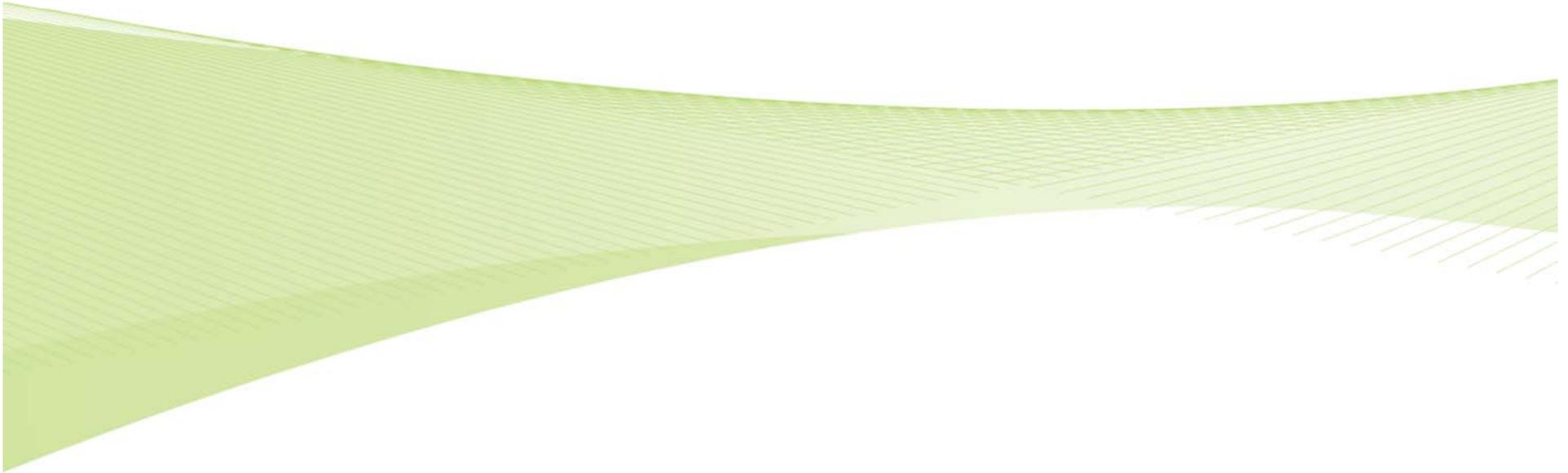
Source: ECG 2014 pediatric survey.

Select Specialties Submitted by Members in 2014

| Specialty                              | Number of Organizations | Number of Physicians | Benchmarks Reported |
|--|-------------------------|----------------------|---------------------|
| Bone Marrow Transplant                 | 5                       | 19                   | Yes                 |
| Cardiac Anesthesiology                 | 2                       | 5                    | No                  |
| Cardiac Critical Care                  | 8                       | 30                   | Yes                 |
| Child Abuse                            | 14                      | 27                   | Yes                 |
| <b>Epileptology</b>                    | <b>5</b>                | <b>19</b>            | <b>Yes</b>          |
| Gynecology Only                        | 3                       | 3                    | No                  |
| <b>Hospitalist - Nocturnist</b>        | <b>2</b>                | <b>7</b>             | <b>No</b>           |
| Metabolic Disease                      | 2                       | 5                    | No                  |
| <b>Neurodevelopmental Disabilities</b> | <b>6</b>                | <b>11</b>            | <b>Yes</b>          |
| Pain and Palliative Care               | 6                       | 11                   | Yes                 |
| <b>Sleep Medicine</b>                  | <b>5</b>                | <b>8</b>             | <b>Yes</b>          |
| Surgery - Orthopedic (Spine)           | 7                       | 14                   | Yes                 |

***ECG does not limit the specialties for which data is collected; however, benchmarks are calculated only for those where a minimum of five organizations have submitted data.***

