





2016 National Provider Compensation Survey Informational Session

Presented by:
Angie Collins, Manager, ECG Management Consultants
Shelley Mank, Financial Analyst, ECG Management Consultants

January 13, 2016

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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. 

A \$5 donation to Doctors Without Borders will be made by ECG for each completed survey. 

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Our Speakers



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Agenda

- I. Introduction
- II. Survey Overview
- III. ECGVault Overview
- IV. 2016 Membership

Appendix A — 2015 Survey Members
Appendix B — 2015 Reported Specialties
Appendix C — Sample CPT Code Profiler Reports

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I. Introduction

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I. Introduction

About ECG

*We're leading healthcare forward,
one organization at a time.*

STRATEGY 	FINANCE
OPERATIONS 	TECHNOLOGY

With four core competencies of **strategy**, **finance**, **technology**, and **operations**, we provide smart counsel and pragmatic and sustainable solutions that are transforming healthcare delivery.

We're **strategic advisers** to both pediatric and adult health organizations.

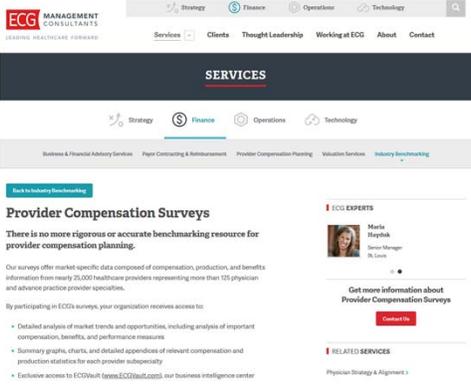
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I. Introduction

ECG's Custom Surveys

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



The screenshot shows the ECG Management Consultants website. The main navigation bar includes 'Services', 'Clients', 'Thought Leadership', 'Working at ECG', 'About', and 'Contact'. The 'SERVICES' section is highlighted, with sub-categories for 'Strategy', 'Finance', 'Operations', and 'Technology'. The 'Industry Benchmarking' sub-category is selected, leading to a page titled 'Provider Compensation Surveys'. The page text states: 'There is no more rigorous or accurate benchmarking resource for provider compensation planning. Our surveys offer market-specific data composed of compensation, production, and benefits information from nearly 25,000 healthcare providers representing more than 150 specialties and advance practice provider specialties. By participating in ECG's surveys, your organization receives access to: Detailed analysis of market trends and opportunities, including analysis of important compensation, benefits, and performance measures; Summary graphs, charts, and detailed appendices of relevant compensation and production statistics for each provider sub-specialty; Exclusive access to ECG's proprietary tools, our business intelligence center.' A sidebar on the right features 'ECG EXPERTS' with a profile for Maria Reythik, MD, and a 'RELATED SERVICES' section for 'Physician Strategy & Alignment'.

- » *National Provider Compensation Survey (seventeenth year)*
- » *National Pediatric Subspecialty Provider Compensation Survey (tenth year)*
- » CPT Code Profiler tool (fourth year)
- » *National Medical Group Cost and Staffing Survey (third year)*
- » Various other surveys

<http://www.ecgmc.com/services/finance/industry-benchmarking>

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I. Introduction

Providing Critical Data

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

- » Annual market assessments of compensation and production for physicians and advanced practice clinicians (APCs).
- » Compensation plan redesign for physicians and APCs.
- » Operations improvement projects that include productivity evaluation and benchmarking at both the individual provider and specialty levels.
- » Audits and market comparisons of coding practices (individual provider and specialty levels).
- » 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 what is offered by, or not available from, other industry sources.

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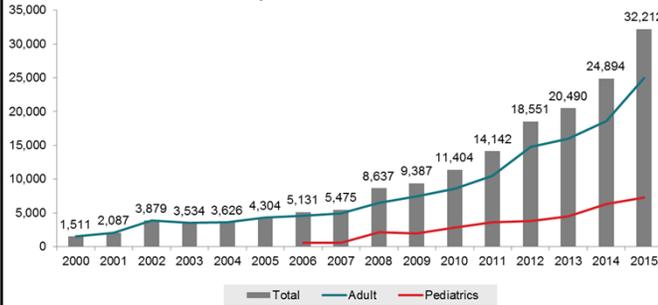
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I. Introduction

Survey Growth

With compensation and production data from 32,212 adult and pediatric providers and organization data from 111 organizations, ECG's surveys are the most comprehensive sources of provider performance data available in the market.

Survey Growth 2000 to 2015



Since 2010, the number of providers in the surveys has grown 23% annually.

Sources: ECG 2006 to 2015 Pediatric Subspecialty Physician Compensation Surveys.
 ECG 2000 to 2015 Physician Compensation Surveys.

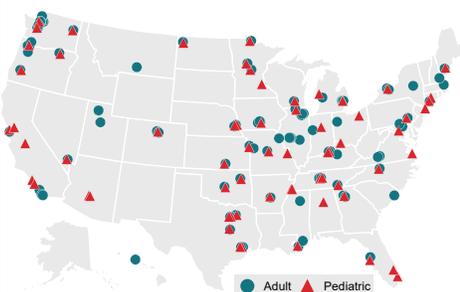
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I. Introduction

Geographic Representation

Members of ECG's national adult survey represent 42 states and include many of the nation's most highly regarded integrated health systems, hospitals, and academic institutions.

Locations of 2015 Members



Select List of 2015 Members

- » Advocate Health Care
- » Baylor College of Medicine
- » Beaumont Health
- » Physician Partners/Beaumont Medical Group
- » Carle Physician Group
- » Catholic Health Initiatives
- » DuPage Medical Group
- » The Everett Clinic
- » Group Health Permanente
- » HCA Healthcare
- » The Iowa Clinic
- » Memorial Health System
- » Northwest Permanente
- » Palo Alto Medical Foundation
- » PeaceHealth Medical Group
- » Providence Medical Group
- » Scott & White Clinic
- » SIU HealthCare
- » Springfield Clinic
- » Straub Clinic & Hospital
- » Sutter Pacific Medical Foundation
- » UnityPoint Clinic
- » University of Rochester Medical Center
- » University of Wisconsin Medical Foundation
- » Vanderbilt University Medical Center
- » Wake Forest Baptist Health
- » Warren Clinic

APPENDIX A contains a comprehensive member list for both of our 2015 pediatric and adult physician compensation surveys.

