



Section

3

**Hospital Medicine
Groups Serving
Adult Patients**

Section 3: Hospital Medicine Groups Serving Adult Patients

Things You Need to Know About Section 3

This section provides group-level information about the *SoHM* Survey participant groups that provided services to adult patients.

- Scope of Clinical Services (Tables 3.1-3.2b)
- Staffing (Tables 3.3a-3.8c)
- Leadership (Tables 3.9a-3.10)
- Scheduling (Tables 3.11a-3.20)
- Group-level Compensation and Benefits (Tables 3.21a-3.22c)
- Billing (Tables 3.23a-3.23c)
- Academic Hospital Medicine Groups (Tables 3.24a-3.24c)
- Practice Finances (Tables 3.25a-3.25c)

Notes about the data tables in this section

Due to insufficient volume of responses (fewer than 10 responses), certain demographic breakdowns were categorically excluded from the charts in Section 3. These include Employment Model (Other) and Teaching Status (Teaching Service Only at a Teaching Hospital).

Other exclusions will be noted in the affected table.

Refer to the appendices for more information about the terms used in the Report and for a copy of the Survey instrument in the electronic version only. You may also view the survey instrument at hospitalmedicine.org/sohm.

Table 3.1

Hospitalist Co-Management Roles

	Total Groups	Critical Care				Cardiology			
		Admitting/Attending	Consultant	Variable (Combo)	No Interaction	Admitting/Attending	Consultant	Variable (Combo)	No Interaction
Adults	308	34.1%	9.9%	27.8%	28.1%	50.0%	11.9%	33.8%	4.3%
Region									
East	59	22.8%	7.0%	24.6%	45.6%	31.6%	15.8%	45.6%	7.0%
South	130	42.5%	11.0%	25.2%	21.3%	57.0%	14.1%	25.0%	3.9%
Midwest	66	30.3%	10.6%	31.8%	27.3%	52.3%	7.7%	38.5%	1.5%
West	48	31.9%	10.6%	34.0%	23.4%	51.1%	8.5%	36.2%	4.3%
Employment Model									
Hospital, health system or IDS	191	32.6%	10.2%	31.0%	26.2%	46.5%	11.8%	38.5%	3.2%
Private local/regional HMG	12	36.4%	9.1%	45.5%	9.1%	50.0%	16.7%	33.3%	0.0%
Multistate hospitalist management company	48	50.0%	2.1%	29.2%	18.8%	77.1%	2.1%	20.8%	0.0%
Private multispecialty or primary care medical group	10	50.0%	20.0%	20.0%	10.0%	70.0%	0.0%	30.0%	0.0%
University, med school or faculty practice	42	19.5%	17.1%	12.2%	51.2%	32.5%	25.0%	30.0%	12.5%
Academic Status									
Yes	93	19.8%	9.9%	22.0%	48.4%	31.1%	21.1%	38.9%	8.9%
No	201	41.1%	10.7%	28.9%	19.3%	58.1%	8.6%	31.3%	2.0%
Teaching Status									
Combo teaching/non-teaching service at teach. hosp.	146	23.1%	9.8%	28.7%	38.5%	42.7%	11.9%	39.2%	6.3%
Non-teaching hospital	129	41.7%	10.2%	30.7%	17.3%	56.6%	11.6%	28.7%	3.1%
Non-teaching service only at teach. hosp.	23	50.0%	13.6%	18.2%	18.2%	61.9%	4.8%	33.3%	0.0%
Group Size (FTE Physicians)									
< 5 FTE	33	56.7%	0.0%	23.3%	20.0%	56.7%	23.3%	20.0%	0.0%
5 to 14 FTE	78	55.1%	6.4%	20.5%	17.9%	56.4%	10.3%	32.1%	1.3%
15 to 29 FTE	83	29.3%	7.3%	36.6%	26.8%	56.6%	3.6%	33.7%	6.0%
30 to 49 FTE	47	22.2%	26.7%	17.8%	33.3%	40.0%	22.2%	35.6%	2.2%
≥ 50 FTE	61	13.1%	11.5%	36.1%	39.3%	36.7%	13.3%	41.7%	8.3%

Table 3.1

Hospitalist Co-Management Roles (continued)

	GI/Liver				Oncology			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Adults	70.4%	14.1%	6.9%	8.6%	58.6%	13.8%	21.1%	6.6%
Region								
East	52.5%	40.7%	0.0%	6.8%	50.0%	34.5%	10.3%	5.2%
South	73.4%	7.0%	5.5%	14.1%	58.1%	9.3%	22.5%	10.1%
Midwest	73.8%	4.6%	16.9%	4.6%	64.6%	7.7%	23.1%	4.6%
West	76.6%	14.9%	6.4%	2.1%	61.7%	10.6%	25.5%	2.1%
Employment Model								
Hospital, health system or IDS	63.6%	17.1%	8.0%	11.2%	50.5%	18.1%	24.5%	6.9%
Private local/regional HMG	83.3%	16.7%	0.0%	0.0%	83.3%	16.7%	0.0%	0.0%
Multistate hospitalist management company	93.8%	0.0%	4.2%	2.1%	77.1%	0.0%	12.5%	10.4%
Private multispecialty or primary care medical group	70.0%	0.0%	20.0%	10.0%	80.0%	10.0%	0.0%	10.0%
University, med school or faculty practice	69.0%	21.4%	4.8%	4.8%	58.5%	12.2%	26.8%	2.4%
Academic Status								
Yes	60.2%	31.2%	4.3%	4.3%	53.3%	21.7%	21.7%	3.3%
No	74.6%	7.1%	7.6%	10.7%	61.1%	11.1%	19.7%	8.1%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	71.7%	20.7%	4.8%	2.8%	59.0%	14.6%	23.6%	2.8%
Non-teaching hospital	67.2%	7.0%	8.6%	17.2%	54.3%	13.2%	20.2%	12.4%
Non-teaching service only at teach. hosp.	86.4%	4.5%	9.1%	0.0%	77.3%	4.5%	18.2%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	44.8%	10.3%	13.8%	31.0%	36.7%	20.0%	13.3%	30.0%
5 to 14 FTE	78.2%	9.0%	3.8%	9.0%	60.3%	12.8%	19.2%	7.7%
15 to 29 FTE	78.3%	9.6%	3.6%	8.4%	69.9%	9.6%	16.9%	3.6%
30 to 49 FTE	68.1%	19.1%	10.6%	2.1%	58.7%	13.0%	26.1%	2.2%
≥ 50 FTE	65.6%	23.0%	9.8%	1.6%	52.5%	16.4%	31.1%	0.0%

Table 3.1

Hospitalist Co-Management Roles (continued)

	Palliative Care				Neurology/Stroke			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Adults	63.8%	15.8%	13.8%	6.6%	62.1%	15.0%	18.3%	4.7%
Region								
East	53.4%	13.8%	25.9%	6.9%	44.8%	29.3%	25.9%	0.0%
South	64.1%	24.2%	5.5%	6.3%	68.8%	9.4%	14.8%	7.0%
Midwest	69.2%	6.2%	15.4%	9.2%	61.5%	12.3%	23.1%	3.1%
West	68.8%	10.4%	16.7%	4.2%	66.7%	17.8%	8.9%	6.7%
Employment Model								
Hospital, health system or IDS	60.6%	18.6%	16.5%	4.3%	57.8%	12.3%	24.1%	5.9%
Private local/regional HMG	83.3%	8.3%	0.0%	8.3%	81.8%	9.1%	9.1%	0.0%
Multistate hospitalist management company	70.8%	4.2%	12.5%	12.5%	95.8%	0.0%	2.1%	2.1%
Private multispecialty or primary care medical group	70.0%	0.0%	20.0%	10.0%	90.0%	0.0%	10.0%	0.0%
University, med school or faculty practice	61.0%	24.4%	4.9%	9.8%	30.0%	47.5%	17.5%	5.0%
Academic Status								
Yes	60.9%	18.5%	14.1%	6.5%	37.4%	37.4%	23.1%	2.2%
No	65.2%	15.2%	13.1%	6.6%	72.4%	5.6%	16.3%	5.6%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	66.9%	12.4%	15.2%	5.5%	54.5%	23.1%	21.0%	1.4%
Non-teaching hospital	60.9%	18.8%	12.5%	7.8%	68.5%	5.5%	17.3%	8.7%
Non-teaching service only at teach. hosp.	77.3%	9.1%	13.6%	0.0%	77.3%	9.1%	13.6%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	56.7%	13.3%	16.7%	13.3%	55.2%	10.3%	13.8%	20.7%
5 to 14 FTE	66.7%	16.7%	9.0%	7.7%	75.6%	6.4%	16.7%	1.3%
15 to 29 FTE	69.9%	13.3%	10.8%	6.0%	74.4%	8.5%	14.6%	2.4%
30 to 49 FTE	63.0%	21.7%	13.0%	2.2%	45.7%	28.3%	21.7%	4.3%
≥ 50 FTE	62.3%	13.1%	19.7%	4.9%	48.3%	26.7%	23.3%	1.7%

Table 3.1

Hospitalist Co-Management Roles (continued)

	Neurosurgery				Orthopedics			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Adults	23.1%	28.7%	30.7%	17.5%	26.0%	26.6%	44.2%	3.2%
Region								
East	8.6%	62.1%	17.2%	12.1%	15.3%	50.8%	33.9%	0.0%
South	26.4%	18.6%	31.0%	24.0%	26.9%	23.1%	43.1%	6.9%
Midwest	23.1%	23.1%	38.5%	15.4%	24.2%	22.7%	53.0%	0.0%
West	28.3%	21.7%	39.1%	10.9%	39.6%	10.4%	47.9%	2.1%
Employment Model								
Hospital, health system or IDS	17.1%	30.5%	34.8%	17.6%	20.9%	28.3%	46.6%	4.2%
Private local/regional HMG	33.3%	33.3%	25.0%	8.3%	33.3%	16.7%	50.0%	0.0%
Multistate hospitalist management company	50.0%	2.1%	20.8%	27.1%	45.8%	12.5%	37.5%	4.2%
Private multispecialty or primary care medical group	20.0%	0.0%	50.0%	30.0%	50.0%	0.0%	50.0%	0.0%
University, med school or faculty practice	14.6%	58.5%	19.5%	7.3%	21.4%	45.2%	33.3%	0.0%
Academic Status								
Yes	14.1%	48.9%	26.1%	10.9%	20.4%	38.7%	40.9%	0.0%
No	25.9%	20.8%	32.0%	21.3%	29.4%	21.9%	44.3%	4.5%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	19.4%	41.7%	31.9%	6.9%	22.6%	33.6%	43.8%	0.0%
Non-teaching hospital	26.0%	15.7%	29.1%	29.1%	29.5%	19.4%	43.4%	7.8%
Non-teaching service only at teach. hosp.	21.7%	21.7%	39.1%	17.4%	17.4%	30.4%	52.2%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	13.3%	20.0%	13.3%	53.3%	18.2%	27.3%	39.4%	15.2%
5 to 14 FTE	28.6%	13.0%	27.3%	31.2%	30.8%	23.1%	44.9%	1.3%
15 to 29 FTE	32.5%	26.5%	32.5%	8.4%	33.7%	20.5%	42.2%	3.6%
30 to 49 FTE	13.0%	41.3%	39.1%	6.5%	23.4%	29.8%	46.8%	0.0%
≥ 50 FTE	16.4%	44.3%	37.7%	1.6%	14.8%	34.4%	50.8%	0.0%

Table 3.1

Hospitalist Co-Management Roles (continued)

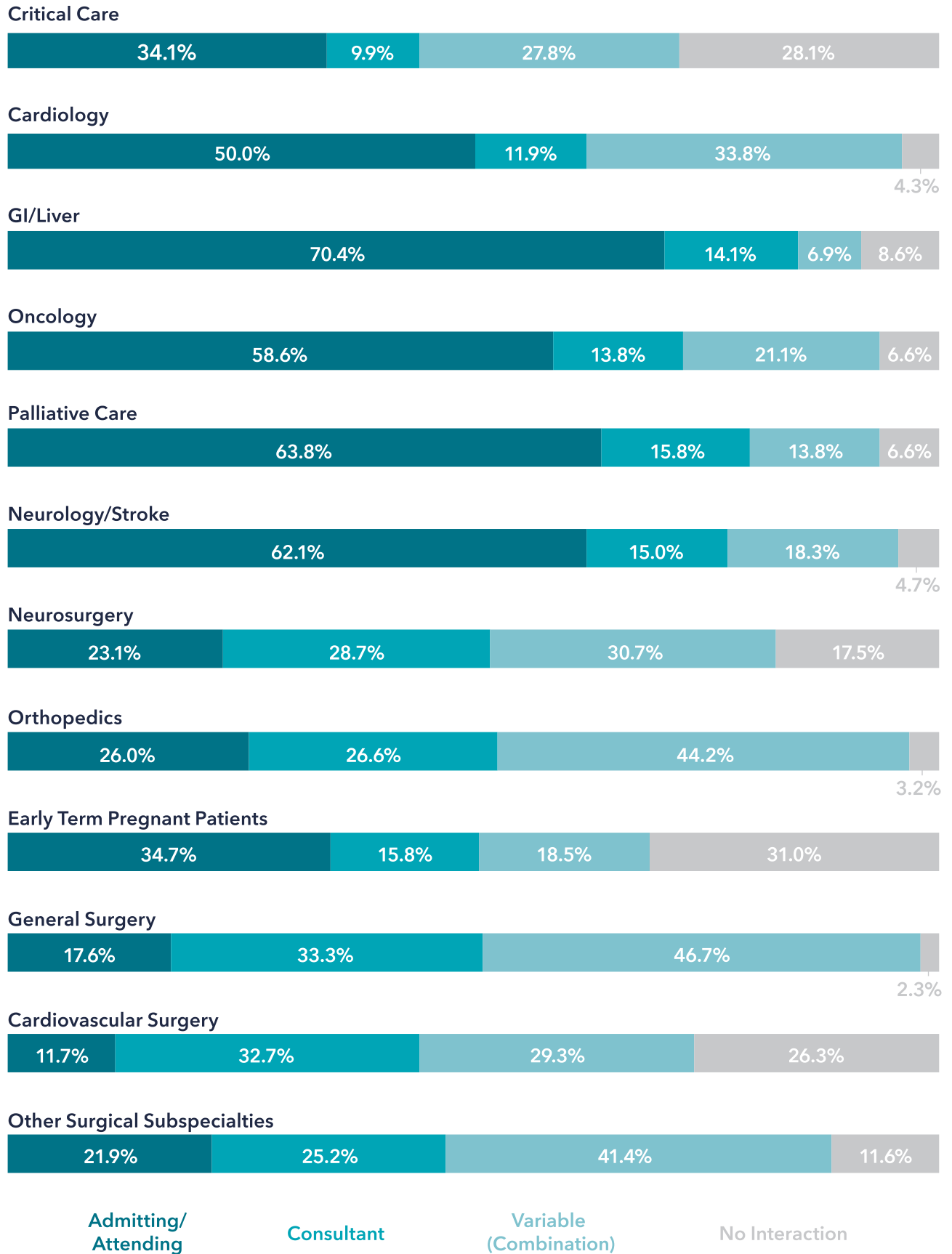
	Early Term Pregnant Patients				General Surgery			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No interaction
Adults	34.7%	15.8%	18.5%	31.0%	17.6%	33.3%	46.7%	2.3%
Region								
East	24.1%	13.8%	12.1%	50.0%	6.9%	63.8%	27.6%	1.7%
South	40.6%	13.3%	13.3%	32.8%	20.9%	28.7%	47.3%	3.1%
Midwest	35.4%	20.0%	24.6%	20.0%	19.7%	16.7%	62.1%	1.5%
West	34.0%	19.1%	27.7%	19.1%	20.8%	29.2%	47.9%	2.1%
Employment Model								
Hospital, health system or IDS	36.4%	13.9%	19.8%	29.9%	11.6%	35.3%	50.5%	2.6%
Private local/regional HMG	41.7%	33.3%	25.0%	0.0%	16.7%	33.3%	50.0%	0.0%
Multistate hospitalist management company	35.4%	12.5%	16.7%	35.4%	45.8%	10.4%	43.8%	0.0%
Private multispecialty or primary care medical group	20.0%	30.0%	30.0%	20.0%	20.0%	10.0%	70.0%	0.0%
University, med school or faculty practice	29.3%	22.0%	7.3%	41.5%	14.6%	56.1%	24.4%	4.9%
Academic Status								
Yes	31.5%	16.3%	10.9%	41.3%	9.8%	51.1%	37.0%	2.2%
No	36.0%	16.2%	21.3%	26.4%	21.5%	27.5%	49.0%	2.0%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	32.4%	14.5%	16.6%	36.6%	11.7%	44.1%	42.8%	1.4%
Non-teaching hospital	37.0%	15.0%	18.9%	29.1%	23.3%	24.8%	48.1%	3.9%
Non-teaching service only at teach. hosp.	40.9%	27.3%	22.7%	9.1%	18.2%	18.2%	63.6%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	30.0%	26.7%	3.3%	40.0%	21.9%	34.4%	40.6%	3.1%
5 to 14 FTE	26.0%	10.4%	19.5%	44.2%	20.5%	25.6%	52.6%	1.3%
15 to 29 FTE	47.0%	16.9%	15.7%	20.5%	22.9%	30.1%	44.6%	2.4%
30 to 49 FTE	37.0%	13.0%	23.9%	26.1%	6.5%	52.2%	41.3%	0.0%
≥ 50 FTE	31.1%	18.0%	24.6%	26.2%	9.8%	34.4%	52.5%	3.3%

Table 3.1

Hospitalist Co-Management Roles (continued)

	Cardiovascular Surgery				Other Surgical Subspecialties			
	Admitting/Attending	Consultant	Variable (Combo)	No Interaction	Admitting/Attending	Consultant	Variable (Combo)	No Interaction
Adults	11.7%	32.7%	29.3%	26.3%	21.9%	25.2%	41.4%	11.6%
Region								
East	6.9%	58.6%	8.6%	25.9%	10.3%	56.9%	27.6%	5.2%
South	14.8%	24.2%	32.0%	28.9%	22.7%	16.4%	43.8%	17.2%
Midwest	9.2%	21.5%	47.7%	21.5%	24.6%	13.8%	49.2%	12.3%
West	13.6%	38.6%	25.0%	22.7%	32.6%	23.9%	39.1%	4.3%
Employment Model								
Hospital, health system or IDS	8.2%	33.7%	31.0%	27.2%	16.7%	23.7%	44.1%	15.6%
Private local/regional HMG	8.3%	41.7%	41.7%	8.3%	16.7%	33.3%	50.0%	0.0%
Multistate hospitalist management company	25.0%	16.7%	29.2%	29.2%	43.8%	10.4%	37.5%	8.3%
Private multispecialty or primary care medical group	10.0%	20.0%	50.0%	20.0%	40.0%	0.0%	60.0%	0.0%
University, med school or faculty practice	12.2%	46.3%	14.6%	26.8%	17.1%	53.7%	24.4%	4.9%
Academic Status								
Yes	9.8%	41.3%	26.1%	22.8%	15.2%	44.6%	35.9%	4.3%
No	11.9%	30.9%	27.8%	29.4%	24.5%	17.9%	42.3%	15.3%
Teaching Status								
Combo teaching/non-teaching service at teach. hosp.	9.8%	39.9%	30.1%	20.3%	16.8%	35.7%	42.7%	4.9%
Non-teaching hospital	12.7%	25.4%	28.6%	33.3%	24.4%	15.7%	39.4%	20.5%
Non-teaching service only at teach. hosp.	9.1%	36.4%	31.8%	22.7%	27.3%	9.1%	59.1%	4.5%
Group Size (FTE Physicians)								
< 5 FTE	10.3%	10.3%	13.8%	65.5%	16.1%	19.4%	35.5%	29.0%
5 to 14 FTE	14.5%	21.1%	26.3%	38.2%	27.3%	19.5%	39.0%	14.3%
15 to 29 FTE	16.9%	32.5%	34.9%	15.7%	31.3%	18.1%	44.6%	6.0%
30 to 49 FTE	6.5%	54.3%	19.6%	19.6%	10.9%	39.1%	37.0%	13.0%
≥ 50 FTE	3.3%	43.3%	43.3%	10.0%	13.6%	33.9%	49.2%	3.4%

Figure 3.1
Hospitalist Co-Management Roles, All Adult-Only Groups



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Table 3.2a

Novel Scopes of Practice

	Total Groups	Telemedicine programs	Hospital at home programs	Outpatient/post-discharge clinic and follow-up work (transitional care)	ICU coverage	SNF coverage	Substance use disorder treatment programs	Other
Adults	241	40.2%	23.2%	20.7%	55.2%	17.4%	11.6%	15.8%
Region								
East	35	65.7%	20.0%	14.3%	74.3%	42.9%	20.0%	5.7%
South	115	37.4%	20.9%	26.1%	45.2%	8.7%	11.3%	17.4%
Midwest	51	51.0%	33.3%	19.6%	54.9%	21.6%	5.9%	23.5%
West	38	13.2%	15.8%	10.5%	68.4%	15.8%	10.5%	10.5%
Employment Model								
H, HS or IDS	151	56.3%	28.5%	19.2%	56.3%	20.5%	7.9%	13.9%
Private L/R HMG	10	30.0%	10.0%	20.0%	60.0%	40.0%	10.0%	20.0%
Multistate HMG	45	2.2%	4.4%	17.8%	64.4%	6.7%	15.6%	20.0%
Private MS/Prim. Care	9	*	*	*	*	*	*	*
Uni, Med School, FP	24	25.0%	37.5%	41.7%	20.8%	8.3%	33.3%	20.8%
Academic Status								
Yes	63	36.5%	34.9%	25.4%	46.0%	22.2%	19.0%	15.9%
No	168	42.3%	19.0%	19.0%	58.9%	15.5%	8.9%	15.5%
Teaching Status								
Combo TS/Non-TS	100	39.0%	32.0%	22.0%	57.0%	21.0%	18.0%	17.0%
Non-TH	118	43.2%	18.6%	17.8%	53.4%	12.7%	5.1%	12.7%
Non-TS Only	17	35.3%	11.8%	17.6%	58.8%	29.4%	5.9%	23.5%
Group Size (FTE Physicians)								
< 5 FTE	28	42.9%	10.7%	14.3%	64.3%	10.7%	3.6%	14.3%
5 to 14 FTE	66	36.4%	16.7%	16.7%	63.6%	13.6%	12.1%	12.1%
15 to 29 FTE	60	31.7%	20.0%	23.3%	55.0%	15.0%	6.7%	21.7%
30 to 49 FTE	32	40.6%	46.9%	31.3%	37.5%	18.8%	18.8%	15.6%
≥ 50 FTE	49	53.1%	28.6%	18.4%	53.1%	24.5%	18.4%	14.3%

Footnotes

H, HS or IDS (Hospital, Health System or Integrated Delivery System); **Private L/R HMG** (Private Local/Regional Hospitalist-Only Medical Group); **Multistate HMG** (Multistate Hospitalist Management Company); **Private MS/Prim. Care** (Private Multispecialty or Primary Care Group); **Uni, Med School, FP** (University, Medical School or Faculty Practice Plan).

