



2017 Physician Compensation Survey

Informational Session

January 2017

CONFIDENTIAL

Agenda

- I. Introduction
- II. Survey Overview
- III. ECGVault Overview
- IV. 2017 Membership

Appendix A — 2016 Survey Members

Appendix B — 2016 Reported Specialties

Appendix C — Sample CPT Code Profiler Reports

I. Introduction

I. Introduction

About ECG

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

STRATEGY



FINANCE



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

OPERATIONS



TECHNOLOGY



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

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 top navigation bar includes 'Strategy', 'Finance', 'Operations', and 'Technology'. Below this is a secondary navigation bar with 'Services', 'Clients', 'Thought Leadership', 'Working at ECG', 'About', and 'Contact'. The main content area is titled 'SERVICES' and features a sub-navigation bar with 'Business & Financial Advisory Services', 'Payer Contracting & Reimbursement', 'Provider Compensation Planning', 'Valuation Services', and 'Industry Benchmarking'. A blue button labeled 'Back to Industry Benchmarking' is visible. The main heading is 'Provider Compensation Surveys', followed by the text: 'There is no more rigorous or accurate benchmarking resource for provider compensation planning.' Below this, it states: 'Our surveys offer market-specific data composed of compensation, production, and benefits information from nearly 25,000 healthcare providers representing more than 125 physician and advance practice provider specialties.' It then says: 'By participating in ECG's surveys, your organization receives access to:' followed by a bulleted list: '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 subspecialty'; and 'Exclusive access to ECGVault (www.ECGVault.com), our business intelligence center'. To the right, there is an 'ECG EXPERTS' section featuring a photo of Maria Hayduk, Senior Manager, St. Louis, with a 'Contact Us' button. Below that is a 'RELATED SERVICES' section with a link to 'Physician Strategy & Alignment'.

- » *Physician Compensation Survey (eighteenth year)*
- » *Pediatric Subspecialty Physician Compensation Survey (eleventh year)*
- » *CPT Code Profiler tool (fifth year)*
- » *Medical Group Cost and Infrastructure Survey (third year)*
- » *Various other surveys*

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

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 providers (APPs).
- » Compensation plan redesign for physicians and APPs.
- » 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.

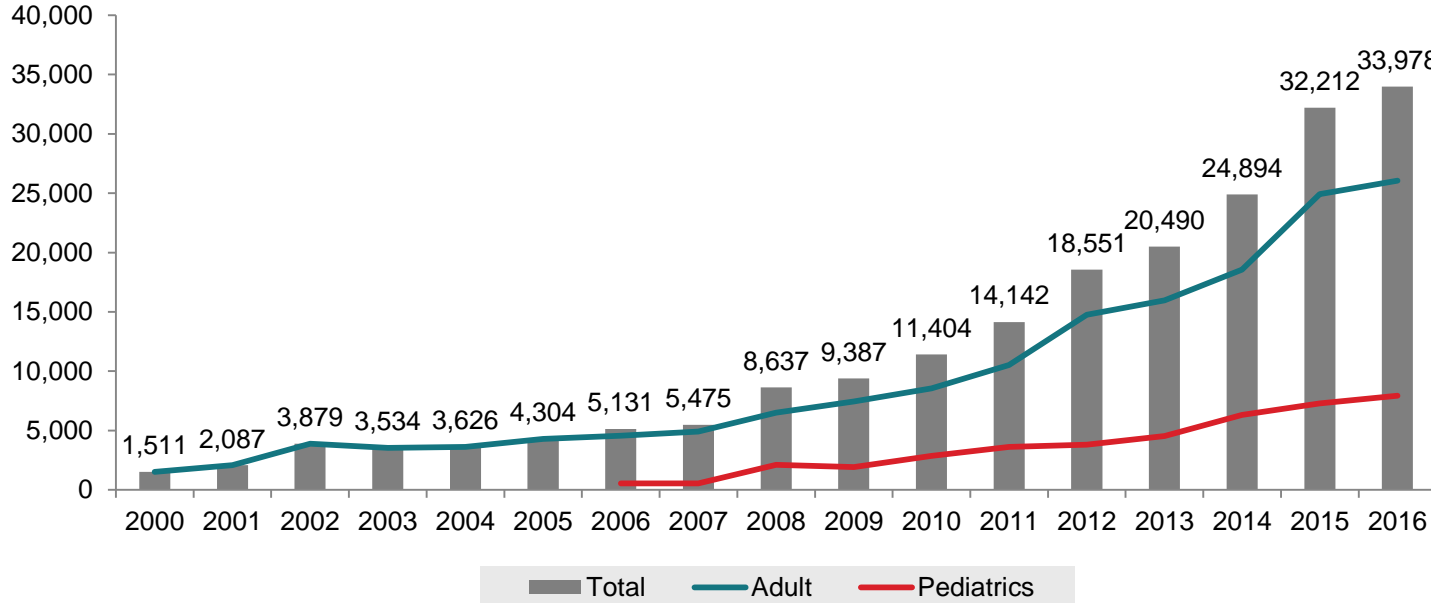
Our surveys provide members with access to data that is more in-depth than what is offered by, or not available from, other industry sources.

I. Introduction

Survey Growth

With compensation and production data from 34,000 adult and pediatric providers and organization data from 126 organizations, ECG's surveys are the most comprehensive sources of provider performance data available in the market.

Survey Growth From 2000 to 2016



ECG's custom surveys maintain a loyal base of members from year to year while still pursuing steady growth.

Sources: ECG 2006 to 2016 Pediatric Subspecialty Physician Compensation Surveys.
ECG 2000 to 2016 Physician Compensation Surveys.

CONFIDENTIAL

1275.011\384616(pptx)-E2

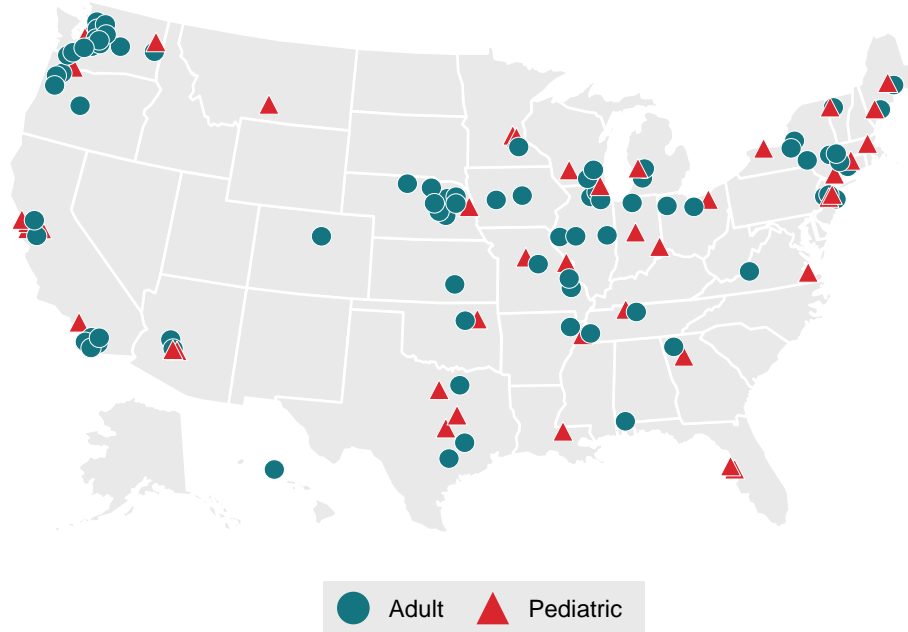
I. Introduction

Geographic Representation

ECGs Physician Compensation survey has expanded its reach to 46 states, and the typical member remains one that is employed by an integrated health system.