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I. Introduction

Survey Member Demographics

In line with larger trends in the market, the percentage of survey providers employed by a health system has increased significantly since 2005, while the remaining independent medical groups tend to be high performing and successful.

Survey Demographic Trends
(Percentage of Providers)

Year	Independent Medical Group (%)	Integrated Health System/Hospital/Medical Center (%)
2005	25%	75%
2006	28%	72%
2007	26%	74%
2008	31%	69%
2009	28%	72%
2010	21%	79%
2011	17%	83%
2012	13%	87%
2013	19%	81%
2014	13%	87%
2015	10%	90%

Source: ECG 2005 to 2015 Physician Compensation Surveys.

Providers by Region

Region	Percentage	Number of States
East	39%	10 States
Midwest	26%	11 States
South	22%	11 States
West	13%	10 States

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

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I. Introduction

Specialty Representation

Benchmarks are available for 98 specialties/provider types: 36 medical, 29 surgical, and 17 hospital-based specialties, as well as 5 primary care and 11 APC provider types.

Number of Providers in Select Specialties

Specialty	Number of Providers
Gastroenterology	362
Cardiology-Noninvasive	328
Neurology	454
Anesthesiology	506
Surgery-Orthopedic	476
Surgery-General	541
Nurse Practitioner	984
Hospitalist	1,486
General Pediatrics	1,693
Family Practice Without OB	3,223

Source: ECG 2015 survey.

2015 Providers by Specialty Type

Specialty Type	Percentage
Medical	23%
Hospital-Based	19%
Surgical	28%
Primary Care	14%

APPENDIX B lists the specialties that were reported in our 2015 pediatric and adult surveys.

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II. Survey Overview

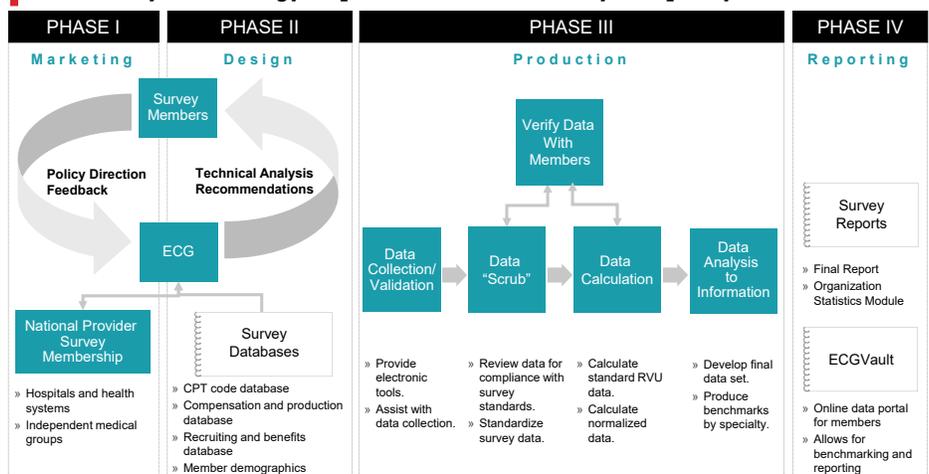
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II. Survey Overview

ECG's Survey Methodology

Our survey methodology emphasizes data consistency and quality.



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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.

SCHEDULE A	Contact Information — Includes authorized contacts
SCHEDULE B	Organization Profile — Includes organization-level demographics, revenue/expense data, contracting and reimbursement data, IT systems overview, etc.
SCHEDULE C	Compensation/Incentive Plans — Includes data on physician and APC compensation plan structure, performance indicators (production- and nonproduction-based), and quality incentives
SCHEDULE D	Recruiting and Benefits — 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)
SCHEDULE E	Operations — Includes the utilization and practice models of APCs as well as patient access information
SCHEDULE F	Provider Data — Includes provider-level data (physicians and APCs), such as FTEs, compensation, gross and net revenue, academic rank, panel size, CPT code counts, benefits, clinical weeks worked, scheduled office hours, etc.

Schedules A–E are completed via our secure web-based proprietary survey tool. Schedule F is completed using Microsoft Excel.

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II. Survey Overview

Reported Metrics and Key Statistics

ECGVault provides access to the comprehensive collection of metrics available in the survey.

SELECT COMPENSATION, PRODUCTION, AND BENEFIT METRICS BY SPECIALTY	SELECT COMPENSATION PLAN, RECRUITMENT, AND OTHER KEY INFORMATION/STATISTICS
<ul style="list-style-type: none"> » Clinical and total compensation normalized for full-time effort (base/guaranteed, 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 (WRVUs) and total RVUs (TRVUs) per clinical FTE » Compensation as a percentage of production (gross, gross professional, net, and net professional revenue) » Compensation per WRVU and TRVU » Gross professional revenue per TRVU » Net collections and net professional collections per TRVU and WRVU » 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 	<ul style="list-style-type: none"> » 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 » Benefits offered and cost and benefits for health insurance, life insurance, disability insurance, and retirement plans » PTO benefits and CME allowances » Appointment wait times by specialty » APC utilization and recruitment data » Contracting and reimbursement data, including information on ACOs and other payment models

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II. Survey Overview

Exclusive Member Benefits

As members 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 levels.
- » **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 2016 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 survey approach, methodology, and value-added deliverables set us apart from other industry surveys.