Combo TS/Non-TS (Combination teaching/non-teaching service at a teaching hospital); **Non-TH** (Non-teaching hospital); **Non-TS Only** (Non-teaching service only at a teaching hospital).

Respondents were instructed to select all that apply, therefore rows will not add up to 100%.

*Omitted due to insufficient data.

Table 3.2b

HMG Use of Tele-Health

	Total Groups	To enable on-site clinicians to interact with patients without entering the room	To follow up with patients at home or in a post-acute facility after discharge	To provide or obtain nighttime coverage to/from a remote hospital location	To assess and care for patients who are home with the goal of preventing hospital admission
Adults	96	37.5%	26.0%	36.5%	18.8%
Region					
East	23	73.9%	17.4%	8.7%	13.0%
South	43	32.6%	32.6%	48.8%	25.6%
Midwest	26	15.4%	23.1%	42.3%	11.5%
West	4	*	*	*	*
Academic Status					
Yes	23	69.6%	39.1%	21.7%	17.4%
No	70	28.6%	21.4%	42.9%	18.6%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	39	56.4%	35.9%	28.2%	20.5%
Non-teaching hospital	50	28.0%	22.0%	42.0%	20.0%
Non-teaching service only at teach. hosp.	6	*	*	*	*
Group Size (FTE Physicians)					
< 5 FTE	12	0.0%	0.0%	41.7%	0.0%
5 to 14 FTE	24	29.2%	25.0%	29.2%	25.0%
15 to 29 FTE	19	57.9%	31.6%	47.4%	31.6%
30 to 49 FTE	13	30.8%	30.8%	30.8%	7.7%
≥ 50 FTE	25	52.0%	36.0%	36.0%	20.0%

See page 32 for footnotes.

Table 3.2b

HMG Use of Tele-Health (continued)

	To assess patients arriving at the hospital facility prior to admission or placement	To provide or obtain daytime coverage to/from a remote hospital location	To provide coverage for patients at our hospital from home or a centralized telemedicine office	Other
Adults	17.7%	17.7%	55.2%	5.2%
Region				
East	8.7%	13.0%	26.1%	13.0%
South	20.9%	16.3%	74.4%	2.3%
Midwest	15.4%	26.9%	46.2%	0.0%
West	*	*	*	*
Academic Status				
Yes	13.0%	26.1%	21.7%	0.0%
No	20.0%	15.7%	64.3%	7.1%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	15.4%	20.5%	35.9%	5.1%
Non-teaching hospital	20.0%	14.0%	72.0%	2.0%
Non-teaching service only at teach. hosp.	*	*	*	*
Group Size (FTE Physicians)				
< 5 FTE	8.3%	16.7%	58.3%	0.0%
5 to 14 FTE	16.7%	8.3%	70.8%	8.3%
15 to 29 FTE	26.3%	21.1%	52.6%	5.3%
30 to 49 FTE	7.7%	30.8%	46.2%	0.0%
≥ 50 FTE	24.0%	16.0%	48.0%	8.0%

Footnotes

Respondents were instructed to select all that apply, therefore rows will not add up to 100%.

*Omitted due to insufficient data. Employment Model not reported on as there was insufficient data to report on more than one of the categories.

Table 3.3a

FTE Staff per Group

	Employed/Contracted Physician Hospitalists							Locum Tenens Physician Hospitalists						
	Total Groups	Average	SD	25 th %	Median	75 th %	90 th %	Total Groups	Average	SD	25 th %	Median	75 th %	90 th %
Adults	312	31.2	34.2	10.0	20.0	42.0	69.7	216	1.8	3.6	0.0	0.0	2.0	5.0
Region														
East	58	35.2	27.4	16.1	24.6	49.5	74.7	53	2.4	4.7	0.0	0.0	3.0	7.6
South	138	23.6	25.1	8.3	17.2	28.7	50.6	75	1.3	2.9	0.0	0.0	1.0	4.0
Midwest	64	33.9	38.4	8.3	18.7	50.6	79.2	51	2.1	3.9	0.0	0.0	3.3	6.0
West	48	41.7	49.8	11.5	24.9	45.8	92.0	34	1.7	2.8	0.0	0.3	2.0	5.0
Employment Model														
H, HS or IDS	196	33.6	37.9	11.0	21.0	43.5	71.2	147	2.2	3.9	0.0	0.3	3.0	6.0
Private L/R HMG	12	28.2	26.7	9.3	22.6	31.2	74.5	10	2.2	2.5	0.3	1.4	3.0	4.4
Multistate HMG	48	12.6	7.3	7.4	12.0	18.1	22.3	18	1.9	4.8	0.0	0.0	1.8	3.6
Private MS/ Prim. Care	10	26.3	25.9	12.4	18.0	28.8	49.6	5	*	*	*	*	*	*
Uni, Med School, FP	41	43.2	30.9	22.0	41.0	55.0	82.6	33	0.2	0.7	0.0	0.0	0.0	0.0
Academic Status														
Yes	90	40.8	29.0	19.0	33.5	55.4	82.8	76	1.6	3.9	0.0	0.0	1.0	5.0
No	209	27.6	36.1	8.0	17.3	30.0	60.0	134	1.9	3.6	0.0	0.3	2.0	5.0
Teaching Status														
Combo TS/ Non-TS	143	41.6	34.2	18.0	32.0	55.3	83.7	112	2.2	4.5	0.0	0.0	2.3	6.0
Non-TH	137	20.1	29.9	7.0	12.6	22.0	36.0	84	1.3	2.2	0.0	0.2	1.5	3.7
Non-TS Only	23	36.6	41.8	12.8	29.0	47.5	63.6	14	2.8	3.0	0.2	2.0	4.8	7.1
Group Size (FTE Physicians)														
< 5 FTE	33	2.6	1.1	2.0	2.5	3.0	4.0	22	0.6	1.0	0.0	0.0	1.0	2.0
5 to 14 FTE	82	9.6	2.9	7.0	10.0	12.0	14.0	45	1.4	3.3	0.0	0.2	1.5	3.0
15 to 29 FTE	88	21.0	3.8	18.0	20.0	24.0	26.7	59	1.5	2.8	0.0	0.0	2.0	5.0
30 to 49 FTE	47	38.6	5.9	33.4	39.0	44.0	45.4	34	1.1	1.8	0.0	0.0	1.1	4.7
≥ 50 FTE	62	83.9	42.6	56.1	70.0	90.2	129.4	54	3.5	5.4	0.0	1.0	5.0	8.7

See page 35 for footnotes.

Table 3.3a

FTE Staff per Group (continued)

	Nurse Practitioners (NPs)							Physician Assistants (PAs)							
	Total Groups	Average	SD	25 th %	Median	75 th %	90 th %	Total Groups	Average	SD	25 th %	Median	75 th %	90 th %	
Adults	285	5.5	7.3	1.0	3.0	6.7	12.6	232	4.6	8.5	0.0	1.0	5.0	14.9	
Region															
East	57	5.3	7.1	0.0	2.5	7.0	15.6	56	7.2	11.9	0.0	2.0	8.1	18.5	
South	128	5.5	6.8	2.0	4.0	6.1	11.5	84	3.3	6.3	0.0	1.0	3.0	8.0	
Midwest	61	6.4	8.8	2.0	4.0	7.0	14.0	51	4.6	6.7	0.0	2.0	6.3	11.6	
West	36	4.7	7.1	0.0	1.5	5.3	18.0	38	2.9	5.0	0.0	0.3	4.4	9.3	
Employment Model															
H, HS or IDS	184	5.9	8.0	1.0	3.0	7.6	15.0	153	4.5	8.4	0.0	1.0	5.0	11.9	
Private L/R HMG	9	*	*	*	*	*	*	8	*	*	*	*	*	*	
Multistate HMG	42	3.6	2.4	2.0	3.0	5.8	6.0	23	0.8	1.0	0.0	1.0	1.0	2.0	
Private MS/ Prim. Care	7	*	*	*	*	*	*	6	*	*	*	*	*	*	
Uni, Med School, FP	39	6.5	6.8	2.0	4.0	10.3	14.8	39	7.6	10.7	0.0	3.0	9.5	22.3	
Academic Status															
Yes	87	6.8	8.9	1.0	3.3	10.2	16.8	83	6.7	9.3	0.0	3.0	9.1	19.8	
No	188	4.9	6.3	1.5	3.0	6.0	10.0	140	3.6	8.0	0.0	1.0	3.0	9.1	
Teaching Status															
Combo TS/ Non-TS	131	7.2	8.6	2.0	4.0	10.0	18.0	122	7.3	10.6	0.0	3.0	9.0	21.8	
Non-TH	127	3.8	4.9	1.0	2.2	5.0	8.7	88	1.6	3.1	0.0	0.0	2.0	3.0	
Non-TS Only	20	6.3	9.7	2.0	4.0	5.3	10.3	15	2.7	4.1	0.0	1.0	3.8	9.2	
Group Size (FTE Physicians)															
< 5 FTE	30	2.0	1.6	1.0	2.0	3.0	4.0	21	0.7	0.8	0.0	1.0	1.0	2.0	
5 to 14 FTE	70	2.2	1.8	1.0	2.0	4.0	4.0	46	1.1	1.9	0.0	0.0	1.0	3.0	
15 to 29 FTE	80	4.1	3.9	1.0	3.0	6.0	9.0	62	2.6	5.2	0.0	0.9	2.8	7.4	
30 to 49 FTE	42	8.4	8.7	3.6	6.0	10.5	17.7	41	5.9	7.8	1.0	3.0	7.0	18.0	
≥ 50 FTE	60	11.3	10.9	2.9	9.5	16.0	25.1	58	10.4	12.6	1.0	6.0	15.0	25.2	

See page 35 for footnotes.

Table 3.3a

FTE Staff per Group (continued)

	Other Clinical Staff ¹							Non-Clinical Staff ²							
	Total Groups	Average	SD	25 th %	Median	75 th %	90 th %	Total Groups	Average	SD	25 th %	Median	75 th %	90 th %	
Adults	228	0.9	2.9	0.0	0.0	1.0	2.3	290	2.5	2.9	1.0	1.2	3.0	6.0	
Region															
East	44	0.7	4.1	0.0	0.0	0.0	0.0	56	2.8	3.6	1.0	1.3	3.3	6.0	
South	107	0.8	2.2	0.0	0.0	1.0	2.0	133	2.0	2.1	1.0	1.1	2.1	4.0	
Midwest	48	1.3	2.9	0.0	0.0	1.0	3.0	58	2.7	3.2	1.0	1.0	3.8	6.0	
West	26	0.8	2.4	0.0	0.0	0.0	2.0	40	2.9	3.1	1.0	2.0	4.0	5.3	
Employment Model															
H, HS or IDS	140	1.3	3.5	0.0	0.0	1.0	3.0	186	2.5	3.1	0.8	1.5	3.0	6.0	
Private L/R HMG	8	*	*	*	*	*	*	9	*	*	*	*	*	*	
Multistate HMG	40	0.1	0.4	0.0	0.0	0.0	0.1	47	1.5	0.8	1.0	1.1	2.1	2.3	
Private MS/Prim. Care	5	*	*	*	*	*	*	6	*	*	*	*	*	*	
Uni, Med School, FP	32	0.7	2.1	0.0	0.0	0.3	1.9	37	3.9	3.7	1.0	3.0	5.0	7.8	
Academic Status															
Yes	73	1.1	3.6	0.0	0.0	1.0	3.0	87	3.4	3.5	1.0	2.0	5.0	6.0	
No	146	0.8	2.5	0.0	0.0	1.0	2.0	192	2.0	2.3	0.9	1.1	2.1	5.0	
Teaching Status															
Combo TS/Non-TS	103	1.1	3.5	0.0	0.0	0.5	3.0	134	3.5	3.6	1.0	2.0	5.0	6.0	
Non-TH	108	0.8	2.4	0.0	0.0	1.0	2.0	129	1.4	1.5	0.5	1.0	2.0	3.0	
Non-TS Only	13	0.9	1.3	0.0	0.0	1.0	3.0	21	2.8	2.6	1.0	2.0	4.0	5.0	
Group Size (FTE Physicians)															
< 5 FTE	20	1.1	4.5	0.0	0.0	0.0	1.0	28	0.9	1.2	0.1	0.5	1.0	2.0	
5 to 14 FTE	59	0.3	0.6	0.0	0.0	1.0	1.0	73	1.2	1.1	0.6	1.0	1.1	2.0	
15 to 29 FTE	68	0.8	3.3	0.0	0.0	1.0	1.3	84	1.7	2.3	1.0	1.0	2.0	3.0	
30 to 49 FTE	30	1.0	2.1	0.0	0.0	1.4	3.1	45	2.6	1.5	2.0	2.0	3.0	5.0	
≥ 50 FTE	49	1.8	3.5	0.0	0.0	2.0	3.9	59	5.9	3.9	3.8	5.0	6.5	11.2	

Footnotes

H, HS or IDS (Hospital, Health System or Integrated Delivery System); **Private L/R HMG** (Private Local/Regional Hospitalist-Only Medical Group); **Multistate HMG** (Multistate Hospitalist Management Company); **Private MS/Prim. Care** (Private Multispecialty or Primary Care Group); **Uni, Med School, FP** (University, Medical School or Faculty Practice Plan).

Combo TS/Non-TS (Combination teaching/non-teaching service at a teaching hospital); **Non-TH** (Non-teaching hospital); **Non-TS Only** (Non-teaching service only at a teaching hospital).

*Omitted due to insufficient data.

¹RNs, LPN/LVNs, LCSWs, etc.

²Administrative and Clerical.

Scribes were omitted from this table as only one group reported employing scribes; the average and median for scribes was 0.0 for all groups and demographics.

Table 3.3b

Ratio of Support Staff per FTE Physician

	Locum Tenens			NPs			PAs		
	Total Groups	Average	Median	Total Groups	Average	Median	Total Groups	Average	Median
Adults	214	0.12	0.00	281	0.25	0.17	227	0.14	0.06
Region									
East	53	0.14	0.00	56	0.16	0.12	55	0.17	0.09
South	73	0.06	0.00	126	0.29	0.25	82	0.10	0.05
Midwest	51	0.22	0.00	61	0.31	0.16	50	0.22	0.07
West	34	0.05	0.03	35	0.19	0.06	37	0.09	0.00
Employment Model									
Hospital, health system or IDS	146	0.09	0.02	181	0.23	0.15	149	0.13	0.05
Private local/regional HMG	10	0.22	0.08	9	*	*	8	*	*
Multistate hospitalist management company	18	0.51	0.00	42	0.40	0.31	23	0.17	0.05
Private multispecialty or primary care medical group	5	*	*	7	*	*	6	*	*
University, med school or faculty practice	32	0.01	0.00	38	0.22	0.14	38	0.17	0.10
Academic Status									
Yes	74	0.07	0.00	85	0.20	0.12	81	0.19	0.11
No	134	0.10	0.02	187	0.27	0.17	138	0.11	0.04
Teaching Status									
Combo teaching/non-teaching service at teach. hosp.	110	0.07	0.00	129	0.22	0.13	120	0.17	0.09
Non-teaching hospital	83	0.17	0.01	125	0.29	0.22	86	0.11	0.00
Non-teaching service only at teach. hosp.	15	0.20	0.08	20	0.18	0.17	15	0.07	0.02
Group Size (FTE Physicians)									
< 5 FTE	21	0.43	0.00	29	0.76	0.67	20	0.32	0.21
5 to 14 FTE	45	0.16	0.03	70	0.23	0.23	46	0.12	0.00
15 to 29 FTE	59	0.07	0.00	80	0.20	0.15	62	0.12	0.03
30 to 49 FTE	35	0.05	0.00	42	0.22	0.16	41	0.14	0.07
≥ 50 FTE	54	0.05	0.02	60	0.13	0.10	58	0.13	0.08

See page 37 for footnotes.

Table 3.3b

Ratio of Support Staff per FTE Physician (continued)

	Other Clinical Staff ¹			Non-Clinical Staff ²		
	Total Groups	Average	Median	Total Groups	Average	Median
Adults	226	0.07	0.00	291	0.12	0.08
Region						
East	43	0.03	0.00	55	0.08	0.06
South	105	0.09	0.00	132	0.11	0.09
Midwest	48	0.07	0.00	60	0.19	0.08
West	27	0.05	0.00	41	0.10	0.07
Employment Model						
Hospital, health system or IDS	139	0.09	0.00	184	0.10	0.06
Private local/regional HMG	8	*	*	10	0.17	0.07
Multistate hospitalist management company	40	0.05	0.00	47	0.18	0.10
Private multispecialty or primary care medical group	5	*	*	6	*	*
University, med school or faculty practice	31	0.01	0.00	39	0.11	0.09
Academic Status						
Yes	71	0.03	0.00	88	0.11	0.07
No	146	0.07	0.00	192	0.11	0.08
Teaching Status						
Combo teaching/non-teaching service at teach. hosp.	102	0.04	0.00	135	0.12	0.07
Non-teaching hospital	107	0.11	0.00	129	0.12	0.08
Non-teaching service only at teach. hosp.	13	0.03	0.00	21	0.11	0.08
Group Size (FTE Physicians)						
< 5 FTE	19	0.46	0.00	27	0.38	0.16
5 to 14 FTE	59	0.03	0.00	73	0.12	0.10
15 to 29 FTE	68	0.04	0.00	84	0.08	0.06
30 to 49 FTE	30	0.03	0.00	46	0.08	0.06
≥ 50 FTE	50	0.04	0.00	61	0.08	0.07

Footnotes

*Omitted due to insufficient data.

¹ RNs, LPN/LVNs, LCSWs, etc.² Administrative and Clerical.

Scribes were omitted from this table as only one group reported employing scribes; the average and median ratio was 0.0 for all groups and demographics. This table shows the average or median number of FTE provider support staff per FTE physician employed by the group.

Table 3.4

Source of New Physicians

	Total Groups	Residency	HM Fellowship	Other Specialty Fellowship	Other HM Program	Ambulatory Practice	Other/Unknown
Adults	120	29.8%	0.5%	1.9%	40.9%	3.0%	4.5%
Region							
East	28	32.7%	0.0%	1.2%	36.4%	4.0%	3.8%
South	39	30.8%	0.8%	1.1%	40.2%	4.4%	3.1%
Midwest	30	26.4%	0.3%	2.9%	45.0%	1.8%	7.1%
West	21	29.9%	0.7%	3.1%	44.5%	0.8%	0.0%
Employment Model							
Hospital, health system or IDS	79	28.0%	0.5%	1.7%	43.6%	2.9%	5.3%
Private local/regional HMG	8	*	*	*	*	*	*
Multistate hospitalist management company	7	*	*	*	*	*	*
Private multispecialty or primary care medical group	6	*	*	*	*	*	*
University, med school or faculty practice	16	38.5%	1.2%	2.8%	28.8%	1.6%	1.2%
Academic Status							
Yes	44	34.0%	1.0%	2.7%	36.0%	0.9%	3.0%
No	72	27.1%	0.2%	1.6%	43.5%	4.4%	5.6%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	68	33.2%	0.8%	2.5%	36.2%	2.4%	3.5%
Non-teaching hospital	33	21.1%	0.0%	1.5%	52.9%	2.9%	5.9%
Non-teaching service only at teach. hosp.	15	34.4%	0.0%	0.7%	31.8%	4.7%	6.7%
Group Size (FTE Physicians)							
< 5 FTE	5	*	*	*	*	*	*
5 to 14 FTE	28	27.7%	0.0%	3.6%	40.4%	5.1%	3.6%
15 to 29 FTE	28	27.1%	0.5%	1.6%	46.0%	1.6%	3.6%
30 to 49 FTE	26	31.6%	0.5%	0.4%	40.9%	1.3%	4.4%
≥ 50 FTE	32	35.1%	0.7%	2.4%	31.5%	4.2%	6.9%

Footnotes

*Omitted due to insufficient data.