Select List of 2016 Members

Locations of 2016 Members



- » Banner Medical Group/Banner Health
- » Carle Physician Group
- » Colorado Permanente Medical Group
- » Confluence Health
- » Dignity Health
- » Group Health Permanente
- » HCA Healthcare
- » Hutchinson Clinic
- » Legacy Health
- » Maine Medical Center/Maine Medical Partners
- » Mercy Health–West Michigan
- » Nebraska Medicine
- » Palo Alto Medical Foundation
- » PeaceHealth Medical Group
- » Providence Health System
- » Rutgers New Jersey Medical School
- » Scott & White Clinic
- » Scripps Clinic
- » Seton Healthcare Family
- » SLUCare
- » Spectrum Medical Group
- » Straub Clinic & Hospital
- » SUNY Upstate Medical University
- » The Everett Clinic
- » The Iowa Clinic, PC
- » The University of Toledo
- » The Vancouver Clinic, Inc.
- » UnitedHealth Group
- » University of Rochester Medical Center
- » University of Wisconsin Medical Foundation
- » University Physicians, University of Missouri Health Care
- » UT Methodist Physicians
- » Warren Clinic
- » Western Connecticut Medical Group, Inc.

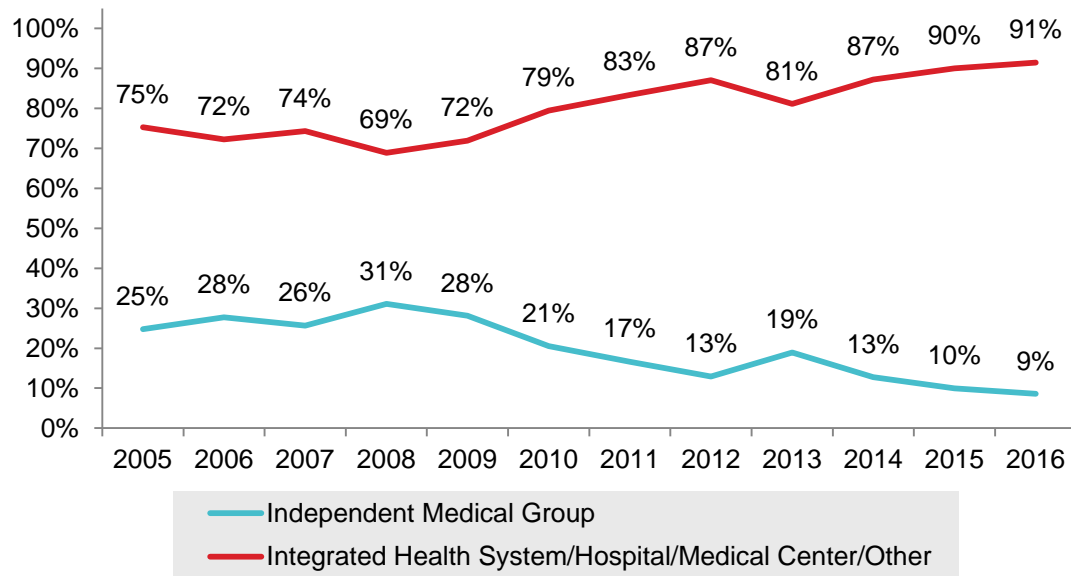
APPENDIX A contains a comprehensive list of 2016 survey members.

I. Introduction

Survey Demographics

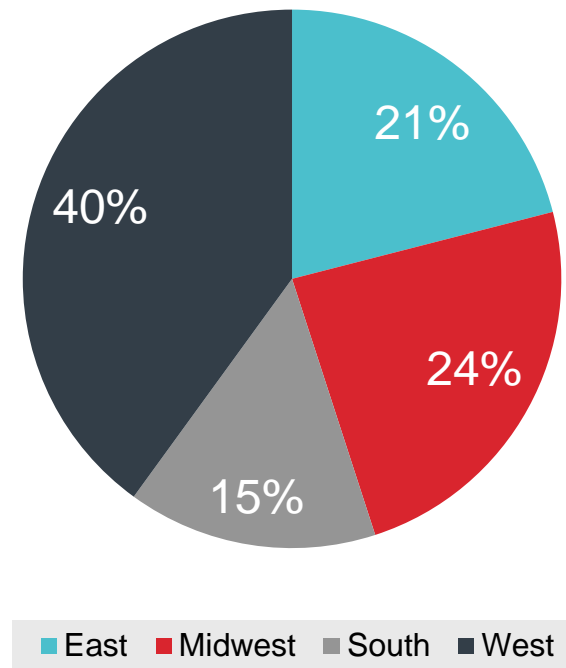
Over the past several years, there has been a steady increase in the proportion of survey providers that are employed by a health system, mirroring broader growth and employment trends in the market.

Survey Demographic Trends
(Percentage of Providers)



Source: ECG 2005 to 2016 Physician Compensation Surveys.

Providers by Region



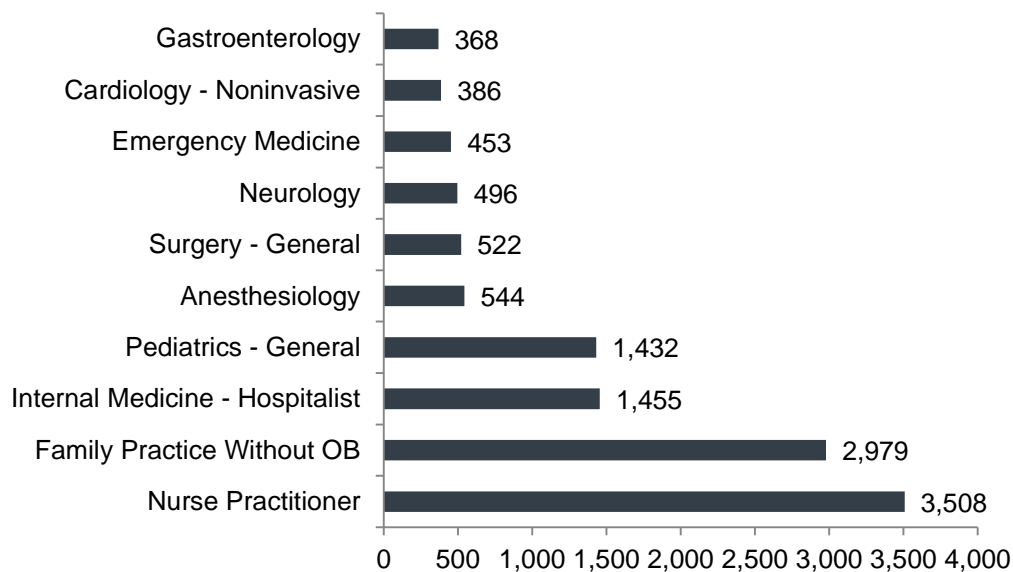
Using these demographic filters and others available in ECGVault, members can customize benchmarks across all reported metrics.

