

A young child with curly hair is smiling while a doctor uses a stethoscope on their chest. The child is wearing a blue polka-dot shirt. The doctor's hands and white coat are visible. The background is a bright, blurred hospital setting. There are teal geometric shapes in the corners of the page.

Section

4

Hospital Medicine
Groups Serving
Pediatric Patients

Section 4: Hospital Medicine Groups Serving Pediatric Patients

Things You Need to Know About Section 4

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

- Scope of Clinical Services (Tables 4.1-4.2b)
- Staffing (Tables 4.3a-4.9c)
- Leadership (Tables 4.10a-4.11)
- Scheduling (Tables 4.12a-4.21)
- Group-level Compensation and Benefits (Tables 4.22a-4.23c)
- Academic Hospital Medicine Groups (Tables 4.24a-4.24d)
- Practice Finances (Tables 4.25a-4.25c)

Notes about the data tables in this section

Due to insufficient volume of responses (fewer than 5 responses), certain demographic breakdowns were categorically excluded from the charts in Section 4. These include Employment Model (Private multispecialty or primary care medical group and Other), Teaching Status (Non-Teaching Service at a Teaching Hospital and Non-Teaching Hospital), and Group Size (30 to 49 FTE and more than 50 FTE). 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.

NOTE: Please be aware of small sample sizes in this section as you are looking at the data, particularly for demographic breakdowns. Smaller sample sizes are more susceptible to outliers in the data. We used a smaller sample size cutoff, which is similar to other national surveys, to enable additional demographic cut points for viewing the data.

Table 4.1

Hospitalist Co-Management Roles

	Total Groups	Critical Care				Cardiology			
		Admitting/Attending	Consultant	Variable (Combo)	No Interaction	Admitting/Attending	Consultant	Variable (Combo)	No Interaction
Pediatric	53	11.8%	13.7%	9.8%	64.7%	17.6%	31.4%	13.7%	37.3%
Region									
East	9	0.0%	22.2%	0.0%	77.8%	11.1%	44.4%	0.0%	44.4%
South	19	5.6%	16.7%	11.1%	66.7%	22.2%	27.8%	22.2%	27.8%
Midwest	18	16.7%	5.6%	11.1%	66.7%	16.7%	27.8%	5.6%	50.0%
West	6	40.0%	0.0%	20.0%	40.0%	20.0%	20.0%	40.0%	20.0%
Employment Model									
Hospital, health system or IDS	31	16.7%	10.0%	6.7%	66.7%	24.1%	24.1%	13.8%	37.9%
University, med school or faculty practice	19	5.6%	22.2%	11.1%	61.1%	5.3%	42.1%	15.8%	36.8%
Academic Status									
Yes	37	8.6%	14.3%	14.3%	62.9%	14.3%	40.0%	14.3%	31.4%
No	14	14.3%	14.3%	0.0%	71.4%	21.4%	7.1%	14.3%	57.1%
Teaching Status									
Combo teaching/non-teaching service at teach. hosp.	39	8.1%	13.5%	10.8%	67.6%	18.9%	29.7%	16.2%	35.1%
Teaching service only at teach. hosp.	10	20.0%	20.0%	10.0%	50.0%	10.0%	50.0%	10.0%	30.0%
Group Size (FTE Physicians)									
< 5 FTE	10	20.0%	10.0%	0.0%	70.0%	30.0%	20.0%	0.0%	50.0%
5 to 14 FTE	17	11.8%	17.6%	11.8%	58.8%	12.5%	31.3%	18.8%	37.5%
15 to 29 FTE	17	0.0%	20.0%	6.7%	73.3%	18.8%	31.3%	18.8%	31.3%

Table 4.1

Hospitalist Co-Management Roles (continued)

	GI/Liver				Oncology			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Pediatric	32.7%	23.1%	19.2%	25.0%	9.4%	28.3%	7.5%	54.7%
Region								
East	11.1%	44.4%	0.0%	44.4%	0.0%	22.2%	0.0%	77.8%
South	38.9%	16.7%	33.3%	11.1%	10.5%	26.3%	5.3%	57.9%
Midwest	33.3%	16.7%	16.7%	33.3%	11.1%	33.3%	5.6%	50.0%
West	50.0%	16.7%	16.7%	16.7%	16.7%	16.7%	33.3%	33.3%
Employment Model								
Hospital, health system or IDS	36.7%	20.0%	13.3%	30.0%	16.1%	19.4%	6.5%	58.1%
University, med school or faculty practice	26.3%	31.6%	21.1%	21.1%	0.0%	47.4%	5.3%	47.4%
Academic Status								
Yes	30.6%	27.8%	27.8%	13.9%	8.1%	35.1%	8.1%	48.6%
No	35.7%	7.1%	0.0%	57.1%	7.1%	7.1%	7.1%	78.6%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	39.5%	23.7%	18.4%	18.4%	10.3%	28.2%	10.3%	51.3%
Teaching service only at teach. hosp.	20.0%	30.0%	30.0%	20.0%	10.0%	40.0%	0.0%	50.0%
Group Size (FTE Physicians)								
< 5 FTE	40.0%	0.0%	20.0%	40.0%	10.0%	20.0%	0.0%	70.0%
5 to 14 FTE	35.3%	29.4%	0.0%	35.3%	5.9%	29.4%	17.6%	47.1%
15 to 29 FTE	37.5%	31.3%	18.8%	12.5%	11.8%	35.3%	0.0%	52.9%

Table 4.1

Hospitalist Co-Management Roles (continued)

	Palliative Care				Neurology/Stroke			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Pediatric	41.5%	24.5%	3.8%	30.2%	57.7%	15.4%	7.7%	19.2%
Region								
East	22.2%	11.1%	22.2%	44.4%	55.6%	22.2%	0.0%	22.2%
South	57.9%	21.1%	0.0%	21.1%	66.7%	5.6%	16.7%	11.1%
Midwest	38.9%	27.8%	0.0%	33.3%	61.1%	16.7%	0.0%	22.2%
West	33.3%	33.3%	0.0%	33.3%	33.3%	16.7%	16.7%	33.3%
Employment Model								
Hospital, health system or IDS	35.5%	22.6%	3.2%	38.7%	56.7%	16.7%	3.3%	23.3%
University, med school or faculty practice	52.6%	26.3%	5.3%	15.8%	57.9%	15.8%	15.8%	10.5%
Academic Status								
Yes	48.6%	32.4%	2.7%	16.2%	55.6%	19.4%	11.1%	13.9%
No	21.4%	0.0%	7.1%	71.4%	64.3%	0.0%	0.0%	35.7%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	46.2%	28.2%	0.0%	25.6%	68.4%	15.8%	5.3%	10.5%
Teaching service only at teach. hosp.	40.0%	20.0%	10.0%	30.0%	40.0%	20.0%	20.0%	20.0%
Group Size (FTE Physicians)								
< 5 FTE	30.0%	0.0%	0.0%	70.0%	40.0%	0.0%	20.0%	40.0%
5 to 14 FTE	47.1%	17.6%	5.9%	29.4%	76.5%	11.8%	0.0%	11.8%
15 to 29 FTE	52.9%	29.4%	5.9%	11.8%	62.5%	18.8%	12.5%	6.3%

Table 4.1

Hospitalist Co-Management Roles (continued)

	Neurosurgery				Orthopedics			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Pediatric	17.3%	26.9%	26.9%	28.8%	26.9%	36.5%	34.6%	1.9%
Region								
East	11.1%	22.2%	11.1%	55.6%	33.3%	44.4%	11.1%	11.1%
South	16.7%	22.2%	33.3%	27.8%	33.3%	16.7%	50.0%	0.0%
Midwest	22.2%	38.9%	16.7%	22.2%	22.2%	55.6%	22.2%	0.0%
West	16.7%	0.0%	66.7%	16.7%	16.7%	16.7%	66.7%	0.0%
Employment Model								
Hospital, health system or IDS	20.0%	20.0%	16.7%	43.3%	33.3%	30.0%	33.3%	3.3%
University, med school or faculty practice	15.8%	36.8%	36.8%	10.5%	21.1%	42.1%	36.8%	0.0%
Academic Status								
Yes	22.2%	33.3%	36.1%	8.3%	16.7%	44.4%	38.9%	0.0%
No	0.0%	7.1%	7.1%	85.7%	42.9%	21.4%	28.6%	7.1%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	18.4%	34.2%	23.7%	23.7%	28.9%	42.1%	28.9%	0.0%
Teaching service only at teach. hosp.	20.0%	10.0%	50.0%	20.0%	30.0%	10.0%	60.0%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	10.0%	10.0%	10.0%	70.0%	30.0%	20.0%	50.0%	0.0%
5 to 14 FTE	23.5%	11.8%	29.4%	35.3%	41.2%	23.5%	29.4%	5.9%
15 to 29 FTE	12.5%	56.3%	25.0%	6.3%	18.8%	56.3%	25.0%	0.0%

Table 4.1

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
Pediatric	25.5%	13.7%	7.8%	52.9%	22.6%	43.4%	32.1%	1.9%
Region								
East	11.1%	11.1%	0.0%	77.8%	33.3%	55.6%	0.0%	11.1%
South	16.7%	11.1%	5.6%	66.7%	26.3%	26.3%	47.4%	0.0%
Midwest	44.4%	22.2%	11.1%	22.2%	16.7%	61.1%	22.2%	0.0%
West	16.7%	0.0%	16.7%	66.7%	16.7%	16.7%	66.7%	0.0%
Employment Model								
Hospital, health system or IDS	27.6%	10.3%	6.9%	55.2%	35.5%	32.3%	29.0%	3.2%
University, med school or faculty practice	26.3%	21.1%	10.5%	42.1%	5.3%	52.6%	42.1%	0.0%
Academic Status								
Yes	28.6%	14.3%	8.6%	48.6%	5.4%	56.8%	37.8%	0.0%
No	21.4%	7.1%	7.1%	64.3%	57.1%	14.3%	21.4%	7.1%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	27.0%	8.1%	8.1%	56.8%	25.6%	41.0%	33.3%	0.0%
Teaching service only at teach. hosp.	20.0%	30.0%	0.0%	50.0%	20.0%	50.0%	30.0%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	10.0%	20.0%	10.0%	60.0%	40.0%	30.0%	30.0%	0.0%
5 to 14 FTE	29.4%	11.8%	11.8%	47.1%	35.3%	23.5%	35.3%	5.9%
15 to 29 FTE	33.3%	13.3%	6.7%	46.7%	5.9%	70.6%	23.5%	0.0%

Table 4.1

Hospitalist Co-Management Roles (*continued*)

	Cardiovascular Surgery				Other Surgical Subspecialties			
	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction	Admitting/ Attending	Consultant	Variable (Combo)	No Interaction
Pediatric	5.9%	21.6%	15.7%	56.9%	23.1%	19.2%	50.0%	7.7%
Region								
East	0.0%	22.2%	0.0%	77.8%	33.3%	22.2%	33.3%	11.1%
South	0.0%	11.1%	22.2%	66.7%	27.8%	5.6%	66.7%	0.0%
Midwest	11.8%	29.4%	5.9%	52.9%	16.7%	27.8%	38.9%	16.7%
West	16.7%	16.7%	50.0%	16.7%	16.7%	16.7%	66.7%	0.0%
Employment Model								
Hospital, health system or IDS	6.9%	10.3%	17.2%	65.5%	33.3%	13.3%	43.3%	10.0%
University, med school or faculty practice	5.3%	31.6%	15.8%	47.4%	10.5%	26.3%	57.9%	5.3%
Academic Status								
Yes	5.7%	31.4%	17.1%	45.7%	13.9%	27.8%	55.6%	2.8%
No	0.0%	0.0%	14.3%	85.7%	42.9%	0.0%	35.7%	21.4%
Teaching Status								
Combo teaching/ non-teaching service at teach. hosp.	5.4%	21.6%	18.9%	54.1%	28.9%	26.3%	44.7%	0.0%
Teaching service only at teach. hosp.	10.0%	30.0%	10.0%	50.0%	10.0%	0.0%	90.0%	0.0%
Group Size (FTE Physicians)								
< 5 FTE	0.0%	10.0%	0.0%	90.0%	20.0%	0.0%	50.0%	30.0%
5 to 14 FTE	0.0%	12.5%	31.3%	56.3%	35.3%	5.9%	52.9%	5.9%
15 to 29 FTE	12.5%	25.0%	12.5%	50.0%	6.3%	37.5%	56.3%	0.0%

Figure 4.1

Hospitalist Co-Management Roles, All Pediatric Groups

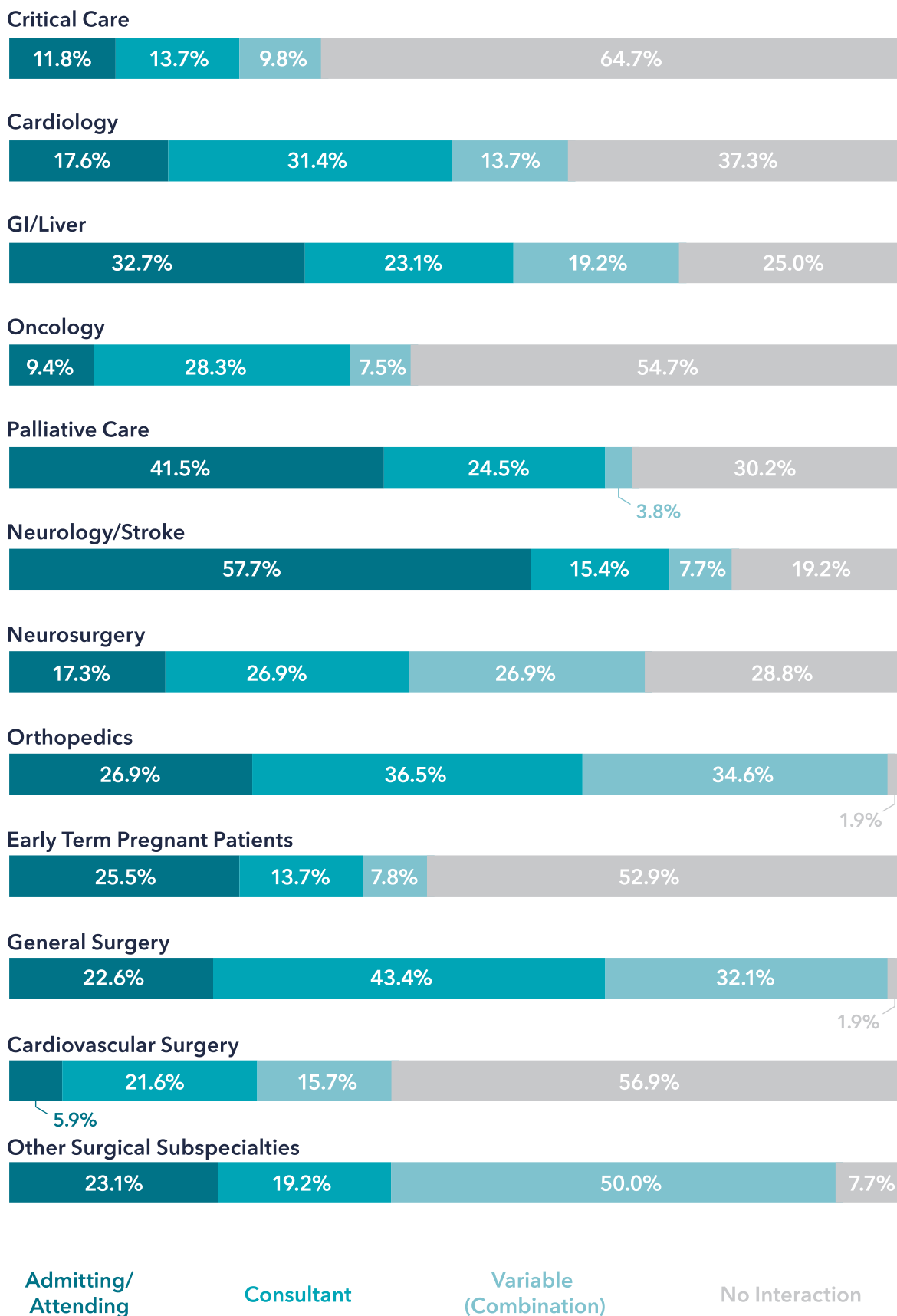


Table 4.2a

Novel Scopes of Practice

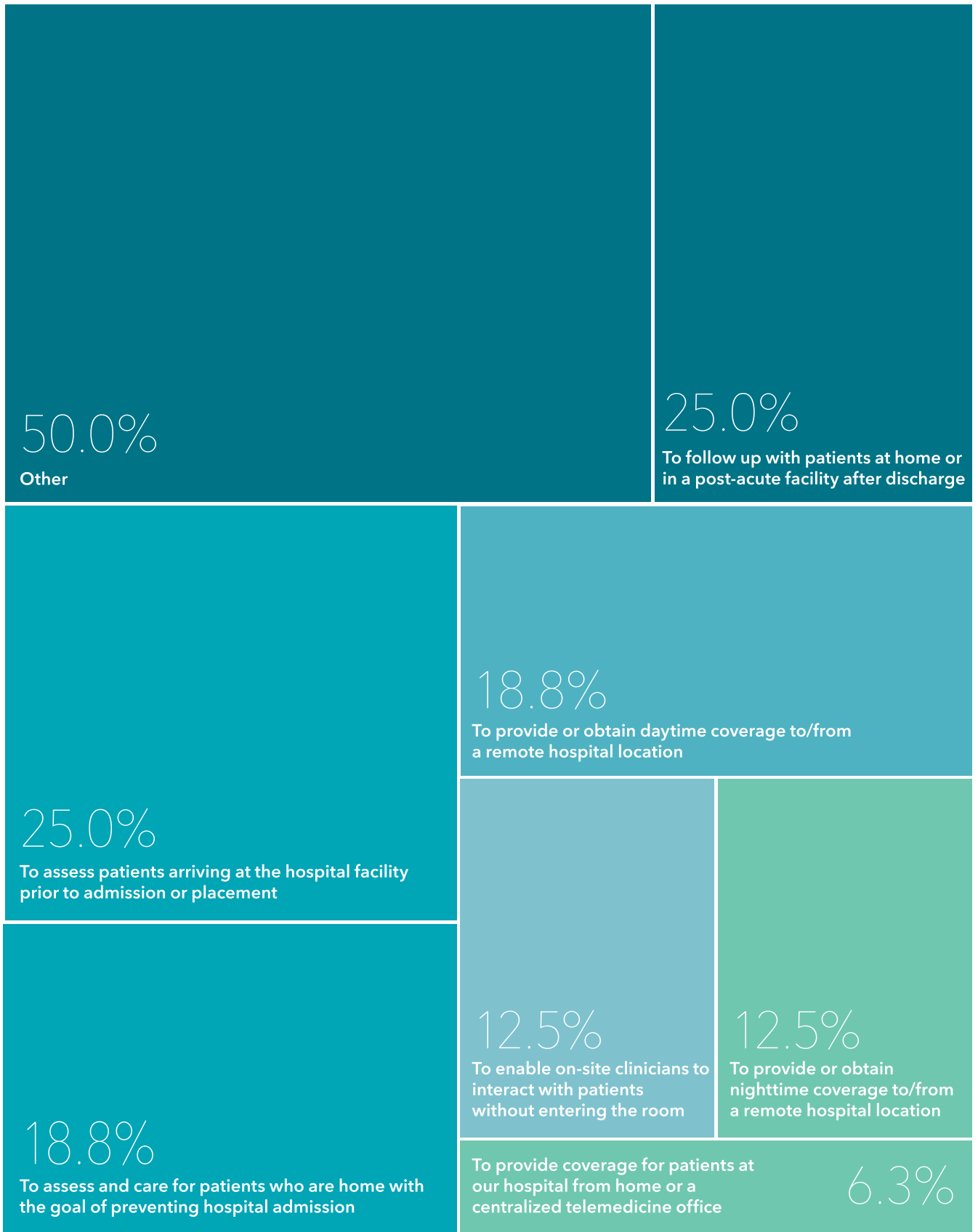
	Total Groups	Telemedicine programs	Hospital at home programs	Outpatient/post-discharge clinic and follow-up work (transitional care)	ICU coverage	SNF coverage	Substance use disorder treatment programs	Other
Pediatric	26	61.5%	7.7%	19.2%	11.5%	15.4%	3.8%	50.0%
Region								
East	7	85.7%	0.0%	14.3%	0.0%	14.3%	0.0%	71.4%
South	10	60.0%	10.0%	20.0%	0.0%	10.0%	0.0%	40.0%
Midwest	5	20.0%	0.0%	20.0%	20.0%	20.0%	0.0%	80.0%
West	3	*	*	*	*	*	*	*
Employment Model								
Hospital, health system or IDS	17	76.5%	5.9%	23.5%	17.6%	17.6%	5.9%	47.1%
University, med school or faculty practice	8	37.5%	12.5%	12.5%	0.0%	0.0%	0.0%	50.0%
Academic Status								
Yes	17	41.2%	11.8%	23.5%	11.8%	17.6%	5.9%	52.9%
No	8	100.0%	0.0%	12.5%	0.0%	12.5%	0.0%	50.0%
Teaching Status								
Combo teaching/non-teaching service at teach. hosp.	23	56.5%	8.7%	13.0%	8.7%	13.0%	4.3%	52.2%
Teaching service only at teach. hosp.	2	*	*	*	*	*	*	*
Group Size (FTE Physicians)								
< 5 FTE	2	*	*	*	*	*	*	*
5 to 14 FTE	10	70.0%	10.0%	20.0%	0.0%	20.0%	0.0%	40.0%
15 to 29 FTE	6	83.3%	16.7%	16.7%	16.7%	0.0%	16.7%	50.0%

Footnotes

*Omitted due to insufficient data.

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

Table 4.2b
HMG Use of Tele-Health



Footnotes

Data from 16 total groups. Demographic breakdowns were excluded due to insufficient data. Respondents were instructed to select all that apply, therefore will not add up to 100%.

Table 4.3a

FTE Staff per Group

	Employed/Contracted Physicians						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	51	16.9	15.5	5.1	13.0	20.0	34.0
Region							
East	9	12.8	7.2	5.2	13.0	15.0	22.8
South	18	11.8	10.8	4.7	6.2	15.4	24.4
Midwest	18	22.1	19.4	11.2	15.8	20.3	54.4
West	5	23.0	21.4	13.0	14.0	24.0	45.2
Employment Model							
Hospital, health system or IDS	29	15.4	15.5	5.0	13.0	19.0	23.9
University, med school or faculty practice	19	16.1	13.0	6.2	13.0	20.1	28.2
Academic Status							
Yes	36	20.8	16.6	11.9	15.5	22.5	47.0
No	14	7.6	5.4	4.7	5.0	9.5	13.7
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	38	20.3	16.4	11.1	15.4	22.2	45.0
Teaching service only at teach. hosp.	9	8.0	5.3	4.0	6.4	13.0	15.2
Group Size (FTE Physicians)							
< 5 FTE	10	4.1	0.8	4.0	4.2	4.7	4.7
5 to 14 FTE	17	9.0	3.6	5.4	8.0	13.0	13.0
15 to 29 FTE	17	18.8	3.3	15.4	19.4	20.4	23.0

See page 108 for footnotes.

Table 4.3a

FTE Staff per Group (continued)

	Locum Tenens Physicians						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	37	0.8	3.4	0.0	0.0	0.0	0.0
Region							
East	6	0.7	1.6	0.0	0.0	0.0	2.0
South	13	0.5	1.7	0.0	0.0	0.0	0.0
Midwest	15	0.0	0.0	0.0	0.0	0.0	0.0
West	2	0.0	0.0	0.0	0.0	0.0	0.0
Employment Model							
Hospital, health system or IDS	24	1.1	4.2	0.0	0.0	0.0	0.0
University, med school or faculty practice	11	0.4	1.2	0.0	0.0	0.0	0.0
Academic Status							
Yes	26	1.2	4.1	0.0	0.0	0.0	2.0
No	11	0.0	0.0	0.0	0.0	0.0	0.0
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	29	1.0	3.9	0.0	0.0	0.0	0.8
Teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	8	0.0	0.0	0.0	0.0	0.0	0.0
5 to 14 FTE	12	0.3	1.2	0.0	0.0	0.0	0.0
15 to 29 FTE	12	2.2	5.9	0.0	0.0	0.0	5.4

See page 108 for footnotes.

Table 4.3a

FTE Staff per Group (continued)

	Nurse Practitioners						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	38	1.6	2.5	0.0	0.6	2.0	4.1
Region							
East	5	1.1	1.9	0.0	0.0	0.8	3.0
South	13	1.4	2.3	0.0	0.5	2.0	3.5
Midwest	17	2.0	2.9	0.0	1.0	2.0	6.0
West	3	0.3	0.6	0.0	0.0	0.5	0.8
Employment Model							
Hospital, health system or IDS	23	1.5	2.5	0.0	0.0	1.8	4.4
University, med school or faculty practice	12	0.9	1.3	0.0	0.3	1.2	2.9
Academic Status							
Yes	28	2.1	2.7	0.0	1.0	3.2	5.5
No	10	0.1	0.3	0.0	0.0	0.0	0.6
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	30	1.9	2.7	0.0	1.0	2.8	4.8
Teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	8	0.1	0.2	0.0	0.0	0.0	0.2
5 to 14 FTE	12	1.0	1.5	0.0	0.3	1.3	3.4
15 to 29 FTE	11	2.2	2.4	0.5	1.5	3.4	4.0

See page 108 for footnotes.

Table 4.3a

FTE Staff per Group (continued)

	Physician Assistants						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	37	0.5	1.2	0.0	0.0	0.0	1.0
Region							
East	6	0.2	0.4	0.0	0.0	0.0	0.5
South	13	0.5	1.0	0.0	0.0	0.0	1.8
Midwest	16	0.6	1.7	0.0	0.0	0.3	1.0
West	2	0.0	0.0	0.0	0.0	0.0	0.0
Employment Model							
Hospital, health system or IDS	24	0.3	0.8	0.0	0.0	0.0	1.0
University, med school or faculty practice	11	0.8	2.0	0.0	0.0	0.5	1.0
Academic Status							
Yes	26	0.6	1.5	0.0	0.0	0.8	1.5
No	11	0.1	0.3	0.0	0.0	0.0	0.0
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	29	0.6	1.4	0.0	0.0	1.0	1.2
Teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	8	0.0	0.0	0.0	0.0	0.0	0.0
5 to 14 FTE	12	0.2	0.4	0.0	0.0	0.0	0.9
15 to 29 FTE	12	1.1	2.0	0.0	0.0	1.3	2.9

See page 108 for footnotes.

Table 4.3a

FTE Staff per Group (continued)

	Non-Clinical Staff (administrative and clerical)						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	45	1.8	2.4	0.2	1.0	2.0	4.2
Region							
East	9	1.2	1.0	0.3	2.0	2.0	2.0
South	15	1.5	1.4	0.4	1.0	2.0	3.6
Midwest	16	2.0	2.7	0.0	1.0	3.0	5.0
West	5	3.4	4.7	0.2	1.0	5.0	8.6
Employment Model							
Hospital, health system or IDS	26	1.3	2.1	0.0	0.8	1.8	2.5
University, medical school or faculty practice plan	16	2.2	1.7	0.9	2.0	3.0	4.5
Academic Status							
Yes	31	2.5	2.7	0.8	2.0	3.0	5.0
No	14	0.5	0.6	0.0	0.2	0.9	1.0
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	37	2.1	2.6	0.3	1.0	3.0	4.6
Teaching service only at teach. hosp.	5	1.1	0.8	0.5	1.0	2.0	2.0
Group Size (FTE Physicians)							
< 5 FTE	7	0.4	0.5	0.0	0.2	0.8	1.0
5 to 14 FTE	16	0.7	0.7	0.1	0.4	1.0	2.0
15 to 29 FTE	15	2.3	1.7	1.5	2.0	2.5	4.8

Footnotes

*Omitted due to insufficient data.

Other Clinical Staff and Scribes were omitted from this table as no pediatric group reported employing.

Table 4.3b

Ratio of Support Staff per FTE Physician

	Ratio Locum Tenens			NPs		
	Total Groups	Average	Median	Total Groups	Average	Median
Pediatric	37	0.05	0.00	38	0.10	0.02
Region						
East	6	0.05	0.00	5	0.11	0.00
South	13	0.03	0.00	13	0.13	0.05
Midwest	15	0.00	0.00	17	0.09	0.06
West	2	*	*	3	*	*
Employment Model						
Hospital, health system or IDS	24	0.06	0.00	23	0.09	0.00
University, med school or faculty practice	11	0.03	0.00	12	0.10	0.01
Academic Status						
Yes	26	0.07	0.00	28	0.12	0.07
No	11	0.00	0.00	10	0.03	0.00
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	29	0.10	0.00	30	0.10	0.10
Teaching service only at teach. hosp.	4	*	*	4	*	*
Group Size (FTE Physicians)						
< 5 FTE	8	0.00	0.00	8	0.02	0.00
5 to 14 FTE	12	0.03	0.00	12	0.13	0.04
15 to 29 FTE	12	0.12	0.00	11	0.13	0.09

See page 110 for footnotes.

Table 4.3b

Ratio of Support Staff per FTE Physician (continued)

	PAs			Non-Clinical Staff ¹		
	Total Groups	Average	Median	Total Groups	Average	Median
Pediatric	37	0.03	0.00	45	0.09	0.09
Region						
East	6	0.01	0.00	9	0.08	0.09
South	13	0.03	0.00	15	0.11	0.10
Midwest	16	0.03	0.00	16	0.08	0.06
West	2	*	*	5	0.10	0.07
Employment Model						
Hospital, health system or IDS	24	0.01	0.00	26	0.08	0.06
University, med school or faculty practice	11	0.06	0.00	16	0.12	0.13
Academic Status						
Yes	26	0.04	0.00	31	0.11	0.10
No	11	0.00	0.00	14	0.06	0.03
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	29	0.00	0.00	37	0.10	0.10
Teaching service only at teach. hosp.	4	*	*	5	0.10	0.10
Group Size (FTE Physicians)						
< 5 FTE	8	0.00	0.00	7	0.10	0.04
5 to 14 FTE	12	0.02	0.00	16	0.07	0.04
15 to 29 FTE	12	0.06	0.00	15	0.12	0.10

Footnotes

*Omitted due to insufficient data.

This table shows the average or median number of FTE provider support staff per FTE physician employed by the group. No pediatric groups identified other clinical staff or scribes on staff.

¹ Administrative and Clerical.

Table 4.4

Source of New Physicians

	Total Groups	Residency Average	HM Fellowship Average	Other Specialty Average	Other HM Program Average	Ambulatory Practice Average	Unknown Average
Pediatric	18	15.5%	26.3%	2.6%	38.0%	2.8%	7.1%

Footnotes

Demographic breakdowns were excluded due to insufficient data.

The percent of groups reporting that new physicians came from residency programs dropped significantly, while the percent from HM fellowship rose significantly. This may be related to the increase in the percent of physicians who are board certified in Pediatric Hospital Medicine (Table 4.6).

Figure 4.4

Average Percent of Physicians Joining from Residency and HM Fellowship, By Year

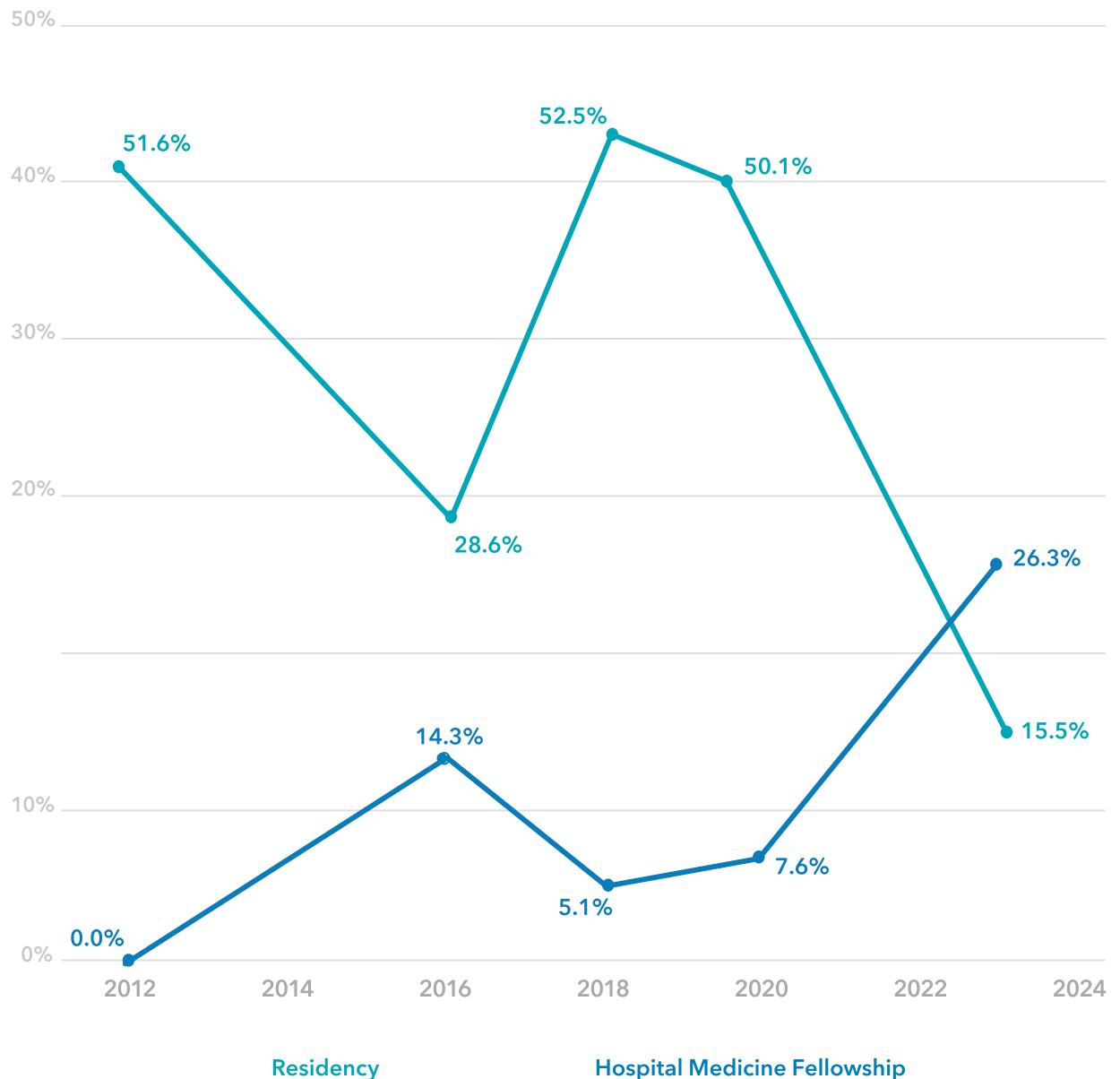


Table 4.5

Percent of Physicians Who Are Part-Time Status

	Total Groups	Average	Median
Pediatric	52	24.5%	15.0%
Region			
East	9	50.4%	53.1%
South	19	28.4%	15.0%
Midwest	18	10.6%	6.5%
West	5	16.1%	20.0%
Employment Model			
Hospital, health system or IDS	30	27.3%	17.0%
University, med school or faculty practice	19	21.2%	7.0%
Academic Status			
Yes	37	20.4%	13.0%
No	14	37.1%	26.5%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	39	25.8%	15.0%
Teaching service only at teach. hosp.	9	23.2%	8.0%
Group Size (FTE Physicians)			
< 5 FTE	10	27.8%	17.0%
5 to 14 FTE	17	31.2%	20.0%
15 to 29 FTE	17	15.1%	10.0%

Table 4.6

Percent of Physicians in the Group Who are Board Certified in PHM

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	52	37.2%	25.9%	10.0%	44.5%	60.0%	69.9%
Region							
East	9	38.4%	28.6%	11.0%	50.0%	60.0%	70.8%
South	19	44.5%	24.9%	31.0%	50.0%	64.5%	71.8%
Midwest	18	32.6%	25.7%	6.3%	33.5%	50.0%	63.0%
West	5	31.8%	24.4%	10.0%	33.0%	50.0%	56.6%
Employment Model							
Hospital, health system or IDS	30	35.1%	25.8%	7.8%	47.0%	50.0%	67.1%
University, med school or faculty practice	19	36.9%	26.8%	11.5%	33.0%	61.0%	72.4%
Academic Status							
Yes	37	38.2%	26.9%	10.0%	45.0%	61.0%	70.4%
No	14	34.9%	24.8%	11.3%	41.5%	50.0%	57.0%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	39	37.6%	25.2%	11.0%	45.0%	55.0%	69.2%
Teaching service only at teach. hosp.	9	37.2%	26.2%	11.0%	33.0%	60.0%	67.8%
Group Size (FTE Physicians)							
< 5 FTE	10	35.9%	28.6%	9.8%	33.0%	57.5%	68.3%
5 to 14 FTE	17	38.2%	26.2%	10.0%	50.0%	50.0%	69.8%
15 to 29 FTE	17	32.5%	25.5%	10.0%	32.0%	50.0%	64.4%

Footnote

The average percent of physicians who were board certified in PHM rose from 26.4% to 37.2%.

Table 4.7

Turnover, by Type of Clinician

	Physicians				
	Total Groups	Average	Median	Groups with No Turnover	% with No Turnover
Pediatric	51	7.3%	5.3%	20	39.2%
Region					
East	9	13.6%	13.3%	2	*
South	19	6.0%	0.0%	10	52.6%
Midwest	18	6.7%	5.4%	6	33.3%
West	5	3.5%	2.7%	2	*
Employment Model					
Hospital, health system or IDS	29	8.1%	4.9%	13	44.8%
University, medical school or faculty practice plan	19	6.6%	5.6%	6	31.6%
Academic Status					
Yes	36	6.2%	5.1%	14	38.9%
No	14	10.9%	10.7%	5	35.7%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	38	10.0%	10.0%	10	26.3%
Teaching service only at teach. hosp.	9	0.0%	0.0%	8	88.9%
Group Size (FTE Physicians)					
< 5 FTE	10	5.1%	0.0%	7	70.0%
5 to 14 FTE	17	8.5%	7.8%	7	41.2%
15 to 29 FTE	16	8.6%	7.2%	5	31.3%

See page 115 for footnote.

Table 4.7

Turnover, by Type of Clinician (continued)

	Total Groups	Average	Median	Groups with No Turnover	% with No Turnover
Pediatric	20	29.4%	0.0%	13	65.0%
Region					
East	3	*	*	2	*
South	6	22.9%	6.3%	4	*
Midwest	10	5.0%	0.0%	7	70.0%
West	1	*	*	0	*
Employment Model					
Hospital, health system or IDS	11	31.1%	0.0%	8	72.7%
University, med school or faculty practice	6	5.8%	0.0%	4	*
Academic Status					
Yes	17	16.9%	0.0%	12	70.6%
No	3	*	*	1	*
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	19	30.0%	0.0%	12	63.2%
Teaching service only at teach. hosp.	1	*	*	1	*
Group Size (FTE Physicians)					
< 5 FTE	1	*	*	0	*
5 to 14 FTE	6	37.5%	0.0%	4	*
15 to 29 FTE	9	2.5%	0.0%	7	77.8%

Footnote

*Omitted due to insufficient data.

Table 4.8

Anticipated Change in FTE in Next Year

	Total Groups	Increase	Decrease	Remain the same
Pediatric	52	59.6%	0.0%	40.4%
Region				
East	19	63.2%	0.0%	36.8%
South	18	55.6%	0.0%	44.4%
Midwest	5	60.0%	0.0%	40.0%
West	1	*	*	*
Employment Model				
Hospital, health system or IDS	30	56.7%	0.0%	43.3%
University, med school or faculty practice	19	68.4%	0.0%	31.6%
Academic Status				
Yes	37	70.3%	0.0%	29.7%
No	14	35.7%	0.0%	64.3%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	39	66.7%	0.0%	33.3%
Teaching service only at teach. hosp.	9	55.6%	0.0%	44.4%
Group Size (FTE Physicians)				
< 5 FTE	10	30.0%	0.0%	70.0%
5 to 14 FTE	17	52.9%	0.0%	47.1%
15 to 29 FTE	17	76.5%	0.0%	23.5%

Footnote

*Omitted due to insufficient data.

Table 4.9a

Presence of and Billing for NPs/PAs

	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
Pediatric	53	45.3%	54.7%	25	28.0%	24.0%	36.0%	12.0%
Region								
East	9	55.6%	44.4%	6	33.3%	0.0%	50.0%	16.7%
South	19	36.8%	63.2%	8	12.5%	25.0%	50.0%	12.5%
Midwest	18	55.6%	44.4%	10	30.0%	40.0%	20.0%	10.0%
West	6	33.3%	66.7%	1	*	*	*	*
Employment Model								
Hospital, health system or IDS	31	45.2%	54.8%	15	20.0%	33.3%	33.3%	13.3%
University, med school or faculty practice	19	36.8%	63.2%	7	28.6%	0.0%	57.1%	14.3%
Academic Status								
Yes	37	51.4%	48.6%	19	21.1%	26.3%	42.1%	10.5%
No	14	28.6%	71.4%	6	50.0%	16.7%	16.7%	16.7%
Teaching Status								
Combo teaching/non-teaching service at teach. hosp.	39	51.3%	48.7%	22	31.8%	22.7%	36.4%	9.1%
Teaching service only at teach. hosp.	10	30.0%	70.0%	2	*	*	*	*
Group Size (FTE Physicians)								
< 5 FTE	10	10.0%	90.0%	1	*	*	*	*
5 to 14 FTE	17	41.2%	58.8%	9	44.4%	0.0%	33.3%	22.2%
15 to 29 FTE	17	58.8%	41.2%	10	0.0%	50.0%	40.0%	10.0%

Footnote

*Omitted due to insufficient data.

Table 4.9b

NP/PA Non-Billable Services

	Total Groups	Triage pager/patient assignments	Dedicated cross-cover shifts	Quality or performance improvement activities
Pediatric	19	21.1%	47.4%	57.9%
Region				
East	6	33.3%	66.7%	33.3%
South	5	0.0%	60.0%	40.0%
Midwest	7	28.6%	28.6%	85.7%
West	1	*	*	*
Employment Model				
Hospital, health system or IDS	12	25.0%	58.3%	50.0%
University, med school or faculty practice	5	0.0%	40.0%	60.0%
Academic Status				
Yes	14	14.3%	35.7%	71.4%
No	5	40.0%	80.0%	20.0%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	17	17.6%	41.2%	58.8%
Teaching service only at teach. hosp.	1	*	*	*
Group Size (FTE Physicians)				
5 to 14 FTE	7	14.3%	57.1%	57.1%
15 to 29 FTE	7	28.6%	42.9%	57.1%

See page 119 for footnotes.