This table reports the average for each source of new physicians joining the group.

Figure 3.4
Average Percent of Physicians Joining from Residency, By Year

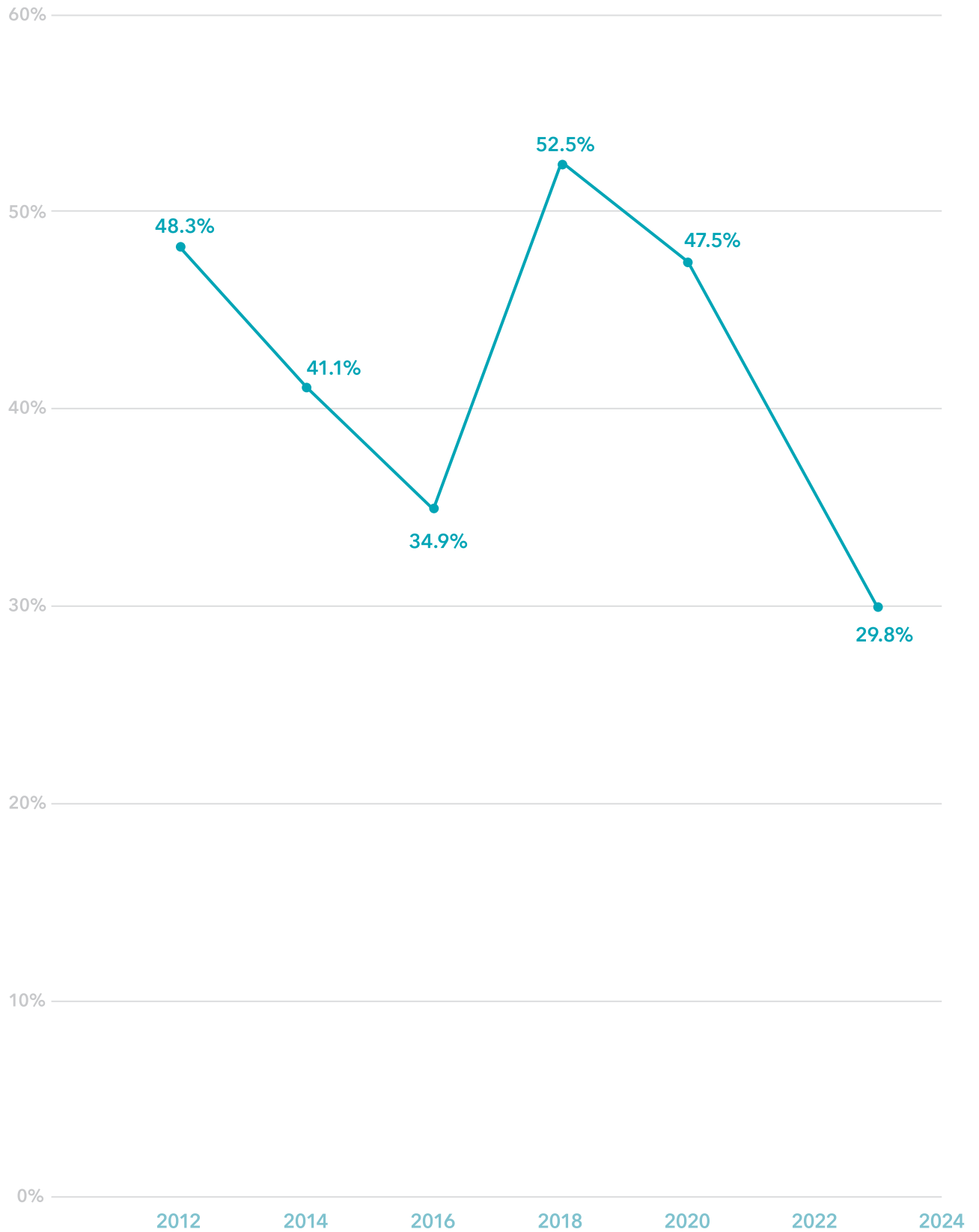


Table 3.5

Percent of Physicians Who Are Part-Time Status

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	272	12.5%	16.5%	0.0%	5.0%	17.0%	40.0%
Region							
East	58	10.6%	14.5%	1.0%	4.0%	12.9%	34.5%
South	100	7.4%	11.5%	0.0%	2.8%	10.0%	18.6%
Midwest	62	16.0%	17.8%	1.0%	7.5%	28.8%	47.3%
West	47	20.7%	22.2%	2.0%	15.0%	36.0%	53.6%
Employment Model							
Hospital, health system or IDS	183	11.3%	15.5%	0.0%	3.0%	15.5%	39.6%
Private local/regional HMG	12	15.5%	21.1%	0.8%	5.4%	17.8%	49.4%
Multistate hospitalist management company	22	13.8%	15.3%	2.3%	10.0%	17.5%	43.0%
Private multispecialty or primary care medical group	10	23.1%	17.1%	7.3%	26.0%	33.0%	41.9%
University, med school or faculty practice	41	13.0%	19.2%	2.0%	6.0%	16.9%	32.0%
Academic Status							
Yes	89	11.7%	17.0%	1.0%	5.0%	15.0%	35.0%
No	173	12.2%	16.0%	0.0%	5.0%	18.5%	39.6%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	137	12.5%	15.2%	1.0%	6.0%	17.0%	38.2%
Non-teaching hospital	105	12.7%	17.2%	0.0%	4.0%	19.5%	43.4%
Non-teaching service only at teach. hosp.	21	10.0%	14.2%	1.0%	4.0%	9.0%	35.0%
Group Size (FTE Physicians)							
< 5 FTE	31	18.0%	24.6%	0.0%	1.0%	36.5%	50.0%
5 to 14 FTE	61	10.9%	17.8%	0.0%	1.0%	10.0%	47.0%
15 to 29 FTE	73	11.7%	16.0%	0.1%	5.0%	14.0%	37.4%
30 to 49 FTE	46	10.9%	13.5%	2.0%	7.3%	14.5%	28.0%
≥ 50 FTE	59	13.7%	12.3%	4.0%	11.0%	18.5%	32.2%

Table 3.6

Turnover, by Type of Clinician

	Physicians					NPs/PAs				
	Total Groups	Average	Median	Groups with No Turnover	% with No Turnover	Total Groups	Average	Median	Groups with No Turnover	% with No Turnover
Adults	268	11.7%	7.1%	61	22.8%	217	17.0%	6.9%	101	46.5%
Region										
East	44	12.2%	8.0%	7	15.9%	41	19.6%	8.3%	16	39.0%
South	112	9.7%	8.4%	24	21.4%	94	17.0%	6.8%	46	48.9%
Midwest	61	15.9%	6.7%	19	31.1%	54	14.5%	3.4%	27	50.0%
West	47	10.9%	5.1%	10	21.3%	27	17.9%	4.0%	12	44.4%
Employment Model										
Hospital, health system or IDS	158	10.2%	6.4%	38	24.1%	133	18.1%	6.9%	61	45.9%
Private local/regional HMG	10	6.5%	4.1%	4	40.0%	5	*	*	5	100.0%
Multistate hospitalist management company	46	21.7%	10.8%	10	21.7%	36	15.2%	0.0%	19	52.8%
Private multispecialty or primary care medical group	10	13.1%	9.8%	0	0.0%	7	*	*	3	42.9%
University, med school or faculty practice	40	6.8%	4.6%	9	22.5%	34	16.7%	12.4%	12	35.3%
Academic Status										
Yes	78	10.8%	7.5%	13	16.7%	67	16.3%	12.2%	22	32.8%
No	181	10.0%	6.7%	47	26.0%	145	17.7%	0.0%	76	52.4%
Teaching Status										
Non-teaching hospital	111	15.0%	8.2%	30	27.0%	87	22.4%	4.0%	44	50.6%
University-based teaching hospital	51	7.1%	6.6%	8	15.7%	44	18.8%	14.5%	11	25.0%
Community/affiliated teaching hospital	106	10.4%	6.9%	23	21.7%	86	10.5%	0.0%	46	53.5%
Group Size (FTE Physicians)										
< 5 FTE	30	27.7%	0.0%	18	60.0%	20	14.5%	0.0%	14	70.0%
5 to 14 FTE	67	12.4%	11.8%	18	26.9%	50	16.7%	0.0%	32	64.0%
15 to 29 FTE	73	10.6%	7.1%	13	17.8%	58	22.5%	12.5%	24	41.4%
30 to 49 FTE	45	7.1%	5.7%	8	17.8%	38	8.6%	0.0%	20	52.6%
≥ 50 FTE	52	7.1%	6.0%	4	7.7%	49	18.9%	14.6%	9	18.4%

Footnote

*Omitted due to insufficient data.

Figure 3.6
Average Physician Turnover Rate, By Year

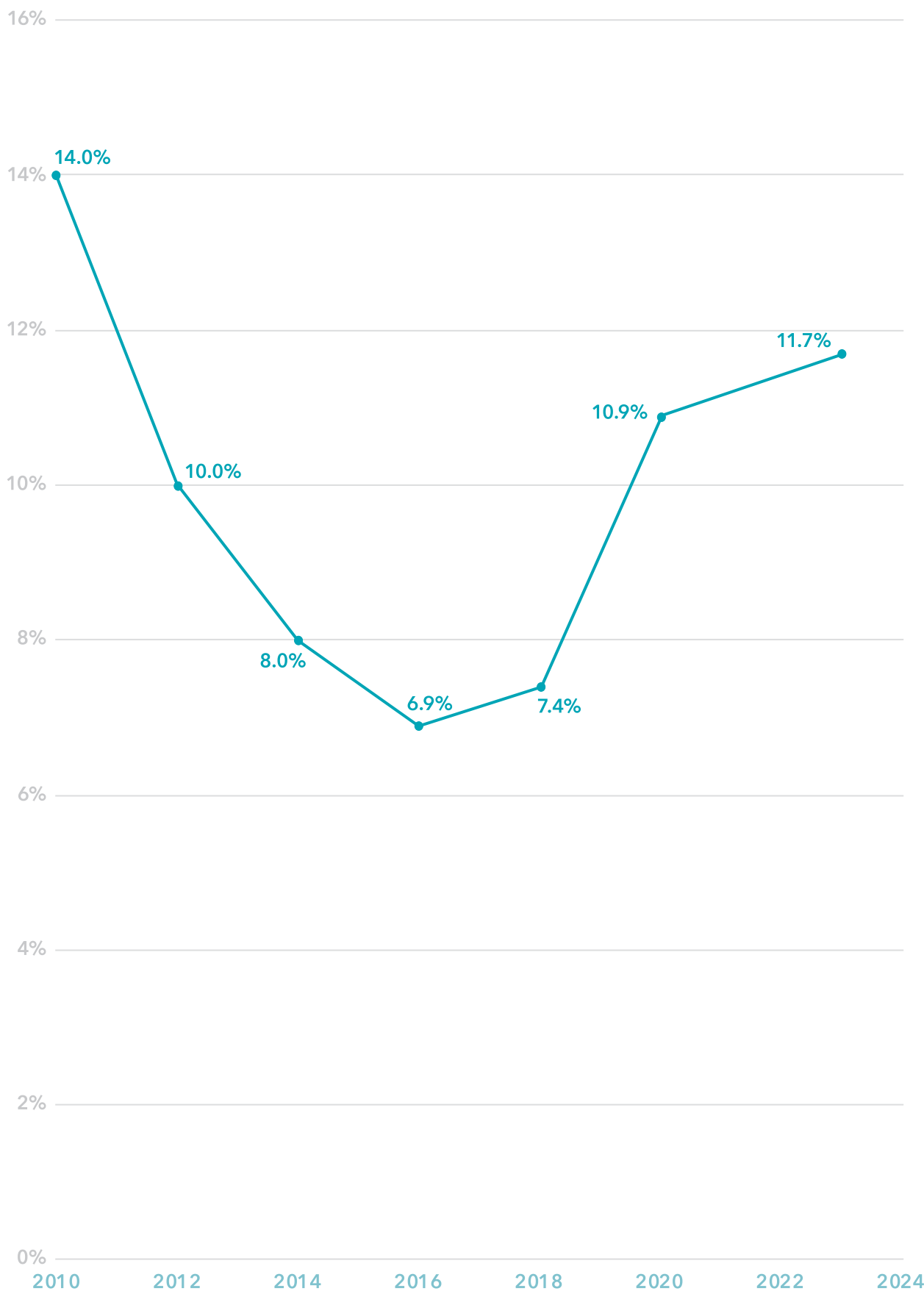


Table 3.7

Anticipated Change of Budgeted FTE in Next Year

	Total Groups	Increase	Decrease	Remain the same
Adults Only	314	58.9%	2.2%	38.9%
Region				
East	59	69.5%	3.4%	27.1%
South	138	55.1%	1.4%	43.5%
Midwest	63	50.8%	1.6%	47.6%
West	49	67.3%	2.0%	30.6%
Employment Model				
Hospital, health system or IDS	198	63.6%	1.0%	35.4%
Private local/regional HMG	12	83.3%	8.3%	8.3%
Multistate hospitalist management company	46	30.4%	2.2%	67.4%
Private multispecialty or primary care medical group	10	50.0%	0.0%	50.0%
University, med school or faculty practice	43	65.1%	4.7%	30.2%
Academic Status				
Yes	94	66.0%	1.1%	33.0%
No	210	55.7%	2.9%	41.4%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	147	63.9%	3.4%	32.7%
Non-teaching hospital	135	51.9%	1.5%	46.7%
Non-teaching service only at teach. hosp.	22	63.6%	0.0%	36.4%
Group Size (FTE Physicians)				
< 5 FTE	31	32.3%	0.0%	67.7%
5 to 14 FTE	82	41.5%	2.4%	56.1%
15 to 29 FTE	87	65.5%	2.3%	32.2%
30 to 49 FTE	47	80.9%	2.1%	17.0%
≥ 50 FTE	61	68.9%	3.3%	27.9%

Figure 3.7

Anticipated Change of Budgeted FTE, by Year

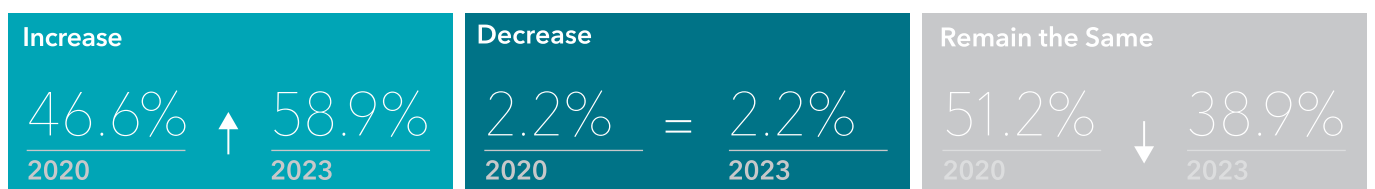


Table 3.8a

Presence of and Billing for NPs/PAs

	Are NPs/PAs Present?			How NP/PA Work is Billed				
	Total Groups	Yes	No	Total Groups	Billed independently under the NP/PA's provider number when allowed by the payor	Billed as shared services under the collaborating/supervising physician's provider number	A combination of both independent and shared services billing	NP/PAs didn't generally provide billable services, or no charges were submitted to payors for their services
Adults	316	83.5%	16.5%	278	24.5%	18.7%	49.6%	7.2%
Region								
East	59	91.5%	8.5%	54	20.4%	11.1%	51.9%	16.7%
South	138	87.0%	13.0%	128	22.7%	20.3%	52.3%	4.7%
Midwest	65	87.7%	12.3%	62	30.6%	19.4%	46.8%	3.2%
West	49	59.2%	40.8%	30	30.0%	20.0%	40.0%	10.0%
Employment Model								
Hospital, health system or IDS	198	85.4%	14.6%	176	22.2%	15.9%	52.3%	9.7%
Private local/regional group	12	58.3%	41.7%	7	*	*	*	*
Multistate hosp. management company	48	83.3%	16.7%	48	27.1%	31.3%	41.7%	0.0%
Private multispecialty or primary care group	10	80.0%	20.0%	8	*	*	*	*
University, med school or faculty practice	43	86.0%	14.0%	36	22.2%	13.9%	58.3%	5.6%
Academic Status								
Yes	94	87.2%	12.8%	81	22.2%	21.0%	49.4%	7.4%
No	210	82.4%	17.6%	186	23.7%	17.7%	51.1%	7.5%
Teaching Status								
Combo teaching/non-teaching service at teach. hosp.	147	84.4%	15.6%	127	21.3%	18.1%	52.8%	7.9%
Non-teaching hospital	137	81.8%	18.2%	123	24.4%	13.8%	53.7%	8.1%
Non-teaching service only at teach. hosp.	22	86.4%	13.6%	19	36.8%	42.1%	21.1%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	33	72.7%	27.3%	29	41.4%	13.8%	44.8%	0.0%
5 to 14 FTE	82	76.8%	23.2%	72	20.8%	29.2%	48.6%	1.4%
15 to 29 FTE	87	83.9%	16.1%	75	26.7%	13.3%	48.0%	12.0%
30 to 49 FTE	47	87.2%	12.8%	41	29.3%	14.6%	48.8%	7.3%
≥ 50 FTE	61	95.1%	4.9%	57	12.3%	19.3%	56.1%	12.3%

Footnote

*Omitted due to insufficient data.

Table 3.8b

NP/PA Non-Billable Services

	Total Groups	Triage pager/ patient assignments	Dedicated cross-cover shifts	Quality or performance improvement activities	Scheduling or other operational activities	Non-billable clinical work ¹	Other
Adults	234	58.1%	60.3%	31.2%	40.6%	26.1%	9.4%
Region							
East	41	46.3%	70.7%	24.4%	24.4%	29.3%	9.8%
South	112	65.2%	54.5%	27.7%	44.6%	20.5%	7.1%
Midwest	54	66.7%	68.5%	50.0%	46.3%	38.9%	5.6%
West	23	26.1%	43.5%	13.0%	43.5%	13.0%	26.1%
Employment Model							
Hospital, health system or IDS	148	66.9%	68.9%	37.8%	41.9%	33.8%	6.8%
Private local/regional HMG	6	*	*	*	*	*	*
Multistate hospitalist management company	46	41.3%	21.7%	8.7%	39.1%	8.7%	13.0%
Private multispecialty or primary care medical group	6	*	*	*	*	*	*
University, med school or faculty practice	26	38.5%	80.8%	34.6%	46.2%	19.2%	11.5%
Academic Status							
Yes	63	47.6%	79.4%	34.9%	44.4%	36.5%	9.5%
No	162	63.6%	54.3%	30.2%	38.3%	23.5%	9.3%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	106	53.8%	69.8%	34.9%	40.6%	29.2%	12.3%
Non-teaching hospital	106	62.3%	50.0%	27.4%	46.2%	23.6%	7.5%
Non-teaching service only at teach. hosp.	16	56.3%	62.5%	18.8%	12.5%	18.8%	6.3%
Group Size (FTE Physicians)							
< 5 FTE	22	50.0%	59.1%	31.8%	63.6%	22.7%	4.5%
5 to 14 FTE	59	59.3%	50.8%	33.9%	44.1%	27.1%	5.1%
15 to 29 FTE	70	51.4%	58.6%	22.9%	37.1%	22.9%	11.4%
30 to 49 FTE	33	60.6%	66.7%	39.4%	39.4%	21.2%	9.1%
≥ 50 FTE	48	70.8%	70.8%	33.3%	33.3%	31.3%	12.5%

Footnotes

Respondents were instructed to select all that apply, therefore rows will not add up to 100%.

¹ Activities such as glycemic control or DVT prophylaxis, responding to RRTs, etc.

*Omitted due to insufficient data.

Table 3.8c

Percent of NP/PA Time on Non-Billable Services

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	250	20.2%	25.9%	0.1%	10.0%	25.0%	60.0%
Region							
East	41	30.7%	30.1%	5.0%	20.0%	50.0%	80.0%
South	122	13.3%	21.2%	0.1%	10.0%	15.0%	33.6%
Midwest	57	25.1%	24.2%	5.0%	20.0%	50.0%	58.0%
West	28	26.1%	33.8%	0.0%	10.0%	42.5%	90.0%
Employment Model							
Hospital, health system or IDS	155	23.0%	26.9%	5.0%	10.0%	33.5%	66.2%
Private local/regional HMG	6	*	*	*	*	*	*
Multistate hospitalist management company	47	10.9%	16.6%	0.0%	4.0%	17.5%	30.0%
Private multispecialty or primary care medical group	8	*	*	*	*	*	*
University, med school or faculty practice	32	15.2%	25.3%	0.0%	5.0%	15.0%	41.6%
Academic Status							
Yes	66	21.5%	24.7%	3.0%	15.0%	25.0%	55.0%
No	175	20.5%	26.8%	0.1%	10.0%	30.0%	63.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	105	23.3%	25.5%	5.0%	15.0%	30.0%	63.0%
Non-teaching hospital	120	16.6%	25.7%	0.0%	7.5%	17.0%	50.0%
Non-teaching service only at teach. hosp.	17	23.5%	26.7%	5.0%	15.0%	30.0%	60.0%
Group Size (FTE Physicians)							
< 5 FTE	28	12.7%	17.0%	0.0%	5.0%	16.3%	50.0%
5 to 14 FTE	67	14.7%	23.3%	0.0%	5.0%	15.0%	50.0%
15 to 29 FTE	70	21.1%	28.7%	0.1%	10.0%	28.8%	61.0%
30 to 49 FTE	37	20.7%	26.6%	5.0%	10.0%	23.0%	60.0%
≥ 50 FTE	46	31.5%	26.6%	10.0%	20.0%	50.0%	73.5%

Footnote

*Omitted due to insufficient data.