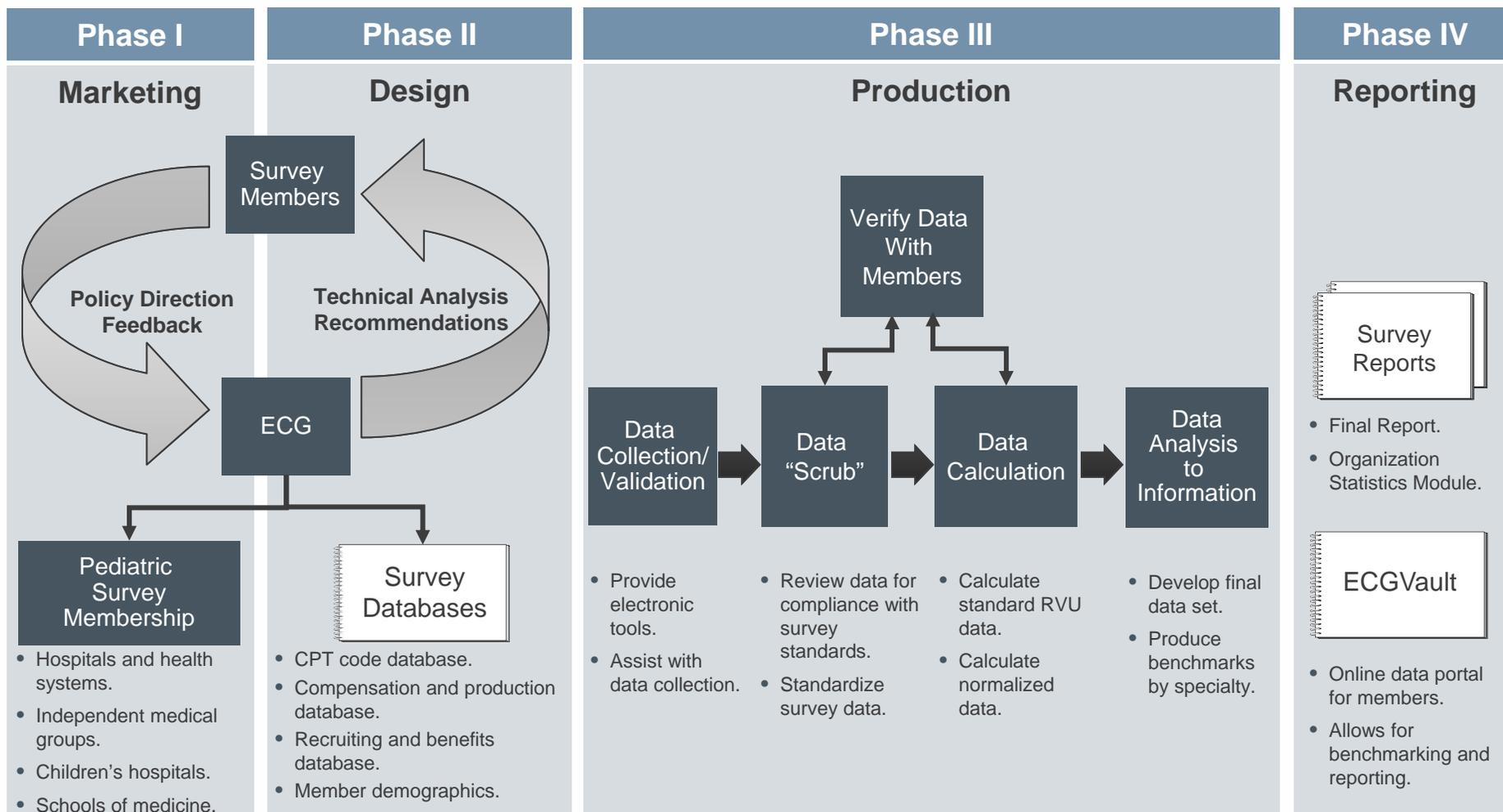
## II. Survey Overview



# 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  | Select Compensation Plan, Recruitment, and Other Key Information/Statistics  |
|--|--|
| <ul style="list-style-type: none"> <li>• Clinical and total compensation normalized for full-time effort (base/guaranteed, quality, and call coverage compensation are also available).</li> <li>• Nonproduction compensation per clinical FTE, including quality and patient satisfaction earnings.</li> <li>• Total gross and gross professional revenue per clinical FTE.</li> <li>• Net collections and net professional collections per clinical FTE.</li> <li>• Work RVUs and total RVUs per clinical FTE.</li> <li>• Compensation as a percentage of production (gross, gross professional, net, and net professional revenue).</li> <li>• Compensation per work RVU and total RVU.</li> <li>• Gross professional revenue per total RVU.</li> <li>• Net collections and net professional collections per total RVU (and work RVU).</li> <li>• Panel size per clinical FTE (primary care).</li> <li>• Benefit cost per provider and as a percentage of total compensation.</li> <li>• Retirement cost per provider and as a percentage of total compensation.</li> <li>• Scheduled office-based hours per week.</li> </ul> | <ul style="list-style-type: none"> <li>• Compensation plan structure by provider type (primary care physicians, surgical specialists, APCs, etc.).</li> <li>• Performance indicators in compensation plans by provider type.</li> <li>• Quality incentives in compensation plans by provider type.