

# Table of Contents

## Overview

### *Introduction*

|                       |    |
|-----------------------|----|
| Purpose .....         | 10 |
| Description .....     | 10 |
| What's New? .....     | 10 |
| Data Collection ..... | 10 |
| Response Rate .....   | 10 |

### *How to Use This Report*

|                              |    |
|------------------------------|----|
| Report Organization .....    | 11 |
| Appendices .....             | 11 |
| Additional Information ..... | 11 |

### *Statistical Interpretation - A User's Guide*

|                               |    |
|-------------------------------|----|
| Introduction .....            | 12 |
| Interpreting the Data .....   | 12 |
| Using the Survey Report ..... | 12 |

## Key Findings and Demographics - Section One

### *Key Findings*

|   |    |
|---|----|
| Management Compensation Trend Analysis, 2003–2007 .....   | 20 |
| Graph 1: CEO/Executive Director (25 or fewer FTE Physicians) Median Compensation by Total Medical Revenue ..... | 21 |
| Graph 2: Administrator (7 to 25 FTE Physicians) Median Compensation by Total Medical Revenue .....              | 21 |

### *Medical Practice*

|  |    |
|--|----|
| 1: Responses Received .....                  | 22 |
| 2: Geographic Section .....                  | 22 |
| 3: Demographic Classification .....          | 22 |
| 4: State .....                               | 23 |
| 5: Legal Organization .....                  | 24 |
| 6: Organization Ownership .....              | 24 |
| 7: Group Type .....                          | 24 |
| 8: Single-Specialty Group Type .....         | 25 |
| 9: 2007 Total Medical Revenue .....          | 26 |
| 10: 2007 Percent of Capitation Revenue ..... | 26 |
| 11: FTE Physicians .....                     | 26 |
| 12: FTE Physicians (Single Specialty) .....  | 26 |
| 13: FTE Physicians (Multispecialty) .....    | 27 |
| 14: FTE Nonphysician Providers (NPP) .....   | 27 |
| 15: FTE Providers (Single Specialty) .....   | 27 |
| 16: FTE Providers (Multispecialty) .....     | 27 |

### *Management*

|   |    |
|---|----|
| 17: Position Titles .....   | 28 |
| 18: Compensation Methodology .....  | 29 |
| 19: Formal Education .....  | 29 |
| 20: Years of Management Experience .....  | 29 |
| 21: Gender .....  | 29 |
| 22: Status in the American College of Medical Practice Executives (ACMPE) ..... | 29 |
| 23: MGMA Membership Status .....  | 29 |

**Management Compensation and Benefits - Section Two**

|   |    |
|---|----|
| Table A: Total Compensation .....                                     | 32 |
| Table B: Total Compensation by Group Type .....                       | 33 |
| Table C: Bonus and Incentives .....                                   | 34 |
| Table D: Retirement Benefits .....                                    | 35 |
| Table E: Retirement Benefits as a Percent of Total Compensation ..... | 36 |

**Physician Executive Summary Tables - Section Three**

|  |    |
|--|----|
| Physician Executive List of Data Tables .....                    | 37 |
| Table 1: Physician Chief Executive Officer (CEO)/President ..... | 38 |
| Table 2: Medical Director .....                                  | 41 |

**Executive Management Summary Tables - Section Four**

|  |    |
|--|----|
| Executive Management List of Data Tables .....   | 45 |
| Table 3: Chief Executive Officer (CEO)/Executive Director (26 or more FTE Physicians) .....  | 46 |
| Table 4: Chief Executive Officer (CEO)/Executive Director (25 or fewer FTE Physicians) ..... | 50 |
| Table 5: Administrator (26 or more FTE Physicians) .....                                     | 54 |
| Table 6: Administrator (7 to 25 FTE Physicians) .....  | 58 |
| Table 7: Administrator (6 or fewer FTE Physicians) .....                                     | 62 |
| Table 8: Chief Operating Officer (COO) .....   | 66 |
| Table 9: Chief Financial Officer (CFO) .....   | 70 |
| Table 10: Chief Information Officer (CIO) .....  | 74 |
| Table 11: Assistant Administrator .....  | 78 |

