



Advancing High Performance Health

# 2023 Medical Clinic Staffing Survey Report





# 2023 Medical Clinic Staffing Survey Report

2023 Report Based on 2022 Data

Survey Data Effective 1/1/2023

A confidential survey of clinic staffing data and trends in medical groups.  
Compiled by AMGA Consulting.

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# Table of Contents

**INTRODUCTION** ..... 5  
 About AMGA and AMGA Consulting ..... 6

## Addressing Clinic Staffing Shortages

### SECTION I: PARTICIPANT PROFILE

Demographics ..... 8  
 Geography ..... 9  
 Group Size ..... 10  
 Group Classification ..... 11

### SECTION II: RESULTS

Tactics ..... 13  
 Tactics – Process Automation/Improvement ..... 14  
 Tactics – Care Model/Staffing Structure ..... 15  
 Current Staffing Levels ..... 16  
 Workforce Challenge Impact ..... 17  
 Looking Forward ..... 18

## Clinic Staffing

### SECTION I: PARTICIPANT PROFILE

Demographics ..... 20  
 Geography ..... 21  
 Group Size ..... 22  
 Group Classification ..... 23  
 Provider FTE Specialty Complement ..... 24  
 Total Provider Visits ..... 25

### SECTION II: CLINIC STAFFING RESULTS

Advanced Practice Clinician (APC) Staffing: Per Physician ..... 27  
 Clinic Staffing: Per Physician ..... 29  
 Clinic Staffing: Per Provider ..... 42  
 Clinic Staffing: Per 10,000 wRVUs ..... 55  
 Clinic Staffing: Per 5,000 Visits ..... 68

### SECTION III: METHODOLOGY AND DEFINITIONS

Survey Methodology ..... 82  
 Survey Instructions ..... 83

## Introduction

AMGA Consulting is pleased to present the results of the *AMGA 2023 Medical Clinic Staffing Survey*. Given the challenging labor market currently facing medical groups and other healthcare organizations, we expedited the collection of clinic staffing data. We conducted a second survey of AMGA Leadership Council members to capture additional information on the impact of workforce challenges. The goal was to provide more context to the staffing data, looking at both the financial implications and the tactical approaches sought by medical groups as solutions now and into the future. This report contains the results of both surveys, presented in two parts.

### Addressing Clinic Staffing Shortages

For this section, AMGA invited all AMGA council members to participate in a brief online survey. AMGA Leadership Councils represent a collective of medical group and health system leaders, aligned by job role and responsibility. AMGA sent out survey invitations and received 80 responses, representing more than 7,900 clinics and 30,000 physicians.

This report contains a profile of the response group and the results for each question in this survey. For some of the questions, the results are based on percentage of yes/no indicators, with others as medians or ranking of response options. Where applicable, the responses are broken down by group type, size, and tax status.

### Clinic Staffing

This section has historically been part of the annual *AMGA Medical Group Operations and Finance Survey*. The *AMGA 2023 Medical Clinic Staffing Survey* was designed to focus on the most relevant clinic staffing metrics. The goal is to provide a more complete picture of clinic staffing within medical groups and by specialty type. AMGA sent invitations to participate in the survey to medical groups across the country and received valid responses representing almost 6,200 individual clinics with more than 22,000 providers.

This report includes a profile of the survey respondents and summary of clinic staffing data. Data are delineated in several ways, with a focus on presenting relevant data for both independent/private practice and integrated/system affiliated health system organizations. Metrics are reported per physician FTE, per provider FTE, per 10,000 work RVUs (wRVUs), and per 5,000 visits.

With surveys like this, the consulting division of AMGA supports its members by converting data into actionable information. Medical group leaders use data published in our survey reports to inform critical decisions in both their day-to-day operations and their transition to a value-based healthcare environment. AMGA Consulting strives to publish reports that meet the needs of leaders looking to enhance financial performance and to benchmark operational indicators against similar organizations.

To ensure confidentiality, all participant responses are securely maintained by AMGA Consulting. Special reports analyzing the data in a customized way may be purchased separately from AMGA Consulting, subject to minimum data count requirements.

It is recommended to use caution in interpreting the data in the report. The survey report is based on voluntary responses and may not be representative of all providers and all medical groups. As survey respondents vary from year to year, conclusions about yearly trends and fluctuations in reported values may not necessarily be tied to trends within the healthcare environment.

## About AMGA and AMGA Consulting

AMGA is a trade association leading the transformation of healthcare in America. Representing multispecialty medical groups and integrated systems of care, we advocate, educate, innovate, and empower our members to deliver the next level of high performance health. AMGA is the national voice promoting awareness of our members' recognized excellence in the delivery of coordinated, high-quality, high-value care.

More than 177,000 physicians practice in our member organizations, delivering care to one in three Americans. AMGA has long been at the forefront of healthcare industry research, developing provider satisfaction surveys and several performance-benchmarking surveys. These surveys include a nationally recognized compensation and productivity survey, in addition to the annual Operations and Finance Survey, the Clinic Staffing Survey, and the Medical Group Benefits survey.