</li> <li>• Physician recruiting offerings, including length of service requirements and value of benefit.</li> <li>• Starting salary offers and signing bonuses by specialty.</li> <li>• Top-recruited specialties and range of difficulty in filling open positions.</li> <li>• Cost and benefit levels for health insurance, life insurance, disability insurance, and retirement plans.</li> <li>• PTO benefits and CME allowances.</li> <li>• Malpractice expense by specialty.</li> <li>• Appointment wait times by specialty.</li> <li>• APC utilization and recruitment data.</li> <li>• Contracting and reimbursement data, including information on ACOs and other payment models.</li> <li>• Key data for part-time physicians, hospitalists, and emergency medicine physicians.</li> </ul> |

## II. Survey Overview

### *Exclusive Member Benefits*

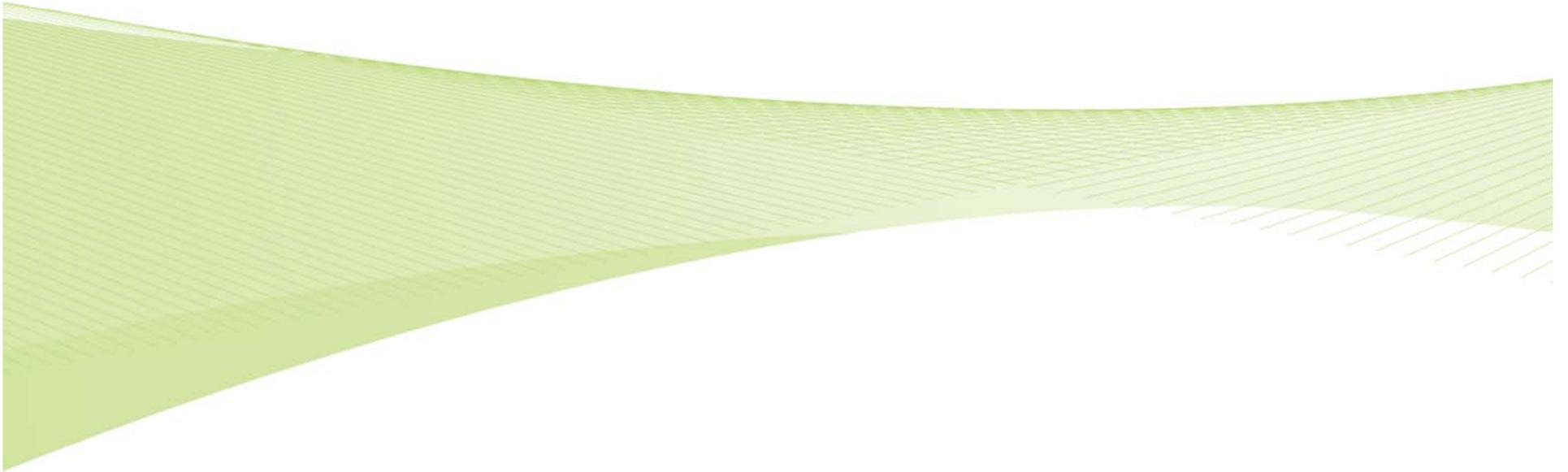
*As a member of ECG's survey, organizations have exclusive access to:*

- ***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.

The screenshot shows the ECGVault website interface. The header includes the ECGVault logo and the text "Your Business". The navigation menu on the left lists: HOME, REPORTS (with sub-items: Dynamic Reports, Static Reports, Organization Statistics Module), EMAIL US, ECGMC.COM, TUTORIALS & SUPPORT (with sub-items: User Guide, User Guide - CPT Survey, Training Videos), SURVEY REGISTRATION, and LOGOUT. The main content area features a "Welcome to ECGVault" heading, followed by a paragraph explaining the portal's purpose and a "New for 2014" section with two bullet points: "New Specialties added to the 2014 survey" and "New provider metrics".