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III. ECGVault Overview

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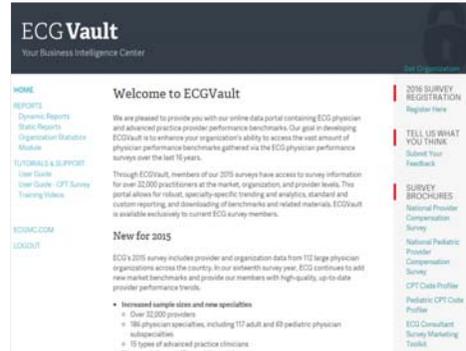
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III. ECGVault Overview

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 the organization.

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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. 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.

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III. ECGVault Overview

ECGVault: Dynamic Reports

There are currently 10 reporting options in ECGVault's Dynamic Reports that allow survey members to access current-year and historical physician performance benchmarks for the organization and the market.

- » Benchmark Tables
- » Custom Recruiting Tool
- » Metric Scattergram
- » Tabular Reports
- » Trending by Organization
- » Trending by Provider
- » Benchmarking by Organization
- » Benchmarking by Provider
- » Comparison Charts by Organization
- » Comparison Charts by Provider



ECG is currently conducting customized ECGVault demonstrations for any interested organization.

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III. ECGVault Overview

Reporting Criteria

Reporting criteria allow for robust benchmarking and trending tailored to your needs. Criteria include organization-level demographics such as type of ownership structure, size, and region, as well as provider-level filters, including experience, clinical effort, academic rank/tenure, and compensation plan type.

Benchmark Tables - Report Criteria

Metric: Clinical Compensation [Previous] [Next] [GO Run Report] [Print]

Year: 2015
 Value: Median Average

Report Type: All Organizations
 Provider Type: Selected Criteria
 Specialty: Selected Criteria

National Region: All
 State: All
 State Subregion: All
 Medical Home: All
 Inpatient/Outpatient Responsibility: All

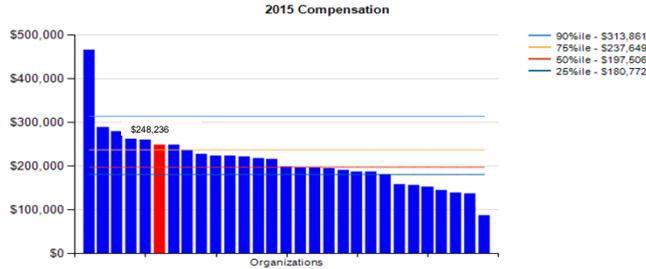
RVU Year: Benchmark Year
 Organization Size: All
 Ownership: All
 Practice Type: All
 Primary Teaching: All
 Compensation Plan Type: All
 Tenure: All
 Experience: All
 Clinical FTE: All
 Total FTE: All

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III. ECGVault Overview

Benchmarking by Organization

Benchmarking reports compare an organization's or providers' specialty-specific results to all other organizations in the survey.



Number of Organizations	29
Number of Providers	108
Average	\$216,317
Standard Deviation	\$86,874

Quartiles	
Low	\$85,891
25%	\$152,813
50%	\$204,866
75%	\$242,810
High	\$563,032

Deciles	
Low	\$85,891
10%	\$129,955
20%	\$145,187
30%	\$163,428
40%	\$190,150
So Forth	

Percentiles	
Low	\$85,891
1%	\$104,015
2%	\$116,071
3%	\$118,696
4%	\$123,142
So Forth	

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III. ECGVault Overview

Comparison Charts

Comparison charts allow specialty-specific comparisons by organization and provider along various metrics. The example below demonstrates organization-level medians for three metrics.

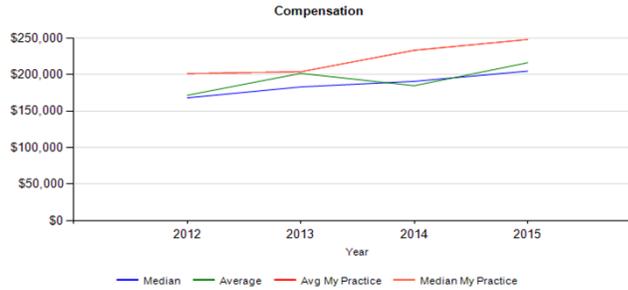


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III. ECGVault Overview

Trending Reports by Organization

Organization-level trending reports display how each specialty has performed over time compared to the market.



Year	Median for All Practices	Average for All Practices	Average for My Practice
2012	\$168,279	\$171,746	\$201,561
2013	\$183,212	\$201,819	\$204,038
2014	\$190,830	\$184,854	\$233,455
2015	\$204,866	\$216,317	\$248,236

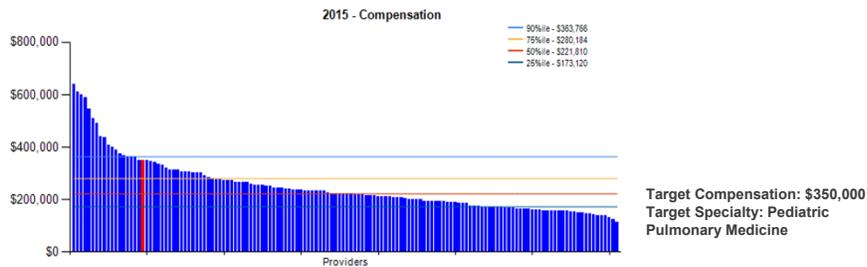
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III. ECGVault Overview

Custom Recruiting Tool

The custom recruiting tool can be utilized to determine how proposed compensation compares to the market. In addition, the tool offers production benchmarks that are consistent with the proposed compensation level.



Target Compensation: \$350,000
 Target Specialty: Pediatric Pulmonary Medicine

Target Compensation Percentile Value	
Number of Organizations	34
Average	\$247,805
Median	\$221,810
Standard Deviation	\$101,873
Target Compensation Percentile Value	87%

Metric Value at 87%	
Gross Professional Revenue	\$990,613
Net Professional Collections	\$459,568
WRVUs	7,668
TRVUs	13,651

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III. ECGVault Overview

CPT Code Profiler

The CPT Code Profiler transforms provider-level CPT code data into meaningful information and analytics on practice profiles, top-performed CPT codes, and the distribution of evaluation and management (E&M) codes.