Table 4.9b

NP/PA Non-Billable Services (continued)

	Scheduling or other operational activities	Non-billable clinical work such as glycemic control or DVT prophylaxis, responding to RRTs, etc.	Other
Pediatric	31.6%	36.8%	21.1%
Region			
East	0.0%	16.7%	16.7%
South	40.0%	40.0%	40.0%
Midwest	57.1%	42.9%	14.3%
West	*	*	*
Employment Model			
Hospital, health system or IDS	25.0%	33.3%	16.7%
University, med school or faculty practice	40.0%	20.0%	40.0%
Academic Status			
Yes	42.9%	42.9%	28.6%
No	0.0%	20.0%	0.0%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	35.3%	35.3%	17.6%
Teaching service only at teach. hosp.	*	*	*
Group Size (FTE Physicians)			
5 to 14 FTE	28.6%	42.9%	14.3%
15 to 29 FTE	14.3%	28.6%	28.6%

Footnotes

*Omitted due to insufficient data.

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

Table 4.9c

Percent of NP/PA Time on Non-Billable Services

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	23	24.7%	31.0%	4.0%	10.0%	47.5%	74.0%
Region							
East	5	44.0%	37.1%	10.0%	50.0%	50.0%	80.0%
South	8	24.1%	33.8%	0.0%	4.0%	46.3%	62.0%
Midwest	9	16.1%	24.7%	5.0%	10.0%	10.0%	32.0%
West	1	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	15	31.9%	35.4%	4.0%	10.0%	50.0%	86.0%
University, medical school or faculty practice plan	5	14.0%	17.8%	5.0%	10.0%	10.0%	31.0%
Academic Status							
Yes	17	18.1%	27.4%	3.0%	10.0%	10.0%	59.0%
No	6	43.3%	35.6%	20.0%	50.0%	50.0%	75.0%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	21	22.3%	27.2%	5.0%	10.0%	45.0%	50.0%
Teaching service only at teach. hosp.	1	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	1	*	*	*	*	*	*
5 to 14 FTE	8	48.1%	32.7%	36.3%	50.0%	57.5%	86.0%
15 to 29 FTE	9	4.8%	4.4%	0.0%	5.0%	10.0%	10.0%

Footnote

*Omitted due to insufficient data.

Table 4.10a

Total Number of Physician Leaders

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	52	2.9	3.0	1.0	2.0	3.0	7.0
Region							
East	9	2.1	1.2	1.0	2.0	3.0	3.2
South	19	1.7	0.9	1.0	2.0	2.0	2.4
Midwest	18	4.3	4.0	1.0	2.0	7.0	10.0
West	5	3.8	4.2	1.0	2.0	4.0	8.2
Employment Model							
Hospital, health system or IDS	30	2.4	2.8	1.0	2.0	2.0	4.0
University, medical school or faculty practice plan	19	3.1	2.7	1.0	2.0	3.5	7.0
Academic Status							
Yes	37	3.3	3.4	1.0	2.0	4.0	8.2
No	14	1.8	0.9	1.0	2.0	2.0	2.7
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	39	3.4	3.3	1.0	2.0	4.0	7.6
Teaching service only at teach. hosp.	9	1.1	0.3	1.0	1.0	1.0	1.2
Group Size (FTE Physicians)							
< 5 FTE	10	1.4	0.5	1.0	1.0	2.0	2.0
5 to 14 FTE	17	2.0	1.5	1.0	2.0	2.0	3.4
15 to 29 FTE	17	2.4	2.0	1.0	2.0	3.0	5.2

Footnote

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

Table 4.10b

Ratio of Leadership FTE to Physician Hospitalist FTE

	Total Groups	Average	Standard Deviation	Median
Pediatric	51	0.21	0.13	0.18
Region				
East	9	0.19	0.11	0.19
South	18	0.23	0.15	0.17
Midwest	18	0.22	0.14	0.18
West	5	0.16	0.05	0.17
Employment Model				
Hospital, health system or IDS	29	0.20	0.13	0.17
University, medical school or faculty practice plan	19	0.23	0.15	0.19
Academic Status				
Yes	36	0.18	0.13	0.15
No	14	0.28	0.12	0.25
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	38	0.20	0.14	0.17
Teaching service only at teach. hosp.	9	0.20	0.11	0.16
Group Size (FTE Physicians)				
< 5 FTE	10	0.34	0.10	0.37
5 to 14 FTE	17	0.23	0.14	0.19
15 to 29 FTE	17	0.12	0.10	0.10

Footnote

This is a significant change than what was reported in 2020. Many pediatric groups reported high leadership ratios (ex. 1 leader for 4 physician hospitalists) which contributes to this change in results.

Table 4.10c

Total Dedicated FTE Allocation for All Physician Leaders

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	34	1.1	1.7	0.2	0.5	1.0	2.0
Region							
East	6	0.6	0.4	0.2	0.6	1.0	1.0
South	12	1.3	2.8	0.2	0.3	0.6	1.4
Midwest	12	1.2	0.8	0.7	1.0	1.5	2.0
West	4	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	22	0.7	0.7	0.2	0.3	0.8	1.5
University, med school or faculty practice	9	2.0	3.0	0.9	1.0	1.3	3.6
Academic Status							
Yes	22	1.4	2.1	0.5	1.0	1.5	2.5
No	12	0.4	0.3	0.2	0.3	0.5	0.8
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	30	0.5	0.7	0.3	0.5	1.0	2.0
Teaching service only at teach. hosp.	3	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	5	0.3	0.2	0.2	0.2	0.2	0.4
5 to 14 FTE	12	1.2	2.8	0.2	0.3	0.9	1.0
15 to 29 FTE	9	0.8	0.3	0.5	0.8	1.0	1.1

Footnotes

*Omitted due to insufficient data.

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 4.10d

Highest-Ranked Physician Leader - Percentage of FTE Dedicated to Leadership

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	16	23.4	13.4	13.8	20.0	30.0	37.5
Region							
East	3	*	*	*	*	*	*
South	5	21.0	11.4	15.0	20.0	20.0	32.0
Midwest	7	20.7	11.0	10.0	20.0	30.0	32.0
West	1	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	8	25.6	9.8	20.0	25.0	31.3	36.5
University, medical school or faculty practice plan	8	21.3	16.6	10.0	17.5	21.3	35.5
Academic Status							
Yes	15	24.3	13.3	17.5	20.0	30.0	38.0
No	1	*	*	*	*	*	*
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	10	28.0	13.8	20.0	20.0	33.8	42.0
Teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	2	*	*	*	*	*	*
5 to 14 FTE	5	15.0	5.0	10.0	15.0	20.0	20.0
15 to 29 FTE	8	30.6	13.7	20.0	27.5	32.5	46.0

Footnote

*Omitted due to insufficient data.

Table 4.10e

Highest-Ranked Physician Leader - Percent Compensation Premium

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	48	17.2%	16.2%	7.3%	18.5%	23.3%	30.0%
Region							
East	9	11.4%	10.7%	0.0%	10.0%	20.0%	22.0%
South	18	13.7%	10.8%	5.0%	11.5%	20.0%	25.0%
Midwest	16	20.6%	10.1%	16.5%	20.0%	26.3%	30.0%
West	5	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	27	14.3%	11.8%	5.0%	10.0%	20.0%	30.0%
University, medical school or faculty practice plan	19	16.8%	9.3%	12.5%	20.0%	22.0%	26.0%
Academic Status							
Yes	33	19.8%	17.8%	10.0%	20.0%	25.0%	30.0%
No	14	11.0%	10.6%	5.0%	10.0%	13.8%	20.0%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	35	17.5%	17.9%	5.0%	15.0%	24.5%	30.0%
Teaching service only at teach. hosp.	9	15.0%	8.5%	9.0%	20.0%	20.0%	23.4%
Group Size (FTE Physicians)							
< 5 FTE	10	13.2%	12.6%	5.0%	9.5%	20.0%	24.7%
5 to 14 FTE	17	11.5%	8.8%	0.0%	10.0%	20.0%	20.0%
15 to 29 FTE	14	18.4%	8.3%	13.5%	20.0%	24.8%	28.5%

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.

Table 4.10f

Demographic Information about Highest-Ranking Physician Leader

	Gender			
	Total Groups	Female or Cisgender Female	Male or Cisgender Male	Prefer not to disclose
Pediatric	51	64.7%	31.4%	3.9%
Region				
East	9	77.8%	11.1%	11.1%
South	19	57.9%	42.1%	0.0%
Midwest	18	61.1%	33.3%	5.6%
West	5	80.0%	20.0%	0.0%
Employment Model				
Hospital, health system or IDS	29	69.0%	31.0%	0.0%
University, medical school or faculty practice plan	19	63.2%	31.6%	5.3%
Academic Status				
Yes	36	63.9%	30.6%	5.6%
No	14	71.4%	28.6%	0.0%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	38	63.2%	31.6%	5.3%
Teaching service only at teach. hosp.	9	66.7%	33.3%	0.0%
Group Size (FTE Physicians)				
< 5 FTE	10	50.0%	50.0%	0.0%
5 to 14 FTE	17	64.7%	29.4%	5.9%
15 to 29 FTE	16	87.5%	12.5%	0.0%

See page 128 for footnotes.

Table 4.10f

Demographic Information about Highest-Ranking Physician Leader (continued)

	Race						
	Total Groups	Asian (Including East Asian, South Asian, and Southeast Asian)	Black or African American	Hispanic or Latino/a/x	White	Multi-racial	Prefer not to disclose
Pediatric	52	13.5%	3.8%	1.9%	73.1%	5.8%	1.9%
Region							
East	9	11.1%	0.0%	0.0%	77.8%	0.0%	11.1%
South	19	15.8%	5.3%	0.0%	63.2%	15.8%	0.0%
Midwest	18	11.1%	0.0%	0.0%	88.9%	0.0%	0.0%
West	5	20.0%	20.0%	0.0%	60.0%	0.0%	0.0%
Employment Model							
Hospital, health system or IDS	30	16.7%	0.0%	3.3%	70.0%	10.0%	0.0%
University, medical school or faculty practice plan	19	5.3%	5.3%	0.0%	84.2%	0.0%	5.3%
Academic Status							
Yes	37	16.2%	2.7%	2.7%	73.0%	2.7%	2.7%
No	14	7.1%	0.0%	0.0%	78.6%	14.3%	0.0%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	39	17.9%	2.6%	2.6%	66.7%	7.7%	2.6%
Teaching service only at teach. hosp.	9	0.0%	11.1%	0.0%	88.9%	0.0%	0.0%
Group Size (FTE Physicians)							
< 5 FTE	10	0.0%	10.0%	0.0%	70.0%	20.0%	0.0%
5 to 14 FTE	17	11.8%	0.0%	0.0%	82.4%	0.0%	5.9%
15 to 29 FTE	17	11.8%	0.0%	5.9%	76.5%	5.9%	0.0%

See page 128 for footnotes.

Table 4.10f

Demographic Information about Highest-Ranking Physician Leader (continued)

	Ethnicity			
	Total Groups	Hispanic or Latino	Not Hispanic or Latino	Prefer not to disclose
Pediatric	51	2.0%	96.1%	2.0%
Region				
East	9	0.0%	88.9%	11.1%
South	19	0.0%	100.0%	0.0%
Midwest	17	0.0%	100.0%	0.0%
West	5	0.0%	100.0%	0.0%
Employment Model				
Hospital, health system or IDS	30	3.3%	96.7%	0.0%
University, medical school or faculty practice plan	19	0.0%	94.7%	5.3%
Academic Status				
Yes	36	2.8%	94.4%	2.8%
No	14	0.0%	100.0%	0.0%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	38	2.6%	94.7%	2.6%
Teaching service only at teach. hosp.	9	0.0%	100.0%	0.0%
Group Size (FTE Physicians)				
< 5 FTE	10	0.0%	100.0%	0.0%
5 to 14 FTE	17	0.0%	94.1%	5.9%
15 to 29 FTE	16	6.3%	93.8%	0.0%

Footnotes

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

No responses received for other gender categories.

No responses received for race categories of American Indian or Alaska Native, Middle Eastern or North African, Native Hawaiian or Pacific Islander, and Other.

Table 4.11

Well-being and Burnout 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
Pediatric	53	18.9%	81.1%	52	63.5%	36.5%
Region						
East	9	0.0%	100.0%	9	66.7%	33.3%
South	19	10.5%	89.5%	19	73.7%	26.3%
Midwest	18	16.7%	83.3%	18	50.0%	50.0%
West	6	66.7%	33.3%	5	80.0%	20.0%
Employment Model						
Hospital, health system or IDS	31	16.1%	83.9%	30	70.0%	30.0%
University, med school or faculty practice	19	21.1%	78.9%	19	47.4%	52.6%
Academic Status						
Yes	37	21.6%	78.4%	37	62.2%	37.8%
No	14	7.1%	92.9%	14	71.4%	28.6%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	39	20.5%	79.5%	39	66.7%	33.3%
Teaching service only at teach. hosp.	10	20.0%	80.0%	9	55.6%	44.4%
Group Size (FTE Physicians)						
< 5 FTE	10	0.0%	100.0%	10	60.0%	40.0%
5 to 14 FTE	17	11.8%	88.2%	17	47.1%	52.9%
15 to 29 FTE	17	29.4%	70.6%	17	70.6%	29.4%

Table 4.12a

Staffing Backup Systems

	Total Groups	Voluntary backup system ¹	Mandatory backup system ²	No formal backup system
Pediatric	53	13.2%	45.3%	41.5%
Region				
East	9	22.2%	55.6%	22.2%
South	19	15.8%	31.6%	52.6%
Midwest	18	11.1%	44.4%	44.4%
West	6	0.0%	66.7%	33.3%
Employment Model				
Hospital, health system or IDS	31	3.2%	45.2%	51.6%
University, med school or faculty practice	19	31.6%	42.1%	26.3%
Academic Status				
Yes	37	16.2%	56.8%	27.0%
No	14	7.1%	14.3%	78.6%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	39	12.8%	48.7%	38.5%
Teaching service only at teach. hosp.	10	20.0%	30.0%	50.0%
Group Size (FTE Physicians)				
< 5 FTE	10	0.0%	10.0%	90.0%
5 to 14 FTE	17	29.4%	23.5%	47.1%
15 to 29 FTE	17	11.8%	58.8%	29.4%

Footnotes

¹Clinicians have volunteered to be on the backup schedule.

