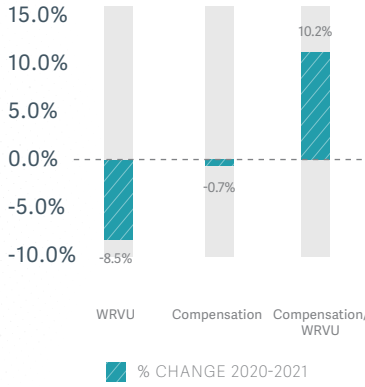


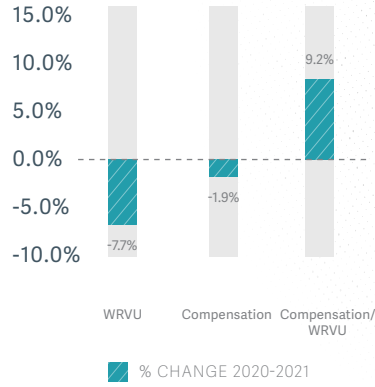
COMPENSATION and PRODUCTION TRENDS

COMPENSATION LOSSES DID NOT MAINTAIN PACE with significant declines in production.

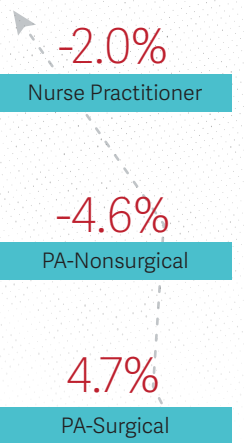
PRIMARY CARE PHYSICIANS



SUBSPECIALTY PHYSICIANS



APP COMPENSATION % CHANGE 2020-2021



COVID-19 ADJUSTED BENCHMARKS

To account for the impact of Covid-19 on 2021 survey benchmarks, ECG has published 2021 Adjusted Benchmarks by applying a lag adjustment to 2020 results.

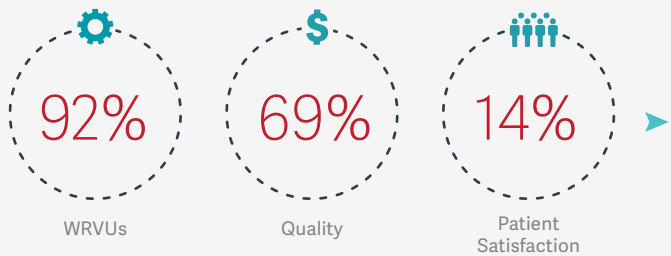
PERCENT ADJUSTMENTS COMPENSATION AND COMPENSATION PER WRVU¹

SPECIALTY CATEGORY	ADULT SPECIALTIES	PEDIATRIC SPECIALTIES
Primary Care	3.5%	3.5%
Hospital-Based	2.3%	3.2%
Medicine	3.1%	2.9%
Surgery	3.4%	2.8%
APPs	2.5%	2.5%

¹ Calculated based on 5 Year compounded growth rates for ECG surveys 2015-2020.

VALUE BASED COMPENSATION IS BECOMING MORE PREVALENT

PERCENTAGE OF ORGANIZATIONS



PHYSICIAN AND APP QUALITY AND PATIENT SATISFACTION COMPENSATION COMBINED

Specialty	% of Total Compensation	Median \$
Hospital-Based	6.3%	\$21,389
Medicine	5.1%	\$20,522
Primary Care	6.4%	\$16,530
Surgery	4.9%	\$23,810
APPs	5.0%	\$7,083

69% of organizations include a quality component in their physician incentive plans.

92% of organizations report that WRVUs are the predominant metric utilized to determine physician compensation.

PHYSICIAN BENEFITS ARE INCREASING

The employer portion of benefit costs for physicians increased to **\$50,560** per physician FTE in 2021, while APP benefit costs increased to **\$28,636**.

The cost of benefits varies across specialty categories, with Primary Care physicians having the lowest cost, and surgical physicians having the highest.



Specialty	Benefit \$'s per FTE Physician
HOSPITAL-BASED	\$55,589
MEDICINE	\$54,046
PRIMARY CARE	\$41,985
SURGERY	\$61,015