I. Introduction

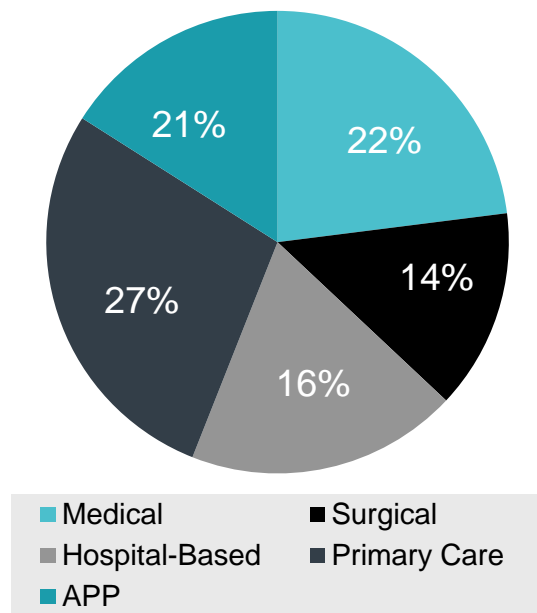
Specialty Representation

Benchmarks are available for 102 specialties: 40 medical, 29 surgical, and 18 hospital-based specialties, as well as 4 primary care and 11 APP provider types.

Number of Providers in Select Specialties



2016 Providers by Specialty Type



Source: ECG 2016 Physician Compensation Survey.

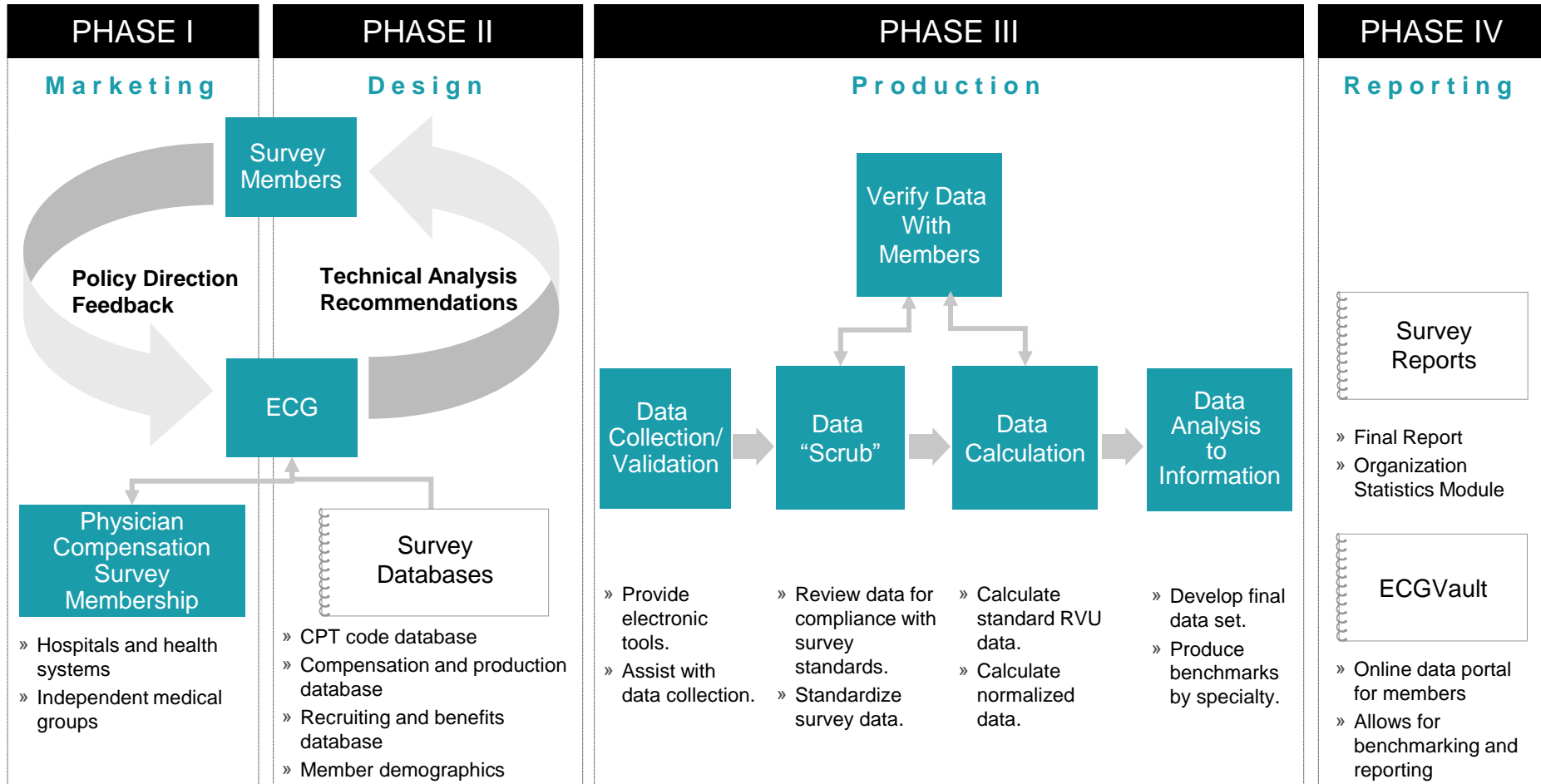
APPENDIX B lists the specialties that were reported in our 2016 pediatric and adult surveys.

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.

SCHEDULE A

Contact Information — Includes authorized contacts

SCHEDULE B

Organization Profile — Includes organization-level demographics, key statistics data, etc.

SCHEDULE C

Compensation/Incentive Plans — Includes data on physician and APP 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 APPs as well as patient access information

SCHEDULE F

Provider Data — Includes provider-level data (physicians and APPs), 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.

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

- » 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

SELECT COMPENSATION PLAN, RECRUITMENT, AND OTHER KEY INFORMATION/STATISTICS

- » Compensation plan structure by provider type (primary care physicians, surgical specialists, APPs, 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
- » APP utilization and recruitment data

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 APP 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 2017 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.

III. ECG Vault Overview

III. ECGVault Overview

Background

ECGVault provides survey members with the power to analyze current and historical physician and APP 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.

