Physician Compensation and Productivity Survey

Competition for physicians resulting in continued upward pressure on compensation, outpacing increases in productivity and collections

<table>
<thead>
<tr>
<th>Specialty Group</th>
<th>TCC</th>
<th>Work RVUs</th>
<th>Collections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Medicine</td>
<td>22.0%</td>
<td>0.5%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Pediatrics - General</td>
<td>18.4%</td>
<td>2.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>19.1%</td>
<td>2.8%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Psychiatry - General</td>
<td>21.3%</td>
<td>-0.5%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Cardiology - General</td>
<td>17.0%</td>
<td>14.0%</td>
<td>14.8%</td>
</tr>
</tbody>
</table>

Median Percent Difference
Five-Year Trend from 2012-2017

Physician reward strategies evolving to align with performance drivers and organizational goals

- Incentive plan designs increasingly reflect changing payment and care delivery models with more emphasis on value-based compensation
- Panel size and care delivery metrics more important as organizations move toward risk-based arrangements
- Highly competitive environment for physician leadership talent leading to compensation arrangements based on size of organization and scope of responsibility
- Physician workforce demographics and multi-generational needs require thoughtful consideration of reward strategies to attract, retain and engage key talent

Quality Incentive Payments
(as a percentage of TCC)

<table>
<thead>
<tr>
<th>Specialty Group</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Specialty Groups</td>
<td>4.3%</td>
<td>4.7%</td>
<td>5.9%</td>
<td>7.4%</td>
</tr>
</tbody>
</table>

Panel Size and TCC per Patient

- **Family Medicine**
  - Panel Size: 1,814
  - TCC/Patient: $131
- **Pediatrics**
  - Panel Size: 1,754
  - TCC/Patient: $132
- **Internal Medicine**
  - Panel Size: 1,734
  - TCC/Patient: $145

Leadership Compensation

Total cash compensation for a department chair can range from 1.5 to 2+ times that of staff physician compensation for the same department/specialty

Prevalence of Recruitment and Retention Practices

- **Sign-On Bonuses**: 61%
- **Non-Competes**: 68%
- **Student Loan Repayments**: 20%


2018 survey now open for participation
Deadline to submit is March 30

Learn more: Contact-Us@sullivancotter.com or 888.739.7039
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