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

Table 4.12b

Staffing Backup System Incentives

	Inclusion of Incentive			Situation in Which Incentive Occurs**		
	Total Groups	Yes	No	Total Groups	Additional incentive for being on the backup schedule	Additional incentive if called into work
Pediatric	35	68.6%	31.4%	23	52.2%	82.6%
Region						
East	8	87.5%	12.5%	7	57.1%	85.7%
South	11	81.8%	18.2%	8	37.5%	100.0%
Midwest	11	63.6%	36.4%	7	57.1%	57.1%
West	4	*	*	1	*	*
Employment Model						
Hospital, health system or IDS	19	68.4%	31.6%	11	45.5%	81.8%
University, med school or faculty practice	14	78.6%	21.4%	12	58.3%	83.3%
Academic Status						
Yes	28	64.3%	35.7%	18	55.6%	83.3%
No	6	100.0%	0.0%	5	40.0%	80.0%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	28	71.4%	28.6%	18	50.0%	94.4%
Teaching service only at teach. hosp.	5	60.0%	40.0%	3	66.7%	33.3%
Group Size (FTE Physicians)						
< 5 FTE	2	*	*	2	*	*
5 to 14 FTE	11	72.7%	27.3%	7	57.1%	71.4%
15 to 29 FTE	13	76.9%	23.1%	9	44.4%	88.9%

See page 132 for footnotes.

Table 4.12b

Staffing Backup System Incentives (continued)

	Incentives**		
	Total Groups	Financial compensation	Extra time off/shift differential
Pediatric	23	91.3%	30.4%
Region			
East	7	100.0%	28.6%
South	8	87.5%	12.5%
Midwest	7	85.7%	42.9%
West	1	*	*
Employment Model			
Hospital, health system or IDS	11	90.9%	36.4%
University, medical school or faculty practice plan	12	91.7%	25.0%
Academic Status			
Yes	18	88.9%	33.3%
No	5	100.0%	20.0%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	18	94.4%	27.8%
Teaching service only at teach. hosp.	3	*	*
Group Size (FTE Physicians)			
< 5 FTE	2	*	*
5 to 14 FTE	7	100.0%	14.3%
15 to 29 FTE	9	88.9%	44.4%

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%.

Figure 4.13a

Duration of Day Shifts (Hours) By Group Size

8 10 12 24 Other

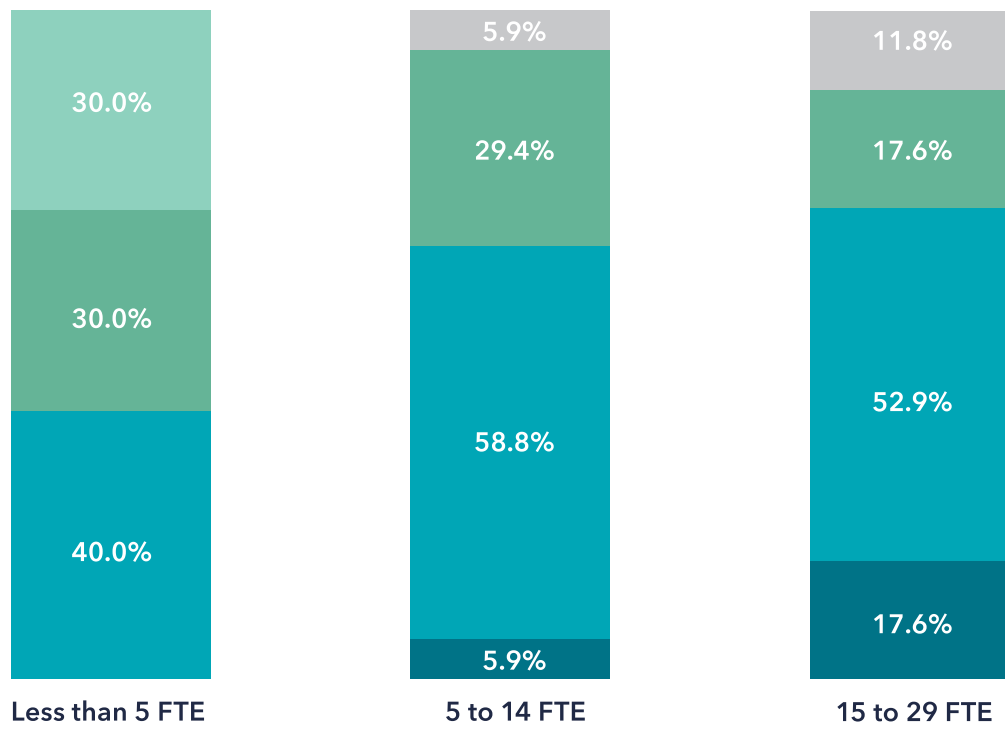


Figure 4.13b

Duration of Shifts, in Hours

Less Than 8 8 10 12 24 Other N/A

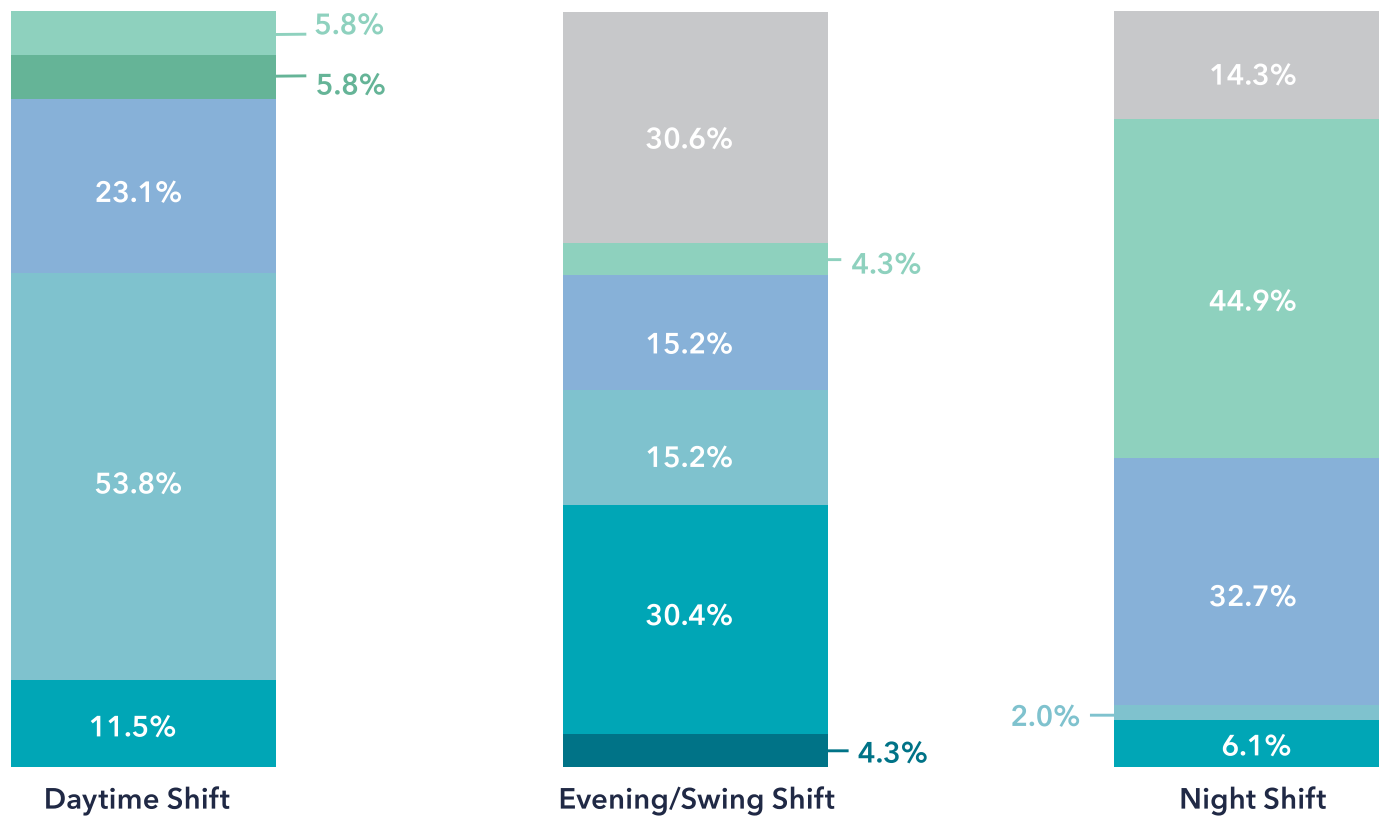


Table 4.13

Duration of Shifts, in Hours

	Total Groups	Duration of daytime shift				
		8	10	12	24	Other
Pediatric	52	11.5%	53.8%	23.1%	5.8%	5.8%
Region						
East	9	22.2%	33.3%	44.4%	0.0%	0.0%
South	19	10.5%	52.6%	36.8%	0.0%	0.0%
Midwest	18	5.6%	61.1%	5.6%	16.7%	11.1%
West	5	0.0%	80.0%	0.0%	0.0%	20.0%
Employment Model						
Hospital, health system or IDS	30	13.3%	40.0%	36.7%	6.7%	3.3%
University, med school or faculty practice	19	10.5%	73.7%	5.3%	5.3%	5.3%
Academic Status						
Yes	37	10.8%	64.9%	16.2%	2.7%	5.4%
No	14	14.3%	21.4%	42.9%	14.3%	7.1%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	39	12.8%	51.3%	28.2%	0.0%	7.7%
Teaching service only at teach. hosp.	9	0.0%	88.9%	11.1%	0.0%	0.0%
Group Size (FTE Physicians)						
< 5 FTE	10	0.0%	40.0%	30.0%	30.0%	0.0%
5 to 14 FTE	17	5.9%	58.8%	29.4%	0.0%	5.9%
15 to 29 FTE	17	17.6%	52.9%	17.6%	0.0%	11.8%

See page 135 for footnote.

Table 4.13

Duration of Shifts, in Hours (continued)

	Duration of evening/swing shift						Duration of night shift				
	Less than 8	8	10	12	Other	N/A	8	10	12	Other	N/A
Pediatric	4.3%	30.4%	15.2%	15.2%	4.3%	30.4%	6.1%	2.0%	32.7%	44.9%	14.3%
Region											
East	11.1%	33.3%	0.0%	0.0%	11.1%	44.4%	0.0%	0.0%	44.4%	22.2%	33.3%
South	5.9%	23.5%	5.9%	29.4%	0.0%	35.3%	11.1%	0.0%	38.9%	33.3%	16.7%
Midwest	0.0%	35.7%	28.6%	7.1%	7.1%	21.4%	6.3%	6.3%	18.8%	62.5%	6.3%
West	0.0%	40.0%	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%	80.0%	0.0%
Employment Model											
Hospital, health system or IDS	3.8%	19.2%	19.2%	26.9%	3.8%	26.9%	3.6%	0.0%	46.4%	39.3%	10.7%
University, med school or faculty practice	5.9%	41.2%	11.8%	0.0%	0.0%	41.2%	11.1%	5.6%	16.7%	44.4%	22.2%
Academic Status											
Yes	3.0%	39.4%	15.2%	15.2%	6.1%	21.2%	8.3%	2.8%	27.8%	44.4%	16.7%
No	8.3%	8.3%	16.7%	16.7%	0.0%	50.0%	0.0%	0.0%	50.0%	41.7%	8.3%
Teaching Status											
Combo teaching/non-teaching service at teach. hosp.	5.6%	30.6%	19.4%	19.4%	5.6%	19.4%	5.1%	2.6%	41.0%	46.2%	5.1%
Teaching service only at teach. hosp.	0.0%	25.0%	0.0%	0.0%	0.0%	75.0%	12.5%	0.0%	0.0%	50.0%	37.5%
Group Size (FTE Physicians)											
< 5 FTE	0.0%	0.0%	0.0%	28.6%	0.0%	71.4%	0.0%	0.0%	42.9%	28.6%	28.6%
5 to 14 FTE	0.0%	13.3%	20.0%	0.0%	6.7%	60.0%	5.9%	5.9%	23.5%	41.2%	23.5%
15 to 29 FTE	12.5%	37.5%	12.5%	31.3%	6.3%	0.0%	0.0%	0.0%	47.1%	47.1%	5.9%

Footnote

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

Table 4.14a

Contractual or Expected Number of Work Periods for FTE Physician

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	41	161.5	36.1	150.0	160.0	178.0	188.0
Region							
East	8	168.4	31.7	159.0	160.0	168.3	194.5
South	15	170.5	23.6	156.0	168.0	178.0	187.2
Midwest	13	144.0	46.9	92.0	168.0	180.0	181.6
West	5	168.8	35.6	150.0	150.0	170.0	206.0
Employment Model							
Hospital, health system or IDS	24	161.0	39.2	148.5	160.0	176.5	208.0
University, medical school or faculty practice plan	15	161.7	34.1	153.5	166.0	178.5	187.2
Academic Status							
Yes	28	161.9	32.1	153.8	167.0	177.0	186.6
No	13	160.5	44.9	144.0	160.0	178.0	227.6
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	30	164.8	30.4	153.3	163.0	177.5	185.8
Teaching service only at teach. hosp.	7	168.3	14.5	158.0	168.0	178.0	186.8
Group Size (FTE Physicians)							
< 5 FTE	9	138.7	40.8	92.0	156.0	168.0	178.0
5 to 14 FTE	16	172.9	30.1	155.5	167.0	183.0	214.0
15 to 29 FTE	12	161.7	39.9	140.8	164.0	175.3	215.6

Table 4.14b

Number of Clinical Hours Required for a 1.0 FTE Physician

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	51	1,838	159	1,800	1,800	1,920	2,080
Region							
East	9	1,772	130	1,725	1,800	1,850	1,920
South	19	1,855	199	1,788	1,850	1,960	2,117
Midwest	18	1,872	137	1,800	1,810	1,921	2,075
West	5	1,774	57	1,800	1,800	1,800	1,800
Employment Model							
Hospital, health system or IDS	29	1,905	155	1,800	1,920	2,000	2,136
University, med school or faculty practice	19	1,742	126	1,709	1,800	1,800	1,848
Academic Status							
Yes	36	1,799	146	1,751	1,800	1,850	1,972
No	14	1,943	153	1,828	1,920	2,082	2,169
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	38	1,834	144.4	1,800	1,810	1,920	2,043
Teaching service only at teach. hosp.	9	1,772	158.8	1,776	1,800	1,800	1,880
Group Size (FTE Physicians)							
< 5 FTE	10	1,937	248	1,800	1,960	2,136	2,184
5 to 14 FTE	17	1,780	141	1,680	1,800	1,850	1,920
15 to 29 FTE	16	1,837	119	1,790	1,800	1,850	2,012

Table 4.15

Offering Paid Time Off (PTO)

	Total Groups	Offer PTO		
		Yes	No, but we offer higher pay for fewer shifts in lieu of PTO	No
Pediatric	52	73.1%	1.9%	25.0%
Region				
East	9	100.0%	0.0%	0.0%
South	19	84.2%	0.0%	15.8%
Midwest	18	50.0%	5.6%	44.4%
West	5	60.0%	0.0%	40.0%
Employment Model				
Hospital, health system or IDS	30	73.3%	3.3%	23.3%
University, medical school or faculty practice plan	19	78.9%	0.0%	21.1%
Academic Status				
Yes	37	67.6%	2.7%	29.7%
No	14	85.7%	0.0%	14.3%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	39	74.4%	2.6%	23.1%
Teaching service only at teach. hosp.	9	66.7%	0.0%	33.3%
Group Size (FTE Physicians)				
< 5 FTE	10	70.0%	0.0%	30.0%
5 to 14 FTE	17	82.4%	0.0%	17.6%
15 to 29 FTE	17	70.6%	5.9%	23.5%

Table 4.15

Offering Paid Time Off (PTO) (continued)

	Typical PTO Hours per Year						
	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	33	218.9	69.5	200.0	240.0	256.0	276.0
Region							
East	9	241.1	40.9	250.0	250.0	256.0	254.0
South	15	203.4	71.0	200.0	224.0	250.0	264.0
Midwest	6	197.3	98.8	160.0	180.0	230.0	300.0
West	3	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	18	232.9	50.8	230.0	250.0	256.0	264.0
University, medical school or faculty practice plan	14	199.4	88.3	160.0	200.0	236.0	300.0
Academic Status							
Yes	21	202.6	81.5	160.0	200.0	250.0	300.0
No	11	251.8	19.6	250.0	250.0	260.0	264.0
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	25	236.6	61.3	224.0	250.0	264.0	292.0
Teaching service only at teach. hosp.	6	150.0	68.8	160.0	162.5	191.3	200.0
Group Size (FTE Physicians)							
< 5 FTE	6	217.2	48.5	173.8	225.0	260.5	264.0
5 to 14 FTE	13	214.2	68.7	200.0	250.0	250.0	256.0
15 to 29 FTE	11	233.5	79.2	200.0	240.0	282.0	300.0

Footnote

*Omitted due to insufficient data.

Table 4.16a

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 (mix of physicians, NPs, PAs, hospitalist nurses, etc.)	Other
Pediatric	41	48.8%	14.6%	12.2%	65.9%	17.1%	9.8%
Region							
East	9	44.4%	11.1%	22.2%	66.7%	33.3%	0.0%
South	14	50.0%	14.3%	7.1%	64.3%	28.6%	14.3%
Midwest	15	53.3%	13.3%	13.3%	73.3%	0.0%	6.7%
West	2	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	22	59.1%	22.7%	9.1%	59.1%	22.7%	0.0%
University, med school or faculty practice	16	37.5%	6.3%	18.8%	87.5%	12.5%	12.5%
Academic Status							
Yes	31	41.9%	16.1%	9.7%	74.2%	12.9%	12.9%
No	10	70.0%	10.0%	20.0%	40.0%	30.0%	0.0%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	34	47.1%	14.7%	11.8%	67.6%	17.6%	8.8%
Teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	5	60.0%	0.0%	20.0%	40.0%	0.0%	0.0%
5 to 14 FTE	12	58.3%	8.3%	16.7%	66.7%	25.0%	16.7%
15 to 29 FTE	16	43.8%	25.0%	6.3%	68.8%	18.8%	6.3%

Footnotes

*Omitted due to insufficient data.

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

Table 4.16b

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
Pediatric	50	14.0%	36.0%	32.0%	18.0%
Region					
East	9	22.2%	11.1%	55.6%	11.1%
South	19	5.3%	42.1%	26.3%	26.3%
Midwest	17	23.5%	29.4%	29.4%	17.6%
West	5	0.0%	80.0%	20.0%	0.0%
Employment Model					
Hospital, health system or IDS	28	17.9%	39.3%	32.1%	10.7%
University, med school or faculty practice	19	10.5%	31.6%	31.6%	26.3%
Academic Status					
Yes	35	11.4%	40.0%	31.4%	17.1%
No	14	21.4%	28.6%	35.7%	14.3%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	37	13.5%	37.8%	37.8%	10.8%
Teaching service only at teach. hosp.	9	0.0%	44.4%	22.2%	33.3%
Group Size (FTE Physicians)					
< 5 FTE	10	20.0%	30.0%	10.0%	40.0%
5 to 14 FTE	17	17.6%	23.5%	35.3%	23.5%
15 to 29 FTE	16	6.3%	56.3%	37.5%	0.0%

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 4.17a

Unfilled Physician Hospitalist Position in Groups

	Presence of Unfilled Positions			Percent of Positions Unfilled		
	Total Groups	Yes	No	Total Groups	Average	Median
Pediatric	52	59.6%	40.4%	31	12.8%	10%
Region						
East	9	55.6%	44.4%	5	14.0%	11.0%
South	19	57.9%	42.1%	12	14.6%	10.0%
Midwest	18	61.1%	38.9%	11	12.8%	10.0%
West	5	60.0%	40.0%	3	*	*
Employment Model						
Hospital, health system or IDS	30	66.7%	33.3%	20	15.5%	11.5%
University, medical school or faculty practice plan	19	47.4%	52.6%	9	8.4%	7.0%
Academic Status						
Yes	37	62.2%	37.8%	22	10.2%	7.5%
No	14	57.1%	42.9%	9	19.2%	20.0%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	39	74.4%	25.6%	29	13.1%	10.0%
Teaching service only at teach. hosp.	9	11.1%	88.9%	1	*	*
Group Size (FTE Physicians)						
< 5 FTE	10	30.0%	70.0%	3	*	*
5 to 14 FTE	17	58.8%	41.2%	11	12.5%	11.0%
15 to 29 FTE	17	64.7%	35.3%	10	14.1%	12.5%

Footnote

*Omitted due to insufficient data.

Table 4.17b

Contributing Factors for Unfilled Positions

	Total Groups	Growth	Turnover	FTEs reducing hours ¹	Intentional vacancy ²
Pediatric	31	61.3%	64.5%	54.8%	35.5%
Region					
East	5	60.0%	100.0%	100.0%	20.0%
South	12	66.7%	41.7%	41.7%	25.0%
Midwest	11	63.6%	72.7%	45.5%	45.5%
West	2	*	*	*	*
Employment Model					
Hospital, health system or IDS	20	65.0%	65.0%	60.0%	25.0%
University, med school or faculty practice	9	55.6%	55.6%	33.3%	44.4%
Academic Status					
Yes	22	63.6%	59.1%	45.5%	40.9%
No	9	55.6%	77.8%	77.8%	22.2%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	29	65.5%	65.5%	55.2%	34.5%
Teaching service only at teach. hosp.	1	*	*	*	*
Group Size (FTE Physicians)					
< 5 FTE	3	*	*	*	*
5 to 14 FTE	10	60.0%	80.0%	60.0%	20.0%
15 to 29 FTE	11	63.6%	54.5%	54.5%	27.3%

Footnotes

*Omitted due to insufficient data.

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.

Table 4.17c

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	Worked short-staffed with some shifts going uncovered
Pediatric	31	9.7%	74.2%	77.4%	35.5%	29.0%
Region						
East	5	0.0%	100.0%	100.0%	60.0%	20.0%
South	12	16.7%	83.3%	75.0%	41.7%	16.7%
Midwest	11	0.0%	63.6%	72.7%	27.3%	36.4%
West	3	*	*	*	*	*
Employment Model						
Hospital, health system or IDS	20	15.0%	90.0%	90.0%	45.0%	30.0%
University, medical school or faculty practice plan	9	0.0%	44.4%	55.6%	11.1%	22.2%
Academic Status						
Yes	22	9.1%	63.6%	68.2%	22.7%	31.8%
No	9	11.1%	100.0%	100.0%	66.7%	22.2%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	29	10.3%	75.9%	79.3%	31.0%	27.6%
Teaching service only at teach. hosp.	1	*	*	*	*	*
Group Size (FTE Physicians)						
< 5 FTE	3	*	*	*	*	*
5 to 14 FTE	11	9.1%	63.6%	81.8%	63.6%	27.3%
15 to 29 FTE	10	10.0%	80.0%	80.0%	10.0%	10.0%

Footnotes

*Omitted due to insufficient data.

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

Table 4.18

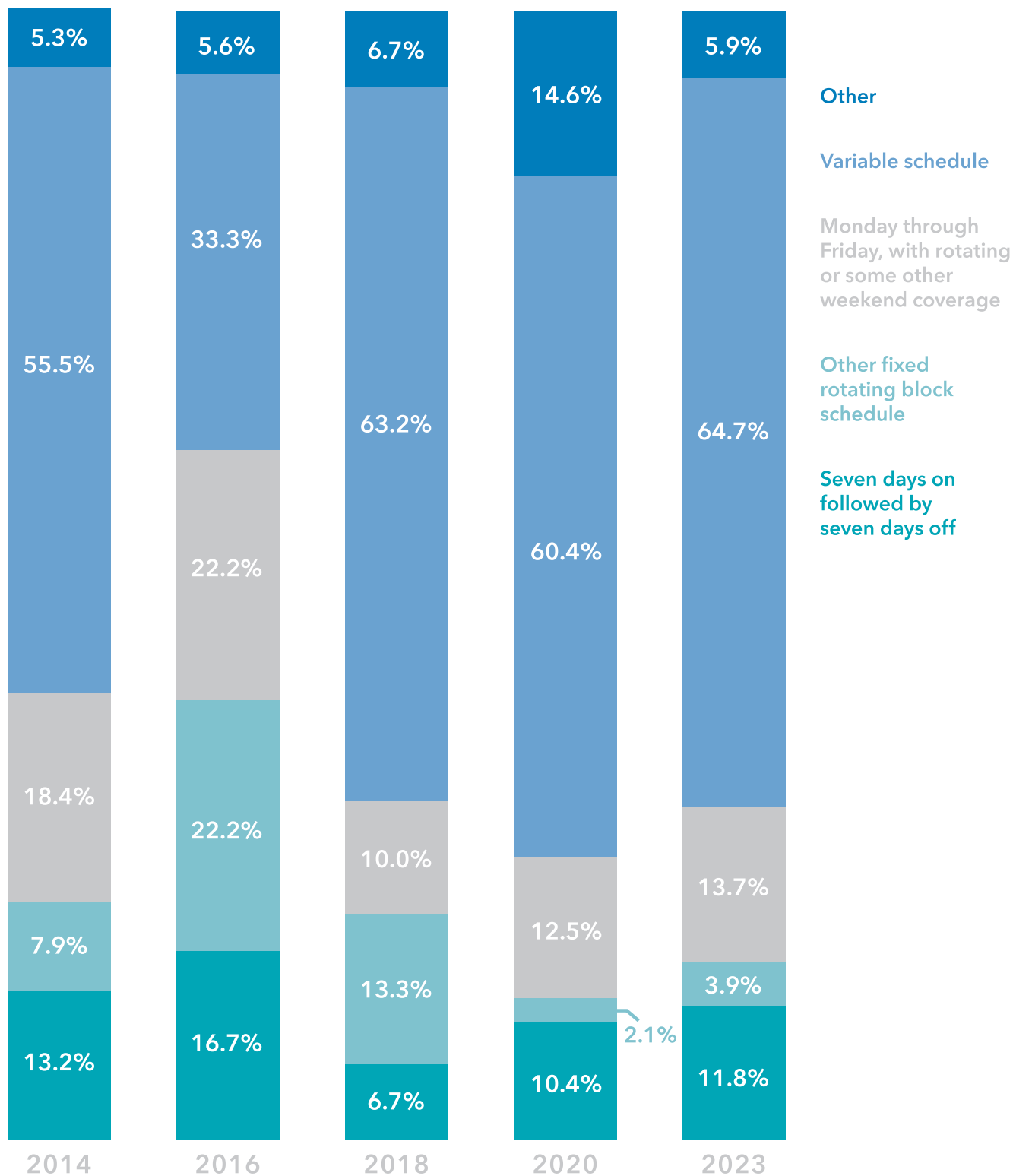
Predominant Scheduling Patterns

	Total Groups	Seven days on followed by seven days off	Other fixed rotating block schedule ¹	Mon-Friday, with rotating or some other weekend coverage	Variable schedule	Other
Pediatric	51	11.8%	3.9%	13.7%	64.7%	5.9%
Region						
East	9	0.0%	0.0%	33.3%	66.7%	0.0%
South	19	10.5%	5.3%	21.1%	52.6%	10.5%
Midwest	18	11.1%	5.6%	0.0%	77.8%	5.6%
West	5	40.0%	0.0%	0.0%	60.0%	0.0%
Employment Model						
Hospital, health system or IDS	29	0.0%	3.4%	10.3%	86.2%	0.0%
University, med school or faculty practice	19	26.3%	5.3%	21.1%	31.6%	15.8%
Academic Status						
Yes	36	16.7%	5.6%	16.7%	52.8%	8.3%
No	14	0.0%	0.0%	7.1%	92.9%	0.0%
Teaching Status						
Combo teaching/ non-teaching service at teach. hosp.	38	15.8%	2.6%	5.3%	71.1%	5.3%
Teaching service only at teach. hosp.	9	0.0%	11.1%	44.4%	44.4%	0.0%
Group Size (FTE Physicians)						
< 5 FTE	10	0.0%	10.0%	10.0%	70.0%	10.0%
5 to 14 FTE	17	11.8%	5.9%	17.6%	58.8%	5.9%
15 to 29 FTE	16	18.8%	0.0%	12.5%	62.5%	6.3%

Footnote

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

Figure 4.18
 Predominant Scheduling Pattern, By Year



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Table 4.19a

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
Pediatric	51	60.8%	9.8%	0.0%	27.5%	2.0%	0.0%
Region							
East	9	55.6%	0.0%	0.0%	33.3%	11.1%	0.0%
South	19	52.6%	21.1%	0.0%	26.3%	0.0%	0.0%
Midwest	18	61.1%	5.6%	0.0%	33.3%	0.0%	0.0%
West	5	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Employment Model							
Hospital, health system or IDS	29	65.5%	6.9%	0.0%	24.1%	3.4%	0.0%
University, med school or faculty practice	19	52.6%	15.8%	0.0%	31.6%	0.0%	0.0%
Academic Status							
Yes	36	61.1%	8.3%	0.0%	30.6%	0.0%	0.0%
No	14	64.3%	7.1%	0.0%	21.4%	7.1%	0.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	38	68.4%	0.0%	0.0%	28.9%	2.6%	0.0%
Teaching service only at teach. hosp.	9	33.3%	44.4%	0.0%	22.2%	0.0%	0.0%
Group Size (FTE Physicians)							
< 5 FTE	10	50.0%	40.0%	0.0%	10.0%	0.0%	0.0%
5 to 14 FTE	17	52.9%	5.9%	0.0%	35.3%	5.9%	0.0%
15 to 29 FTE	16	75.0%	0.0%	0.0%	25.0%	0.0%	0.0%

Table 4.19b

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
Pediatric	26	73.1%	7.7%	11.5%	7.7%
Region					
East	7	28.6%	14.3%	42.9%	14.3%
South	9	100.0%	0.0%	0.0%	0.0%
Midwest	10	80.0%	10.0%	0.0%	10.0%
Employment Model					
Hospital, health system or IDS	13	46.2%	15.4%	23.1%	15.4%
University, med school or faculty practice	11	100.0%	0.0%	0.0%	0.0%
Academic Status					
Yes	18	94.4%	5.6%	0.0%	0.0%
No	7	14.3%	14.3%	42.9%	28.6%
Teaching Status					
Combo teaching/non-teaching service at teach. hosp.	17	70.6%	11.8%	11.8%	5.9%
Teaching service only at teach. hosp.	7	100.0%	0.0%	0.0%	0.0%
Group Size (FTE Physicians)					
< 5 FTE	4	*	*	*	*
5 to 14 FTE	11	63.6%	9.1%	27.3%	0.0%
15 to 29 FTE	6	83.3%	0.0%	0.0%	16.7%

Footnote

*Omitted due to insufficient data.