ECGVault
Your Business Intelligence Center

[HOME](#)

[ECGMC.COM](#)

[LOGIN](#)

Welcome to ECGVault

We are pleased to provide you with our online data portal containing ECG physician and advanced practice provider performance benchmarks. Our goal in developing ECGVault is to enhance your organization's ability to access the vast amount of physician performance benchmarks gathered via the ECG physician performance surveys over the last 17 years.

Through ECGVault, members of our 2016 surveys have access to survey information for over 34,000 practitioners at the market, organization, and provider levels. This portal allows for robust, specialty-specific trending and analytics, standard and custom reporting, and downloading of benchmarks and related materials. ECGVault is available exclusively to current ECG survey members.

[Login](#)

Our Team

If you need assistance or have any questions regarding ECGVault or our surveys, please do not hesitate to contact members of our team. We can be reached at 314-726-2323 or 800-729-7635.

Josh Halverson, Principal jhalverson@ecgmc.com

- [2017 SURVEY REGISTRATION](#)
[Register Here](#)
- [TELL US WHAT YOU THINK](#)
[Submit Your Feedback](#)
- [SURVEY BROCHURES](#)
 - [National Provider Compensation Survey](#)
 - [National Pediatric Provider Compensation Survey](#)
 - [CPT Code Profiler](#)
 - [Pediatric CPT Code Profiler](#)
- [INFORMATIONAL WEBINARS](#)

Survey members receive a confidential login and password specific to the 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 for 37 compensation, production, and benefit metrics, 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 APPs 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.

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

ECGVault
Your Business Intelligence Center

HOME

REPORTS

Dynamic Reports

- 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

Static Reports

Organization Statistics Module

Home > Reports > Benchmark Tables Pediatrics

Benchmark Tables Pediatrics

Metric

Year

Value Median Average

Report Type

Provider Type

Specialty

Region

Experience

Tenure

Compensation

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

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

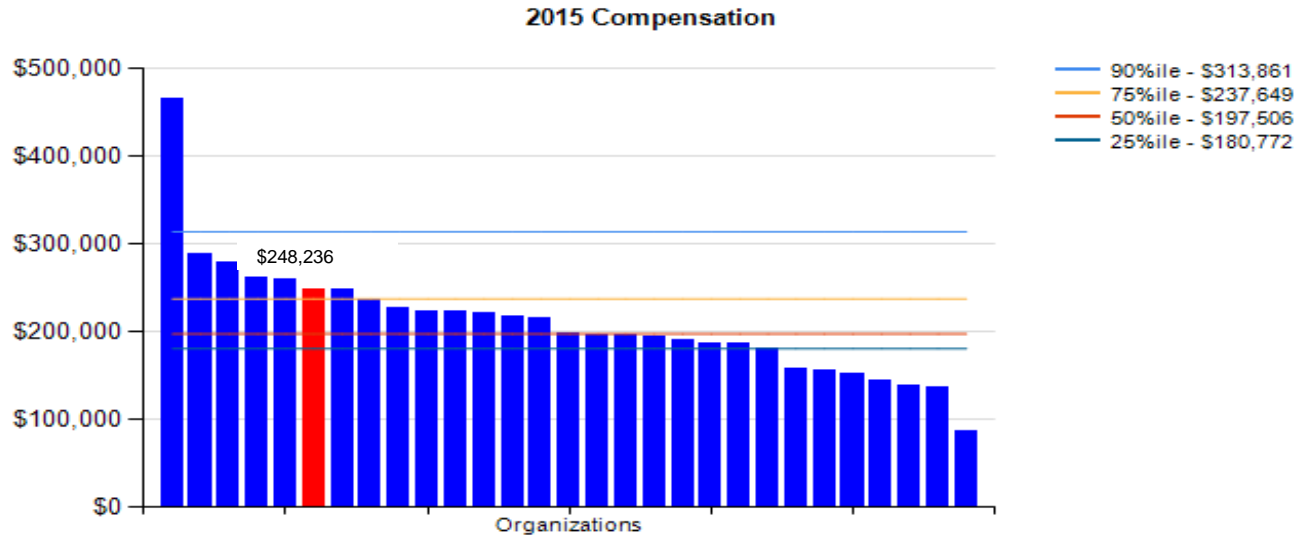
Metric Previous Next GO Run Report Print

Year	<input type="text" value="2015"/>	RVU Year	<input type="text" value="Benchmark Year"/>
Value	<input checked="" type="radio"/> Median <input type="radio"/> Average	Organization Size	<input type="text" value="All"/>
Report Type	<input type="text" value="All Organizations"/>	Ownership	<input type="text" value="All"/>
Provider Type	<input type="text" value="Selected Criteria"/>	Practice Type	<input type="text" value="All"/>
Specialty	<input type="text" value="Selected Criteria"/>	Primary Teaching	<input type="text" value="All"/>
National Region	<input type="text" value="All"/>	Compensation Plan Type	<input type="text" value="All"/>
State	<input type="text" value="All"/>	Tenure	<input type="text" value="All"/>
State Subregion	<input type="text" value="All"/>	Experience	<input type="text" value="All"/>
Medical Home	<input type="text" value="All"/>	Clinical FTE	<input type="text" value="All"/>
Inpatient/Outpatient Responsibility	<input type="text" value="All"/>	Total FTE	<input type="text" value="All"/>

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	

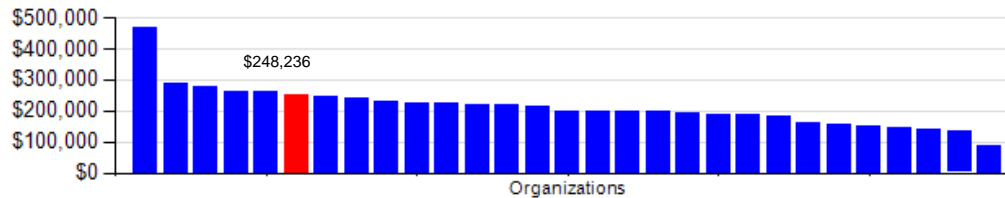
Percentiles	
Low	\$85,891
1%	\$104,015
2%	\$116,071
3%	\$118,696
4%	\$123,142
So Forth	