***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.

The screenshot displays the ECGVault web application. The top navigation bar includes the ECGVault logo and the text 'Your Business'. The main content area shows a breadcrumb trail: 'Home > Reports > Benchmark Tables Pediatrics'. Below this, the title 'Benchmark Tables Pediatrics - Report Criteria' is displayed. The left sidebar contains a menu with the following items: HOME, REPORTS, Dynamic Reports (circled in red), Benchmark Tables Pediatrics, Custom Recruiting Tool Pediatrics, Metric Scattergram Pediatrics **New**, Tabular Reports Pediatrics, Trending by Organization Pediatrics, Trending by Provider Pediatrics, Benchmarking by Organization Pediatrics, Benchmarking by Provider Pediatrics, Comparison Charts by Organization Pediatrics, Comparison Charts by Provider Pediatrics, Stable Reports, and Organization Statistics Module. The right sidebar contains a list of report criteria dropdown menus: Metric (set to Compensation), Year (set to 2013), CHCA (set to Show All), Specialty (set to Selected Criteria), Organization Size (set to All), Compensation Plan Type (set to All), Tenure (set to All), Region (set to All), Freestanding (set to All), Integrated Adult (set to All), and Practice Type (set to All).

[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:
  - Work RVU and total RVU productivity.
  - Distribution of work RVUs 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.***

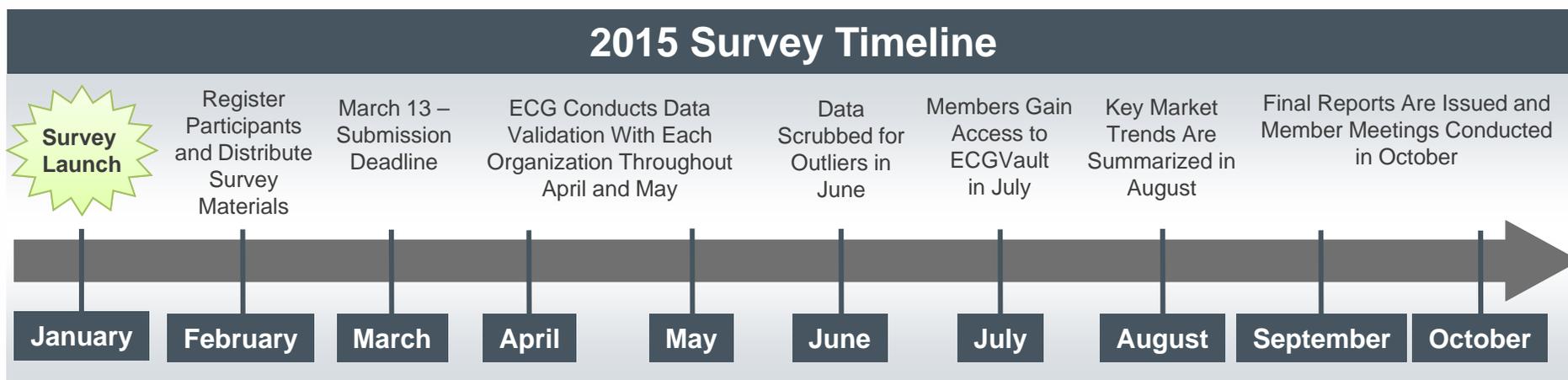
## IV. 2015 Survey Participation



# 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 — Waived for New Members*

***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 Pediatric Subspecialty Physician Compensation, Production, and Benefits 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 email 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 Angie at 314-726-2323 or via email at [acollins@ecgmc.com](mailto:acollins@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 Pediatric Subspecialty Physician 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 [acollins@ecgmc.com](mailto:acollins@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