Table 3.9a

Total Number of Physician Leaders

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	311	3.5	4.2	1.0	2.0	4.0	8.0
Region							
East	59	3.1	2.9	1.0	2.0	4.0	6.0
South	136	2.7	2.9	1.0	2.0	3.0	7.0
Midwest	62	3.9	4.7	1.0	2.0	6.0	7.0
West	49	5.2	6.6	1.0	2.0	7.0	14.2
Employment Model							
Hospital, health system or IDS	197	3.1	3.4	1.0	2.0	4.0	7.0
Private local/regional HMG	12	6.7	8.0	1.8	3.0	7.8	16.3
Multistate hospitalist management company	45	1.6	0.7	1.0	1.0	2.0	3.0
Private multispecialty or primary care medical group	10	2.6	1.8	1.3	2.0	3.0	4.3
University, med school or faculty practice	42	6.2	6.2	2.0	4.5	8.0	13.7
Academic Status							
Yes	93	4.9	5.0	2.0	3.0	7.0	9.8
No	209	3.0	3.8	1.0	2.0	3.0	6.2
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	145	4.7	4.7	2.0	3.0	6.0	10.0
Non-teaching hospital	134	2.4	3.5	1.0	1.0	2.0	4.0
Non-teaching service only at teach. hosp.	22	3.2	3.2	1.0	2.0	4.0	6.9
Group Size (FTE Physicians)							
< 5 FTE	30	0.9	0.5	1.0	1.0	1.0	1.1
5 to 14 FTE	82	1.5	0.8	1.0	1.0	2.0	2.0
15 to 29 FTE	87	2.1	1.3	1.0	2.0	3.0	4.0
30 to 49 FTE	47	4.4	3.6	2.0	3.0	5.0	8.0
≥ 50 FTE	60	8.9	6.0	5.0	7.0	11.0	16.0

Key Finding:

The median number of physician leaders has remained steady since 2018.

Footnote

This table refers to the total number of individual physicians with a leadership position in the group.

Table 3.9b

Total Dedicated FTE Allocation for All Physician Leaders

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	214	1.6	2.1	0.5	1.0	1.8	4.0
Region							
East	46	1.3	1.3	0.6	1.0	1.5	2.0
South	75	1.7	2.4	0.3	0.9	2.0	4.6
Midwest	49	1.5	2.1	0.3	1.0	1.5	2.6
West	39	1.6	2.1	0.4	0.8	2.0	5.0
Other	1	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	148	1.5	2.0	0.4	0.9	1.5	3.3
Private local/regional HMG	8	*	*	*	*	*	*
Multistate hospitalist management company	12	1.9	2.6	0.5	1.1	2.0	2.0
Private multispecialty or primary care medical group	6	*	*	*	*	*	*
University, med school or faculty practice	35	1.7	1.5	0.6	1.3	2.0	4.1
Academic Status							
Yes	74	1.5	1.3	0.6	1.2	1.8	2.5
No	134	1.7	2.4	0.3	0.8	1.8	4.0
Total							
Combo teaching/non-teaching service at teach. hosp.	113	1.7	1.8	0.8	1.2	2.0	4.0
Non-teaching hospital	83	1.5	2.5	0.3	0.5	1.2	2.8
Non-teaching service only at teach. hosp.	11	2.1	2.8	0.8	1.0	2.0	4.0
Group Size (FTE Physicians)							
< 5 FTE	16	2.8	4.3	0.2	0.3	3.3	10.0
5 to 14 FTE	44	0.9	1.6	0.3	0.3	0.7	1.7
15 to 29 FTE	59	1.2	1.8	0.5	0.8	1.0	2.0
30 to 49 FTE	38	1.4	1.2	0.8	1.0	1.5	2.1
≥ 50 FTE	54	2.5	2.0	1.3	1.8	2.4	5.0

Footnotes

*Omitted due to insufficient data.

This table looks at the cumulative amount of FTE for all of the physicians with a leadership role in the group.

For this table, we excluded any responses that were greater than 10, as this exceeded the 90th percentile for total number of physician leaders. We will explore future changes to this question to ensure that respondents are accurately responding.

Table 3.9c

Ratio of Leadership FTE to Physician Hospitalist FTE

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	306	0.2	1.4	0.1	0.1	0.2	0.3
Region							
East	58	0.1	0.1	0.1	0.1	0.1	0.2
South	136	0.3	2.1	0.1	0.1	0.2	0.3
Midwest	60	0.2	0.2	0.1	0.1	0.2	0.5
West	48	0.2	0.1	0.1	0.1	0.2	0.3
Employment Model							
Hospital, health system or IDS	192	0.1	0.1	0.1	0.1	0.1	0.2
Private local/regional HMG	12	0.2	0.2	0.1	0.2	0.3	0.4
Multistate hospitalist management company	46	0.7	3.7	0.1	0.1	0.2	0.3
Private multispecialty or primary care medical group	10	0.2	0.1	0.1	0.2	0.2	0.3
University, med school or faculty practice	41	0.2	0.1	0.1	0.1	0.2	0.3
Academic Status							
Yes	90	0.1	0.1	0.1	0.1	0.2	0.2
No	208	0.3	1.7	0.1	0.1	0.2	0.3
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	142	0.1	0.1	0.1	0.1	0.2	0.2
Non-teaching hospital	133	0.3	2.2	0.1	0.1	0.2	0.3
Non-teaching service only at teach. hosp.	22	0.1	0.1	0.1	0.1	0.1	0.2
Group Size (FTE Physicians)							
< 5 FTE	30	1.2	4.5	0.3	0.3	0.5	0.6
5 to 14 FTE	82	0.2	0.1	0.1	0.1	0.2	0.3
15 to 29 FTE	87	0.1	0.1	0.1	0.1	0.1	0.2
30 to 49 FTE	47	0.1	0.1	0.1	0.1	0.1	0.2
≥ 50 FTE	60	0.1	0.1	0.1	0.1	0.1	0.2

Table 3.9d

Highest Ranked Physician Leader - Percentage of FTE Dedicated to Leadership

We were unable to calculate a result for this table due to data issues. We will explore future changes to this question to ensure that respondents are accurately responding.

Table 3.9e

Highest Ranked Physician Leader - Percent Compensation Premium

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	294	15.5%	13.3%	7.0%	12.0%	20.0%	30.0%
Region							
East	57	20.7%	13.8%	10.0%	20.0%	30.0%	30.2%
South	130	14.0%	12.3%	5.0%	10.0%	20.0%	25.0%
Midwest	57	14.2%	13.8%	10.0%	10.0%	15.0%	27.0%
West	46	14.2%	13.6%	4.6%	13.0%	20.0%	25.0%
Employment Model							
Hospital, health system or IDS	182	14.3%	12.4%	6.3%	10.0%	20.0%	30.0%
Private local/regional HMG	11	17.4%	18.0%	2.0%	15.0%	25.0%	35.0%
Multistate hospitalist management company	46	14.4%	10.3%	10.0%	12.5%	20.0%	27.5%
Private multispecialty or primary care medical group	9	*	*	*	*	*	*
University, med school or faculty practice	41	20.8%	16.6%	10.0%	20.0%	27.0%	44.0%
Academic Status							
Yes	88	19.9%	15.6%	10.0%	15.0%	27.8%	32.3%
No	198	13.6%	11.6%	5.0%	10.0%	20.0%	30.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	137	19.2%	14.9%	10.0%	15.0%	25.0%	33.0%
Non-teaching hospital	126	11.9%	10.0%	5.0%	10.0%	20.0%	23.0%
Non-teaching service only at teach. hosp.	22	14.0%	8.6%	10.0%	12.5%	19.5%	20.0%
Group Size (FTE Physicians)							
< 5 FTE	29	9.9%	7.1%	3.0%	10.0%	15.0%	16.0%
5 to 14 FTE	80	12.4%	8.9%	5.0%	10.0%	20.0%	25.0%
15 to 29 FTE	85	14.0%	10.8%	5.0%	10.0%	20.0%	30.0%
30 to 49 FTE	41	17.7%	15.8%	10.0%	10.0%	25.0%	40.0%
≥ 50 FTE	56	23.0%	18.5%	10.0%	20.0%	30.0%	50.0%

Footnotes

*Omitted due to insufficient data.

This table indicates the percent by which the physician leader's compensation differed from other hospitalists in the group. All values in this table are positive, showing that leaders received a higher compensation than other physicians in the group.

Figure 3.9e

Median Compensation Premium for Highest-Ranking Physician Leader, By Year

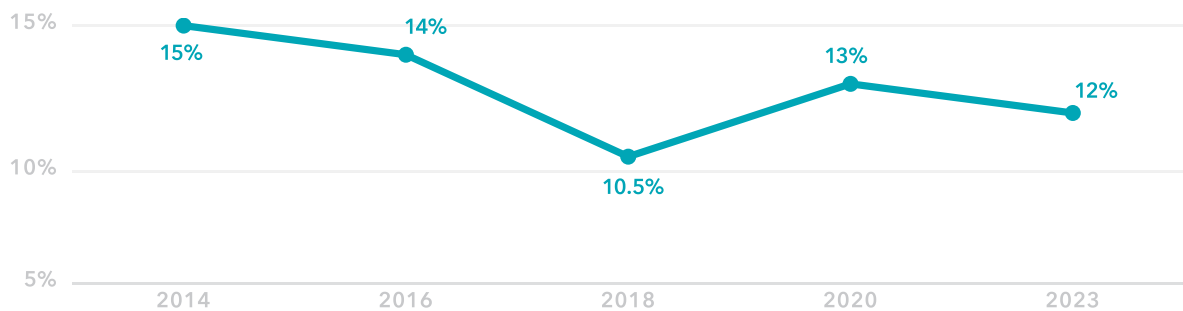


Table 3.9f

Demographic Information about Highest-Ranking Physician Leader

	Gender Identity			
	Total Groups	Female or Cisgender Female	Male or Cisgender Male	Prefer not to disclose
Adults	316	27.8%	56.6%	15.5%
Region				
East	59	35.6%	64.4%	0.0%
South	138	22.5%	47.8%	29.7%
Midwest	65	26.2%	64.6%	9.2%
West	49	36.7%	59.2%	4.1%
Employment Model				
Hospital, health system or IDS	198	27.3%	62.6%	10.1%
Private local/regional HMG	12	25.0%	58.3%	16.7%
Multistate hospitalist management company	48	18.8%	29.2%	52.1%
Private multispecialty or primary care medical group	10	20.0%	60.0%	20.0%
University, med school or faculty practice	43	41.9%	58.1%	0.0%
Academic Status				
Yes	94	39.4%	57.4%	3.2%
No	210	21.4%	57.1%	21.4%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	147	31.3%	60.5%	8.2%
Non-teaching hospital	137	22.6%	53.3%	24.1%
Non-teaching service only at teach. hosp.	22	36.4%	54.5%	9.1%
Group Size (FTE Physicians)				
< 5 FTE	33	21.2%	60.6%	18.2%
5 to 14 FTE	82	31.7%	39.0%	29.3%
15 to 29 FTE	87	20.7%	60.9%	18.4%
30 to 49 FTE	47	34.0%	61.7%	4.3%
≥ 50 FTE	61	29.5%	68.9%	1.6%

Table 3.9f

Demographic Information about Highest-Ranking Physician Leader (continued)

	Race										
	Total Groups	American Indian or Alaska Native	Asian (including East Asian, South Asian, and Southeast Asian)	Black or African American	Hispanic or Latino/a/x	Middle Eastern or North African	Native Hawaiian or Pacific Islander	White	Multi-racial	Other	Prefer not to disclose
Adults	316	0.6%	17.1%	4.7%	2.5%	5.7%	0.3%	46.8%	1.3%	1.6%	19.3%
Region											
East	59	0.0%	23.7%	8.5%	3.4%	15.3%	0.0%	49.2%	0.0%	0.0%	0.0%
South	138	0.7%	13.0%	5.1%	3.6%	4.3%	0.7%	35.5%	2.2%	2.9%	31.9%
Midwest	65	1.5%	12.3%	4.6%	1.5%	1.5%	0.0%	55.4%	0.0%	1.5%	21.5%
West	49	0.0%	26.5%	0.0%	0.0%	4.1%	0.0%	61.2%	2.0%	0.0%	6.1%
Employment Model											
Hospital, health system or IDS	198	0.5%	17.2%	7.6%	2.0%	7.6%	0.5%	46.0%	2.0%	2.0%	14.6%
Private local/regional HMG	12	8.3%	16.7%	0.0%	0.0%	8.3%	0.0%	50.0%	0.0%	8.3%	8.3%
Multistate hospitalist management company	48	0.0%	16.7%	0.0%	6.3%	0.0%	0.0%	22.9%	0.0%	0.0%	54.2%
Private multispecialty or primary care medical group	10	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	60.0%	0.0%	0.0%	20.0%
University, med school or faculty practice	43	0.0%	16.3%	0.0%	2.3%	4.7%	0.0%	69.8%	0.0%	0.0%	7.0%
Academic Status											
Yes	94	0.0%	19.1%	6.4%	3.2%	6.4%	0.0%	57.4%	1.1%	0.0%	6.4%
No	210	1.0%	17.1%	4.3%	1.9%	5.7%	0.5%	40.0%	1.4%	2.4%	25.7%
Teaching Status											
Combo teaching/non-teaching service at teach. hosp.	147	1.4%	19.0%	4.1%	2.7%	5.4%	0.0%	55.1%	2.0%	0.0%	10.2%
Non-teaching hospital	137	0.0%	13.9%	5.8%	1.5%	6.6%	0.7%	36.5%	0.7%	3.6%	30.7%
Non-teaching service only at teach. hosp.	22	0.0%	27.3%	0.0%	4.5%	4.5%	0.0%	54.5%	0.0%	0.0%	9.1%
Group Size (FTE Physicians)											
< 5 FTE	33	0.0%	3.0%	3.0%	6.1%	6.1%	0.0%	51.5%	0.0%	0.0%	30.3%
5 to 14 FTE	82	1.2%	11.0%	6.1%	1.2%	7.3%	1.2%	35.4%	0.0%	3.7%	32.9%
15 to 29 FTE	87	1.1%	20.7%	5.7%	2.3%	5.7%	0.0%	46.0%	0.0%	0.0%	18.4%
30 to 49 FTE	47	0.0%	25.5%	6.4%	2.1%	2.1%	0.0%	46.8%	6.4%	2.1%	8.5%
≥ 50 FTE	61	0.0%	21.3%	1.6%	3.3%	6.6%	0.0%	57.4%	1.6%	1.6%	6.6%

See page 53 for footnotes.

Table 3.9f

Demographic Information about Highest-Ranking Physician Leader (continued)

	Ethnicity			
	Total Groups	Hispanic or Latino	Not Hispanic or Latino	Prefer not to disclose
Adults	316	3.5%	76.9%	19.6%
Region				
East	59	3.4%	93.2%	3.4%
South	138	4.3%	65.9%	29.7%
Midwest	65	1.5%	73.8%	24.6%
West	49	4.1%	89.8%	6.1%
Employment Model				
Hospital, health system or IDS	198	3.0%	80.8%	16.2%
Private local/regional HMG	12	0.0%	83.3%	16.7%
Multistate hospitalist management company	48	6.3%	41.7%	52.1%
Private multispecialty or primary care medical group	10	0.0%	80.0%	20.0%
University, med school or faculty practice	43	4.7%	93.0%	2.3%
Academic Status				
Yes	94	4.3%	90.4%	5.3%
No	210	2.9%	70.5%	26.7%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	147	3.4%	85.7%	10.9%
Non-teaching hospital	137	1.5%	67.9%	30.7%
Non-teaching service only at teach. hosp.	22	9.1%	81.8%	9.1%
Group Size (FTE Physicians)				
< 5 FTE	33	9.1%	63.6%	27.3%
5 to 14 FTE	82	2.4%	64.6%	32.9%
15 to 29 FTE	87	2.3%	77.0%	20.7%
30 to 49 FTE	47	4.3%	87.2%	8.5%
≥ 50 FTE	61	3.3%	90.2%	6.6%

Footnotes

No responses received for other gender identity categories.

Demographic categories are identical to those that SHM uses for membership data and were adopted per the SHM Diversity, Equity, and Inclusion Committee recommendations.

Table 3.10

Burnout and Well-being Leadership

	Employee with non-clinical focus on well-being, engagement, and burnout			Regular measurement of burnout and wellness		
	Total Groups	Yes	No	Total Groups	Yes	No
Adults	316	21.2%	78.8%	316	66.1%	33.9%
Region						
East	59	15.3%	84.7%	59	64.4%	35.6%
South	138	13.8%	86.2%	138	66.7%	33.3%
Midwest	65	36.9%	63.1%	65	66.2%	33.8%
West	49	26.5%	73.5%	49	67.3%	32.7%
Employment Model						
Hospital, health system or IDS	198	20.7%	79.3%	198	65.7%	34.3%
Private local/regional HMG	12	16.7%	83.3%	12	41.7%	58.3%
Multistate hospitalist management company	48	16.7%	83.3%	48	85.4%	14.6%
Private multispecialty or primary care medical group	10	10.0%	90.0%	10	50.0%	50.0%
University, med school or faculty practice	43	30.2%	69.8%	43	58.1%	41.9%
Academic Status						
Yes	94	24.5%	75.5%	94	73.4%	26.6%
No	210	18.6%	81.4%	210	64.3%	35.7%
Teaching Status						
Combo teaching/non-teaching service at teach. hosp.	147	22.4%	77.6%	147	71.4%	28.6%
Non-teaching hospital	137	19.0%	81.0%	137	64.2%	35.8%
Non-teaching service only at teach. hosp.	22	27.3%	72.7%	22	45.5%	54.5%
Group Size (FTE Physicians)						
< 5 FTE	33	21.2%	78.8%	33	63.6%	36.4%
5 to 14 FTE	82	15.9%	84.1%	82	64.6%	35.4%
15 to 29 FTE	87	11.5%	88.5%	87	63.2%	36.8%
30 to 49 FTE	47	17.0%	83.0%	47	59.6%	40.4%
≥ 50 FTE	61	45.9%	54.1%	61	78.7%	21.3%

Table 3.11a

Staffing Backup Systems

	Total Groups	Voluntary backup system ¹	Mandatory backup system ²	No formal backup system
Adults	316	19.3%	25.9%	54.7%
Region				
East	59	5.1%	33.9%	61.0%
South	138	23.9%	13.0%	63.0%
Midwest	65	16.9%	27.7%	55.4%
West	49	28.6%	44.9%	26.5%
Employment Model				
Hospital, health system or IDS	198	13.1%	19.2%	67.7%
Private local/regional HMG	12	33.3%	25.0%	41.7%
Multistate hospitalist management company	48	50.0%	4.2%	45.8%
Private multispecialty or primary care medical group	10	50.0%	10.0%	40.0%
University, med school or faculty practice	43	4.7%	79.1%	16.3%
Academic Status				
Yes	94	6.4%	54.3%	39.4%
No	210	23.8%	14.3%	61.9%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	147	12.9%	41.5%	45.6%
Non-teaching hospital	137	24.8%	8.8%	66.4%
Non-teaching service only at teach. hosp.	22	22.7%	31.8%	45.5%
Group Size				
< 5 FTE	33	27.3%	6.1%	66.7%
5 to 14 FTE	82	20.7%	11.0%	68.3%
15 to 29 FTE	87	23.0%	10.3%	66.7%
30 to 49 FTE	47	8.5%	55.3%	36.2%
≥ 50 FTE	61	18.0%	55.7%	26.2%

Footnotes

¹ Clinicians have volunteered to be on the backup schedule.

² All or most clinicians in the group are required to be on the backup schedule.

Table 3.11b

Staffing Backup System Incentives

	Inclusion of Incentive			Situation in Which Incentive Occurs			Incentives**		
	Total Groups	Yes	No	Total Groups	Additional incentive for being on the backup schedule	Additional incentive if called into work	Total Groups	Financial compensation	Extra time off/shift differential
Adults	167	50.3%	49.7%	83	54.2%	79.5%	83	96.4%	8.4%
Region									
East	23	39.1%	60.9%	9	*	*	9	*	*
South	67	41.8%	58.2%	22	50.0%	86.4%	22	90.9%	18.2%
Midwest	37	59.5%	40.5%	27	74.1%	66.7%	27	96.3%	11.1%
West	36	63.9%	36.1%	23	56.5%	78.3%	23	100.0%	0.0%
Employment Model									
Hospital, health system or IDS	73	54.8%	45.2%	45	66.7%	71.1%	45	97.8%	4.4%
Private local/regional HMG	7	*	*	5	*	*	5	*	*
Multistate hospitalist management company	41	24.4%	75.6%	4	*	*	4	*	*
Private multispecialty or primary care medical group	6	*	*	4	*	*	4	*	*
University, med school or faculty practice	36	61.1%	38.9%	22	36.4%	95.5%	22	90.9%	18.2%
Academic Status									
Yes	58	58.6%	41.4%	33	45.5%	93.9%	33	90.9%	21.2%
No	104	46.2%	53.8%	48	60.4%	68.8%	48	100.0%	0.0%
Teaching Status									
Combo teaching/non-teaching service at teach. hosp.	85	56.5%	43.5%	47	51.1%	89.4%	47	93.6%	14.9%
Non-teaching hospital	65	41.5%	58.5%	27	70.4%	59.3%	27	100.0%	0.0%
Non-teaching service only at teach. hosp.	12	50.0%	50.0%	6	*	*	6	*	*
Group Size (FTE Physicians)									
< 5 FTE	16	25.0%	75.0%	6	*	*	6	*	*
5 to 14 FTE	38	31.6%	68.4%	13	61.5%	69.2%	13	100.0%	0.0%
15 to 29 FTE	36	50.0%	50.0%	13	46.2%	76.9%	13	100.0%	7.7%
30 to 49 FTE	30	63.3%	36.7%	19	57.9%	89.5%	19	84.2%	15.8%
≥ 50 FTE	45	68.9%	31.1%	32	53.1%	84.4%	32	100.0%	9.4%

Footnotes

*Omitted due to insufficient data.