III. ECGVault Overview

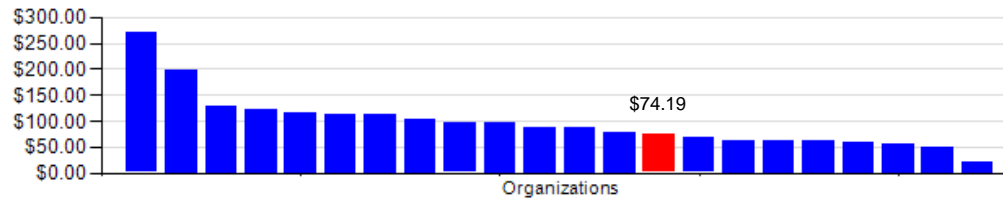
Comparison Charts

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

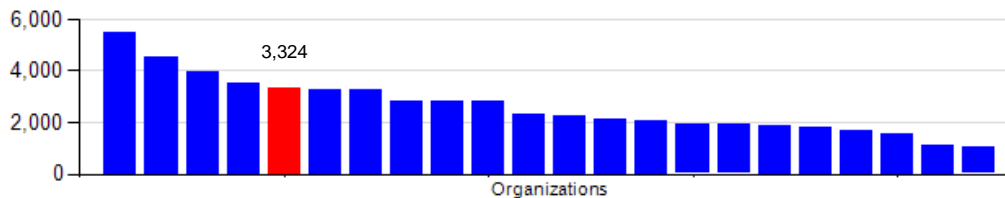
2015 Compensation



2015 Compensation Per WRVU



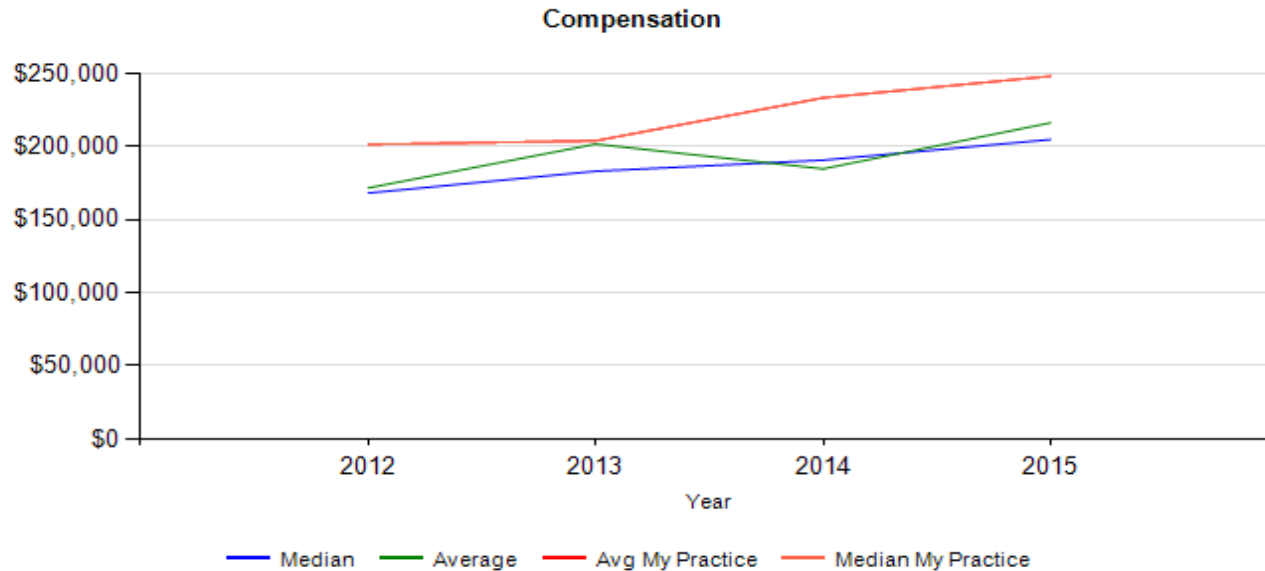
2015 WRVU



III. ECGVault Overview

Trending Reports by Organization

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

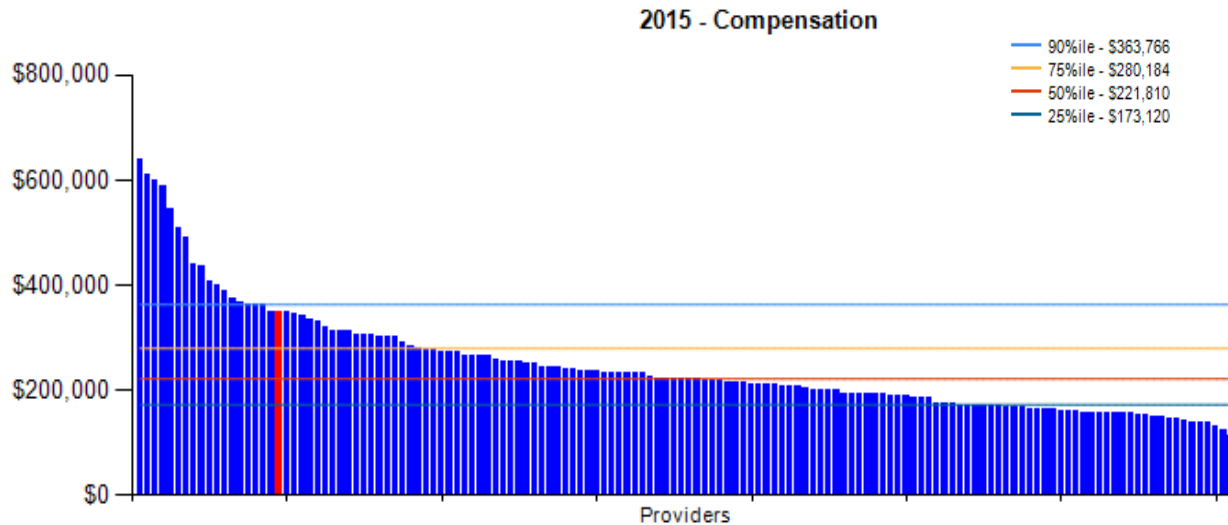


Year	Median for All Practices	Average for All Practices	Average for My Practice
2012	\$168,279	\$171,746	\$201,561
2013	\$183,212	\$201,819	\$204,038
2014	\$190,830	\$184,854	\$233,455
2015	\$204,866	\$216,317	\$248,236

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

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. Sample reports are shown in APPENDIX C.

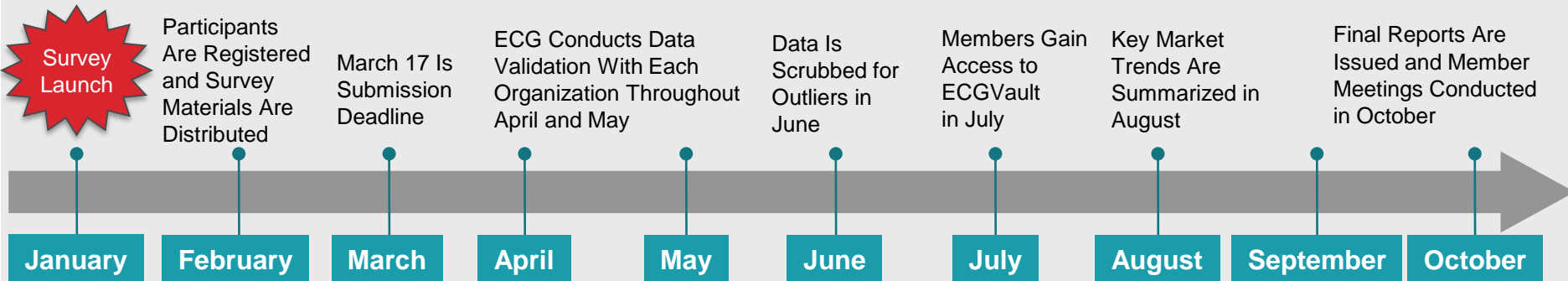
IV. 2017 Membership

IV. 2017 Membership

Survey Timeline

ECG's 2017 surveys will launch at the end of January, and access to the data and online reporting capabilities will be available via ECGVault in July.