- » **Specialty Practice Profile Summary Reports** — Identify variances in your physicians' CPT code profiles compared to providers within your medical group and the market; key metrics include a summary of WRVU and TRVU productivity, the distribution of WRVUs among CPT code categories (i.e., E&M, medicine, ancillary, and surgery) and subcategories, and the average acuity of procedures
- » **Provider CPT Code Frequency Reports** — Include reports for your providers, specialty, group of providers, and the market; data sets can be customized by procedure category and subcategory, place of service, inpatient/outpatient provider responsibilities, medical group demographics, and several other key practice differentiators; CPT code reports include procedure code ranking of frequency for market variance comparisons
- » **Provider CPT Code E&M Distribution Reports by Specialty** — Include the isolation of E&M frequency for place of service, as well as provider and organization demographics

The CPT Code Profiler is available to compensation survey members at a discounted fee of \$5,000. Sample reports are shown in APPENDIX C.

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IV. 2016 Membership

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IV. 2016 Membership

Survey Timeline

ECG's 2016 surveys will launch at the end of January, and access to the data and online reporting capabilities will be available via ECGVault in July.

2016 SURVEY TIMELINE

Month	Event
January	Survey Launch
February	Participants Are Registered and Survey Materials Are Distributed
March	March 11 Is Submission Deadline
April	ECG Conducts Data Validation With Each Organization Throughout April and May
May	
June	Data Is Scrubbed for Outliers in June
July	Members Gain Access to ECGVault in July
August	Key Market Trends Are Summarized in August
September	
October	Final Reports Are Issued and Member Meetings Conducted in October

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

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IV. 2016 Membership

Membership Fee

Membership in ECG's survey is typically \$5,000 per year. This fee is waived for new organizations; thus, there is no cost for membership in the first year of participation.

- » 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.
 - › Unlimited users
 - › Available 24/7
 - › Current and historical data accessible
- » There is no additional fee:
 - › To participate in the member meeting.
 - › For most custom data requests.

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IV. 2016 Membership

Next Steps

We look forward to working with you during ECG's 2016 National Provider Compensation Survey.

- » **Register** — Register your organization for ECG's 2016 National Provider Compensation Survey.
- » **Receive Welcome and Survey Materials** — The 2016 survey materials will be distributed via email at the end of January to registered organizations.
- » **Submit Data** — Completed survey materials/data are due on March 11.
- » **Access Available Support** — We work with each organization during the submission process and are available to answer any questions that may arise as you complete the survey.



MORE QUESTIONS

Please contact Angie Collins at 314-726-2323 or acollins@ecgmc.com.

- » Q&A session
- » Custom ECGVault demonstration
- » Review of data requirements

Online registration is currently open at:
<http://www.ecgmc.com/services/finance/industry-benchmarking/survey-registration>

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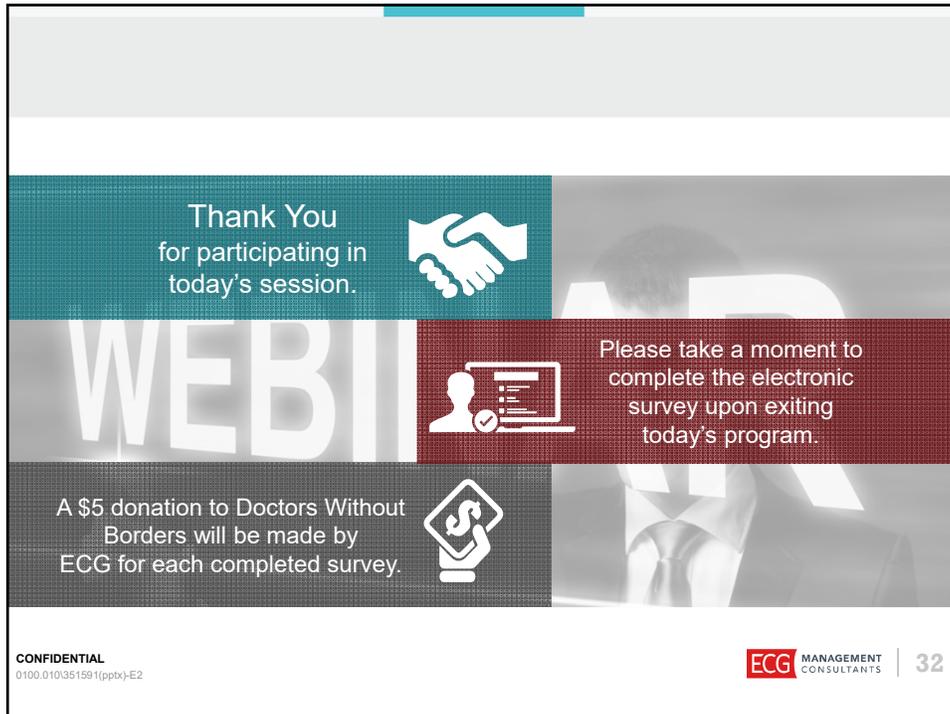
QUESTIONS & ANSWERS



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

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Thank You
for participating in
today's session.