**Respondents were instructed to select all that apply for "Situation in Which Incentive Occurs" and "Incentives", therefore percentages will not add up to 100%.

Table 3.12

Duration of Shifts, in Hours

	Total Groups	Duration of Daytime Shifts					Duration of Evening/Swing Shift				
		8	10	12	24	Other	Less than 8	8	10	12	Other
Adults	316	2.8%	24.7%	66.8%	2.2%	3.5%	6.9%	19.1%	24.2%	26.0%	1.4%
Region											
East	59	13.6%	32.2%	52.5%	1.7%	0.0%	0.0%	34.9%	23.3%	20.9%	2.3%
South	139	0.0%	13.7%	81.3%	2.9%	2.2%	6.5%	15.3%	21.0%	35.5%	0.8%
Midwest	64	1.6%	34.4%	53.1%	1.6%	9.4%	6.8%	15.3%	25.4%	18.6%	1.7%
West	49	0.0%	34.7%	59.2%	2.0%	4.1%	13.0%	19.6%	30.4%	15.2%	2.2%
Employment Model											
Hospital, health system or IDS	198	3.5%	23.7%	64.6%	3.0%	5.1%	4.2%	22.2%	26.9%	19.2%	2.4%
Private local/regional HMG	12	0.0%	50.0%	33.3%	8.3%	8.3%	18.2%	27.3%	27.3%	0.0%	0.0%
Multistate hospitalist management company	48	0.0%	6.3%	93.8%	0.0%	0.0%	2.1%	2.1%	6.4%	74.5%	0.0%
Private multispecialty or primary care medical group	10	0.0%	60.0%	40.0%	0.0%	0.0%	37.5%	0.0%	50.0%	12.5%	0.0%
University, med school or faculty practice	43	4.7%	30.2%	65.1%	0.0%	0.0%	10.3%	30.8%	28.2%	10.3%	0.0%
Academic Status											
Yes	94	5.3%	35.1%	58.5%	0.0%	1.1%	7.1%	26.2%	23.8%	16.7%	2.4%
No	210	1.9%	19.5%	70.5%	3.3%	4.8%	5.0%	16.6%	26.0%	29.8%	1.1%
Teaching Status											
Combo teaching/non-teaching service at teach. hosp.	146	4.8%	30.1%	61.0%	0.7%	3.4%	7.0%	22.5%	27.1%	20.9%	1.6%
Non-teaching hospital	138	0.7%	17.4%	75.4%	3.6%	2.9%	6.7%	14.3%	21.0%	35.3%	0.8%
Non-teaching service only at teach. hosp.	22	0.0%	36.4%	54.5%	4.5%	4.5%	4.8%	33.3%	19.0%	9.5%	4.8%
Group Size (FTE Physicians)											
< 5 FTE	33	0.0%	18.2%	60.6%	21.2%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%
5 to 14 FTE	82	1.2%	22.0%	73.2%	0.0%	3.7%	2.9%	14.3%	17.1%	34.3%	0.0%
15 to 29 FTE	88	3.4%	29.5%	62.5%	0.0%	4.5%	14.3%	22.1%	23.4%	31.2%	1.3%
30 to 49 FTE	47	2.1%	25.5%	72.3%	0.0%	0.0%	2.3%	32.6%	37.2%	16.3%	4.7%
≥ 50 FTE	60	5.0%	25.0%	63.3%	0.0%	6.7%	7.1%	21.4%	33.9%	25.0%	1.8%

See page 58 for footnote.

Table 3.12

Duration of Shifts, in Hours (continued)

	Duration of Night Shift				
	Less than 8	8	10	12	Other
Adults	1.0%	1.6%	16.1%	70.6%	5.5%
Region					
East	0.0%	0.0%	12.1%	84.5%	1.7%
South	0.7%	1.5%	20.0%	71.1%	3.7%
Midwest	0.0%	3.2%	7.9%	66.7%	7.9%
West	0.0%	2.0%	18.4%	63.3%	12.2%
Employment Model					
Hospital, health system or IDS	0.5%	2.1%	17.6%	66.8%	6.2%
Private local/regional HMG	0.0%	0.0%	16.7%	58.3%	16.7%
Multistate hospitalist management company	2.1%	0.0%	4.2%	91.7%	0.0%
Private multispecialty or primary care medical group	0.0%	0.0%	33.3%	44.4%	22.2%
University, med school or faculty practice	0.0%	2.3%	20.9%	74.4%	0.0%
Academic Status					
Yes	0.0%	2.1%	16.0%	75.5%	4.3%
No	1.5%	1.5%	16.7%	68.1%	5.9%
Teaching Status					
Combo teaching/non-teaching service at teach. hosp.	1.4%	1.4%	15.8%	74.7%	4.8%
Non-teaching hospital	0.8%	1.5%	16.5%	67.7%	6.0%
Non-teaching service only at teach. hosp.	0.0%	4.5%	18.2%	59.1%	9.1%
Group Size (FTE Physicians)					
< 5 FTE	3.6%	0.0%	0.0%	53.6%	3.6%
5 to 14 FTE	0.0%	0.0%	12.2%	79.3%	3.7%
15 to 29 FTE	1.1%	1.1%	17.0%	72.7%	8.0%
30 to 49 FTE	0.0%	2.1%	19.1%	72.3%	6.4%
≥ 50 FTE	1.7%	5.0%	23.3%	63.3%	5.0%

Footnote

No daytime shifts of less than 8 hours were reported. No evening/swing or night shifts of 24 hours were reported.

Figure 3.12a

Duration of Daytime Shifts (Hours), by Employment Model

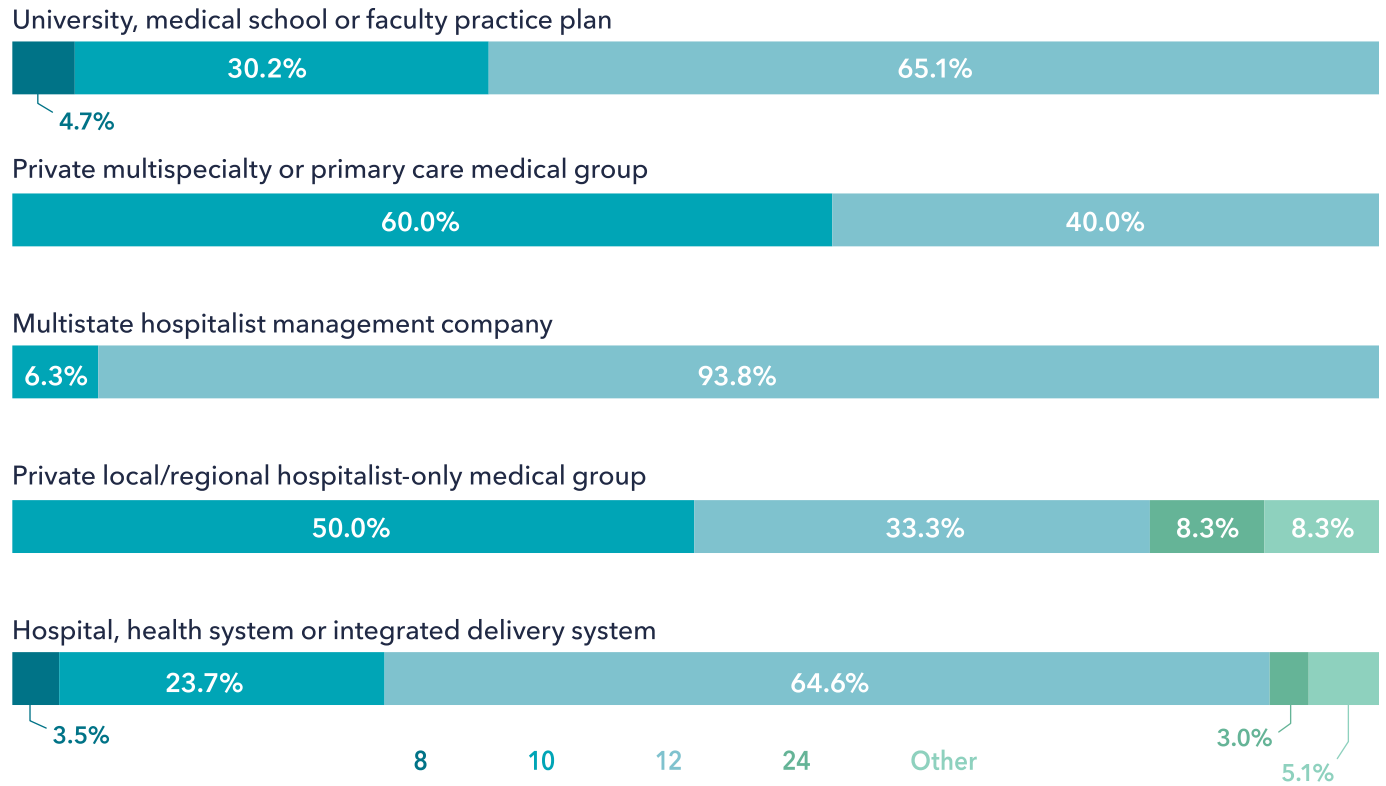


Figure 3.12b

Duration of Evening/Swing Shifts (Hours), by Employment Model

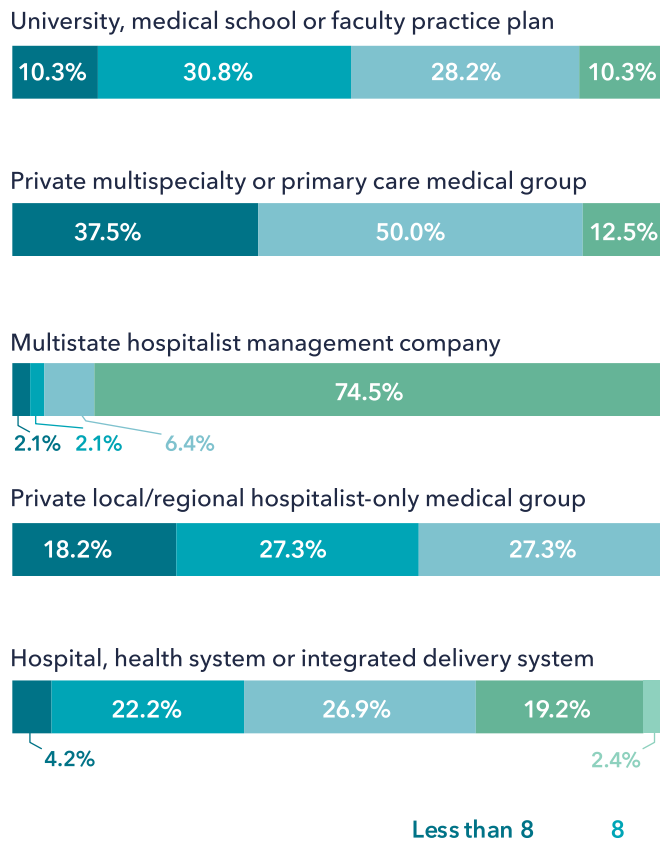


Figure 3.12c

Duration of Night Shifts (Hours), by Employment Model

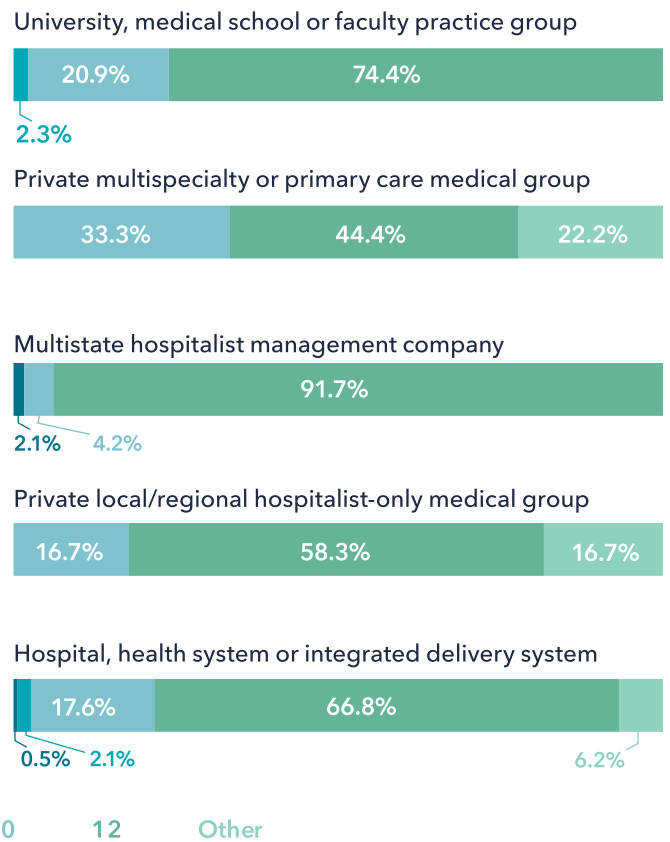


Table 3.13

Annual Number of Shifts or Work Periods for a Full-Time Hospitalist Physician

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	262	179.1	14.3	168.0	182.0	182.4	191.8
Region							
East	42	174.1	20.4	168.0	177.0	182.0	186.9
South	125	180.5	13.0	168.0	182.0	183.0	191.2
Midwest	53	181.6	9.3	180.0	182.0	182.0	191.6
West	38	175.5	14.4	167.3	180.0	182.9	189.0
Employment Model							
Hospital, health system or IDS	162	180.8	14.3	180.0	182.0	182.5	189.7
Private local/regional HMG	6	*	*	*	*	*	*
Multistate hospitalist management company	43	171.9	10.9	168.0	168.0	174.0	182.0
Private multispecialty or primary care medical group	8	*	*	*	*	*	*
University, med school or faculty practice	41	179.8	11.6	175.0	180.0	185.0	192.0
Academic Status							
Yes	80	178.8	13.5	172.0	180.0	182.0	192.0
No	176	178.9	14.1	168.0	182.0	182.1	185.5
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	125	180.0	14.2	173.0	182.0	182.5	192.0
Non-teaching hospital	111	177.5	15.1	168.0	182.0	182.0	183.0
Non-teaching service only at teach. hosp.	17	182.7	10.5	180.0	182.0	182.5	195.8
Group Size (FTE Physicians)							
< 5 FTE	26	175.1	17.2	180.0	182.0	182.0	183.0
5 to 14 FTE	72	177.8	13.9	168.0	180.0	182.0	186.6
15 to 29 FTE	70	180.8	12.8	168.3	182.0	183.0	192.0
30 to 49 FTE	40	179.2	16.5	170.0	182.0	182.3	190.0
≥ 50 FTE	50	180.4	13.8	175.0	182.0	182.5	200.4

Footnote

*Omitted due to insufficient data.

Table 3.14

Offering Paid Time Off (PTO)

	Total Groups	Offer PTO		
		Yes	No, but we offer higher pay for fewer shifts in lieu of PTO	No
Adults	313	26.2%	5.4%	68.4%
Region				
East	59	61.0%	6.8%	32.2%
South	138	14.5%	2.2%	83.3%
Midwest	63	14.3%	11.1%	74.6%
West	48	31.3%	6.3%	62.5%
Employment Model				
Hospital, health system or IDS	196	26.5%	6.6%	66.8%
Private local/regional HMG	12	16.7%	0.0%	83.3%
Multistate hospitalist management company	48	0.0%	2.1%	97.9%
Private multispecialty or primary care medical group	10	40.0%	20.0%	40.0%
University, med school or faculty practice	43	53.5%	2.3%	44.2%
Academic Status				
Yes	94	45.7%	7.4%	46.8%
No	210	17.6%	4.8%	77.6%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	145	37.2%	8.3%	54.5%
Non-teaching hospital	137	15.3%	2.2%	82.5%
Non-teaching service only at teach. hosp.	21	19.0%	0.0%	81.0%
Group Size (FTE Physicians)				
< 5 FTE	33	15.2%	3.0%	81.8%
5 to 14 FTE	81	25.9%	2.5%	71.6%
15 to 29 FTE	87	23.0%	4.6%	72.4%
30 to 49 FTE	47	36.2%	8.5%	55.3%
≥ 50 FTE	60	28.3%	6.7%	65.0%

Table 3.14

Offering Paid Time Off (PTO) (continued)

	Typical PTO Hours Per Year						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	76	145.6	71.7	84.0	150.0	168.0	228.0
Region							
East	36	142.1	69.5	84.0	150.0	160.0	220.0
South	20	138.7	71.5	84.0	104.0	176.0	250.0
Midwest	8	*	*	*	*	*	*
West	12	181.3	84.1	141.1	172.0	210.0	216.0
Employment Model							
Hospital, health system or IDS	52	143.3	73.9	84.0	150.0	162.0	236.8
Private local/regional HMG	1	*	*	*	*	*	*
Multistate hospitalist management company	0	*	*	*	*	*	*
Private multispecialty or primary care medical group	4	*	*	*	*	*	*
University, med school or faculty practice	18	160.2	68.7	87.0	168.0	198.0	230.4
Academic Status							
Yes	38	168.1	70.0	127.5	160.0	206.0	251.8
No	36	123.8	68.6	80.5	124.5	152.5	184.0
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	48	156.6	70.4	93.0	150.0	200.0	250.0
Non-teaching hospital	21	131.3	77.5	84.0	137.0	150.0	200.0
Non-teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	6	*	*	*	*	*	*
5 to 14 FTE	18	115.5	52.3	84.0	90.0	150.0	162.4
15 to 29 FTE	20	137.6	53.8	103.5	150.0	160.0	200.8
30 to 49 FTE	15	161.9	108.9	84.0	150.0	208.0	316.0
≥ 50 FTE	16	173.5	64.3	150.0	164.0	202.0	248.0

Footnote

*Omitted due to insufficient data.

Table 3.15a

Scheduling Changes Made in Last Year

	Total Groups	Increased scheduling flexibility	Increased flexibility for those at high risk	New or expanded sick time or PTO plans	New or expanded backup or surge staffing planning	Changed skill mix of clinicians in your group ¹	Other
Adults	237	60.8%	27.8%	13.9%	50.2%	23.6%	8.0%
Region							
East	44	75.0%	40.9%	13.6%	75.0%	4.5%	6.8%
South	105	59.0%	31.4%	17.1%	36.2%	35.2%	4.8%
Midwest	50	52.0%	12.0%	2.0%	48.0%	26.0%	16.0%
West	34	61.8%	20.6%	23.5%	58.8%	5.9%	8.8%
Employment Model							
Hospital, health system or IDS	139	56.8%	28.1%	12.2%	58.3%	27.3%	9.4%
Private local/regional HMG	7	*	*	*	*	*	*
Multistate hospitalist management company	47	80.9%	31.9%	0.0%	10.6%	19.1%	2.1%
Private multispecialty or primary care medical group	8	*	*	*	*	*	*
University, med school or faculty practice	32	50.0%	25.0%	34.4%	68.8%	15.6%	6.3%
Academic Status							
Yes	76	52.6%	26.3%	15.8%	69.7%	10.5%	9.2%
No	153	66.7%	28.8%	13.7%	41.8%	28.1%	7.8%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	116	56.0%	25.0%	12.1%	62.9%	13.8%	11.2%
Non-teaching hospital	103	68.9%	34.0%	15.5%	34.0%	33.0%	4.9%
Non-teaching service only at teach. hosp.	13	46.2%	15.4%	23.1%	61.5%	30.8%	7.7%
Group Size (FTE Physicians)							
< 5 FTE	23	47.8%	8.7%	4.3%	47.8%	21.7%	0.0%
5 to 14 FTE	58	72.4%	36.2%	13.8%	27.6%	25.9%	3.4%
15 to 29 FTE	67	64.2%	34.3%	10.4%	49.3%	26.9%	9.0%
30 to 49 FTE	35	40.0%	11.4%	14.3%	62.9%	28.6%	11.4%
≥ 50 FTE	51	60.8%	27.5%	21.6%	68.6%	15.7%	13.7%

Footnotes

*Omitted due to insufficient data.

Respondents were instructed to select all that apply, therefore percentages will not add up to 100%.

¹ E.g., mix of physicians, NPs, PAs, hospitalist nurses, etc.