2017 SURVEY TIMELINE



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

IV. 2017 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.
- » Custom pricing is available for participation in multiple ECG surveys.

IV. 2017 Membership

Next Steps

We look forward to working with you during ECG's 2017 Physician Compensation Survey.

- » **Register** — Organizations should register for ECG's 2017 Physician Compensation Survey as soon as possible.
- » **Receive Welcome and Survey Materials** — The 2017 survey materials will be distributed to registered organizations via email at the end of January.
- » **Submit Data** — Completed survey materials/data are due on March 17.
- » **Access Available Support** — We will work with each organization throughout the submission process and will be available to answer any questions that may arise as the survey is being completed.



MORE QUESTIONS

Please contact Maria Hayduk at 314-726-2323 or mhayduk@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](http://www.ecgmc.com/services/finance/industry-benchmarking/survey-registration).

Appendix A

2016 Survey Members

Appendix A

2016 Pediatric Subspecialty Physician Compensation Survey Members

<i>ECG Pediatric Subspecialty Physician Compensation Survey</i>	
Organization	Location
Advocate Medical Group	Oakbrook, Illinois
Akron Children's Hospital	Akron, Ohio
All Children's Specialty Physicians	St. Petersburg, Florida
Banner Pediatric Specialists/Banner Health	Phoenix, Arizona
Billings Clinic	Billings, Montana
Boston Children's Hospital	Boston, Massachusetts
Children's Health System Texas	Dallas, Texas
Children's Healthcare of Atlanta	Atlanta, Georgia
Children's Hospitals and Clinics of Minnesota	Minneapolis, Minnesota
Children's Medical Group Inc. and Children's Surgical Specialty Group Inc./CHKD	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	Hartford, Connecticut
Eastern Maine Medical Center	Bangor, Maine
Gillette Children's Specialty Healthcare	St. Paul, Minnesota
HCA Healthcare	Nashville, Tennessee
Helen DeVos Children's Hospital/Spectrum Medical Group	Grand Rapids, Michigan

Appendix A

2016 Pediatric Subspecialty Physician Compensation Survey Members *(continued)*

Organization	Location
Legacy Health	Portland, Oregon
Maine Medical Center/Maine Medical Partners	Scarborough, Maine
MultiCare Health System	Tacoma, Washington
Nebraska Pediatric Practice Inc.	Omaha, Nebraska
Our Lady of the Lake Physician Group	Baton Rouge, Louisiana
Packard Children's Health Alliance	Menlo Park, California
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
Rutgers Cancer Institute of New Jersey	New Brunswick, New Jersey
Rutgers New Jersey Medical School	Newark, New Jersey
Rutgers Robert Wood Johnson Medical School	New Brunswick, New Jersey
Scott & White Clinic	Temple, Texas
Seattle Children's Hospital	Seattle, Washington
Seton Healthcare Family	Austin, Texas
Shriners Hospitals for Children	Tampa, Florida
SLUCare	St. Louis, Missouri
Stanford University School of Medicine	Stanford, California

Appendix A

2016 Pediatric Subspecialty Physician Compensation Survey Members *(continued)*

Organization	Location
University of Rochester Medical Center	Rochester, New York
University of Vermont Medical Group	Burlington, Vermont
University of Wisconsin Medical Foundation	Middleton, Wisconsin
University Physicians University of Missouri Health Care	Columbia, Missouri
UT LeBonheur Pediatric Specialists Inc.	Memphis, Tennessee
Valley Children's Specialty Medical Group Central California	Madera, California
Warren Clinic	Tulsa, Oklahoma
Weill Medical College of Cornell University	New York, New York
Woodcreek Healthcare	Puyallup, Washington

Appendix A

2016 Physician Compensation Survey Members

ECG Physician Compensation Survey

Organization	Location
Advocate Medical Group	Oakbrook, Illinois
Augusta Health	Fishersville, Virginia
Banner Medical Group/Banner Health	Phoenix, Arizona
Beacon Health System	Elkhart, Indiana
Brown County Hospital	Ainsworth, Nebraska
Carle Physician Group	Urbana, Illinois
Colorado Permanente Medical Group	Denver, Colorado
Columbus Community Hospital	Columbus, Nebraska
Confluence Health	Wenatchee, Washington
Crawford County Memorial Hospital	Denison, Iowa
Dignity Health	San Francisco, California
Dignity Health Urgent Care Centers	Phoenix, Arizona
DuPage Medical Group	Downers Grove, Illinois
Eastern Maine Medical Center	Bangor, Maine
Edward Hospital & Health Services	Naperville, Illinois
EvergreenHealth Medical Center	Kirkland, Washington
Floyd Primary Care	Rome, Georgia
Franciscan Medical Group	Tacoma, Washington
Fremont Health	Fremont, Nebraska

Appendix A

2016 Physician Compensation Survey Members *(continued)*

Organization	Location
Grand Lake Physician Practices	St. Marys, Ohio
Group Health Permanente	Seattle, Washington
HCA Healthcare	Nashville, Tennessee
HealthPoint Medical Group	Renton, Washington
Howard County Medical Center	St. Paul, Nebraska
Hutchinson Clinic	Hutchinson, Kansas
Jefferson Healthcare	Port Townsend, Washington
Legacy Health	Portland, Oregon
Maine Medical Center/Maine Medical Partners	Scarborough, Maine
Memorial Community Health, Inc.	Aurora, Nebraska
Mercy Health — West Michigan	Muskegon, Michigan
Nebraska Medicine	Omaha, Nebraska
Niobrara Valley Hospital	Lynch, Nebraska
Northeast Medical Group/Yale New Haven Health System	Stanford, Connecticut
Northwest Hospital & Medical Center	Seattle, Washington
Our Lady of Lourdes Memorial Hospital	Binghamton, New York
Overlake Medical Clinics, LLC	Bellevue, Washington
Palo Alto Medical Foundation	Mountain View, California
PeaceHealth Medical Group	Vancouver, Washington
Providence Health System	Mobile, Alabama