WEBINAR



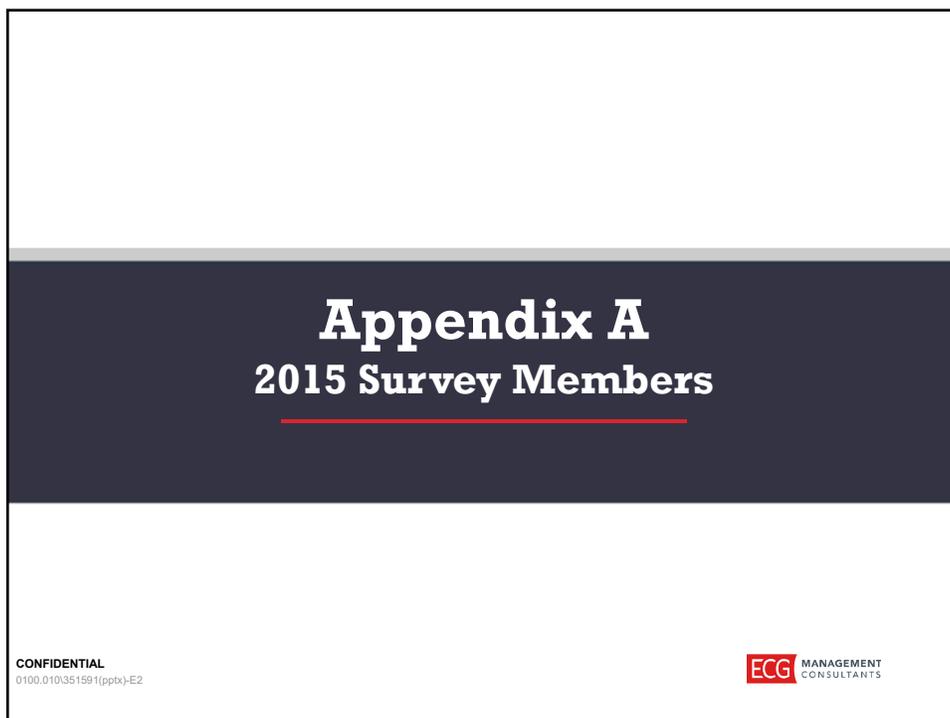
Please take a moment to
complete the electronic
survey upon exiting
today's program.



A \$5 donation to Doctors Without
Borders will be made by
ECG for each completed survey.

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Appendix A

2015 Survey Members

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Appendix A

2015 Pediatric Subspecialty Physician Compensation Survey Members

ECG Pediatric Subspecialty Physician Compensation Survey	
Organization	Location
Akron Children's Hospital	Akron, Ohio
All Children's Specialty Physicians	St. Petersburg, Florida
Banner Pediatric Specialists	Phoenix, Arizona
Baylor College of Medicine	Houston, Texas
Beaumont Health Physician Partners/Beaumont Medical Group	Southfield, Michigan
Billings Clinic	Billings, Montana
Catholic Health Initiatives	Denver, Colorado
Children's Healthcare of Atlanta	Atlanta, Georgia
Children's Hospital Los Angeles Medical Group	Los Angeles, California
Children's Hospitals and Clinics of Minnesota	Minneapolis, Minnesota
Children's Medical Group and Children's Surgical Specialty Group/CHKD	Norfolk, Virginia
Children's National Medical Center	Washington, D.C.
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	Hartford, Connecticut
Cook Children's Medical Center	Fort Worth, Texas
Gillette Children's Specialty Healthcare	St. Paul, Minnesota

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Appendix A

2015 Pediatric Subspecialty Physician Compensation Survey Members (continued)

Organization	Location
HCA Healthcare	Nashville, Tennessee
JPS Health Network/John Peter Smith Hospital	Fort Worth, Texas
Le Bonheur Children's Hospital	Memphis, Tennessee
Legacy Health	Portland, Oregon
Maine Medical Center/Maine Medical Partners	Scarborough, Maine
Mercy Health--West Michigan	Muskegon, Michigan
MultiCare Health System	Tacoma, Washington
Nicklaus Children's Hospital	Miami, Florida
Northeast Medical Group, Yale New Haven Health	Stratford, Connecticut
Norton Medical Group/Norton Healthcare	Louisville, Kentucky
Packard Children's Health Alliance	Menlo Park, California
Pediatric Associates	Lauderdale Lakes, Florida
Pediatric Multi-Specialty Medical Group/Children's Hospital Oakland	Oakland, California
Peyton Manning Children's Hospital at St. Vincent	Indianapolis, Indiana
Phoenix Children's Hospital	Phoenix, Arizona
Providence Medical Group--Spokane	Spokane, Washington
Rockford Health Physicians	Rockford, Illinois
Scott & White Clinic	Temple, Texas
Specialty Medical Group Central California	Madera, California
University of Alabama	Birmingham, Alabama

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Appendix A

2015 Pediatric Subspecialty Physician Compensation Survey Members (continued)

Organization	Location
The University of Kansas Medical Center	Kansas City, Kansas
University of Rochester Medical Center	Rochester, New York
University of Wisconsin Medical Foundation	Middleton, Wisconsin
University Physicians, University of Missouri Health Care	Columbia, Missouri
UT Le Bonheur Pediatric Specialists	Memphis, Tennessee
Vanderbilt University Medical Center	Nashville, Tennessee
Wake Forest Baptist Health	Winston-Salem, North Carolina
Warren Clinic	Tulsa, Oklahoma
Washington University School of Medicine/St. Louis Children's Hospital	St. Louis, Missouri
Weill Medical College of Cornell University	New York, New York

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Appendix A

2015 Physician Compensation Survey Members

ECG Physician Compensation Survey	
Organization	Location
Adventist Health Medical Group	Portland, Oregon
Bassett Medical Group	Cooperstown, New York
Baylor College of Medicine	Houston, Texas
Beaumont Health Physician Partners/Beaumont Medical Group	Southfield, Michigan
Billings Clinic	Billings, Montana
Carilion Clinic	Roanoke, Virginia
Carle Physician Group	Urbana, Illinois
Catholic Health Initiatives	Denver, Colorado
Dreyer Medical Clinic	Aurora, Illinois
Dupage Medical Group	Downers Grove, Illinois
Edward Hospital and Health Services	Naperville, Illinois
The Everett Clinic	Everett, Washington
Evergreen Health Medical Center	Kirkland, Washington
Franciscan Medical Group	Tacoma, Washington
Grand Lake Physician Practices	St. Marys, Ohio
Group Health Permanente	Seattle, Washington
HCA Healthcare	Nashville, Tennessee
Intermountain Medical Group Clinics	Salt Lake City, Utah
The Iowa Clinic	West Des Moines, Iowa