Table 3.15b

Flexibility for Work to be Completed Off-Site

	Total Groups	No flexibility ¹	Small amount of flexibility ²	Moderate flexibility ³	Large amount of flexibility ⁴
Adults	312	24.0%	43.6%	22.4%	9.9%
Region					
East	59	20.3%	62.7%	13.6%	3.4%
South	137	27.7%	40.1%	27.0%	5.1%
Midwest	63	25.4%	38.1%	15.9%	20.6%
West	48	18.8%	37.5%	27.1%	16.7%
Employment Model					
Hospital, health system or IDS	196	14.3%	47.4%	27.6%	10.7%
Private local/regional HMG	12	25.0%	8.3%	16.7%	50.0%
Multistate hospitalist management company	48	68.8%	27.1%	4.2%	0.0%
Private multispecialty or primary care medical group	10	20.0%	50.0%	30.0%	0.0%
University, med school or faculty practice	42	19.0%	54.8%	19.0%	7.1%
Academic Status					
Yes	92	14.1%	52.2%	22.8%	10.9%
No	210	28.6%	38.1%	23.3%	10.0%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	144	20.1%	46.5%	24.3%	9.0%
Non-teaching hospital	137	30.7%	41.6%	18.2%	9.5%
Non-teaching service only at teach. hosp.	21	9.5%	47.6%	28.6%	14.3%
Group Size (FTE Physicians)					
< 5 FTE	33	30.3%	33.3%	9.1%	27.3%
5 to 14 FTE	80	35.0%	38.8%	18.8%	7.5%
15 to 29 FTE	88	22.7%	40.9%	27.3%	9.1%
30 to 49 FTE	47	14.9%	53.2%	23.4%	8.5%
≥ 50 FTE	59	15.3%	50.8%	27.1%	6.8%

Footnotes¹ 100% of work has to be completed on-site.² 85-99% of work has to be on-site.³ 70-84% of work has to be on-site.⁴ Less than 69% of work has to be on-site.

Table 3.16a

Unfilled Physician Hospitalist Positions in Groups

	Presence of Unfilled Positions			Percent of Positions Unfilled		
	Total Groups	Yes	No	Total Groups	Average	Median
Adults	315	78.1%	21.9%	234	10%	10%
Region						
East	59	81.4%	18.6%	52	9.8%	7.0%
South	138	82.6%	17.4%	101	9.3%	10.0%
Midwest	64	70.3%	29.7%	46	12.1%	10.0%
West	49	71.4%	28.6%	32	10.7%	10.0%
Employment Model						
Hospital, health system or IDS	198	81.3%	18.7%	153	10.2%	10.0%
Private local/regional HMG	12	41.7%	58.3%	5	*	*
Multistate hospitalist management company	47	93.6%	6.4%	43	11.7%	10.0%
Private multispecialty or primary care medical group	10	60.0%	40.0%	6	*	*
University, med school or faculty practice	43	60.5%	39.5%	23	6.5%	5.0%
Academic Status						
Yes	94	75.5%	24.5%	68	10.2%	9.0%
No	210	79.5%	20.5%	161	9.9%	10.0%
Teaching Status						
Combo teaching/non-teaching service at teach. hosp.	147	81.0%	19.0%	114	10.2%	10.0%
Non-teaching hospital	136	76.5%	23.5%	96	10.2%	10.0%
Non-teaching service only at teach. hosp.	22	86.4%	13.6%	18	10.3%	9.0%
Group Size (FTE Physicians)						
< 5 FTE	32	53.1%	46.9%	17	14.4%	10.0%
5 to 14 FTE	82	80.5%	19.5%	63	10.9%	10.0%
15 to 29 FTE	87	81.6%	18.4%	67	11.1%	10.0%
30 to 49 FTE	47	74.5%	25.5%	33	8.2%	7.8%
≥ 50 FTE	61	86.9%	13.1%	52	7.5%	5.0%

Footnote

*Omitted due to insufficient data.

Table 3.16b

Contributing Factors for Unfilled Positions

	Total Groups	Growth	Turnover	FTEs reducing hours ¹	Intentional vacancy ²
Adults	252	70.6%	81.7%	42.9%	14.7%
Region					
East	52	67.3%	82.7%	26.9%	19.2%
South	115	70.4%	88.7%	44.3%	15.7%
Midwest	48	68.8%	68.8%	45.8%	14.6%
West	34	76.5%	76.5%	55.9%	5.9%
Employment Model					
Hospital, health system or IDS	171	66.1%	79.5%	33.9%	16.4%
Private local/regional HMG	5	*	*	*	*
Multistate hospitalist management company	43	90.7%	97.7%	83.7%	0.0%
Private multispecialty or primary care medical group	6	*	*	*	*
University, med school or faculty practice	24	66.7%	79.2%	50.0%	33.3%
Academic Status					
Yes	71	71.8%	84.5%	40.8%	18.3%
No	174	69.5%	79.9%	43.7%	13.8%
Teaching Status					
Combo teaching/non-teaching service at teach. hosp.	120	73.3%	80.8%	41.7%	15.0%
Non-teaching hospital	107	68.2%	85.0%	47.7%	13.1%
Non-teaching service only at teach. hosp.	19	68.4%	78.9%	36.8%	15.8%
Group Size (FTE Physicians)					
< 5 FTE	19	57.9%	84.2%	36.8%	5.3%
5 to 14 FTE	68	67.6%	79.4%	42.6%	11.8%
15 to 29 FTE	72	70.8%	80.6%	34.7%	15.3%
30 to 49 FTE	35	71.4%	80.0%	42.9%	14.3%
≥ 50 FTE	55	78.2%	85.5%	56.4%	20.0%

Footnotes

Respondents were instructed to select all that apply, therefore rows will not add up to 100%.

¹ E.g., from 2,000 hours to 1,000 hours.

² E.g., shifts filled with strategic moonlighting.

*Omitted due to insufficient data.

Table 3.16c

Coverage for Unfilled Positions

	Total Groups	Use of locum tenens physicians	Use of moonlighters/ PRN physicians	Voluntary extra shifts by the HMG's existing hospitalist physicians and/or NPs/PAs	Required extra shifts by the HMG's existing hospitalist physicians and/or NPs/PAs	Some shifts went uncovered or understaffed
Adults	255	65.1%	89.0%	83.9%	7.1%	43.9%
Region						
East	52	44.2%	90.4%	57.7%	9.6%	40.4%
South	115	80.9%	93.0%	92.2%	4.3%	47.8%
Midwest	50	58.0%	90.0%	88.0%	8.0%	46.0%
West	35	57.1%	74.3%	88.6%	8.6%	34.3%
Employment Model						
Hospital, health system or IDS	171	64.9%	89.5%	80.7%	5.8%	55.0%
Private local/regional HMG	5	*	*	*	*	*
Multistate hospitalist management company	44	95.5%	95.5%	97.7%	2.3%	6.8%
Private multispecialty or primary care medical group	6	*	*	*	*	*
University, med school or faculty practice	25	20.0%	84.0%	80.0%	20.0%	32.0%
Academic Status						
Yes	73	35.6%	90.4%	68.5%	17.8%	38.4%
No	175	77.1%	88.0%	89.7%	2.9%	46.9%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	122	50.0%	86.9%	77.0%	12.3%	41.0%
Non-teaching hospital	108	85.2%	92.6%	91.7%	1.9%	44.4%
Non-teaching service only at teach. hosp.	19	63.2%	78.9%	89.5%	5.3%	57.9%
Group Size (FTE Physicians)						
< 5 FTE	20	60.0%	95.0%	100.0%	0.0%	25.0%
5 to 14 FTE	69	78.3%	88.4%	87.0%	4.3%	36.2%
15 to 29 FTE	72	68.1%	87.5%	83.3%	8.3%	48.6%
30 to 49 FTE	35	45.7%	85.7%	80.0%	5.7%	45.7%
≥ 50 FTE	56	60.7%	91.1%	78.6%	10.7%	51.8%

Footnotes

Respondents were instructed to select all that apply, therefore percentages will not add up to 100%.

*Omitted due to insufficient data.

Table 3.17

Predominant Scheduling Patterns

	Total Groups	Seven days on followed by seven days off	Other fixed rotating block schedule ¹	Monday through Friday, with rotating or some other weekend coverage	Variable schedule	Other
Adults	314	60.2%	11.1%	3.5%	24.2%	1.0%
Region						
East	59	59.3%	6.8%	11.9%	18.6%	3.4%
South	138	68.1%	13.8%	1.4%	15.9%	0.7%
Midwest	64	62.5%	10.9%	3.1%	23.4%	0.0%
West	48	37.5%	10.4%	0.0%	52.1%	0.0%
Employment Model						
Hospital, health system or IDS	197	60.9%	12.2%	4.1%	22.3%	0.5%
Private local/regional HMG	12	16.7%	8.3%	8.3%	66.7%	0.0%
Multistate hospitalist management company	48	83.3%	4.2%	2.1%	10.4%	0.0%
Private multispecialty or primary care medical group	10	30.0%	30.0%	0.0%	40.0%	0.0%
University, med school or faculty practice	43	51.2%	11.6%	2.3%	30.2%	4.7%
Academic Status						
Yes	94	58.5%	8.5%	5.3%	25.5%	2.1%
No	210	60.0%	12.9%	2.4%	24.3%	0.5%
Teaching Status						
Combo teaching/non-teaching service at teach. hosp.	146	59.6%	9.6%	4.8%	24.0%	2.1%
Non-teaching hospital	137	62.0%	13.9%	1.5%	22.6%	0.0%
Non-teaching service only at teach. hosp.	21	61.9%	9.5%	9.5%	19.0%	0.0%
Group Size (FTE Physicians)						
< 5 FTE	33	66.7%	9.1%	6.1%	18.2%	0.0%
5 to 14 FTE	81	60.5%	17.3%	1.2%	21.0%	0.0%
15 to 29 FTE	88	52.3%	13.6%	4.5%	27.3%	2.3%
30 to 49 FTE	47	66.0%	4.3%	2.1%	25.5%	2.1%
≥ 50 FTE	60	61.7%	6.7%	5.0%	26.7%	0.0%

Footnote

¹ E.g., 9 days on/5 days off, 5 days on/5 days off, or similar.

Figure 3.17

Predominant Scheduling Patterns, By Year

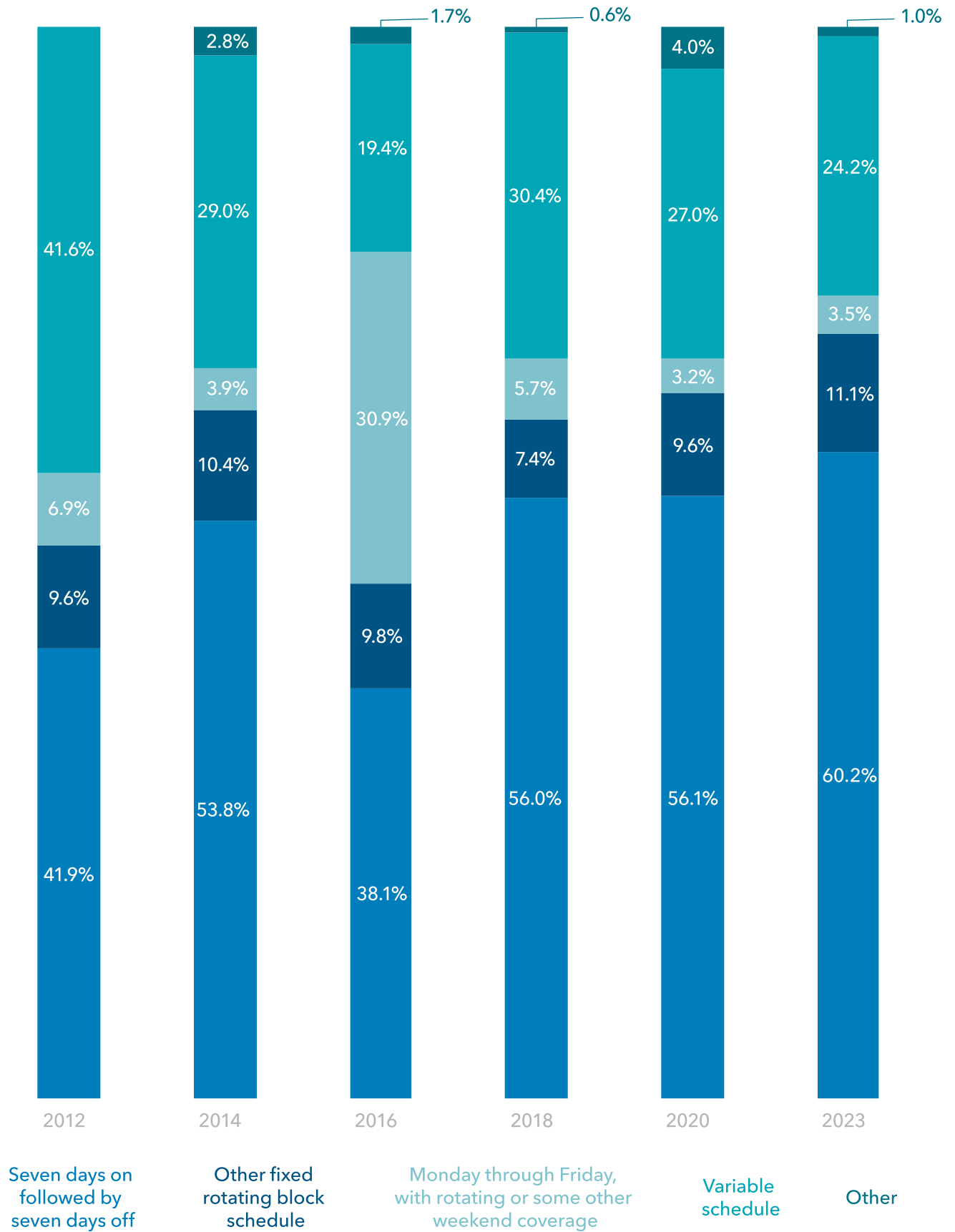


Table 3.18a

Predominant Night Coverage Model

	Total Groups	Scheduled on-site presence of hospitalist physician with or without NP/PA coverage	On-call coverage via telephone by off-site physician	Coverage by telemedicine physician	Combination of on-site and off-site coverage by hospitalist physician or another model	Coverage by NPs/PAs without physician backup	No hospitalist physician responsibility for coverage
Adults	314	84.1%	1.6%	3.5%	7.3%	2.9%	0.6%
Region							
East	59	89.8%	0.0%	0.0%	8.5%	1.7%	0.0%
South	138	87.0%	0.0%	1.4%	8.7%	2.2%	0.7%
Midwest	64	70.3%	4.7%	14.1%	4.7%	4.7%	1.6%
West	48	85.4%	4.2%	0.0%	6.3%	4.2%	0.0%
Employment Model							
Hospital, health system or IDS	197	84.8%	1.0%	4.1%	7.6%	2.0%	0.5%
Private local/regional HMG	12	66.7%	8.3%	0.0%	8.3%	8.3%	8.3%
Multistate hospitalist management company	48	83.3%	0.0%	6.3%	6.3%	4.2%	0.0%
Private multispecialty or primary care medical group	10	80.0%	0.0%	0.0%	20.0%	0.0%	0.0%
University, med school or faculty practice	43	88.4%	2.3%	0.0%	4.7%	4.7%	0.0%
Academic Status							
Yes	94	91.5%	1.1%	1.1%	4.3%	2.1%	0.0%
No	210	81.4%	1.9%	3.8%	8.6%	3.3%	1.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	146	89.0%	2.1%	0.7%	6.2%	2.1%	0.0%
Non-teaching hospital	137	80.3%	0.7%	7.3%	9.5%	2.2%	0.0%
Non-teaching service only at teach. hosp.	21	85.7%	0.0%	0.0%	0.0%	4.8%	9.5%
Group Size (FTE Physicians)							
< 5 FTE	33	21.2%	6.1%	27.3%	24.2%	15.2%	6.1%
5 to 14 FTE	81	84.0%	2.5%	2.5%	7.4%	3.7%	0.0%
15 to 29 FTE	88	96.6%	1.1%	0.0%	2.3%	0.0%	0.0%
30 to 49 FTE	47	93.6%	0.0%	0.0%	6.4%	0.0%	0.0%
≥ 50 FTE	60	93.3%	0.0%	0.0%	6.7%	0.0%	0.0%

Table 3.18b

Presence of On-Site Night Coverage Models Using On-Call Hospitalists or Telehospitalists

	Total Groups	Residents typically provided on-site coverage	NPs/PAs or other non-physician providers typically provided on-site coverage	Physicians from other departments (such as ED or ICU) typically provided on-site coverage	The HMG did not typically provide on-site coverage
Adults	142	13.4%	27.5%	16.9%	42.3%
Region					
East	17	29.4%	47.1%	11.8%	11.8%
South	72	8.3%	16.7%	8.3%	66.7%
Midwest	37	10.8%	37.8%	35.1%	16.2%
West	14	28.6%	28.6%	21.4%	21.4%
Employment Model					
Hospital, health system or IDS	71	9.9%	28.2%	22.5%	39.4%
Private local/regional HMG	5	*	*	*	*
Multistate hospitalist management company	44	9.1%	27.3%	2.3%	61.4%
Private multispecialty or primary care medical group	5	*	*	*	*
University, med school or faculty practice	16	43.8%	18.8%	18.8%	18.8%
Academic Status					
Yes	35	34.3%	34.3%	14.3%	17.1%
No	100	7.0%	22.0%	18.0%	53.0%
Teaching Status					
Combo teaching/non-teaching service at teach. hosp.	55	20.0%	36.4%	16.4%	27.3%
Non-teaching hospital	74	5.4%	23.0%	16.2%	55.4%
Non-teaching service only at teach. hosp.	10	20.0%	20.0%	20.0%	40.0%
Group Size (FTE Physicians)					
< 5 FTE	24	4.2%	33.3%	41.7%	20.8%
5 to 14 FTE	41	7.3%	22.0%	12.2%	58.5%
15 to 29 FTE	31	19.4%	29.0%	3.2%	48.4%
30 to 49 FTE	19	26.3%	21.1%	5.3%	47.4%
≥ 50 FTE	25	16.0%	32.0%	24.0%	28.0%

Footnotes

*Omitted due to insufficient data.

This table reports on what resources (if any) groups used for on-site coverage when they provided at least some of their night coverage using telemedicine or on-call services.

Table 3.18c

Nocturnist Presence and Differentials

	Presence of Nocturnists			Differentials				
	Total Groups	Yes	No	Total Groups	Work fewer shifts	Receive higher compensation	Both	None
Adults	314	83.8%	16.2%	277	23.8%	43.7%	30.3%	2.2%
Region								
East	59	93.2%	6.8%	55	14.5%	54.5%	29.1%	1.8%
South	138	84.1%	15.9%	121	24.8%	52.9%	22.3%	0.0%
Midwest	64	76.6%	23.4%	56	21.4%	32.1%	42.9%	3.6%
West	48	81.3%	18.8%	41	36.6%	22.0%	34.1%	7.3%
Employment Model								
Hospital, health system or IDS	197	84.8%	15.2%	178	27.5%	37.6%	32.6%	2.2%
Private local/regional HMG	12	66.7%	33.3%	8	*	*	*	*
Multistate hospitalist management company	48	85.4%	14.6%	43	0.0%	93.0%	7.0%	0.0%
Private multispecialty or primary care medical group	10	80.0%	20.0%	8	*	*	*	*
University, med school or faculty practice	43	86.0%	14.0%	38	34.2%	21.1%	44.7%	0.0%
Academic Status								
Yes	94	89.4%	10.6%	87	25.3%	28.7%	44.8%	1.1%
No	210	81.0%	19.0%	180	23.3%	50.0%	23.9%	2.8%
Teaching Status								
Combo teaching/non-teaching service at teach. hosp.	146	89.0%	11.0%	135	24.4%	34.1%	39.3%	2.2%
Non-teaching hospital	137	77.4%	22.6%	115	23.5%	52.2%	23.5%	0.9%
Non-teaching service only at teach. hosp.	21	90.5%	9.5%	19	21.1%	57.9%	15.8%	5.3%
Group Size (FTE Physicians)								
< 5 FTE	33	21.2%	78.8%	15	20.0%	33.3%	46.7%	0.0%
5 to 14 FTE	81	80.2%	19.8%	70	18.6%	54.3%	21.4%	5.7%
15 to 29 FTE	88	95.5%	4.5%	85	21.2%	48.2%	30.6%	0.0%
30 to 49 FTE	47	93.6%	6.4%	44	31.8%	34.1%	31.8%	2.3%
≥ 50 FTE	60	98.3%	1.7%	59	30.5%	33.9%	35.6%	0.0%

Figure 3.18c

Nocturnist Presence By Year

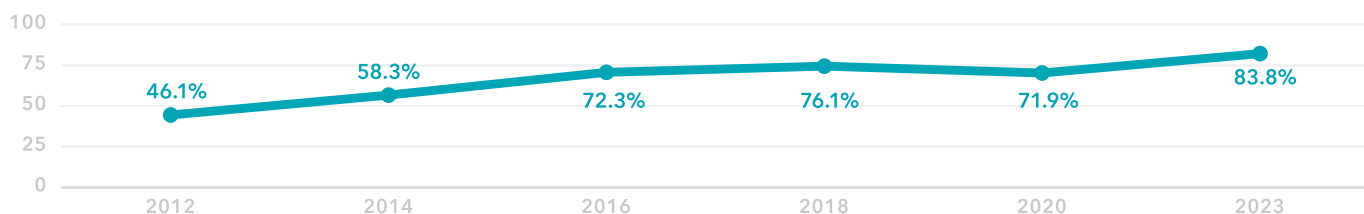


Table 3.18d

Percent Fewer Shifts in Nocturnist Schedule with a Differential

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	148	20.7%	10.7%	10.0%	20.0%	28.0%	33.5%
Region							
East	25	18.0%	10.0%	10.0%	15.6%	24.0%	33.0%
South	53	19.1%	9.8%	10.0%	16.0%	27.0%	33.0%
Midwest	38	24.2%	10.4%	15.3%	28.0%	33.4%	34.0%
West	29	21.7%	12.7%	16.0%	20.0%	24.0%	35.0%
Employment Model							
Hospital, health system or IDS	103	20.0%	10.4%	10.0%	20.0%	28.0%	33.5%
Private local/regional HMG	4	*	*	*	*	*	*
Multistate hospitalist management company	6	*	*	*	*	*	*
Private multispecialty or primary care medical group	4	*	*	*	*	*	*
University, med school or faculty practice	29	24.8%	8.9%	18.0%	25.0%	30.0%	35.0%
Academic Status							
Yes	60	23.5%	10.5%	16.0%	20.0%	30.3%	33.7%
No	81	18.8%	9.9%	10.0%	20.0%	27.0%	33.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	85	22.4%	10.4%	15.0%	20.0%	30.0%	34.4%
Non-teaching hospital	53	17.8%	10.9%	10.0%	16.0%	28.0%	33.0%
Non-teaching service only at teach. hosp.	7	16.3%	7.3%	10.0%	20.0%	20.0%	22.8%
Group Size (FTE Physicians)							
< 5 FTE	12	21.8%	11.0%	10.0%	27.5%	29.4%	33.5%
5 to 14 FTE	27	20.4%	10.8%	10.0%	20.0%	28.0%	33.2%
15 to 29 FTE	43	18.3%	10.4%	10.0%	16.0%	24.0%	33.4%
30 to 49 FTE	27	22.3%	9.3%	16.0%	22.0%	30.0%	33.2%
≥ 50 FTE	39	22.1%	11.8%	15.0%	20.0%	28.0%	35.0%

Footnote

*Omitted due to insufficient data.