---

Email Address

---

Phone

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

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

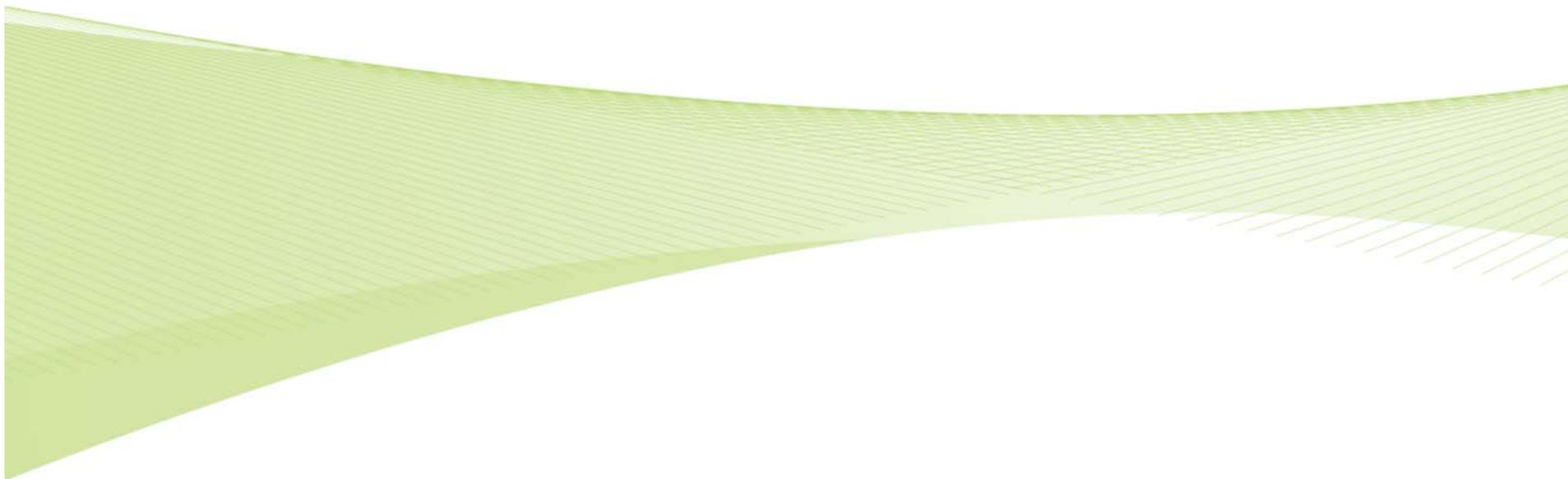
# Questions & Answers

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                 |
|--|--------------------------|
| <i>National Provider Compensation, Production, and Benefits Survey</i> |                          |
| 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      |
| <i>National Pediatric Subspecialty Physician Compensation, Production, and Benefits Survey</i> |                         |
| 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

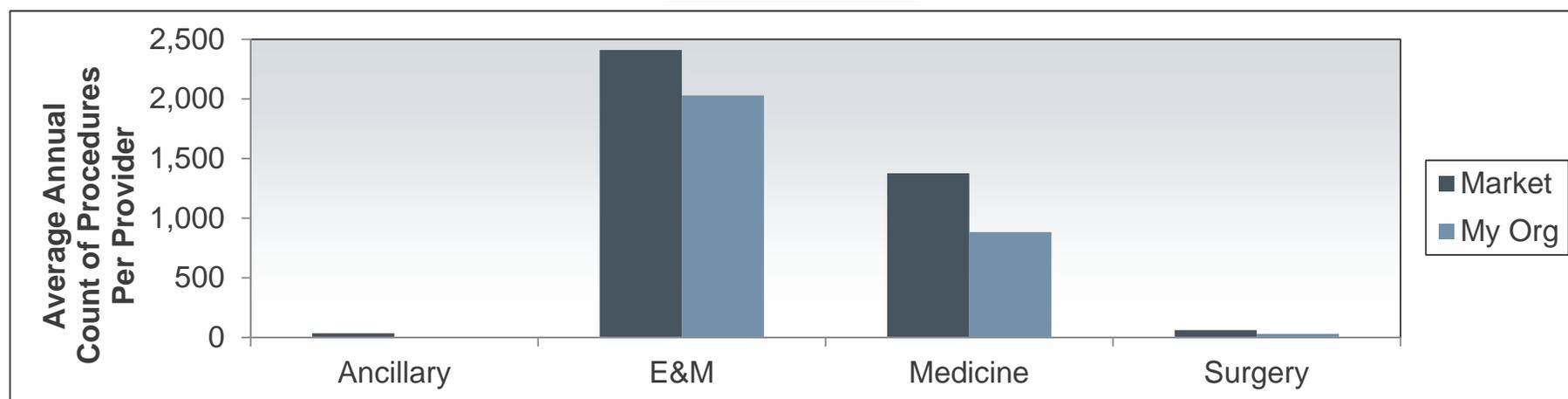
- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>Quartile</b> — Pulls the CPT activity of only those providers above the median or above the 75th percentile for WRVUs.</li> <li>• <b>Experience</b> — Selects data for providers that are new, established, or for all providers.</li> <li>• <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