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Appendix A

2015 Physician Compensation Survey Members (continued)

Organization	Location
JPS Health Network/John Peter Smith Hospital	Fort Worth, Texas
Legacy Health	Portland, Oregon
Maine Medical Center/Maine Medical Partners	Scarborough, Maine
Memorial Health System	Springfield, Illinois
Mercy Health–West Michigan	Muskegon, Michigan
Meritus Health/Meritus Enterprises	Hagerstown, Maryland
MultiCare Health System	Tacoma, Washington
North Mississippi Medical Center	Tupelo, Mississippi
Northeast Medical Group, Yale New Haven Health System	Stratford, Connecticut
Northwest Hospital & Medical Center	Seattle, Washington
Northwest Permanente	Portland, Oregon
Norton Medical Group/Norton Healthcare	Louisville, Kentucky
Overlake Medical Clinics	Bellevue, Washington
Palo Alto Medical Foundation	Mountain View, California
PeaceHealth Medical Group	Vancouver, Washington
Piedmont Physicians Group	Atlanta, Georgia
The Polyclinic	Seattle, Washington
Proliance Surgeons	Seattle, Washington
Providence Medical Group–Oregon	Portland, Oregon
Providence Medical Group–Spokane	Spokane, Washington

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Appendix A

2015 Physician Compensation Survey Members (continued)

Organization	Location
Quincy Medical Group	Quincy, Illinois
Rochester Radiology Associates	Rochester, New York
Salem Health	Salem, Oregon
Scott & White Clinic	Temple, Texas
Scripps Clinic	La Jolla, California
Scripps Coastal Medical Center	San Diego, California
Scripps Health Inpatient Providers Medical Group	San Diego, California
SIU HealthCare	Springfield, Illinois
Springfield Clinic	Springfield, Illinois
Straub Clinic & Hospital	Honolulu, Hawaii
SwedishAmerican Medical Group	Rockford, Illinois
UnityPoint Clinic	Johnson, Iowa
The University of Kansas Medical Center	Kansas City, Kansas
University of North Texas Health Science Center	Fort Worth, Texas
University of Rochester Medical Center	Rochester, New York
University of Wisconsin Medical Foundation	Middleton, Wisconsin
University Physicians, University of Missouri Health Care	Columbia, Missouri
UW Neighborhood Clinics	Seattle, Washington
Valley Medical Center	Renton, Washington
Vanderbilt University Medical Center	Nashville, Tennessee

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Appendix A

2015 Physician Compensation Survey Members (continued)

Organization	Location
Virginia Mason Medical Center	Seattle, Washington
Wake Forest Baptist Health	Winston-Salem, North Carolina
Warren Clinic	Tulsa, Oklahoma

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Appendix B

2015 Reported Specialties

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Appendix B

2015 Reported Pediatric Specialties

Benchmarks are available for 55 pediatric specialties: 30 medical, 10 surgical, and 11 hospital-based specialties and four APC provider types.

<div style="background-color: #444; color: white; text-align: center; padding: 5px; font-weight: bold;">Medical Specialties</div> <ul style="list-style-type: none"> » Adolescent Medicine » Allergy/Immunology » Bone Marrow Transplant » Cardiology–Electrophysiology » Cardiology–Interventional » Cardiology–Invasive (Noninterventional) » Cardiology–Noninvasive » Child Abuse » Dermatology » Developmental/Behavioral Medicine » Endocrinology » Epileptology » Gastroenterology » General Pediatrics » Genetics » Gynecology Only » Hematology/Oncology » Infectious Disease » Internal Medicine–Pediatrics » Nephrology » Neurology » Pain and Palliative Care » Perinatology » Psychiatry » Pulmonary Medicine » Rehabilitation Medicine » Rheumatology » Sleep Medicine » Sports Medicine » Urgent Care 	<div style="background-color: #e53935; color: white; text-align: center; padding: 5px; font-weight: bold;">Surgical Specialties</div> <ul style="list-style-type: none"> » Ophthalmology » Otorhinolaryngology » Surgery–Cardiothoracic » Surgery–General » Surgery–Neurological » Surgery–Orthopedic » Surgery–Orthopedic (Spine) » Surgery–Orthopedic (Sports Medicine) » Surgery–Plastic » Urology 	<div style="background-color: #333; color: white; text-align: center; padding: 5px; font-weight: bold;">Hospital-Based Specialties</div> <ul style="list-style-type: none"> » Anesthesia–Pain Management » Anesthesiology » Cardiac Critical Care/Intensivist » Critical Care/Intensivist » Emergency Medicine » Hospitalist » Neonatology » Pathology » Radiology–Invasive » Radiology–Neuroradiology » Radiology–Noninvasive
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APCs

- » Nurse Practitioner
- » Physician Assistant–Nonsurgical
- » Physician Assistant–Surgical
- » Psychologist

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Appendix B

2015 Reported Adult Specialties

Benchmarks are available for 98 specialties/provider types: 36 medical, 29 surgical, and 17 hospital-based specialties, as well as 5 primary care and 11 APC provider types.