AMGA Consulting Services utilizes these resources along with extensive industry experience to help clients transform information into innovative strategies and gain a competitive edge in their marketplace. These strategies include implementing operational improvements, developing new plans that align provider compensation with clinical performance, driving more efficient physician/hospital integration, and creating and maintaining a high-performing culture.

# Addressing Clinic Staffing Shortages

Section I

**PARTICIPANT PROFILE**

## Demographics

The AMGA *Addressing Clinic Staffing Shortages Survey* includes responses representing more than 7,900 clinics from across the country, representing a wide range of group sizes and organization types. The data submitted are representative of staffing performance and tactical efforts for clinics that support more than 30,000 physician FTEs.

Eighty-six percent (86%) of the total clinics are part of system-affiliated organizations, with the remainder from independent medical groups. This accounts for 88% of the physician FTEs.

Total Clinics and FTEs by Organization Type				
	Total Clinics	% of Total Clinics	Total Physician FTEs	% of Total Physician FTEs
System Affiliated	6,762	86%	26,414	88%
Independent	1,146	14%	3,663	12%
<b>Total</b>	<b>7,908</b>		<b>30,077</b>	

The median group size for the system-affiliated groups is also significantly higher, at 438 physician FTEs, compared to independent groups, with a median of 102 physician FTEs.

Group Total Physician FTEs by Organization Type		
	Average	Median
System Affiliated	629	438
Independent	147	102
<b>Total</b>	<b>449</b>	<b>249</b>

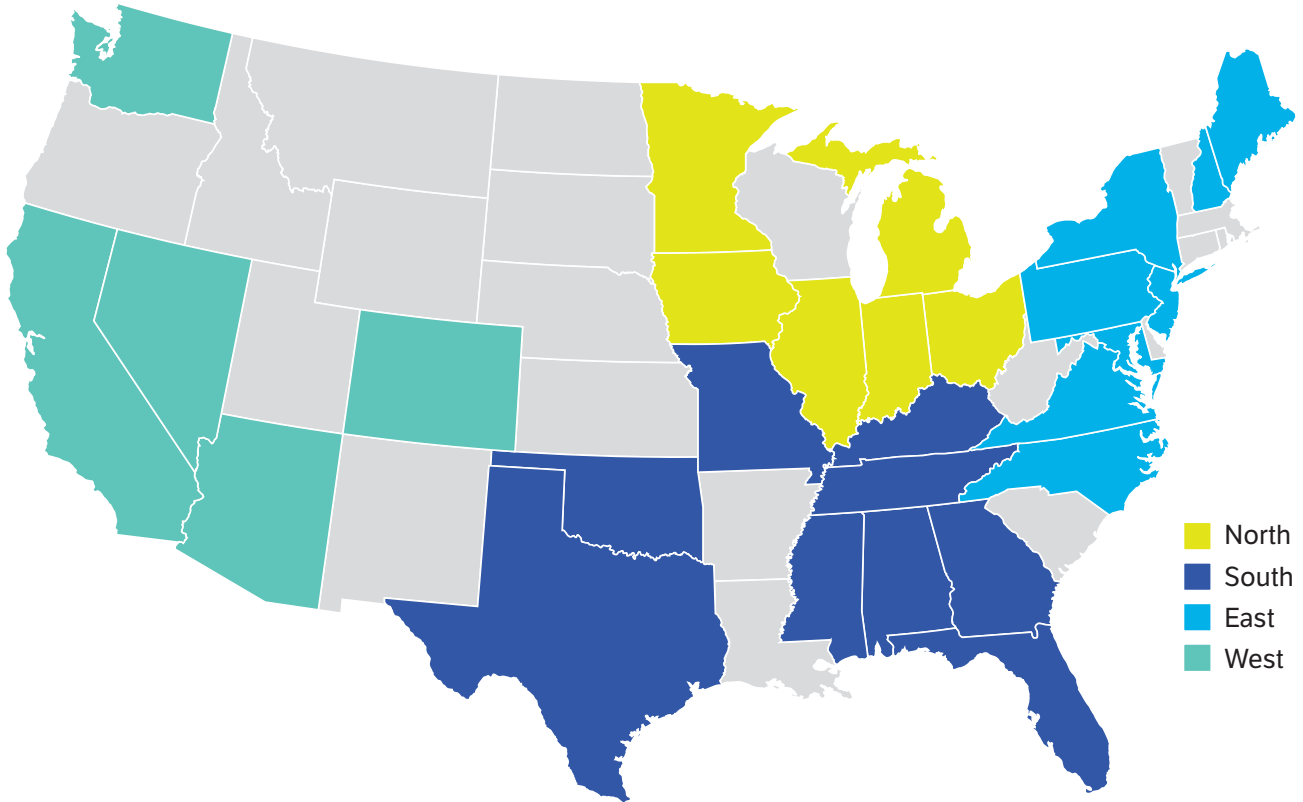
Respondents reported their tax status as for-profit or not-for-profit. