# Section I: ADMINISTRATIVE AND PHYSICIAN LEADERSHIP COMPENSATION

Reported here in Section I will be the salary and bonus data for administrative and physician leadership staff in 2011. A listing of the positions included in this survey can be found in the survey tool and on page 3 of these instructions.

<table>
<thead>
<tr>
<th>Column 1</th>
<th>Position Number</th>
<th>Enter the position number associated with the survey position. If you are reporting more than one of these positions, please insert a row and include the position number and title.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Column 2</td>
<td>Position Title</td>
<td>This is the position title that corresponds to the Position Number listed in column 1. If you are reporting more than one of these positions, please insert a row and include the position number and title.</td>
</tr>
<tr>
<td>Column 3</td>
<td>Incumbent ID</td>
<td>This code is used to identify each incumbent from year to year. Please provide a code that identifies the incumbent only to your organization. Do not use the incumbent's full SSN.</td>
</tr>
<tr>
<td>Column 4</td>
<td>Base Salary</td>
<td>Enter the annual base compensation for the incumbent including any base salary deferred through election. Please exclude anticipated cash distributions or deferred compensation based on prior-year performance, rewards or incentives. (Base pay does not include payments made under the normal retirement, benefits, pension or profit sharing plans.) Use rates in effect on January 1, 2011, and report data in annual, whole dollars (e.g., $25,568).</td>
</tr>
<tr>
<td>Column 5</td>
<td>Total Salary</td>
<td>The total combined salary of Column 4 + Column 7.</td>
</tr>
<tr>
<td>Column 6</td>
<td>Annual Short-Term Bonus Eligible (Y/N)</td>
<td>Is this position short-term (one year or less) bonus eligible? Indicate Y or N.</td>
</tr>
<tr>
<td>Column 7</td>
<td>Annual Short-Term Incentive/Bonus Amount</td>
<td>Identify the bonus amount received in the most recently completed fiscal or calendar year.</td>
</tr>
<tr>
<td>Column 8</td>
<td>If Bonus eligible, what are the non-productivity measures tied to bonus pay?</td>
<td>If this position is bonus eligible and there are non-productivity measures tied to this position. For example, patient satisfaction, access, quality/clinical outcomes.</td>
</tr>
<tr>
<td>Column 9</td>
<td>Long-Term Incentive Eligible (Y/N)</td>
<td>Is this position long-term (greater than one year) bonus eligible? Indicate Y or N.</td>
</tr>
<tr>
<td>Column 10</td>
<td>Long-Term Target Maximum as a % of Base</td>
<td>Enter the maximum long-term incentive payout the incumbent is eligible to receive as a percentage of base salary.</td>
</tr>
<tr>
<td>Column 11</td>
<td>Long-Term Payout as a % of Base</td>
<td>Enter the incumbent's actual percentage payout for long-term incentives as a percentage of base salary.</td>
</tr>
<tr>
<td>Column 12</td>
<td>Fringe Benefit %</td>
<td>Report the approximate percentage value of fringe benefits to base salary. Fringe benefits include the employer's share of FICA, payroll and unemployment taxes, health, disability, life and workers compensation insurance; all employer contributions to retirement plans including defined benefit and contribution plans, 401(k), 403(b), and any non-qualified retirement plans.</td>
</tr>
</tbody>
</table>
Column 13 **Number of FTEs this position oversees** - Enter the total number of FTEs (physician or non-physician) this position oversees or the number that reports up to this position.

Column 14 **Is this Incumbent an MD (Y/N)** – Indicate if the incumbent is a board certified physician with a Y or N.

Column 15 **If Yes, what is the Physician’s specialty?** – If yes, in column 14, indicate what is the physician’s specialty code. The specialty code the physician is related to the area of medicine they practice. See page 17 of these instructions for a complete list of specialty codes.

Column 16 **Clinical FTE** - For those MDs listed who still have clinical responsibilities, please indicate the clinical FTE.

Column 17 **Administrative FTE** - Indicate the administrative FTE attributed to this position.

Column 18 **Other FTE** - If there are additional responsibilities for this position, for example Research, Teaching, etc… please indicate that FTE here.

Column 19 **Clinic (C) or Health System (H)** - If you are a health system with both Clinical and Health System level administrative positions, please report the top positions at both the health system and the clinic. Indicate an "H" for a health system level position or a "C" for a clinic level position.
Administrative and Physician Leadership Positions

Head Leadership Positions

5170 Chief Compliance Officer (CCO) - Responsible for maintaining contracts and processes such that adherence to federal and state regulations are maintained.

5000 Chief Financial Officer (CFO) - This position is responsible for the organization’s financial management, financial planning, fiscal policies, and administration of accounting practices. Directs and coordinates business office activity (insurance claims, filing, billing, collections, and accounts receivable).

5010 Chief Information Officer (CIO) - Manages systems and computer activities, hardware, software, programming, networks, systems design and implementation. Designs and implements processes to automate or streamline operations. This is a vice president level position.

5015 Chief Medical Officer (CMO)-MD - Develops and implements strategic goals related to the quality improvement and management programs followed by medical and nursing staff. Develops policies, practices, and systems to monitor and implement quality control standards and measurements while ensuring compliance with regulatory agency’s standards and requirements.

