

# ECG Management Consultants

*2021 Physician and APP Compensation Survey  
Results*

October 1, 2021



A Siemens Healthineers Company

This document summarizes the organizational data from our *2021 Physician and APP Compensation Survey* that was submitted by survey members. In addition to provider-level compensation and production data, ECG's survey also reports data related to organization demographics, compensation plan structures/key indicators, recruitment, provider benefits, and other operation-level information.

Note: Figures in survey tables may not be exact due to rounding.

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## I. Organization Demographic Data

1. Who is the majority owner of the physician practice?

Ownership	N	Percentage of Organizations
Integrated Health System, Hospital, or Medical Center	114	65.9%
Independent Medical Group	12	6.9%
University or Medical School	21	12.1%
Foundation	8	4.6%
Other	<u>18</u>	<u>10.4%</u>
<b>Total</b>	<b>173</b>	<b>100.0%</b>

2. What type of practice characterizes your physician group?

Practice Type	N	Percentage of Organizations
Multispecialty (nonacademic)	123	71.1%
Multispecialty (academic)	48	27.7%
Single specialty (nonacademic)	<u>2</u>	<u>1.2%</u>
<b>Total</b>	<b>173</b>	<b>100.0%</b>

3. What is the size of your medical group or practice regarding the total number of physicians?

Practice Size	N	Percentage of Organizations
Fewer Than 75 Physicians	10	5.8%
75 to 150 Physicians	20	11.6%
151 to 250 Physicians	20	11.6%
251 to 500 Physicians	27	15.6%
501 to 1,000 Physicians	44	25.4%
More Than 1,000 Physicians	<u>52</u>	<u>30.1%</u>
<b>Total</b>	<b>173</b>	<b>100.0%</b>

4. Are your physicians affiliated with a primary teaching hospital?

Academic Affiliation	N	Percentage of Organizations
Teaching	48	27.7%
Nonteaching	<u>125</u>	<u>72.3%</u>
<b>Total</b>	<b>173</b>	<b>100.0%</b>

5. Are your pediatric physicians affiliated with a freestanding children’s hospital or an adult hospital with pediatrics (e.g., a hospital within a hospital)?

Pediatric Hospital Organization	N	Percentage of Organizations
Freestanding Children’s Hospital	55	31.8%
Adult Hospital with Pediatrics	<u>118</u>	<u>68.2%</u>
<b>Total</b>	<b>173</b>	<b>100.0%</b>

6. Provide information regarding your provider staffing.

Specialty Category	Physician Data		APP Data		Provider Ratio	
	Number of Organizations	Average Physician FTEs	Number of Organizations	Average APP FTEs	Number of Organizations	Average APPs per MD
PCPs	39	119.1	25	46.4	25	0.61
Medical	37	185.4	23	59.9	23	0.69
Surgical	36	69.8	21	30.3	21	0.47
Hospital Based	36	141.4	20	109.0	20	0.63

## 7. Payer Mix as a Percentage of Gross Professional Charges

	Average Percentage of Gross Professional Charges
Commercial FFS	31.3%
Managed Commercial (noncapitated)	9.4%
Commercial Capitated	5.0%
Medicare FFS	19.1%
Managed Medicare	10.3%
Medicaid FFS	9.2%
Managed Medicaid	10.0%
All Other	<u>5.5%</u>
<b>Total</b>	<b>100.0%</b>

## II. Compensation Plan Attributes and Performance Indicators

8. What provider compensation sources does your organization use in its predominant compensation plan?

Sources Utilized in Compensation Plans (N=60)		
Data Source	N	Percentage of Organizations
American Medical Group Association	37	61.7%
Association of Administrators in Academic Pediatrics	2	3.3%
Association of American Medical Colleges	4	6.7%
ECG	35	58.3%
Gallagher (formerly Integrated Healthcare Strategies)	16	26.7%
MGMA	44	73.3%
Other	2	3.3%
SullivanCotter	37	61.7%

9. What is the predominant type of compensation plan in place for your newly hired providers?

Plan Type	PCPs	Medical	Surgical	Hospital Based	APPs
<b>N</b>	<b>46</b>	<b>44</b>	<b>42</b>	<b>41</b>	<b>40</b>
Temporary Guaranteed Salary Plan	43.5%	50.0%	45.2%	14.6%	12.5%
Flat Salary	10.9%	11.4%	11.9%	34.1%	50.0%
Base Salary Plan Plus Variable Component(s)	39.1%	36.4%	40.5%	43.9%	35.0%
Other Plan Type	<u>6.5%</u>	<u>2.3%</u>	<u>2.4%</u>	<u>7.3%</u>	<u>2.5%</u>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

9a. For providers with a temporary guaranteed salary plan, what is the typical length of the income guarantee for new hires?

New Hire Income Guarantee						
	PCPs	Medical	Surgical	Hospital Based	APPs	Total
<b>N</b>	<b>29</b>	<b>29</b>	<b>26</b>	<b>13</b>	<b>12</b>	<b>109</b>
One Year	24.1%	24.1%	15.4%	23.1%	33.3%	22.9%
Two Years	65.5%	69.0%	69.2%	53.8%	33.3%	62.4%
Three Years	10.3%	6.9%	15.4%	15.4%	25.0%	12.8%
More Than Three Years	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>7.7%</u>	<u>8.3%</u>	<u>1.8%</u>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

10. What is the predominant type of compensation plan in place for your established (hired prior to 2020) providers?

	PCPs	Medical	Surgical	Hospital Based	APPs
<b>N</b>	<b>44</b>	<b>44</b>	<b>43</b>	<b>42</b>	<b>41</b>
Flat Salary	9.1%	9.1%	23.3%	38.1%	51.2%
Other Plan Type	25.0%	25.0%	20.9%	14.3%	9.8%
Base Salary Plan Plus Variable Component(s)	<u>65.9%</u>	<u>65.9%</u>	<u>55.8%</u>	<u>47.6%</u>	<u>39.0%</u>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

11. For established providers who have a variable plan, what metrics are used to determine the variable component?

	Percentage of Organizations Using Component				
	Primary Care	Medical	Surgical	Hospital-Based	APPs
	45	37	42	37	33
Work RVUs (or ASA Units)	91.1%	89.2%	92.9%	63.0%	30.4%
Quality	73.3%	64.9%	57.1%	58.7%	32.6%
Patient Satisfaction	15.6%	16.2%	14.3%	8.7%	6.5%
Patient Access	13.3%	10.8%	9.5%	4.3%	6.5%
Citizenship	13.3%	8.1%	9.5%	8.7%	6.5%
Other Metric	11.1%	8.1%	9.5%	8.7%	4.3%
Patient Panel	8.9%	2.7%	2.4%	2.2%	2.2%
Hours/Shifts Worked	2.2%	2.7%	4.8%	13.0%	4.3%
Visits or Encounters	2.2%	5.4%	2.4%	4.3%	2.2%

12. If physician compensation was dependent, in whole or in part, upon RVU production, which year's CMS physician fee schedule (PFS) was used to calculate the RVUs that determined compensation in 2020?

N	Percentage of Organizations Utilizing PFS by Year (N=39)	
	39	
2018 PFS	5.1%	
2019 PFS	15.4%	
2020 PFS	<u>79.5%</u>	
<b>Total</b>	<b>100.0%</b>	

13. Are your physicians compensated for supervising APPs?

N	PCPs	Medical	Surgical	Hospital Based
	50	48	46	48
Yes	52.0%	35.4%	13.0%	8.3%
No	<u>48.0%</u>	<u>64.6%</u>	<u>87.0%</u>	<u>91.7%</u>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



13a. If your physicians are compensated for supervising APPs, what types of methodologies are utilized by your organization?