Table 3.18e

Percent Higher Compensation in Nocturnist with a Pay Differential

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	216	16.5%	8.6%	10.0%	15.0%	20.0%	25.0%
Region							
East	46	15.9%	5.4%	12.8%	15.0%	19.9%	20.7%
South	100	18.1%	9.3%	10.0%	20.0%	23.5%	25.5%
Midwest	45	14.1%	10.1%	4.0%	15.0%	20.0%	28.0%
West	23	15.9%	6.4%	13.0%	15.0%	20.5%	22.6%
Employment Model							
Hospital, health system or IDS	139	14.8%	8.9%	10.0%	15.0%	20.0%	25.0%
Private local/regional HMG	6	*	*	*	*	*	*
Multistate hospitalist management company	43	20.1%	5.9%	20.0%	20.0%	20.0%	25.0%
Private multispecialty or primary care medical group	5	*	*	*	*	*	*
University, med school or faculty practice	22	18.2%	8.8%	10.5%	15.0%	26.8%	30.0%
Academic Status							
Yes	61	15.3%	7.9%	10.0%	15.0%	20.0%	28.0%
No	146	16.7%	8.7%	10.0%	15.0%	20.0%	25.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	98	15.4%	9.2%	10.0%	15.0%	20.0%	28.0%
Non-teaching hospital	97	17.2%	7.9%	10.0%	20.0%	20.0%	25.0%
Non-teaching service only at teach. hosp.	15	19.1%	7.3%	15.0%	20.0%	20.5%	28.0%
Group Size (FTE Physicians)							
< 5 FTE	12	10.5%	8.2%	4.0%	5.5%	20.0%	20.0%
5 to 14 FTE	58	17.6%	7.2%	15.0%	20.0%	20.0%	25.9%
15 to 29 FTE	72	16.8%	8.2%	10.0%	17.0%	20.1%	25.0%
30 to 49 FTE	32	15.2%	11.4%	10.0%	14.5%	20.0%	21.0%
≥ 50 FTE	41	17.2%	8.4%	13.0%	15.0%	20.0%	30.0%

Footnote

*Omitted due to insufficient data.

Table 3.19

Presence of a Daytime Admitter Model

	Total Groups	Yes	No	A mixture of models is used
Adults	313	36.1%	38.0%	25.9%
Region				
East	59	45.8%	15.3%	39.0%
South	138	32.6%	43.5%	23.9%
Midwest	64	34.4%	48.4%	17.2%
West	47	31.9%	40.4%	27.7%
Employment Model				
Hospital, health system or IDS	197	34.0%	36.5%	29.4%
Private local/regional HMG	12	25.0%	66.7%	8.3%
Multistate hospitalist management company	48	35.4%	45.8%	18.8%
Private multispecialty or primary care medical group	10	20.0%	40.0%	40.0%
University, med school or faculty practice	42	54.8%	26.2%	19.0%
Academic Status				
Yes	93	48.4%	23.7%	28.0%
No	210	31.4%	43.8%	24.8%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	145	46.2%	21.4%	32.4%
Non-teaching hospital	137	27.7%	49.6%	22.6%
Non-teaching service only at teach. hosp.	21	28.6%	61.9%	9.5%
Group Size (FTE Physicians)				
< 5 FTE	33	9.1%	84.8%	6.1%
5 to 14 FTE	81	23.5%	51.9%	24.7%
15 to 29 FTE	88	39.8%	35.2%	25.0%
30 to 49 FTE	47	40.4%	27.7%	31.9%
≥ 50 FTE	59	57.6%	6.8%	35.6%

Table 3.20

Utilization of Unit-Based Assignments

	Total Groups	Yes	No
Adults	312	42.0%	58.0%
Region			
East	59	67.8%	32.2%
South	138	34.1%	65.9%
Midwest	63	49.2%	50.8%
West	47	23.4%	76.6%
Employment Model			
Hospital, health system or IDS	196	48.5%	51.5%
Private local/regional HMG	12	16.7%	83.3%
Multistate hospitalist management company	48	29.2%	70.8%
Private multispecialty or primary care medical group	10	30.0%	70.0%
University, med school or faculty practice	42	35.7%	64.3%
Academic Status			
Yes	93	55.9%	44.1%
No	209	34.9%	65.1%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	145	53.1%	46.9%
Non-teaching hospital	137	34.3%	65.7%
Non-teaching service only at teach. hosp.	21	28.6%	71.4%
Group Size (FTE Physicians)			
< 5 FTE	33	21.2%	78.8%
5 to 14 FTE	81	22.2%	77.8%
15 to 29 FTE	88	39.8%	60.2%
30 to 49 FTE	47	57.4%	42.6%
≥ 50 FTE	59	69.5%	30.5%

Footnote

The survey question for this table asked whether the group used unit-based assignments (geographic rounding) for some or all of its hospitalists, but excluded observation units as these are commonly staffed by hospitalists.

Table 3.21a

Components of Hospitalist Compensation

	Total Groups	Average			Median		
		Base	Production	Performance	Base	Production	Performance
Adults	292	82.3%	10.9%	6.7%	87.0%	7.5%	6.0%
Region							
East	58	88.1%	5.6%	6.3%	90.0%	6.5%	6.5%
South	133	81.9%	10.4%	7.7%	85.0%	10.0%	7.0%
Midwest	54	77.9%	16.2%	5.9%	90.0%	4.0%	6.0%
West	43	83.1%	11.9%	5.0%	92.0%	5.0%	5.0%
Employment Model							
Hospital, health system or IDS	185	81.5%	11.1%	7.3%	87.0%	7.5%	6.5%
Private local/regional HMG	9	*	*	*	*	*	*
Multistate hospitalist management company	48	85.4%	8.8%	5.8%	87.0%	10.0%	5.0%
Private multispecialty or primary care medical group	8	*	*	*	*	*	*
University, med school or faculty practice	39	91.8%	3.6%	4.6%	95.0%	0.0%	4.5%
Academic Status							
Yes	88	88.8%	5.0%	6.2%	90.0%	4.2%	6.0%
No	196	80.0%	12.9%	7.0%	85.5%	10.0%	6.5%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	135	83.9%	9.7%	6.4%	90.0%	6.5%	6.0%
Non-teaching hospital	132	82.8%	10.4%	6.8%	85.0%	10.0%	5.5%
Non-teaching service only at teach. hosp.	18	73.9%	17.3%	8.8%	85.5%	10.0%	10.0%
Group Size (FTE Physicians)							
< 5 FTE	33	85.8%	7.7%	6.5%	90.0%	3.0%	5.0%
5 to 14 FTE	76	81.3%	12.4%	6.4%	86.5%	10.0%	6.0%
15 to 29 FTE	85	84.2%	8.8%	7.0%	87.0%	10.0%	6.0%
30 to 49 FTE	43	82.3%	11.8%	6.0%	90.0%	6.9%	5.0%
≥ 50 FTE	53	79.2%	13.2%	7.6%	87.0%	6.5%	8.0%

Footnotes

*Omitted due to insufficient data.

Averages were normalized to make them a portion of 100%. Medians may not add up to 100%.

Figure 3.21a

Average Components of Hospitalist Compensation

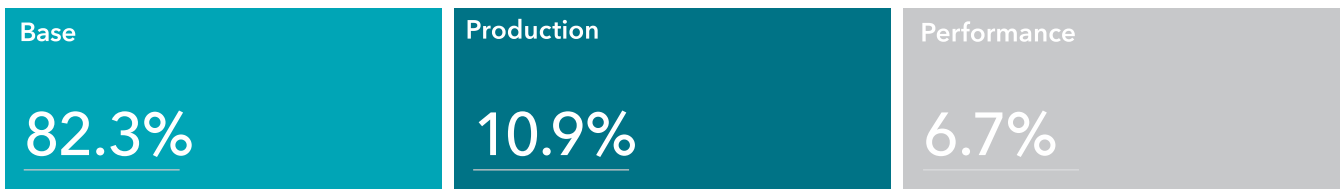


Table 3.21b

Use of Compensation Differentials for Years of Service

	Total Groups	Yes	No
Adults	312	47.4%	52.6%
Region			
East	59	76.3%	23.7%
South	138	34.1%	65.9%
Midwest	63	46.0%	54.0%
West	47	48.9%	51.1%
Employment Model			
Hospital, health system or IDS	196	52.6%	47.4%
Private local/regional HMG	12	16.7%	83.3%
Multistate hospitalist management company	48	25.0%	75.0%
Private multispecialty or primary care medical group	9	*	*
University, med school or faculty practice	43	62.8%	37.2%
Academic Status			
Yes	94	66.0%	34.0%
No	210	40.5%	59.5%
Teaching Status			
Combo teaching/non-teaching service at teach. hosp.	145	59.3%	40.7%
Non-teaching hospital	136	35.3%	64.7%
Non-teaching service only at teach. hosp.	21	38.1%	61.9%
Group Size (FTE Physicians)			
< 5 FTE	33	24.2%	75.8%
5 to 14 FTE	81	37.0%	63.0%
15 to 29 FTE	86	48.8%	51.2%
30 to 49 FTE	47	61.7%	38.3%
≥ 50 FTE	60	56.7%	43.3%

Footnote

*Omitted due to insufficient data.

This table shows whether groups had a differential in the compensation plan based on experience or years of service.

Table 3.21c

Use of Performance Incentive Measures in Compensation Plan

	Total Groups	Payer Quality/ Safety KPIs ¹	Institutional Quality/ Safety KPIs ²	Institutional Operational KPIs ³	Service to Practice/Hospital Engagement ⁴	None
Adults	287	49.8%	47.7%	51.9%	55.4%	18.8%
Region						
East	45	31.1%	46.7%	46.7%	44.4%	33.3%
South	130	61.5%	52.3%	70.8%	65.4%	7.7%
Midwest	63	55.6%	52.4%	36.5%	52.4%	20.6%
West	44	27.3%	29.5%	22.7%	43.2%	36.4%
Employment Model						
Hospital, health system or IDS	178	62.4%	52.8%	58.4%	65.2%	15.7%
Private local/regional HMG	12	25.0%	25.0%	33.3%	25.0%	58.3%
Multistate hospitalist management company	46	34.8%	41.3%	45.7%	41.3%	8.7%
Private multispecialty or primary care medical group	7	*	*	*	*	*
University, med school or faculty practice	40	25.0%	40.0%	40.0%	37.5%	32.5%
Academic Status						
Yes	83	37.3%	43.4%	41.0%	43.4%	26.5%
No	198	55.6%	49.5%	56.1%	61.6%	16.2%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	132	43.9%	48.5%	44.7%	47.7%	21.2%
Non-teaching hospital	126	61.1%	50.0%	59.5%	65.9%	11.9%
Non-teaching service only at teach. hosp.	20	35.0%	35.0%	55.0%	45.0%	30.0%
Group Size (FTE Physicians)						
< 5 FTE	32	53.1%	43.8%	37.5%	53.1%	25.0%
5 to 14 FTE	73	50.7%	50.7%	46.6%	60.3%	17.8%
15 to 29 FTE	77	45.5%	46.8%	55.8%	51.9%	18.2%
30 to 49 FTE	45	44.4%	40.0%	53.3%	51.1%	28.9%
≥ 50 FTE	56	58.9%	55.4%	62.5%	60.7%	8.9%

Footnotes

Respondents were instructed to select all that apply, therefore percentages will not add up to 100%.

¹ E.g., length of stay, readmission rates, mortality rates.

² E.g., locally developed priorities, medication reconciliation, VTE prophylaxis.

³ E.g., use of EHR/CPOE, timely documentation, early morning discharge, throughput measures.

⁴ E.g., committee participation, lectures, talks, research, publications.

*Omitted due to insufficient data.

Table 3.22a

Value of Annual Employee Benefits, per FTE

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	181	\$43,422	\$19,170	\$30,000	\$40,000	\$55,000	\$63,875
Region							
East	29	\$47,909	\$24,341	\$30,000	\$47,250	\$62,500	\$75,469
South	92	\$39,911	\$15,908	\$30,000	\$31,300	\$51,820	\$55,000
Midwest	24	\$41,487	\$17,622	\$30,000	\$40,650	\$52,000	\$641,000
West	33	\$51,136	\$21,808	\$35,000	\$47,333	\$62,000	\$82,510
Employment Model							
Hospital, health system or IDS	99	\$47,035	\$19,808	\$31,300	\$45,000	\$58,821	\$65,200
Private local/regional HMG	6	*	*	*	*	*	*
Multistate hospitalist management company	41	\$28,988	\$6,586	\$30,000	\$30,000	\$30,000	\$30,000
Private multispecialty or primary care medical group	6	*	*	*	*	*	*
University, med school or faculty practice	29	\$51,485	\$18,769	\$45,045	\$50,000	\$60,000	\$71,000
Academic Status							
Yes	45	\$46,912	\$19,840	\$35,000	\$47,250	\$60,000	\$69,200
No	132	\$42,752	\$18,915	\$30,000	\$37,615	\$55,000	\$62,539
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	79	\$47,429	\$19,961	\$34,500	\$46,000	\$60,000	\$68,400
Non-teaching hospital	84	\$38,943	\$16,555	\$30,000	\$31,300	\$50,000	\$55,000
Non-teaching service only at teach. hosp.	13	\$45,289	\$20,417	\$30,000	\$50,000	\$60,000	\$64,800
Group Size (FTE Physicians)							
< 5 FTE	16	\$44,269	\$12,245	\$30,000	\$50,000	\$55,000	\$56,000
5 to 14 FTE	50	\$37,389	\$15,506	\$30,000	\$30,000	\$45,761	\$60,387
15 to 29 FTE	51	\$41,178	\$20,878	\$30,000	\$31,300	\$50,380	\$62,500
30 to 49 FTE	27	\$55,477	\$19,159	\$47,707	\$57,000	\$61,111	\$74,000
≥ 50 FTE	35	\$46,151	\$20,436	\$32,716	\$42,000	\$54,196	\$62,817

Footnote

*Omitted due to insufficient data.

Benefits included in this valuation are federal and state payroll taxes, employer contributions for health, life, disability and other insurances, employer retirement plan contributions, etc. It does not include malpractice insurance, CME or travel allocations or other expense reimbursements.

Table 3.22b

Additional Employee Benefits

	Total Groups	Paid maternity leave (including as required by state or local laws, not FMLA)	Paid paternity leave (including as required by state or local laws, not FMLA)	Paid sick time (routine, not medical leave of absence)	Paid holidays off	Student loan repayment
Adults	308	60.4%	53.9%	33.4%	16.9%	18.2%
Region						
East	59	72.9%	62.7%	69.5%	50.8%	18.6%
South	136	57.4%	52.2%	19.1%	8.1%	16.2%
Midwest	63	58.7%	54.0%	14.3%	6.3%	23.8%
West	46	54.3%	45.7%	54.3%	13.0%	17.4%
Employment Model						
Hospital, health system or IDS	195	72.3%	65.1%	34.9%	17.4%	23.1%
Private local/regional HMG	12	16.7%	16.7%	33.3%	0.0%	25.0%
Multistate hospitalist management company	47	2.1%	0.0%	0.0%	0.0%	0.0%
Private multispecialty or primary care medical group	8	*	*	*	*	*
University, med school or faculty practice	43	83.7%	76.7%	62.8%	37.2%	14.0%
Academic Status						
Yes	94	77.7%	67.0%	51.1%	34.0%	20.2%
No	207	54.1%	49.3%	26.1%	9.7%	17.9%
Teaching Status						
Combo teaching/non-teaching service at teach. hosp.	144	70.8%	61.8%	45.8%	28.5%	18.8%
Non-teaching hospital	134	53.7%	50.7%	19.4%	5.2%	16.4%
Non-teaching service only at teach. hosp.	20	35.0%	20.0%	45.0%	0.0%	15.0%
Group Size (FTE Physicians)						
< 5 FTE	32	59.4%	56.3%	25.0%	6.3%	18.8%
5 to 14 FTE	80	48.8%	47.5%	21.3%	13.8%	13.8%
15 to 29 FTE	85	52.9%	44.7%	28.2%	15.3%	20.0%
30 to 49 FTE	47	74.5%	63.8%	53.2%	23.4%	14.9%
≥ 50 FTE	59	72.9%	62.7%	44.1%	22.0%	22.0%

See page 83 for footnotes.

Table 3.22b

Additional Employee Benefits (continued)

	Tuition reimbursement	Relocation or housing costs	Signing bonus	Life insurance
Adults	23.1%	72.7%	75.0%	83.4%
Region				
East	27.1%	50.8%	67.8%	86.4%
South	26.5%	83.8%	80.1%	83.1%
Midwest	19.0%	73.0%	81.0%	90.5%
West	13.0%	67.4%	63.0%	71.7%
Employment Model				
Hospital, health system or IDS	25.6%	73.8%	79.0%	84.1%
Private local/regional HMG	0.0%	25.0%	58.3%	58.3%
Multistate hospitalist management company	0.0%	85.1%	95.7%	93.6%
Private multispecialty or primary care medical group	*	*	*	*
University, med school or faculty practice	46.5%	74.4%	46.5%	86.0%
Academic Status				
Yes	31.9%	72.3%	54.3%	83.0%
No	19.8%	73.4%	84.5%	83.6%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	25.0%	69.4%	66.0%	84.7%
Non-teaching hospital	20.1%	79.1%	85.8%	84.3%
Non-teaching service only at teach. hosp.	10.0%	50.0%	70.0%	80.0%
Group Size (FTE Physicians)				
< 5 FTE	12.5%	75.0%	71.9%	84.4%
5 to 14 FTE	20.0%	77.5%	76.3%	83.8%
15 to 29 FTE	21.2%	70.6%	78.8%	81.2%
30 to 49 FTE	25.5%	74.5%	63.8%	80.9%
≥ 50 FTE	32.2%	69.5%	78.0%	86.4%

See page 83 for footnotes.