5017 Chief Medical Informatics Officer (CMIO) — MD — Develops and manages the organization’s capabilities in information systems and tools that are applied to medical information. Coordinates analytical support for medical management, including profiling, health economics and business analytics/performance metrics. Works with the Information Systems department to prioritize medical management needs. This position typically reports to the Chief Medical Officer (CMO) or Chief Information Officer (CIO).

5025 Chief Nursing Officer (CNO) – Exercises leadership responsibility over the practice of Nursing as a member of the executive team. Responsible for evaluating, developing, recommending, and implementing policies and procedures related to the delivery of safe and efficient high quality nursing care. Directs and coordinates the activities of a staff of managerial, professional/technical, and auxiliary nursing personnel.

5035 Chief of Medical Staff – This position is elected by the medical staff and acts as a liaison between the medical staff and administration. Chief of Staff is required to ensure that the projects and policies get completed in timely manner. The principle duty of Chief of Staff is to ensure that the executive decisions are carried out and oversee that staff members follow these guidelines. Generally practices medicine for at least 50 percent of work time. This is typically a one to two-year term. This position requires a licensed physician

5140 Chief Operating Officer (COO) - This position may be considered the Vice President of Operations and is responsible for the daily operations of the medical practice and/or other affiliated organizations. Assists the CEO with planning and leadership of patient and non-patient care activities. This position reports to the CEO or President.

5045 Dean, School of Medicine – An academic dean is a senior administrator at a college or university who has authority over the school of medicine. They report to a provost or chancellor. The academic dean is responsible for approving faculty hiring, overseeing budget, fundraising, setting academic rules and policies, developing academic programs and performing other administrative functions within the school of medicine. The academic dean must have the ability to improve school programs and monitor policies, while making sure all accreditation, State, and Federal criterion concerning academics is strictly followed.

5060 Hospital Administrator – Directs and coordinates all hospital operations. This is the top management position within the hospital reporting to the hospital board or corporate/system executive.

5070 Medical Director – Primary function is to manage and coordinate all medical and related services of the clinic, with the exception of nursing services, under the direction of the governing board. This position interacts with the Physician Administrator and acts as a liaison and representative for the physician teams.
5075 **Associate Medical Director** – Responsible for providing physician leadership and support for clinical process analysis and improvement in the ambulatory setting, including creating goals and plans aimed at improving patient, staff and clinician satisfaction, practice efficiency, care outcomes and financial performance. Provides physician leadership to the planning and implementation of electronic health record applications. Reports to the Medical Director

5090 **Non-physician Administrator (CEO/CAO)** – A non-physician that plans, directs, and coordinates the administrative activity of the organization; participates with governing board in planning and determining the strategic goals; and is responsible for all operating and financial performance. This is the top non-physician management position.

5100 **Physician Administrator (CEO)** – A physician that plans, directs, and coordinates the administrative activity of the organization; participates with governing board in planning and determining the strategic goals; and is responsible for all operating and financial performance. This is the top physician management position and reports directly to the governing board.

5095 **President/Chancellor** – The chancellor is the chief executive officer of a university or college campus. Chancellors guide the financial direction and academic operations. This position reports to the institution’s board of trustees. The President/Chancellor is responsible planning the college’s budget, overseeing the attainment and appropriation of the institution’s funds. They also must develop a long-term strategic plan for the college’s future, which includes developing and implementing programs and services and bringing new technologies to the college.

**Operational Directors**

5150 **Business Office Manager** – This position is responsible for implementing the credit and collection policies and collection activities. They may also be responsible for patient accounts, insurance, billings, cashiering, coding, third party contracting, fee setting, and reimbursements.

5130 **Clinical Research Director** – Responsible for all research activities, grants, and drug studies. Also responsible for monitoring and complying with all state and federal government rules/regulations that are applicable to research activities. Directs all public relations activities concerning research and development.

5110 **Contracting Director** – Responsible for the overseeing, negotiations, and maintenance of the organizations medical revenue contracts. The contracts include commercial and/or governmental, capitated and/or non-capitated.

5085 **Director of Development** - Directs and coordinates fundraising programs for the organization, such as the annual fund, planned (deferred) giving, foundation and corporate fundraising, direct mail and phone solicitations, grant proposals, donor research, donor recordkeeping, donor recognition, special fundraising events, etc.

5180 **Division Operations Director** - Oversees a group of diverse clinic and/or hospital departments, but not all clinic or hospital departments. Reports to COO or CAO.

5185 **Division or Section Chair** – Oversees a set of specialties or set of departments. This position is has broader level responsibilities than a Department Chair.

5190 **Finance Director** – Responsible for preparing financial statements, supervises the financial departments as well as the internal accounting systems. Controller would be a similar title, reporting to the CFO.

5030 **Head of Facilities** – Responsible for major building projects and facilities expansions, space planning, remodeling of current facilities, maintenance of equipment and facilities. Responsible for operation and maintenance of facility.