Table 4.19c

Nocturnist Presence and Differentials

	Presence of Nocturnist			Differentials				
	Total Groups	Yes	No	Total Groups	Work fewer shifts	Receive higher compensation	Both	None of the above
Pediatric	52	51.9%	48.1%	33	63.6%	15.2%	12.1%	9.1%
Region								
East	9	33.3%	66.7%	6	50.0%	16.7%	0.0%	33.3%
South	19	42.1%	57.9%	10	60.0%	30.0%	10.0%	0.0%
Midwest	18	66.7%	33.3%	13	76.9%	0.0%	15.4%	7.7%
West	5	60.0%	40.0%	3	*	*	*	*
Employment Model								
Hospital, health system or IDS	30	53.3%	46.7%	21	57.1%	23.8%	9.5%	9.5%
University, medical school or faculty practice plan	19	42.1%	57.9%	9	66.7%	0.0%	22.2%	11.1%
Academic Status								
Yes	37	56.8%	43.2%	22	68.2%	9.1%	13.6%	9.1%
No	14	42.9%	57.1%	11	54.5%	27.3%	9.1%	9.1%
Teaching Status								
Combo teaching/non-teaching service at teach. hosp.	39	61.5%	38.5%	28	57.1%	17.9%	14.3%	10.7%
Teaching service only at teach. hosp.	9	33.3%	66.7%	3	*	*	*	*
Group Size (FTE Physicians)								
< 5 FTE	10	30.0%	70.0%	5	60.0%	40.0%	0.0%	0.0%
5 to 14 FTE	17	23.5%	76.5%	8	62.5%	12.5%	12.5%	12.5%
15 to 29 FTE	17	76.5%	23.5%	13	76.9%	15.4%	0.0%	7.7%

Footnote

*Omitted due to insufficient data.

Figure 4.19c
Presence of Nocturnist, By Year

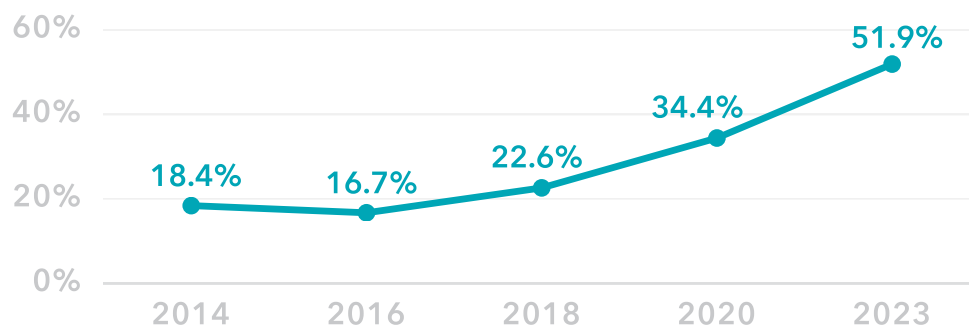


Table 4.19d

Percent Fewer Shifts in Nocturnist Schedule with a Differential

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	23	23.7%	11.7%	13.3%	25.0%	31.5%	40.0%

Footnote

Demographic breakdowns were excluded due to insufficient data.

Table 4.19e

Percent Higher Compensation in Nocturnist with a Pay Differential

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	9	12.9%	7.3%	7.0%	10.0%	15.0%	25.0%

Footnote

Demographic breakdowns were excluded due to insufficient data.

Table 4.20

Presence of a Daytime Admitter Model

	Total Groups	Yes	No	A mixture of models is used
Pediatric	51	23.5%	60.8%	15.7%

Region

East	9	11.1%	88.9%	0.0%
South	19	26.3%	68.4%	5.3%
Midwest	18	16.7%	44.4%	38.9%
West	5	60.0%	40.0%	0.0%

Employment Model

Hospital, health system or IDS	29	34.5%	51.7%	13.8%
University, medical school or faculty practice plan	19	5.3%	73.7%	21.1%

Academic Status

Yes	36	25.0%	52.8%	22.2%
No	14	21.4%	78.6%	0.0%

Teaching Status

Combo teaching/non-teaching service at teach. hosp.	38	28.9%	52.6%	18.4%
Teaching service only at teach. hosp.	9	11.1%	77.8%	11.1%

Group Size (FTE Physicians)

< 5 FTE	10	0.0%	90.0%	10.0%
5 to 14 FTE	17	17.6%	70.6%	11.8%
15 to 29 FTE	16	31.3%	50.0%	18.8%

Table 4.21

Utilization of Unit-Based Assignments

	Total Groups	Yes	No
Pediatric	52	28.8%	71.2%
Region			
East	9	55.6%	44.4%
South	19	15.8%	84.2%
Midwest	18	27.8%	72.2%
West	5	20.0%	80.0%
Employment Model			
Hospital, health system or IDS	30	30.0%	70.0%
University, med school or faculty practice	19	26.3%	73.7%
Academic Status			
Yes	37	27.0%	73.0%
No	14	28.6%	71.4%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	39	30.8%	69.2%
Teaching service only at teach. hosp.	9	22.2%	77.8%
Group Size (FTE Physicians)			
< 5 FTE	10	20.0%	80.0%
5 to 14 FTE	17	17.6%	82.4%
15 to 29 FTE	17	41.2%	58.8%

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 4.22a

Components of Hospitalist Compensation

	Total Groups	Average			Median		
		Base	Production	Performance	Base	Production	Performance
Pediatric	47	91.8%	3.7%	4.5%	95.0%	0.0%	5.0%
Region							
East	9	93.9%	1.4%	4.8%	95.0%	0.0%	5.0%
South	17	89.2%	6.3%	4.4%	95.0%	0.2%	2.5%
Midwest	16	93.0%	3.0%	4.1%	97.5%	0.0%	5.0%
West	5	91.6%	2.4%	6.0%	100.0%	0.0%	5.0%
Employment Model							
Hospital, health system or IDS	28	91.1%	4.2%	4.7%	95.0%	0.0%	5.0%
University, medical school or faculty practice plan	17	93.4%	3.3%	3.3%	97.0%	1.2%	0.0%
Academic Status							
Yes	33	90.5%	4.9%	4.6%	95.0%	0.0%	5.0%
No	14	95.2%	0.6%	4.2%	97.5%	0.0%	5.0%
Teaching Status							
Combo teaching/non-teaching service at teach. hosp.	35	92.0%	3.1%	4.9%	95.0%	0.0%	5.0%
Teaching service only at teach. hosp.	8	87.7%	7.7%	4.5%	96.0%	1.0%	1.5%
Group Size (FTE Physicians)							
< 5 FTE	9	93.6%	5.8%	0.6%	100.0%	0.0%	0.0%
5 to 14 FTE	17	89.3%	5.5%	5.2%	95.0%	0.0%	5.0%
15 to 29 FTE	15	92.0%	2.5%	5.6%	95.0%	0.0%	5.0%

Footnote

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

Table 4.22b

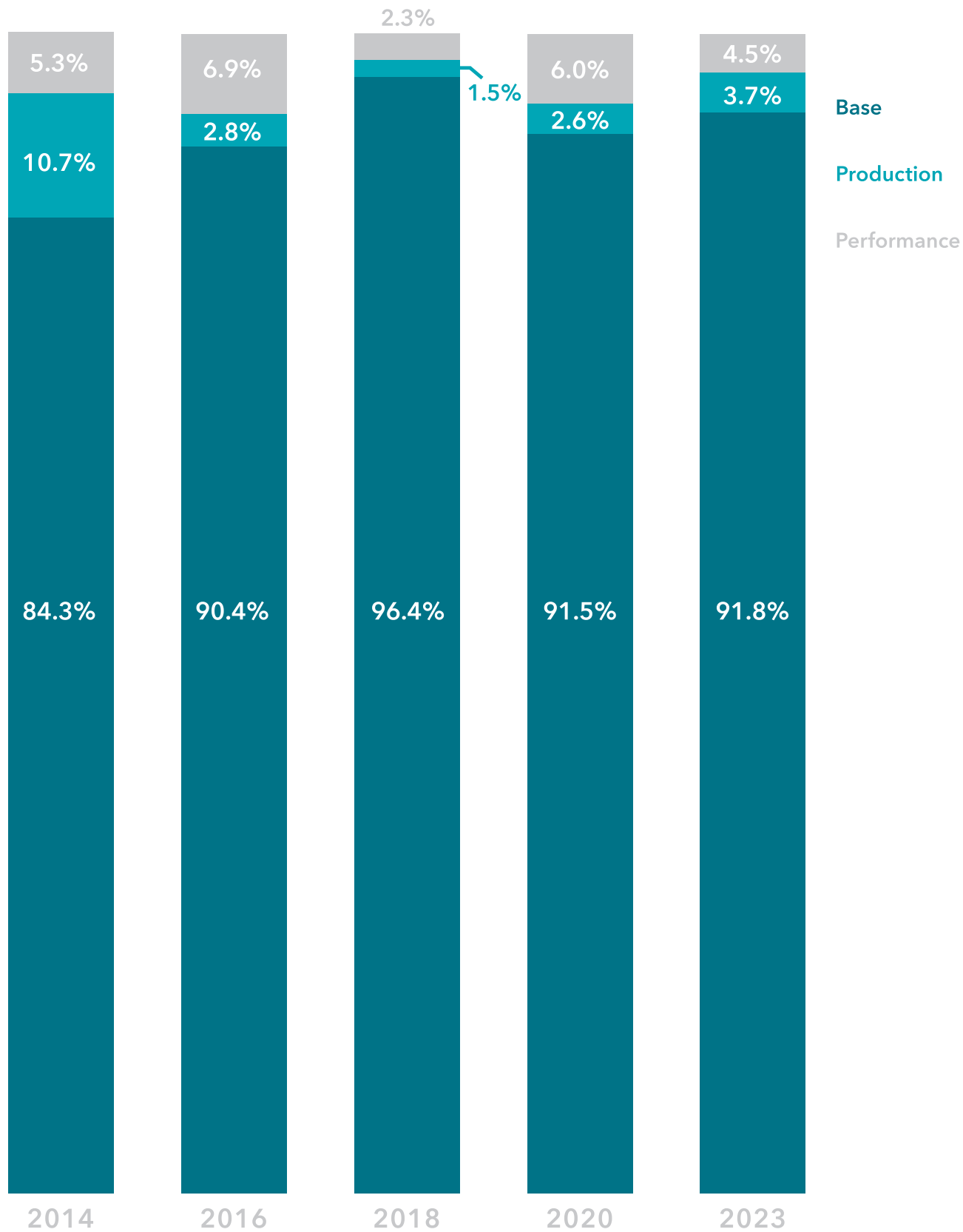
Use of Compensation Differentials for Years of Service

	Total Groups	Yes	No
Pediatric	49	71.4%	28.6%
Region			
East	9	77.8%	22.2%
South	18	66.7%	33.3%
Midwest	17	76.5%	23.5%
West	5	60.0%	40.0%
Employment Model			
Hospital, health system or IDS	28	78.6%	21.4%
University, medical school or faculty practice plan	18	55.6%	44.4%
Academic Status			
Yes	35	65.7%	34.3%
No	14	85.7%	14.3%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	37	73.0%	27.0%
Teaching service only at teach. hosp.	8	62.5%	37.5%
Group Size (FTE Physicians)			
< 5 FTE	9	77.8%	22.2%
5 to 14 FTE	17	58.8%	41.2%
15 to 29 FTE	16	68.8%	31.3%

Footnote

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

Figure 4.22
Average Component of Hospitalist Compensation, By Year



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Table 4.22c

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
Pediatric	47	17.0%	23.4%	19.1%	31.9%	57.4%
Region						
East	9	11.1%	11.1%	22.2%	11.1%	66.7%
South	18	11.1%	16.7%	16.7%	33.3%	61.1%
Midwest	15	26.7%	33.3%	20.0%	46.7%	46.7%
West	5	20.0%	40.0%	20.0%	20.0%	60.0%
Employment Model						
Hospital, health system or IDS	29	20.7%	27.6%	17.2%	27.6%	62.1%
University, medical school or faculty practice plan	16	12.5%	12.5%	18.8%	37.5%	50.0%
Academic Status						
Yes	33	21.2%	30.3%	21.2%	39.4%	48.5%
No	14	7.1%	7.1%	14.3%	14.3%	78.6%
Teaching Status						
Combo teaching/non-teaching service at teach. hosp.	37	18.9%	24.3%	18.9%	32.4%	56.8%
Teaching service only at teach. hosp.	7	14.3%	28.6%	28.6%	42.9%	42.9%
Group Size (FTE Physicians)						
< 5 FTE	8	0.0%	0.0%	0.0%	12.5%	87.5%
5 to 14 FTE	16	12.5%	25.0%	18.8%	37.5%	56.3%
15 to 29 FTE	15	33.3%	26.7%	26.7%	33.3%	46.7%

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.