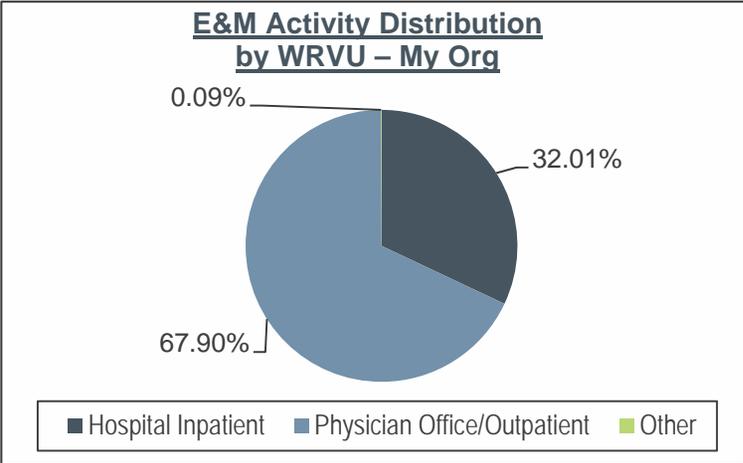
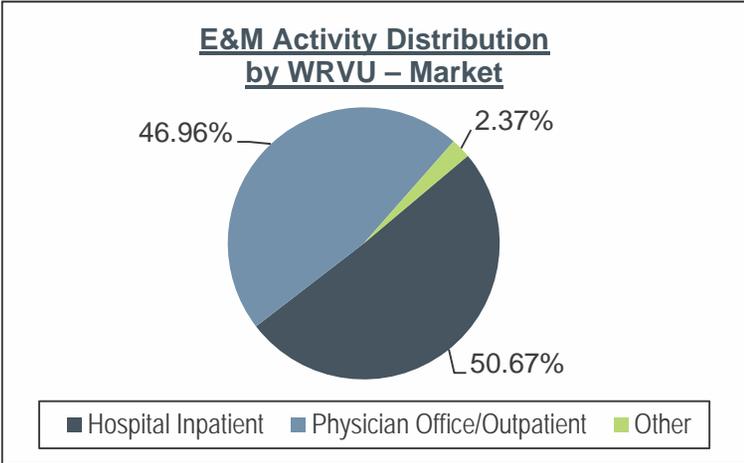
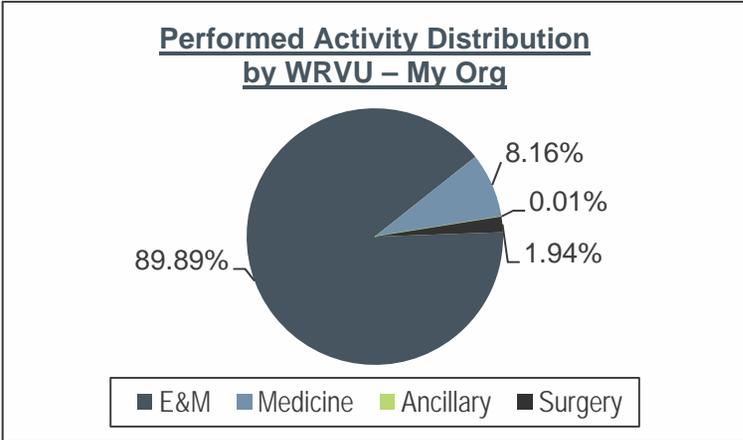
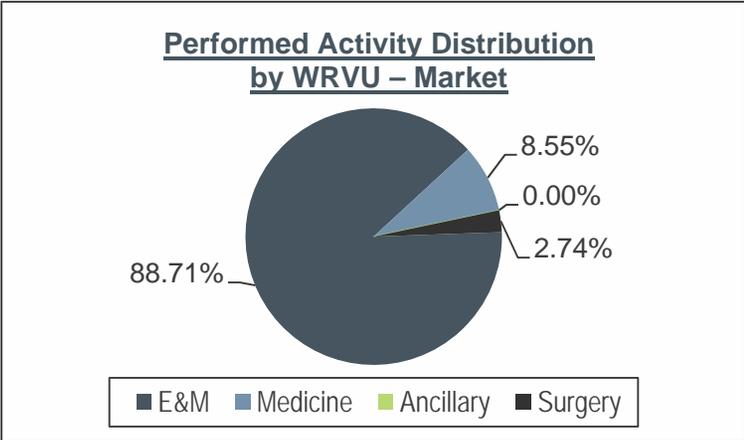
| Average Annual Count of Procedures Per Provider |           |          |
|---|-----------|----------|
| Bundled Codes                                   | Market    | My Org   |
| <b>N</b>  | <b>57</b> | <b>7</b> |
| Ancillary                                       | 35        | 1        |
| E&M   | 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.*