N	PCPs	Medical	Surgical	Hospital Based
	25	15	5	4
Flat Stipend <sup>1</sup>	68.0%	93.3%	80.0%	75.0%
Variable <sup>2</sup>	32.0%	6.7%	20.0%	25.0%
Full Risk <sup>3</sup>	0.0%	0.0%	0.0%	0.0%
Other	12.0%	0.0%	0.0%	0.0%

### III. Benefit Plan Data

14. Indicate whether your organization offers each type of benefit.

Benefit Type	Percentage of Organizations Offering Benefit	
	Physicians	APPs
<b>N</b>	<b>52</b>	<b>37</b>
Health (i.e., medical, dental, and vision plans)	100.0%	97.3%
Life and/or Accidental Death and Dismemberment Insurance	100.0%	97.3%
Short-Term Disability	94.2%	94.6%
Long-Term Disability	94.5%	100.0%
Retirement (employer payments to various retirement plans)	98.1%	100.0%
Continuing Medical Education	98.1%	97.3%
Professional Dues and Licensing and Board Certification Fees	92.3%	89.2%
Other Benefits	53.8%	62.2%

<sup>1</sup> For example, per APP.

<sup>2</sup> Payment based on APP productivity (e.g., WRVUs, collections).

<sup>3</sup> Fully at risk for APP performance (i.e., revenue less expenses determines amount available for physician stipend).

14a. Average Benefits<sup>4</sup>

N	Physicians	APPs
	43	29
Average Employer Benefits Expense	\$50,560	\$28,636
Average Benefits Expense as a Percentage of Total Compensation	17.13%	23.46%

IV. Other Data

15. Does your organization hold any type of risk contracts?

N	Percentage of Organizations
	34
Yes	32.4%
No	67.6%
<b>Total</b>	<b>100.0%</b>

15a. If yes, indicate the type of arrangement by patient population.

	Number of Organizations	Partial-Risk Contracts	Global-Risk Contracts	Both Partial- and Global-Risk Contracts	Total
Medicare	7	71.4%	0.0%	28.6%	100%
Medicaid	2	100.0%	0.0%	0.0%	100%
Commercial	10	80.0%	10.0%	10.0%	100%

15b. If yes, does your organization pay physicians directly through a compensation component based on the financial performance of those risks?

N=6	Yes, physicians are paid based on performance risk contracts.	No, physicians are not paid based on performance risk contracts.
PCPs	0%	100%
Specialists	0%	100%

<sup>4</sup> Organization and provider-level submissions are included in this data.

16. For each shift-based specialty in the table below, report the annual number of clinical hours that a full-time physician is expected to work.

	N	Average Hours		
		Patient-Facing Hours	Nonpatient-Facing Hours	Total Hours
Anesthesiology	14	1,789	200	1,989
Critical Care/Intensivist	22	1,800	141	1,941
Emergency Medicine	21	1,735	137	1,871
Hospitalist	30	1,840	146	1,985
Neonatology	12	1,711	321	2,033
Radiology–Noninvasive	12	1,648	376	2,023

17. Provide the average panel size per full-time PCP.<sup>5</sup>

	Unadjusted Panel Size			Risk-Adjusted Panel Size		
	Number of Organizations	Average	Median	Number of Organizations	Average	Median
Internal Medicine Physician	26	1,513	1,548	12	1,738	1,727
Family Practice Physician	24	1,554	1,552	13	1,664	1,576
General Pediatric Physician	20	1,584	1,492	11	1,802	1,689
All Primary Care APPs	12	914	942	20	940	953

<sup>5</sup> Organization and provider-level submissions are included in this data.

18. Indicate which metrics are used in your organization’s prevailing methodology for risk- adjusting panel size.

Metric <sup>6</sup>	Percentage of Organizations Utilizing Metric		
	Internal Medicine Physicians	Family Practice Physicians	General Pediatric Physicians
<b>N</b>	<b>6</b>	<b>6</b>	<b>6</b>
Patient Age	100.0%	100.0%	83.3%
Patient Gender	100.0%	100.0%	83.3%
Hierarchical Condition Categories	16.7%	16.7%	0.0%
Risk-Adjustment Factor Scores	50.0%	50.0%	33.3%

<sup>6</sup> The following metrics were not identified by any organization as being utilized in its methodology for risk-adjusting panel size: payer category, patient utilization, and other factors.