Table 4.23a

Value of Annual Employee Benefits, per FTE

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	30	\$45,238	\$31,409	\$30,500	\$36,000	\$50,000	\$64,631
Region							
East	6	\$39,000	\$12,506	\$33,000	\$36,000	\$36,000	\$50,000
South	10	\$58,300	\$47,577	\$36,000	\$42,000	\$57,500	\$74,800
Midwest	10	\$38,404	\$22,041	\$25,625	\$33,615	\$48,750	\$70,780
West	4	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	22	\$41,366	\$15,788	\$32,750	\$36,000	\$47,250	\$63,800
University, medical school or faculty practice plan	6	\$59,333	\$66,050	\$30,000	\$40,000	\$50,000	\$120,000
Academic Status							
Yes	20	\$47,617	\$37,015	\$30,000	\$39,167	\$50,000	\$63,300
No	10	\$40,481	\$15,768	\$36,000	\$36,000	\$42,750	\$64,631
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	23	\$39,123	\$15,532	\$30,000	\$36,000	\$47,500	\$61,600
Teaching service only at teach. hosp.	4	*	*	*	*	*	*
Group Size (FTE Physicians)							
< 5 FTE	6	\$67,885	\$62,197	\$38,250	\$46,500	\$64,734	\$130,156
5 to 14 FTE	11	\$35,682	\$12,166	\$28,750	\$36,000	\$36,000	\$50,000
15 to 29 FTE	7	\$45,604	\$17,425	\$32,500	\$37,230	\$56,000	\$67,200

Footnotes

*Omitted due to insufficient data.

Excluded any responses under \$3,500 and over \$235,000.

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 4.23b

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)
Pediatric	51	84.3%	76.5%	56.9%
Region				
East	9	100.0%	100.0%	88.9%
South	18	77.8%	72.2%	61.1%
Midwest	18	94.4%	83.3%	27.8%
West	5	40.0%	40.0%	80.0%
Employment Model				
Hospital, health system or IDS	30	76.7%	70.0%	56.7%
University, med school or faculty practice	18	94.4%	88.9%	55.6%
Academic Status				
Yes	37	89.2%	78.4%	54.1%
No	14	71.4%	71.4%	64.3%
Teaching Status				
Combo teaching/ non-teaching service at teach. hosp.	39	82.1%	74.4%	56.4%
Teaching service only at teach. hosp.	8	87.5%	75.0%	75.0%
Group Size (FTE Physicians)				
< 5 FTE	9	66.7%	55.6%	44.4%
5 to 14 FTE	17	82.4%	82.4%	70.6%
15 to 29 FTE	17	88.2%	70.6%	47.1%

See page 159 for footnote.

Table 4.23b

Employee Benefits (continued)

	Paid holidays off	Student loan repayment	Tuition reimbursement	Relocation or housing costs	Signing bonus
Pediatric	51.0%	17.6%	49.0%	72.5%	60.8%
Region					
East	100.0%	11.1%	88.9%	33.3%	55.6%
South	61.1%	16.7%	44.4%	77.8%	61.1%
Midwest	16.7%	16.7%	38.9%	88.9%	66.7%
West	40.0%	40.0%	40.0%	60.0%	60.0%
Employment Model					
Hospital, health system or IDS	50.0%	23.3%	53.3%	63.3%	76.7%
University, med school or faculty practice	61.1%	11.1%	44.4%	88.9%	44.4%
Academic Status					
Yes	48.6%	16.2%	51.4%	83.8%	54.1%
No	57.1%	21.4%	42.9%	42.9%	78.6%
Teaching Status					
Combo teaching/non-teaching service at teach. hosp.	53.8%	12.8%	53.8%	71.8%	59.0%
Teaching service only at teach. hosp.	50.0%	37.5%	37.5%	100.0%	50.0%
Group Size (FTE Physicians)					
< 5 FTE	22.2%	33.3%	22.2%	66.7%	66.7%
5 to 14 FTE	64.7%	0.0%	41.2%	52.9%	64.7%
15 to 29 FTE	58.8%	23.5%	58.8%	94.1%	64.7%

See page 159 for footnote.

Table 4.23b

Employee Benefits (continued)

	Life insurance	Malpractice insurance	Disability insurance	Employee and/or dependent education programs	Other
Pediatric	92.2%	100.0%	92.2%	56.9%	13.7%
Region					
East	88.9%	100.0%	100.0%	66.7%	44.4%
South	94.4%	100.0%	94.4%	50.0%	16.7%
Midwest	94.4%	100.0%	94.4%	55.6%	0.0%
West	80.0%	100.0%	80.0%	60.0%	0.0%
Employment Model					
Hospital, health system or IDS	96.7%	100.0%	90.0%	56.7%	23.3%
University, med school or faculty practice	88.9%	100.0%	94.4%	55.6%	0.0%
Academic Status					
Yes	89.2%	100.0%	91.9%	56.8%	2.7%
No	100.0%	100.0%	92.9%	57.1%	42.9%
Teaching Status					
Combo teaching/non-teaching service at teach. hosp.	94.9%	100.0%	94.9%	59.0%	15.4%
Teaching service only at teach. hosp.	75.0%	100.0%	87.5%	50.0%	0.0%
Group Size (FTE Physicians)					
< 5 FTE	100.0%	100.0%	88.9%	44.4%	11.1%
5 to 14 FTE	88.2%	100.0%	88.2%	52.9%	23.5%
15 to 29 FTE	88.2%	100.0%	94.1%	52.9%	5.9%

Footnote

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

Table 4.23c

Annual CME Allotment per FTE Hospitalist

	Total Groups	\$1,500-1,999	\$2,000-2,499	\$2,500-2,999	\$3,000-3,499
Pediatric	50	4.0%	6.0%	24.0%	16.0%
Region					
East	9	22.2%	11.1%	33.3%	11.1%
South	18	0.0%	5.6%	22.2%	16.7%
Midwest	18	0.0%	5.6%	27.8%	16.7%
West	5	0.0%	0.0%	0.0%	20.0%
Employment Model					
Hospital, health system or IDS	29	0.0%	3.4%	27.6%	10.3%
University, med school or faculty practice	18	11.1%	11.1%	22.2%	22.2%
Academic Status					
Yes	36	5.6%	8.3%	19.4%	16.7%
No	14	0.0%	0.0%	35.7%	14.3%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	38	2.6%	5.3%	21.1%	13.2%
Teaching service only at teach. hosp.	8	12.5%	12.5%	25.0%	25.0%
Group Size (FTE Physicians)					
< 5 FTE	9	0.0%	11.1%	22.2%	11.1%
5 to 14 FTE	17	5.9%	5.9%	29.4%	23.5%
15 to 29 FTE	16	6.3%	0.0%	18.8%	6.3%

See page 161 for footnote.

Table 4.23c

Annual CME Allotment per FTE Hospitalist (continued)

	\$3,500-3,999	\$4,000-4,499	\$4,500-4,999	\$5,000-5,499	\$5,500-\$5,999
Pediatric	20.0%	8.0%	0.0%	18.0%	4.0%
Region					
East	11.1%	0.0%	0.0%	11.1%	0.0%
South	33.3%	11.1%	0.0%	11.1%	0.0%
Midwest	5.6%	5.6%	0.0%	27.8%	11.1%
West	40.0%	20.0%	0.0%	20.0%	0.0%
Employment Model					
Hospital, health system or IDS	31.0%	3.4%	0.0%	17.2%	6.9%
University, med school or faculty practice	5.6%	11.1%	0.0%	16.7%	0.0%
Academic Status					
Yes	16.7%	8.3%	0.0%	19.4%	5.6%
No	28.6%	7.1%	0.0%	14.3%	0.0%
Teaching Status					
Combo teaching/ non-teaching service at teach. hosp.	23.7%	7.9%	0.0%	21.1%	5.3%
Teaching service only at teach. hosp.	12.5%	12.5%	0.0%	0.0%	0.0%
Group Size (FTE Physicians)					
< 5 FTE	33.3%	11.1%	0.0%	11.1%	0.0%
5 to 14 FTE	11.8%	5.9%	0.0%	17.6%	0.0%
15 to 29 FTE	25.0%	6.3%	0.0%	25.0%	12.5%

Footnote

No pediatric groups reported annual CME allotments of less than \$1,500 or \$6,000 and above.

Table 4.24a

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 %
Pediatric	16	\$25,971.50	\$22,832.27	\$6,373.58	\$18,881.12	\$40,294.12	\$49,532.83

Footnotes

Demographic breakdowns were omitted due to insufficient data.

This table describes the amount of financial support per FTE physician for non-clinical work in Academic HMGs. Responses of \$0 and greater than \$90,000 were excluded as outliers. These are the same exclusions as Adult HMGs for this question.

Table 4.24b

Distribution of Clinical Work in Academic HMGs

	Total Groups	Traditional ward services ¹		Intermittent learner involvement ²		Non-teaching services ³	
		Average	Percent	Average	Percent	Average	Percent
Pediatric	38	26.2	63.9%	2.9	7.2%	11.9	28.9%
Region							
East	6	20.0	56.6%	0.2	0.5%	15.1	42.9%
South	17	23.7	72.4%	0.6	1.9%	8.4	25.8%
Midwest	13	27.1	59.6%	5.2	11.5%	13.2	29.0%
West	2	*	*	*	*	*	*
Employment Model							
Hospital, health system or IDS	19	35.3	72.0%	3.4	7.0%	10.3	21.0%
University, medical school or faculty practice plan	16	15.9	51.3%	0.5	1.7%	14.5	46.9%
Academic Status							
Yes	31	26.5	61.3%	3.6	8.4%	13.1	30.3%
No	7	24.7	83.2%	0.0	0.0%	5.0	16.8%
Teaching Status							
Combo teaching/ non-teaching service at teach. hosp.	29	28.6	61.1%	3.6	7.7%	14.6	31.2%
Teaching service only at teach. hosp.	7	18.7	95.9%	0.0	0.0%	0.8	4.1%
Group Size (FTE Physicians)							
< 5 FTE	6	14.8	86.5%	0.0	0.0%	2.3	13.5%
5 to 14 FTE	11	21.8	66.1%	0.4	1.2%	10.8	32.7%
15 to 29 FTE	13	32.9	72.4%	2.0	4.4%	10.5	23.2%

Footnotes

*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 4.24c

Salary Increase Associated with Academic Promotion

	Total Groups	Yes	No
Pediatric	44	75.0%	25.0%
Region			
East	7	100.0%	0.0%
South	18	77.8%	22.2%
Midwest	15	60.0%	40.0%
West	3	*	*
Employment Model			
Hospital, health system or IDS	23	56.5%	43.5%
University, med school or faculty practice	18	94.4%	5.6%
Academic Status			
Yes	37	75.7%	24.3%
No	7	71.4%	28.6%
Teaching Status			
Combo teaching/ non-teaching service at teach. hosp.	35	71.4%	28.6%
Teaching service only at teach. hosp.	7	85.7%	14.3%
Group Size (FTE Physicians)			
< 5 FTE	6	66.7%	33.3%
5 to 14 FTE	14	85.7%	14.3%
15 to 29 FTE	16	68.8%	31.3%

Footnote

*Omitted due to insufficient data.

Table 4.24d

Requirements for Academic Promotion at Affiliated Medical School/Academic Institution

	Academic Appointment Required			
	Total Groups	No requirement	Required	Voluntary
Pediatric	44	15.9%	70.5%	13.6%
Region				
East	7	0.0%	100.0%	0.0%
South	18	16.7%	72.2%	11.1%
Midwest	15	26.7%	53.3%	20.0%
West	3	*	*	*
Employment Model				
Hospital, health system or IDS	23	17.4%	60.9%	21.7%
University, med school or faculty practice	18	16.7%	77.8%	5.6%
Academic Status				
Yes	37	13.5%	70.3%	16.2%
No	7	28.6%	71.4%	0.0%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	35	14.3%	71.4%	14.3%
Teaching service only at teach. hosp.	7	14.3%	71.4%	14.3%
Group Size (FTE Physicians)				
< 5 FTE	6	50.0%	33.3%	16.7%
5 to 14 FTE	14	14.3%	71.4%	14.3%
15 to 29 FTE	16	12.5%	75.0%	12.5%

See page 165 for footnote.

Table 4.24d

**Requirements for Academic Promotion
at Affiliated Medical School/Academic Institution (continued)**

	Percent with Academic Appointment			
	Total Groups	Average	Standard Deviation	Median
Pediatric	43	94.5%	16.4%	100.0%
Region				
East	7	100.0%	0.0	100.0%
South	18	98.5%	4.5%	100.0%
Midwest	15	86.7%	25.9%	100.0%
West	3	*	*	*
Employment Model				
Hospital, health system or IDS	22	95.6%	12.2%	100.0%
University, medical school or faculty practice plan	18	92.3%	21.6%	100.0%
Academic Status				
Yes	36	93.4%	17.7%	100.0%
No	7	100.0%	0.0%	100.0%
Teaching Status				
Combo teaching/non-teaching service at teach. hosp.	34	97.5%	9.6%	100.0%
Teaching service only at teach. hosp.	7	88.0%	25.1%	100.0%
Group Size (FTE Physicians)				
< 5 FTE	6	86.0%	26.8%	100.0%
5 to 14 FTE	14	94.1%	17.8%	100.0%
15 to 29 FTE	15	95.7%	14.3%	100.0%

Footnote

*Omitted due to insufficient data.

Table 4.25a

Amount of Financial Support per FTE Employed Physician

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	28	\$200,999.97	\$129,541.10	\$114,628.20	\$202,801.63	\$268,518.90	\$380,706.40

Footnotes

Demographic breakdowns were excluded due to insufficient data.

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.

Table 4.25b

Amount of Financial Support per FTE Provider, All Provider Types

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	26	\$170,168.30	\$106,020.90	\$95,825.90	\$168,209.00	\$217,681.00	\$327,894.60

Footnotes

Demographic breakdowns were excluded due to insufficient data.

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.

Table 4.25c

Amount of Financial Support per wRVU Generated by the HMG

	Total Groups	Average	Standard Deviation	25 th %	Median	75 th %	90 th %
Pediatric	19	\$151.00	\$162.94	\$79.00	\$98.49	\$170.00	\$228.50

Footnotes

Demographic breakdowns were excluded due to insufficient data.

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.