# 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            |
| <b>Average Weighted Work RVU Top 25</b> |          |                              |                            | <b>1.36</b> |               |
| <b>Average Weighted Work RVU Total</b>  |          |                              |                            | <b>1.30</b> |               |
| <b>Total Top 25</b>                     |          |                              | <b>3,198</b>               |             |               |
| <b>Total All CPT Codes</b>              |          |                              | <b>3,857</b>               |             |               |

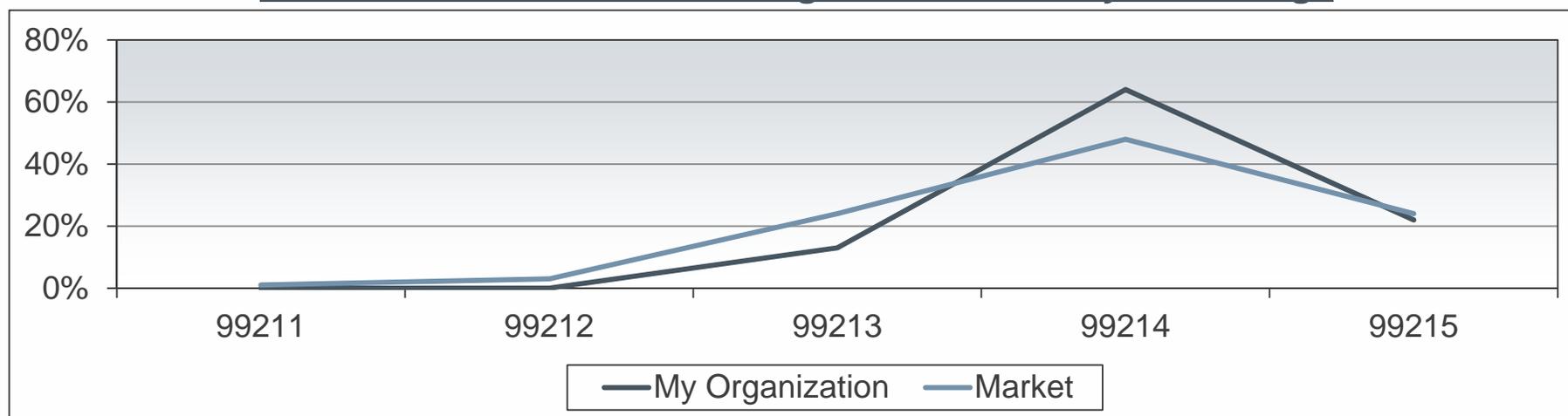
| My Organization N: 7 Providers          |          |                              |                            |             |               |   |   |  |
|---|----------|------------------------------|----------------------------|-------------|---------------|---|---|--|
| Rank                                    | 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%  |  |
| <b>Average Weighted Work RVU Top 25</b> |          |                              |                            | <b>1.38</b> |               |   |   |  |
| <b>Average Weighted Work RVU Total</b>  |          |                              |                            | <b>1.39</b> |               |   |   |  |
| <b>Total Top 25</b>                     |          |                              | <b>2,819</b>               |             |               |   |   |  |
| <b>Total All CPT Codes</b>              |          |                              | <b>2,943</b>               |             |               |   |   |  |

# 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.***