5055 **Head of Faculty Practice Plan** – Responsible for management of a coordinated physician workforce through clinical program operational and financial integration. This position is responsible for cost-effective and patient-sensitive ambulatory care management, multidisciplinary program formation, and market diversification.

5068 **Head of Graduate Medical Education** – Responsible for the distribution of pertinent information to departments with residents such as resident training application forms, postgraduate training programs, hiring processes for acceptance of residents, and monitoring resident credentials. This position records training assignments for Medicare
reimbursement for training postgraduate physicians and monitors Continuing Medical Education credits. This position prepares the yearly budget allocated for postgraduate training and monitors it throughout the fiscal year.

5050 Health Plan Director – In charge of all basic non-medical operations, i.e., plan operations, membership enrollment, plan marketing, claims processing/reporting, and health plan quality assurance data collection/reporting.

5040 Human Resources Director – This position is responsible for human resources or personnel administration to include employee/labor relations, employment, wage and benefit administration, staff development, policy design, and employee safety. Reports to the CEO.

5160 In-house Legal Counsel – This position may be considered the Vice President of Legal. They are responsible for legal matters related to malpractice, corporate, human resources, contracts, etc.

5071 Medical Director- Behavioral Health – Responsible for overseeing the range of services related to Behavioral Medicine. Directs the planning, implementation and marketing of services to meet the organization's objectives. This position requires a licensed physician.

5072 Medical Director- Cancer Center – Responsible for managing and directing activities of a Cancer Center. Administers Cancer Center programs and policies. Responsible for ensuring the Cancer Center meets quality, financial and operating objectives. This position requires a licensed physician.

5073 Medical Director- Cardiology – Responsible for overseeing the range of services related to Cardiology. Directs the planning, implementation and marketing of services to meet the organization’s objectives. This position requires a licensed physician.

5074 Medical Director- Hospice – Responsible for managing and directing the medical activities of the organization’s Hospice program. Responsible for ensuring the Hospice program is in compliance with medical quality standards. This position requires a licensed physician.

5065 Medical Director- Long Term Care – Responsible for managing and directing the medical activities of the organization’s Long-Term Care Program. Responsible for ensuring the Long-Term Care Program is in compliance with medical quality standards. This position requires a licensed physician.

5076 Medical Director- Multi-specialty Group – Responsible for managing and directing the activities of a Multi-Specialty Group (generally three or more specialties) and administering the group's programs and policies. Ensures clinic operations meet financial, quality and productivity goals. This position requires a licensed physician.

5077 Medical Director- Primary Care Group – Responsible for managing and directing the activities of a Primary Care Group (Family Practice, Internal Medicine, Pediatrics and/or possibly Obstetrics/Gynecology) and administering the group's programs and policies. Ensures clinic operations meet financial, quality and productivity goals. This position requires a licensed physician.

5078 Medical Director- Surgery – Responsible for overseeing the range of services within the Department of Surgery. Directs the planning, implementation and marketing of services to meet the organization’s objectives. This position requires a licensed physician.

5079 Medical Director- Utilization Review – Responsible for managing and directing the organization's Utilization Review program designed to oversee the appropriateness and necessity of medical care provided. This position requires a licensed physician.

5080 Medical Education Director – Responsible for administration of education activities including medical school, residency programs, allied health programs, and extramural funding.

5200 Medical Records Director – Oversees all medical records personnel and budget, typically holds a professional license in medical records management, reporting to the COO.
5205  **Medical Staff Services/Physician Services Director** – A senior level management position responsible for the physician recruitment functions in addition to other services which may include credentialing, contracting, retention, physician practice management or physician relations. Supervises and directs personnel assigned to these functions, attends senior management meetings and makes decisions dealing with staffing, budget, strategic planning, credentialing, contracts or more.

5020  **Nursing Director** – This position is responsible for planning and directing the activities of nursing staff and ancillary nursing personnel. Additionally, they are responsible for annual operational and financial planning. Reviews and evaluates nursing service to ensure the quality of patient care and effective use of resources. Develops and interprets policies and procedures relating to nursing activities. Nursing units would have a reporting relationship to this individual.

5105  **Office Manager** – This position is responsible for the non-medical activities of a practice. This position is responsible for the daily operations of the organization. It may oversee some financial activities such as billing and collections. A health system may have several office managers.

5210  **Physician Recruiter- Manager** – Responsible for the recruitment function. Duties may include recruitment sourcing strategies, managing and directing recruitment personnel, budget, staffing, physician relations and contracting.

5215  **Physician Recruiter- Senior** – Recruits physicians and providers to meet organization’s needs. Duties include sourcing, site visits, physician relations, and closing contracts. 4 – 10 years of physician recruiting experience.

5220  **Physician Recruiter- Staff Level** – Recruits physicians and providers to meet organizations needs, Duties include sourcing, site visits, physician relations, and closing contracts. 1 – 3 years of physician recruiting experience.

5120  **Public Affairs / Marketing Director** – Responsible for planning, designing, and implementing marketing, public relations, and media activities.

5221  **Quality Improvement Director** – Primary function is to provide leadership and direction for quality improvement activities at the organization. This position is responsible for the development and maintenance of processes and procedures that monitor and improve quality.