Appendix A

2016 Physician Compensation Survey Members *(continued)*

Organization	Location
Providence Medical Group — Oregon	Portland, Oregon
Providence Medical Group — Spokane	Spokane, Washington
Quincy Medical Group	Quincy, Illinois
Rutgers Cancer Institute of New Jersey	New Brunswick, New Jersey
Rutgers New Jersey Medical School	Newark, New Jersey
Rutgers Robert Wood Johnson Medical School	New Brunswick, New Jersey
Saint Francis Medical Center/Saint Francis Healthcare System	Cape Girardeau, Missouri
Salem Health	Salem, Oregon
Scott & White Clinic	Temple, Texas
Scripps Clinic	La Jolla, California
Scripps Coastal Medical Center	San Diego, California
Scripps CV Surgery	San Diego, California
Scripps Health Inpatient Providers Medical Group	San Diego, California
Seton Healthcare Family	Austin, Texas
SIU HealthCare	Springfield, Illinois
SLUCare	St. Louis, Missouri
Spectrum Medical Group	Grand Rapids, Michigan
St. Charles Healthcare	Bend, Oregon
St. Peter's Health Partners/Trinity Health	Albany, New York
Straub Clinic & Hospital	Honolulu, Hawaii

Appendix A

2016 Physician Compensation Survey Members *(continued)*

Organization	Location
SUNY Upstate Medical University	Syracuse, New York
SwedishAmerican Medical Group	Rockford, Illinois
The Everett Clinic	Everett, Washington
The Iowa Clinic, P.C.	West Des Moines, Iowa
The Polyclinic	Seattle, Washington
The University of Toledo	Toledo, Ohio
The Vancouver Clinic, Inc.	Vancouver, Washington
UnitedHealth Group	Minneapolis, Minnesota
University of North Texas Health Science Center	Fort Worth, Texas
University of Rochester Medical Center	Rochester, New York
University of Vermont Medical Group	Burlington, Vermont
University of Wisconsin Medical Foundation	Middleton, Wisconsin
University Physicians, University of Missouri Health Care	Columbia, Missouri
UT Methodist Physicians	Memphis, Tennessee
UW Neighborhood Clinics	Seattle, Washington
Valley County Health System	Ord, Nebraska
Valley Medical Center	Renton, Washington
Warren Clinic	Tulsa, Oklahoma
Westchester Health Associates	Katonah, New York
Western Connecticut Medical Group, Inc.	Danbury, Connecticut

Appendix B

2016 Reported Specialties

Appendix B

2016 Reported Pediatric Specialties

Benchmarks are available for 57 pediatric specialties: 29 medical, 11 surgical, and 11 hospital-based specialties, as well as 6 APP provider types.

Medical Specialties

- » Adolescent Medicine
- » Allergy/Immunology
- » Bone Marrow Transplant
- » Cardiology–Electrophysiology
- » Cardiology–Interventional
- » 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

Surgical Specialties

- » Ophthalmology
- » Otorhinolaryngology
- » Surgery–Cardiothoracic
- » Surgery–General
- » Surgery–Neurological
- » Surgery–Orthopedic
- » Surgery–Orthopedic (Hand)
- » Surgery–Orthopedic (Spine)
- » Surgery–Orthopedic (Sports Medicine)
- » Surgery–Plastic
- » Urology

Hospital-Based Specialties

- » Anesthesia–Pain Management
- » Anesthesiology
- » Cardiac Critical Care/Intensivist
- » Critical Care/Intensivist
- » Emergency Medicine
- » Hospitalist
- » Neonatology
- » Pathology
- » Radiology–Invasive
- » Radiology–Neuroradiology
- » Radiology–Noninvasive

APPs

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

Appendix B

2016 Reported Adult Specialties

Benchmarks are available for 102 specialties: 40 medical, 29 surgical, and 18 hospital-based specialties, as well as 4 primary care and 11 APP provider types.

Medical Specialties

- » Allergy/Immunology
- » Cardiology–Electrophysiology
- » Cardiology–Interventional
- » Cardiology–Invasive (Noninterventional)
- » Cardiology–Noninvasive
- » Dermatology
- » Dermatopathology
- » Endocrinology/Metabolism
- » Epileptologist
- » Gastroenterology
- » Geriatrics
- » Gynecology–Oncology
- » Gynecology Only
- » Hematology/Oncology
- » Hepatology
- » Hospice and Palliative Medicine
- » Infectious Disease
- » Internal Medicine–Pediatrics
- » Nephrology
- » Neurology
- » Neurology - Neuromuscular Medicine
- » Neurology–Stroke
- » Occupational Medicine
- » Oncology Only
- » Orthopedic–Nonsurgical
- » Pain Management
- » Palliative Care
- » Perinatology
- » Physical Medicine and Rehabilitation
- » Podiatry
- » Psychiatry
- » Psychiatry–Geriatric
- » Pulmonary Medicine
- » Radiation Oncology
- » Reproductive Endocrinology
- » Rheumatology
- » Sleep Medicine
- » Sports Medicine
- » Urgent Care
- » Urogynecology

Surgical Specialties

- » Dermatology–MOHS Surgery
- » Obstetrics/Gynecology
- » Ophthalmology
- » Ophthalmology–Neurologic
- » Ophthalmology–Ophthalmic Plastic Surgery
- » Ophthalmology–Retina Surgery
- » Otorhinolaryngology
- » Podiatry–Surgical

Surgical Specialties (continued)

- » 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 (Spine)
- » Surgery–Orthopedic (Sports Medicine)
- » Surgery–Orthopedic (Trauma)
- » Surgery–Plastic
- » Surgery–Thoracic
- » Surgery–Transplant
- » Surgery–Trauma
- » Surgery–Vascular
- » Urology

Primary Care Specialties

- » Family Practice With OB
- » Family Practice Without OB
- » Internal Medicine
- » Pediatrics–General

Hospital-Based Specialties

- » 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
- » Radiology–Invasive
- » Radiology–Neuro Interventional
- » Radiology–Neuroradiology
- » Radiology–Noninvasive
- » Radiology–Nuclear Medicine

APPs

- » Audiologist
- » Certified Nurse Midwife
- » Certified Registered Nurse Anesthetist
- » Licensed Clinical Social Worker
- » Neuropsychologist (PhD)
- » Nurse Practitioner
- » Optometrist
- » Physical Therapist
- » Physician Assistant–Nonsurgical
- » Physician Assistant–Surgical
- » Psychologist (PhD)