**Senior Management Summary Tables - Section Five**

|  |     |
|--|-----|
| Senior Management List of Data Tables .....                    | 83  |
| Table 12: Ambulatory/Clinical Services Director .....          | 84  |
| Table 13: Branch/Satellite Clinic Director .....               | 87  |
| Table 14: Building and Grounds Director .....                  | 90  |
| Table 15: Business Services Director .....                     | 93  |
| Table 16: Clinical Research Director .....                     | 96  |
| Table 17: Compliance Director .....                            | 99  |
| Table 18: Finance Director .....                               | 102 |
| Table 19: Human Resources Director .....                       | 105 |
| Table 20: Information Systems Director .....                   | 108 |
| Table 21: Laboratory Services Director .....                   | 111 |
| Table 22: Managed Care Director .....                          | 114 |
| Table 23: Marketing and Sales Director .....                   | 117 |
| Table 24: Medical Records Director .....                       | 120 |
| Table 25: Nursing Services Director .....                      | 123 |
| Table 26: Physician Recruitment Director .....                 | 126 |
| Table 27: Quality Improvement/Quality Assurance Director ..... | 129 |
| Table 28: Radiology Services Director .....                    | 132 |
| Table 29: Reimbursement Director .....                         | 135 |

**General Management Summary Tables - Section Six**

|   |     |
|---|-----|
| General Management List of Data Tables .....    | 139 |
| Table 30: Benefits Manager .....                | 140 |
| Table 31: Branch/Satellite Clinic Manager ..... | 143 |
| Table 32: Business Office Manager .....         | 146 |
| Table 33: Clinical Department Manager .....     | 149 |
| Table 34: Clinic Research Manager .....         | 152 |
| Table 35: General Accounting Manager .....      | 155 |
| Table 36: Laboratory Services Manager .....     | 158 |
| Table 37: Materials Management Manager .....    | 161 |

|  |     |
|--|-----|
| Table 38: Medical Records Manager .....    | 164 |
| Table 39: Nursing Manager .....            | 167 |
| Table 40: Office Manager .....             | 170 |
| Table 41: Operations Manager .....         | 173 |
| Table 42: Patient Accounting Manager ..... | 176 |
| Table 43: Radiology Services Manager ..... | 179 |
| Table 44: Training/Education Manager ..... | 182 |

### Specialist Summary Tables - Section Seven

|  |     |
|--|-----|
| Specialist List of Data Tables .....               | 185 |
| Table 45: Benefits/Payroll Specialist .....        | 186 |
| Table 46: Marketing/Communication Specialist ..... | 189 |

### Supervisor Summary Tables - Section Eight

|  |     |
|--|-----|
| Supervisor List of Data Tables .....       | 193 |
| Table 47: Business Office Supervisor ..... | 194 |
| Table 48: Clinic Supervisor .....          | 197 |
| Table 49: Front Office Supervisor .....    | 200 |
| Table 50: Nursing Supervisor .....         | 203 |

### Compensation by Single Specialty - Section Nine

|                                       |     |
|---------------------------------------|-----|
| Table 51: Anesthesiology .....        | 208 |
| Table 52: Cardiology .....            | 208 |
| Table 53: Family Practice .....       | 209 |
| Table 54: Gastroenterology .....      | 209 |
| Table 55: Obstetrics/Gynecology ..... | 210 |
| Table 56: Ophthalmology .....         | 210 |
| Table 57: Orthopedic Surgery .....    | 211 |
| Table 58: Otorhinolaryngology .....   | 211 |
| Table 59: Pediatrics .....            | 212 |