Table 3.22b

Additional Employee Benefits (continued)

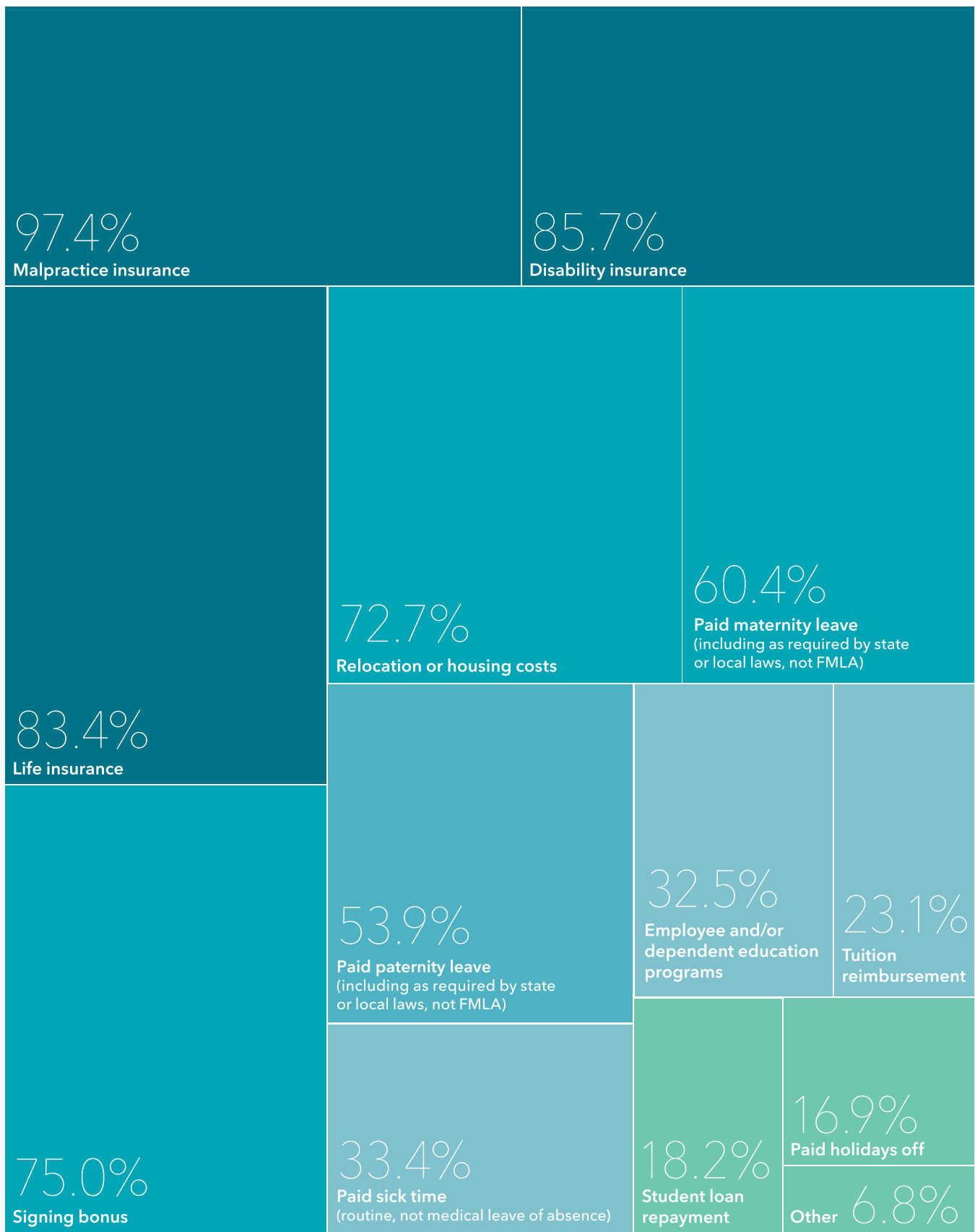
	Malpractice insurance	Disability insurance	Employee and/or dependent education programs	Other
Adults	97.4%	85.7%	32.5%	6.8%
Region				
East	98.3%	88.1%	47.5%	10.2%
South	97.1%	83.8%	30.1%	1.5%
Midwest	100.0%	92.1%	33.3%	11.1%
West	93.5%	82.6%	17.4%	13.0%
Employment Model				
Hospital, health system or IDS	99.0%	86.2%	33.8%	6.7%
Private local/regional HMG	91.7%	83.3%	16.7%	33.3%
Multistate hospitalist management company	100.0%	95.7%	2.1%	0.0%
Private multispecialty or primary care medical group	*	*	*	*
University, med school or faculty practice	97.7%	81.4%	67.4%	7.0%
Academic Status				
Yes	96.8%	84.0%	60.6%	13.8%
No	97.6%	86.0%	20.8%	3.9%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	97.9%	86.1%	44.4%	10.4%
Non-teaching hospital	97.8%	86.6%	23.1%	2.2%
Non-teaching service only at teach. hosp.	100.0%	85.0%	5.0%	15.0%
Group Size (FTE Physicians)				
< 5 FTE	100.0%	84.4%	31.3%	9.4%
5 to 14 FTE	97.5%	86.3%	23.8%	2.5%
15 to 29 FTE	96.5%	83.5%	34.1%	9.4%
30 to 49 FTE	97.9%	87.2%	34.0%	8.5%
≥ 50 FTE	96.6%	88.1%	37.3%	6.8%

Footnotes

Respondents were instructed to select all that apply, therefore percentages will not add up to 100%.

*Omitted due to insufficient data

Figure 3.22b
Additional Employee Benefits



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Table 3.22c

Annual CME Allotment per FTE Hospitalist

	Total Groups	\$0-499	\$500-999	\$1,000-1,499	\$1,500-1,999	\$2,000-2,499	\$2,500-2,999
Adults	309	15.2%	1.3%	1.0%	2.6%	4.2%	11.0%
Region							
East	59	3.4%	0.0%	1.7%	6.8%	1.7%	35.6%
South	137	24.1%	1.5%	0.7%	0.0%	3.6%	4.4%
Midwest	61	6.6%	3.3%	1.6%	0.0%	6.6%	4.9%
West	47	17.0%	0.0%	0.0%	8.5%	4.3%	6.4%
Employment Model							
Hospital, health system or IDS	195	0.0%	0.0%	0.5%	1.0%	2.1%	12.3%
Private local/regional HMG	11	18.2%	9.1%	0.0%	9.1%	9.1%	9.1%
Multistate hospitalist management company	47	83.0%	4.3%	2.1%	0.0%	4.3%	0.0%
Private multispecialty or primary care medical group	9	*	*	*	*	*	*
University, med school or faculty practice	43	7.0%	2.3%	0.0%	11.6%	9.3%	16.3%
Academic Status							
Yes	94	4.3%	1.1%	2.1%	6.4%	6.4%	20.2%
No	208	18.3%	1.4%	0.5%	1.0%	3.4%	7.2%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	145	7.6%	1.4%	0.7%	3.4%	6.9%	16.6%
Non-teaching hospital	134	24.6%	1.5%	0.7%	1.5%	1.5%	5.2%
Non-teaching service only at teach. hosp.	20	10.0%	0.0%	0.0%	5.0%	5.0%	10.0%
Group Size (FTE Physicians)							
< 5 FTE	33	18.2%	3.0%	3.0%	0.0%	3.0%	6.1%
5 to 14 FTE	81	27.2%	2.5%	1.2%	2.5%	1.2%	7.4%
15 to 29 FTE	85	20.0%	1.2%	1.2%	2.4%	3.5%	9.4%
30 to 49 FTE	46	2.2%	0.0%	0.0%	6.5%	4.3%	10.9%
≥ 50 FTE	59	1.7%	0.0%	0.0%	1.7%	8.5%	18.6%

See page 86 for footnote.

Table 3.22c

Annual CME Allotment per FTE Hospitalist (continued)

	\$3,000-3,499	\$3,500-3,999	\$4,000-4,499	\$4,500-4,999	\$5,000-5,499	\$5,500-5,999	\$6,000 or more
Adults	15.2%	9.4%	14.9%	6.1%	11.0%	3.6%	4.5%
Region							
East	11.9%	5.1%	20.3%	1.7%	6.8%	0.0%	5.1%
South	15.3%	12.4%	8.8%	10.9%	6.6%	6.6%	5.1%
Midwest	9.8%	4.9%	27.9%	1.6%	24.6%	3.3%	4.9%
West	25.5%	10.6%	10.6%	2.1%	12.8%	0.0%	2.1%
Employment Model							
Hospital, health system or IDS	15.4%	11.3%	22.6%	9.2%	14.4%	5.1%	6.2%
Private local/regional HMG	27.3%	0.0%	0.0%	0.0%	18.2%	0.0%	0.0%
Multistate hospitalist management company	4.3%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Private multispecialty or primary care medical group	*	*	*	*	*	*	*
University, med school or faculty practice	23.3%	11.6%	2.3%	2.3%	7.0%	2.3%	4.7%
Academic Status							
Yes	16.0%	11.7%	11.7%	1.1%	13.8%	1.1%	4.3%
No	14.9%	8.7%	16.8%	8.7%	9.6%	4.8%	4.8%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	14.5%	11.7%	14.5%	1.4%	16.6%	0.7%	4.1%
Non-teaching hospital	14.2%	9.0%	15.7%	10.4%	6.7%	6.7%	2.2%
Non-teaching service only at teach. hosp.	25.0%	0.0%	15.0%	15.0%	5.0%	5.0%	5.0%
Group Size (FTE Physicians)							
< 5 FTE	15.2%	9.1%	18.2%	9.1%	12.1%	0.0%	3.0%
5 to 14 FTE	9.9%	8.6%	17.3%	7.4%	7.4%	4.9%	2.5%
15 to 29 FTE	11.8%	11.8%	12.9%	4.7%	12.9%	5.9%	2.4%
30 to 49 FTE	19.6%	8.7%	15.2%	6.5%	15.2%	2.2%	8.7%
≥ 50 FTE	23.7%	8.5%	13.6%	3.4%	10.2%	1.7%	8.5%

Footnote

*Omitted due to insufficient data.

Table 3.23a

Reporting of Measures in Medicare Merit-based Incentive Payment System (MIPS)

	Total Groups	Report on measures through a registry vendor	Report on measures through a Qualified Clinical Data Registry	Participate via the facility-based measurement option	My HMG is in a Medicare Advanced alternative payment model and exempt from the MIPS	I do not know	Other
Adults	283	16.6%	6.7%	11.3%	2.1%	59.7%	3.5%
Region							
East	56	3.6%	1.8%	12.5%	0.0%	76.8%	5.4%
South	118	27.1%	5.1%	11.0%	2.5%	50.8%	3.4%
Midwest	62	9.7%	12.9%	6.5%	4.8%	64.5%	1.6%
West	43	16.3%	9.3%	16.3%	0.0%	55.8%	2.3%
Employment Model							
Hospital, health system or IDS	176	2.3%	5.1%	13.6%	2.3%	74.4%	2.3%
Private local/regional HMG	11	36.4%	18.2%	9.1%	9.1%	18.2%	9.1%
Multistate hospitalist management company	47	80.9%	8.5%	0.0%	0.0%	10.6%	0.0%
Private multispecialty or primary care medical group	8	*	*	*	*	*	*
University, med school or faculty practice	38	2.6%	2.6%	15.8%	0.0%	68.4%	10.5%
Academic Status							
Yes	85	2.4%	3.5%	11.8%	0.0%	76.5%	5.9%
No	193	21.2%	7.8%	11.4%	3.1%	53.9%	2.6%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	132	9.1%	6.8%	13.6%	0.8%	64.4%	5.3%
Non-teaching hospital	122	27.9%	5.7%	9.0%	3.3%	51.6%	2.5%
Non-teaching service only at teach. hosp.	21	4.8%	14.3%	14.3%	4.8%	61.9%	0.0%
Group Size (FTE Physicians)							
< 5 FTE	27	14.8%	14.8%	3.7%	3.7%	59.3%	3.7%
5 to 14 FTE	72	26.4%	5.6%	12.5%	0.0%	51.4%	4.2%
15 to 29 FTE	78	25.6%	3.8%	7.7%	3.8%	55.1%	3.8%
30 to 49 FTE	44	9.1%	6.8%	13.6%	4.5%	65.9%	0.0%
≥ 50 FTE	58	0.0%	6.9%	17.2%	0.0%	70.7%	5.2%

Footnote

*Omitted due to insufficient data.

Table 3.23b

Participation in Medicare Advanced Alternative Payment Models

	Total Groups	Accountable Care Organizations (ACOs)	Bundled Payments, including BPCI Advanced or Comprehensive Care for Joint Replacement	Patient Centered Medical Home	Other
Adults	20	100.0%	70.0%	0%	0%

Footnotes

Note the small sample size for this table as it was only shown to respondents who responded "My HMG is in a Medicare Advanced alternative payment model and exempt from the MIPS" in Table 3.23a.

Respondents were instructed to select all that apply, therefore percentages will not add up to 100%.

All demographic breakdowns were excluded due to insufficient data.

Table 3.23c

Receipt of Incentive Payments on Medicare Part B Payments for Participation

Data table omitted from Report as response rate to the question was less than 10.

Table 3.24a

Amount of Financial Support per FTE Physician for Non-Clinical Work in Academic HMGs

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	30	\$15,492.43	\$18,722.59	\$4,340.62	\$8,166.67	\$19,472.77	\$38,249.76

Footnotes

This table describes the amount of financial support per FTE physician for non-clinical work in Academic HMGs. Responses of \$0 were excluded. An outlier greater than \$90,000 was also excluded.

Demographic breakdowns were excluded due to insufficient data.

Table 3.24b

Distribution of Clinical Work in Academic HMGs

	Total Groups	Traditional Ward Services ¹		Intermittent Learner Involvement ²		Non-teaching Services ³	
		Average FTE	Percent	Average FTE	Percent	Average FTE	Percent
Adults	79	12.1	25.2%	11.0	22.8%	24.9	51.9%
Region							
East	23	18.3	35.6%	12.6	24.6%	20.5	39.9%
South	25	11.7	34.2%	7.6	22.3%	14.9	43.5%
Midwest	18	7.3	12.2%	13.9	23.3%	38.5	64.6%
West	12	8.4	19.6%	8.1	18.8%	26.5	61.6%
Employment Model							
Hospital, health system or IDS	39	9.1	20.4%	11.5	25.8%	24.0	53.8%
Multistate hospitalist management company	2	*	*	*	*	*	*
University, med school or faculty practice	37	15.5	29.0%	11.5	21.6%	26.3	49.3%
Academic Status							
Yes	74	11.9	24.2%	11.0	22.3%	26.3	53.4%
No	5	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	4	*	*	*	*	*	*
5 to 14 FTE	13	8.2	35.8%	2.8	12.2%	11.9	52.0%
15 to 29 FTE	19	13.6	28.3%	14.0	29.2%	20.4	42.5%
30 to 49 FTE	20	11.3	25.8%	11.8	27.0%	20.6	47.2%
≥ 50 FTE	22	16.5	25.5%	9.2	14.3%	38.8	60.2%

Footnotes

Teaching Status demographic breakdown excluded due to insufficient responses in all but one category.

*Omitted due to insufficient data.

¹ House staff and/or students are responsible for the majority of care with attending supervision.

² E.g., elective rotations.

³ No formal learner involvement.

Table 3.24c

Salary Increase Associated with Academic Promotion

	Total Groups	Yes	No
Adults	14	100.0%	0.0%

Footnote

Demographic breakdowns were excluded due to insufficient data.

Table 3.25a

Amount of Financial Support per FTE Employed Physician

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	186	\$220,674	\$112,150	\$150,027	\$209,063	\$280,808	\$348,863
Region							
East	34	\$188,843	\$91,834	\$136,525	\$169,824	\$232,019	\$319,697
South	107	\$218,734	\$104,079	\$162,672	\$224,475	\$277,086	\$321,500
Midwest	19	\$226,285	\$146,925	\$100,812	\$230,769	\$322,065	\$372,449
West	24	\$268,671	\$134,793	\$177,258	\$261,594	\$351,322	\$467,527
Employment Model							
Hospital, health system or IDS	109	\$223,729	\$110,327	\$150,943	\$225,229	\$277,576	\$334,182
Private local/regional HMG	8	*	*	*	*	*	*
Multistate hospitalist management company	38	\$191,906	\$113,224	\$125,156	\$174,934	\$247,052	\$339,509
Private multispecialty or primary care medical group	5	*	*	*	*	*	*
University, med school or faculty practice	24	\$252,520	\$109,291	\$167,917	\$272,887	\$346,628	\$389,586
Academic Status							
Yes	44	\$221,626	\$103,865	\$150,383	\$203,698	\$282,792	\$349,189
No	138	\$219,860	\$110,896	\$150,318	\$221,265	\$277,331	\$342,542
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	79	\$218,136	\$112,209	\$149,701	\$196,721	\$285,714	\$375,714
Non-teaching hospital	93	\$222,972	\$116,348	\$162,207	\$222,173	\$276,595	\$320,094
Non-teaching service only at teach. hosp.	11	\$229,107	\$89,623	\$183,047	\$234,782	\$289,454	\$323,529
Group Size (FTE Physicians)							
< 5 FTE	15	\$224,544	\$143,184	\$129,024	\$234,783	\$287,792	\$431,999
5 to 14 FTE	54	\$245,357	\$115,841	\$171,793	\$260,916	\$301,852	\$405,884
15 to 29 FTE	57	\$187,324	\$107,919	\$118,268	\$177,358	\$236,159	\$288,883
30 to 49 FTE	21	\$208,591	\$77,644	\$184,444	\$206,858	\$239,694	\$276,422
≥ 50 FTE	39	\$240,260	\$107,765	\$150,527	\$227,637	\$305,857	\$354,368

Footnotes

We excluded results less than \$1,000 and more than \$600,000 as these were outliers and most likely represented errors in one or both of the data points included in the calculation. These exclusions are similar to exclusions from previous Reports.

This table looks at the amount of financial support per FTE physician employed by the group, distributed equally among the physician FTEs. Financial support was defined in the SoHM Survey as "monies or in-kind services/resources provided by a hospital or other organization to help an HMG offset any losses resulting from the failure of professional fee revenues to cover all direct expenses."

Refer to the appendix to see the formula for how we calculate financial support.

*Omitted due to insufficient data.

Table 3.25b

Amount of Financial Support per FTE Provider, All Provider Types

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	184	\$165,965	\$79,429	\$119,808	\$163,451	\$211,950	\$263,299
Region							
East	34	\$145,511	\$75,718	\$91,332	\$147,592	\$167,542	\$218,448
South	107	\$164,736	\$69,951	\$121,696	\$167,455	\$211,290	\$254,215
Midwest	20	\$171,785	\$107,133	\$66,039	\$187,237	\$221,562	\$309,603
West	21	\$200,052	\$97,029	\$128,230	\$201,393	\$250,142	\$306,972
Employment Model							
Hospital, health system or IDS	111	\$168,544	\$81,343	\$120,054	\$166,026	\$211,290	\$269,487
Private local/regional HMG	8	*	*	*	*	*	*
Multistate hospitalist management company	36	\$140,363	\$61,153	\$114,222	\$132,193	\$174,099	\$212,732
Private multispecialty or primary care medical group	4	*	*	*	*	*	*
University, med school or faculty practice	23	\$194,639	\$91,440	\$129,894	\$193,732	\$248,288	\$299,758
Academic Status							
Yes	44	\$179,017	\$94,260	\$123,023	\$156,761	\$243,465	\$305,983
No	136	\$161,925	\$73,024	\$120,514	\$164,329	\$201,796	\$250,806
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	78	\$164,961	\$89,543	\$104,470	\$153,430	\$210,371	\$289,966
Non-teaching hospital	92	\$165,239	\$72,049	\$121,558	\$168,414	\$206,580	\$251,337
Non-teaching service only at teach. hosp.	11	\$179,423	\$69,081	\$141,850	\$170,483	\$235,687	\$264,151
Group Size (FTE Physicians)							
< 5 FTE	16	\$158,879	\$82,743	\$89,056	\$154,939	\$201,966	\$266,418
5 to 14 FTE	51	\$178,951	\$77,225	\$129,321	\$183,245	\$129,321	\$261,312
15 to 29 FTE	57	\$147,562	\$81,278	\$103,563	\$143,764	\$178,008	\$253,418
30 to 49 FTE	22	\$166,872	\$73,752	\$142,351	\$167,752	\$190,090	\$224,075
≥ 50 FTE	38	\$179,441	\$79,415	\$125,526	\$165,754	\$216,568	\$273,868

Footnotes

We excluded results less than \$1,000 and more than \$400,000 as these were outliers and most likely represented errors in one or both of the data points included in the calculation. These exclusions are similar to exclusions from previous Reports.

This table looks at the amount of financial support per FTE provider employed by the group, distributed equally among the provider FTEs. Provider includes physicians, NPs, PAs, and locum tenens physicians in the group. Financial support was defined in the SoHM Survey as "monies or in-kind services/resources provided by a hospital or other organization to help an HMG offset any losses resulting from the failure of professional fee revenues to cover all direct expenses."

Refer to the appendix to see the formula for how we calculate financial support.

*Omitted due to insufficient data.

Table 3.25c

Amount of Financial Support per wRVU Generated by the HMG

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Adults	191	\$54.18	\$54.06	\$27.40	\$39.55	\$62.50	\$100.90
Region							
East	32	\$52.58	\$34.65	\$31.90	\$41.94	\$68.60	\$99.00
South	106	\$43.47	\$55.25	\$25.20	\$35.18	\$48.40	\$68.60
Midwest	27	\$76.40	\$63.47	\$23.00	\$60.61	\$135.20	\$161.20
West	24	\$77.86	\$48.31	\$44.10	\$67.05	\$99.90	\$155.20
Employment Model							
Hospital, health system or IDS	113	\$59.12	\$62.17	\$32.80	\$44.77	\$68.40	\$101.10
Private local/regional HMG	8	*	*	*	*	*	*
Multistate hospitalist management company	39	\$25.09	\$12.57	\$20.80	\$24.80	\$31.10	\$36.60
Private multispecialty or primary care medical group	5	*	*	*	*	*	*
University, med school or faculty practice	24	\$82.55	\$46.90	\$50.50	\$68.72	\$106.30	\$145.80
Academic Status							
Yes	48	\$77.55	\$50.84	\$37.30	\$64.78	\$100.90	\$155.20
No	138	\$47.58	\$53.50	\$25.80	\$38.57	\$53.20	\$75.40
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	83	\$64.88	\$48.26	\$31.70	\$50.65	\$86.20	\$146.80
Non-teaching hospital	94	\$45.66	\$59.98	\$24.60	\$35.76	\$50.30	\$69.70
Non-teaching service only at teach. hosp.	11	\$50.07	\$34.42	\$30.70	\$36.95	\$71.80	\$98.80
Group Size (FTE Physicians)							
< 5 FTE	20	\$51.72	\$49.20	\$25.30	\$39.69	\$57.00	\$103.90
5 to 14 FTE	54	\$52.32	\$38.30	\$27.90	\$44.23	\$66.50	\$100.50
15 to 29 FTE	58	\$50.35	\$76.67	\$23.00	\$31.69	\$47.70	\$90.70
30 to 49 FTE	20	\$53.87	\$35.10	\$35.70	\$45.17	\$66.20	\$92.50
≥ 50 FTE	38	\$64.53	\$42.77	\$35.80	\$51.72	\$74.60	\$133.90

Footnotes

We excluded results less than \$1 and more than \$1,000 as these were outliers and most likely represented errors in one or both of the data points included in the calculation. These exclusions are similar to exclusions from previous Reports.

Financial support was defined in the SoHM Survey as "monies or in-kind services/resources provided by a hospital or other organization to help an HMG offset any losses resulting from the failure of professional fee revenues to cover all direct expenses."

Refer to the appendix to see the formula for how we calculate financial support.

*Omitted due to insufficient data.