Appendix C

Sample CPT Code Profiler Reports

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

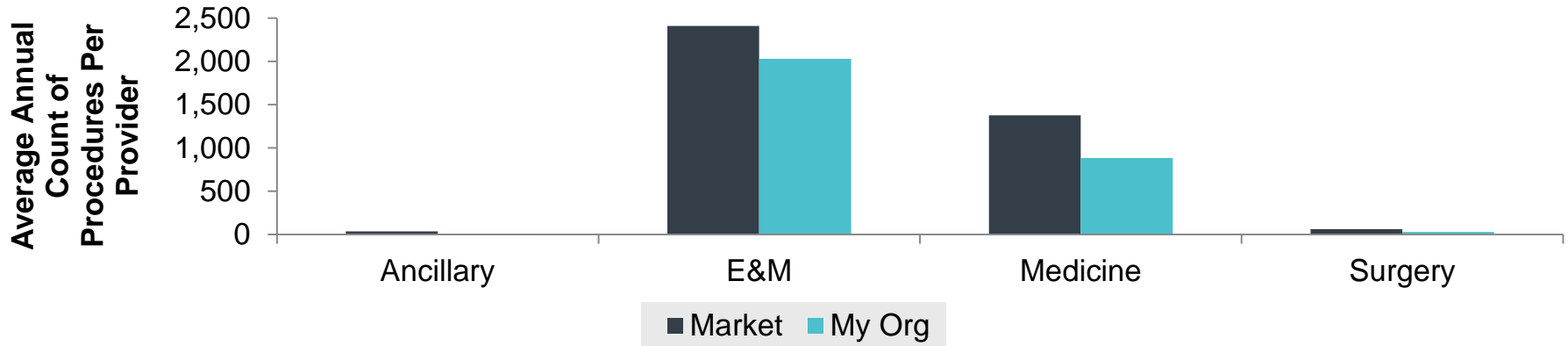
- » **Quartile** — Pulls the CPT activity of providers above the median or above the 75th percentile for WRVUs
- » **Experience** — Selects data for providers who are new, providers who are established, or all providers
- » **Clinical FTE** — Selects providers within a specific clinical FTE range
- » **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)

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 Organization
N	57	7
Ancillary	35	1
E&M	2,411	2,029
Medicine	1,376	883
Surgery	61	30

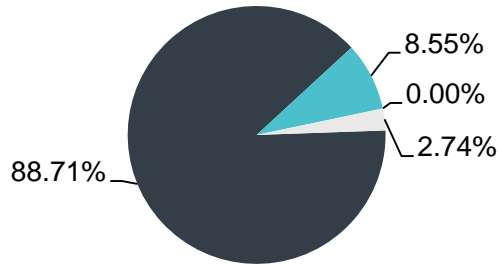
Productivity Data		
Data Set	Market	My Organization
N	57	7
WRVU	4,343	4,028
TRVU	8,797	8,047

Appendix C

Sample CPT Code Profiler Reports — Practice Profile Report *(continued)*

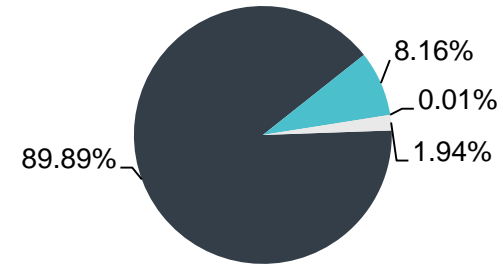
The overall distribution of WRVUs and additional details on the distribution of CPT codes by procedure subcategory are useful for identifying practice variances of your providers compared to the market.

Performed Activity Distribution by WRVU — Market



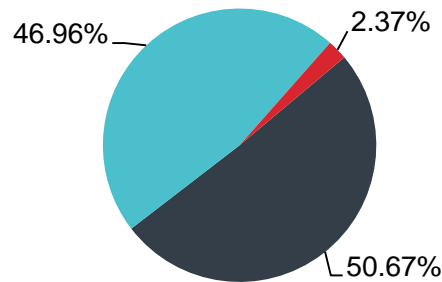
■ E&M ■ Medicine ■ Ancillary ■ Surgery

Performed Activity Distribution by WRVU — My Organization



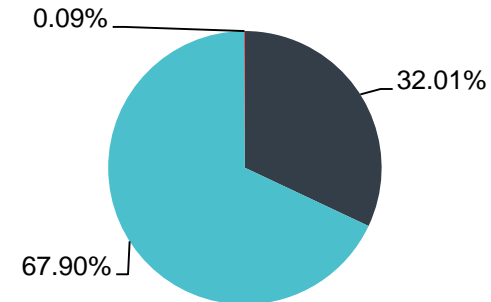
■ E&M ■ Medicine ■ Ancillary ■ Surgery

E&M Activity Distribution by WRVU — Market



■ Hospital Inpatient ■ Physician Office/Outpatient ■ Other

E&M Activity Distribution by WRVU — My Organization



■ Hospital Inpatient ■ Physician Office/Outpatient ■ Other

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)					
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	0
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 plethysmograph	32.4	0.26	-
24	99223	Initial hospital care	31.9	3.86	23
25	31624	Dx bronchoscope/lavage	26.0	2.88	24
Average Weighted WRVU, Top 25				1.36	
Average Weighted WRVU, Total				1.30	
Total, Top 25			3,198		
Total, All CPT Codes			3,857		

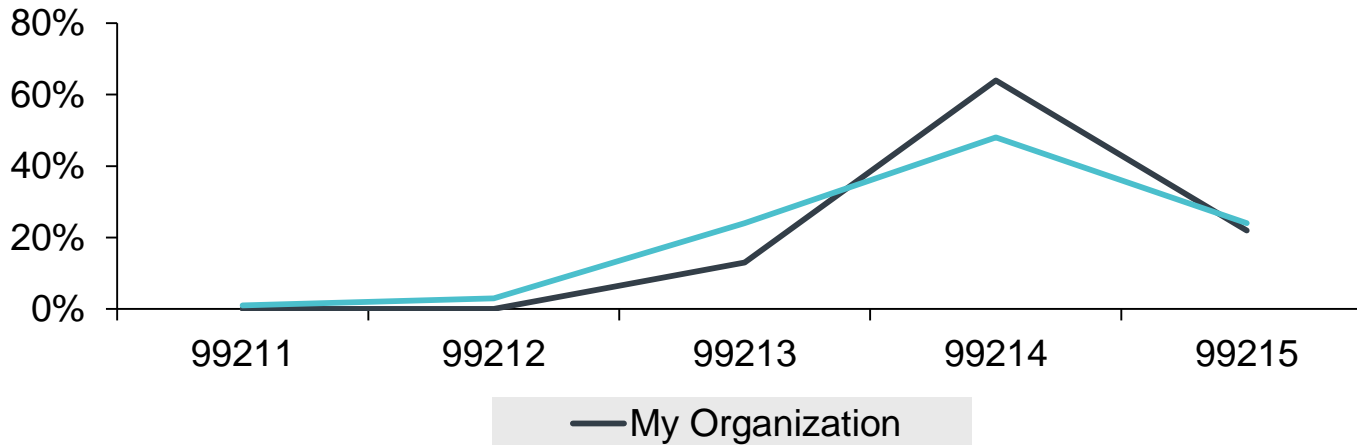
My Organization (N: 7 Providers)									
Rank	CPT Code	CPT Description	Average Count Per Provider	WRVU	Rank (Market)	Average Count Per Provider Variance With Market	Average Count Per Provider % Variance With Market		
1	99214	Office/outpatient visit est	639.4	1.50	2	178	39%		
2	94010	Breathing capacity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

Appendix C

Sample CPT Code Profiler Reports — CPT Code Distribution Report

Distribution reports 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



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

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