<div style="background-color: #444; color: white; text-align: center; padding: 5px; font-weight: bold;">Medical Specialties</div> <ul style="list-style-type: none"> » Allergy/Immunology » Cardiology–Electrophysiology » Cardiology–Interventional » Cardiology–Invasive (Noninterventional) » Cardiology–Noninvasive » Cardiology–Nuclear » Dermatology » Dermatopathology » Endocrinology/Metabolism » Gastroenterology » Genetics » Geriatrics » Gynecology–Oncology » Gynecology Only » Hematology/Oncology » Hospice and Palliative Medicine » Infectious Disease » Nephrology » Neurology » Neurology–Stroke » Occupational Medicine » Oncology Only » Orthopedic–Nonsurgical » Pain Management » Perinatology » Physical Medicine and Rehabilitation » Podiatry » Psychiatry » Pulmonary Medicine » Reproductive Endocrinology » Rheumatology » Sleep Medicine » Sports Medicine » Urgent Care » Urogynecology » Wound Care and Hyperbaric Medicine 	<div style="background-color: #e53935; color: white; text-align: center; padding: 5px; font-weight: bold;">Surgical Specialties (Continued)</div> <ul style="list-style-type: none"> » Surgery–Bariatric » Surgery–Breast » Surgery–Cardiothoracic » Surgery–Cardiovascular » Surgery–Colon and Rectal » Surgery–General » Surgery–Neurological » Surgery–Oncology » Surgery–Orthopedic » Surgery–Orthopedic (Foot and Ankle) » Surgery–Orthopedic (Hand) » Surgery–Orthopedic (Joint Replacement) » Surgery–Orthopedic (Oncology) » Surgery–Orthopedic (Spine) » Surgery–Orthopedic (Sports Medicine) » Surgery–Orthopedic (Trauma) » Surgery–Plastic » Surgery–Thoracic » Surgery–Transplant » Surgery–Trauma » Surgery–Vascular » Urology 	<div style="background-color: #333; color: white; text-align: center; padding: 5px; font-weight: bold;">Hospital-Based Specialties</div> <ul style="list-style-type: none"> » Anesthesia–Pain Management » Anesthesiology » Critical Care/Intensivist » Emergency Medicine » Family Medicine–Hospitalist » Internal Medicine–Hospitalist » Internal Medicine–Hospitalist (Nocturnist) » Neonatology » Obstetrics/Gynecology–Hospitalist » Pathology » Pathology–Anatomical Only » Pathology–Clinical Only » Pulmonary Medicine–Critical Care » Radiation Oncology » Radiology–Invasive » Radiology–Noninvasive » Radiology–Nuclear Medicine
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 Primary Care Specialties - » Family Practice With OB - » Family Practice Without OB - » Internal Medicine - » Internal Medicine–Pediatrics - » Pediatrics–General | APCs - » Audiologist - » Certified Nurse Midwife - » Certified Registered Nurse Anesthetist - » Licensed Clinical Social Worker - » Neuropsychologist (Ph.D.) - » Nurse Practitioner - » Optometrist - » Physical Therapist - » Physician Assistant–Nonsurgical - » Physician Assistant–Surgical - » Psychologist (Ph.D.) |

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Appendix C

Sample CPT Code Profiler Reports

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Appendix C

Sample CPT Code Profiler Reports — Report Criteria

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

Organization-Level Report Criteria

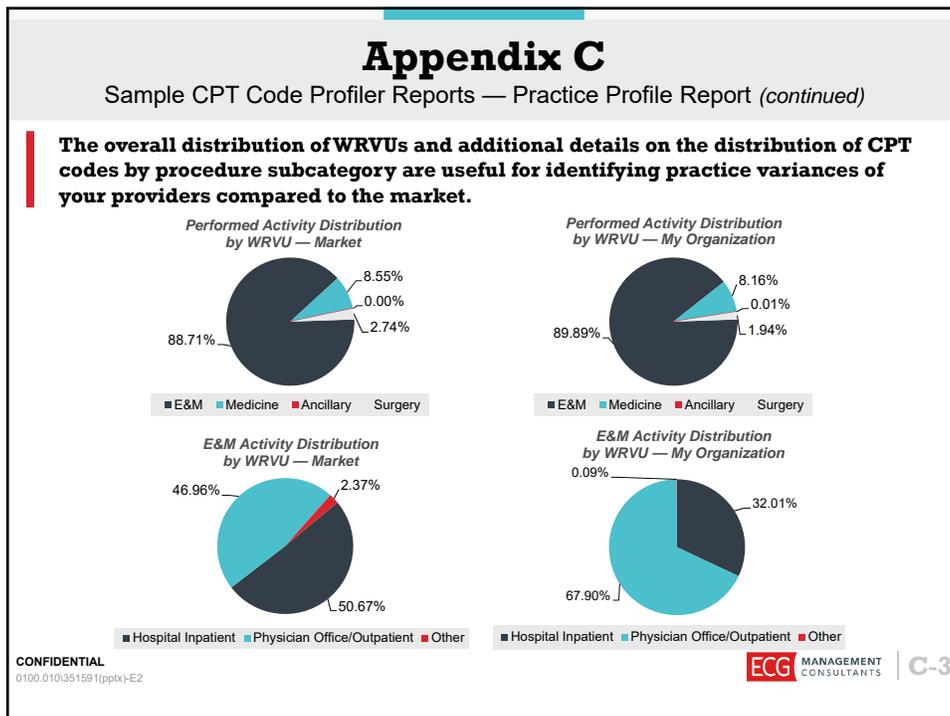
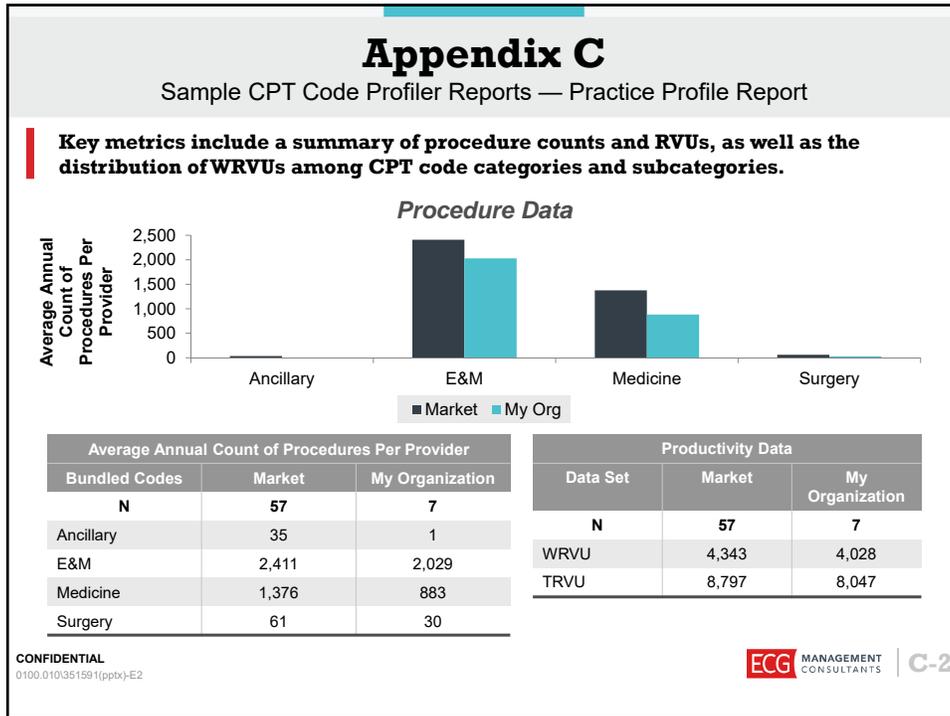
- » **Organization Size** — Pulls data for providers who practice within groups of various sizes
- » **Ownership** — Selects providers who practice within integrated health systems, providers who practice within independent medical groups, or all providers
- » **Region** — Limits data to providers who are practicing within a specific region(s)