### Hospital/Integrated Delivery System (IDS)-Owned Practices Demographics - Section Ten

|  |     |
|--|-----|
| Graph 1: Median Compensation by Position for Hospital/IDS-Owned Practices .....                              | 214 |
| Graph 2: Retirement Benefits as a Percent of Compensation by Position for Hospital/IDS-Owned Practices ..... | 214 |

#### Management

|  |     |
|--|-----|
| 1: Position Titles .....   | 215 |
| 2: Compensation Methodology .....  | 216 |
| 3: Formal Education .....  | 216 |
| 4: Years of Management Experience .....  | 216 |
| 5: Gender .....  | 216 |
| 6: Status in the American College of Medical Practice Executives (ACMPE) ..... | 216 |
| 7: MGMA Membership Status .....  | 216 |
| Table A: Total Compensation, Hospital/IDS Owned .....                          | 217 |
| Table B: Bonus and Incentives, Hospital/IDS Owned .....                        | 218 |
| Table C: Retirement Benefits, Hospital/IDS Owned .....                         | 219 |

### Hospital/Integrated Delivery System (IDS)-Owned Practices Summary Tables - Section Eleven

|  |     |
|--|-----|
| Hospital/IDS-Owned Practices List of Data Tables ..... | 221 |
|--|-----|

*Physician Executives*

Table 60: Physician Chief Executive Officer (CEO)/President ..... 222  
 Table 61: Medical Director ..... 223

*Executive Management*

Table 62: Chief Executive Officer (CEO)/Executive Director (26 or more FTE Physicians) ..... 224  
 Table 63: Chief Executive Officer (CEO)/Executive Director (25 or fewer FTE Physicians) ..... 225  
 Table 64: Administrator ..... 226  
 Table 65: Chief Operating Officer (COO) ..... 227  
 Table 66: Chief Financial Officer (CFO) ..... 228  
 Table 67: Chief Information Officer (CIO) ..... 229  
 Table 68: Assistant Administrator ..... 230

*Senior Management*

Table 69: Ambulatory/Clinical Services Director ..... 231  
 Table 70: Branch/Satellite Clinic Director ..... 232  
 Table 71: Building and Grounds Director ..... 233  
 Table 72: Business Services Director ..... 234  
 Table 73: Finance Director ..... 235  
 Table 74: Human Resources Director ..... 236  
 Table 75: Information Systems Director ..... 237  
 Table 76: Marketing and Sales Director ..... 238  
 Table 77: Nursing Services Director ..... 239  
 Table 78: Quality Improvement/Quality Assurance Director ..... 240

*General Management*

Table 79: Branch/Satellite Clinic Manager ..... 241  
 Table 80: Business Office Manager ..... 242  
 Table 81: Clinical Department Manager ..... 243  
 Table 82: General Accounting Manager ..... 244  
 Table 83: Laboratory Services Manager ..... 245  
 Table 84: Medical Records Manager ..... 246  
 Table 85: Nursing Manager ..... 247  
 Table 86: Office Manager ..... 248  
 Table 87: Operations Manager ..... 249  
 Table 88: Patient Accounting Manager ..... 250  
 Table 89: Radiology Services Manager ..... 251

*Supervisors*

Table 90: Business Office Supervisor ..... 252  
 Table 91: Clinic Supervisor ..... 253  
 Table 92: Front Office Supervisor ..... 254  
 Table 93: Nursing Supervisor ..... 255

**Appendices**

Appendix A: Abbreviations, Acronyms and Geographic Sections ..... 258  
 Appendix B: Terms Used in the Report ..... 259  
 Appendix C: Formulas and Methodology ..... 266  
 Appendix D: MGMA Survey Products ..... 268  
 Appendix E: Compensation and Production Survey: 2008 Questionnaire Based on 2007 Data ..... 270  
 Appendix F: Compensation and Production Survey: 2008 Guide to the Questionnaire Based on 2007 Data ..... 278