Provider-Level Report Criteria

- » **Quartile** — Pulls the CPT activity of providers above the median or above the 75th percentile for WRVUs
- » **Experience** — Selects data for providers who are new, providers who are established, or all providers
- » **Clinical FTE** — Selects providers within a specific clinical FTE range
- » **Inpatient/Outpatient Responsibilities** — Isolates the CPT activity of providers working in the inpatient environment, outpatient environment, or both environments
- » **Medical Home** — Selects providers who are participating in a medical home
- » **State** — Limits data to providers who are practicing within a specific state(s)
- » **Payor** — Pulls the CPT code data for codes billed to Medicare or non-Medicare payors
- » **Procedure Category** — Isolates the CPT activity by E&M, ancillary, medicine, and surgery
- » **Procedure Subcategory** — Isolates the CPT activity for 42 subcategories focused largely on body systems
- » **Grouped CPT Codes** — Isolates the CPT activity for specified ranges of codes
- » **Place of Service** — Isolates the CPT activity for one or more places of service (e.g., physician office)

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Appendix C

Sample CPT Code Profiler Reports — Top CPT Code Report

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

Market (N: 57 Providers)						My Organization (N: 7 Providers)							
Rank	CPT Code	CPT Description	Average Count Per Provider	WRVU	Rank (My Org.)	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	99233	Subsequent hospital care	535.5	2.00	14	1	99214	Office/outpatient visit est	639.4	1.50	2	178	39%
2	99214	Office/outpatient visit est	461.0	1.50	1	2	94010	Breathing capacity test	933.6	0.17	10	513	726%
3	99232	Subsequent hospital care	358.4	1.39	3	3	99232	Subsequent hospital care	337.9	1.39	3	-21	-6%
4	99004	Percut allergy skin tests	317.4	0.01	-	4	99215	Office/outpatient visit est	220.3	2.11	5	-11	-5%
5	99215	Office/outpatient visit est	231.8	2.11	4	5	99244	Office consultation	156.2	3.02	9	70	80%
6	99213	Office/outpatient visit est	226.0	0.97	6	6	99213	Office/outpatient visit est	128.0	0.97	6	-98	-43%
7	9401026	Breathing capacity test	146.7	0.17	-	7	99231	Subsequent hospital care	115.1	0.76	17	73	175%
8	9406026	Evaluation of wheezing	129.3	0.26	-	8	99245	Office consultation	100.4	3.77	15	56	124%
9	99244	Office consultation	86.7	3.02	5	9	94060	Evaluation of wheezing	79.3	0.26	18	40	100%
10	94010	Breathing capacity test	70.6	0.17	2	10	99238	Hospital discharge day	63.0	1.28	26	38	155%
11	9581026	Polysomnography 4 or more	70.5	2.50	-	11	95810	Polysomnography 4 or more	58.8	2.50	109	58	5,172%
12	94760	Measure blood oxygen level	66.9	0.00	31	12	94726	Pulm funct tst plethysmograph	55.8	0.26	89	54	2,777%
13	9437526	Respiratory flow volume loop	52.3	0.31	-	13	99222	Initial hospital care	40.4	2.61	38	23	135%
14	99204	Office/outpatient visit new	45.1	2.43	25	14	99233	Subsequent hospital care	29.2	2.00	1	-506	95%
15	99245	Office consultation	44.9	3.77	8	15	99254	Inpatient consultation	29.0	3.29	20	-6	-17%
16	94375	Respiratory flow volume loop	44.8	0.31	56	16	99243	Office consultation	28.5	1.88	31	6	29%
17	99231	Subsequent hospital care	41.9	0.76	7	17	94620	Pulmonary stress test/sample	27.0	0.64	155	27	5,610%
18	94060	Evaluation of wheezing	39.6	0.26	9	18	94770	Exhaled carbon dioxide test	22.2	0.15	48	12	108%
19	99255	Inpatient consultation	37.1	4.00	34	19	99253	Inpatient consultation	19.7	2.27	39	-3	-11%
20	99254	Inpatient consultation	35.0	3.20	15	20	99219	Initial observation care	18.9	2.60	70	15	440%
21	94003	Vent mgmt inpat subq day	33.8	1.37	-	21	99217	Observation care discharge	15.2	1.28	68	12	314%
22	94760.59	Measure blood oxygen level	33.4	0.00	-	22	94729	CO diffuse capacity	15.0	0.17	91	13	783%
23	9472626	Pulm funct tst plethysmograph	32.4	0.26	-	23	99223	Initial hospital care	12.4	3.86	24	-19	-61%
24	99223	Initial hospital care	31.9	3.86	23	24	31624	Dix bronchoscope/lavage	12.2	2.88	25	-14	-53%
25	31624	Dix bronchoscope/lavage	26.0	2.88	24	25	99204	Office/outpatient visit new	11.5	2.43	14	-34	-74%
Average Weighted WRVU, Top 25			1.38			Average Weighted WRVU, Top 25			1.38				
Total, Top 25			3,198			Total, Top 25			2,819				
Total, All CPT Codes			3,857			Total, All CPT Codes			2,943				

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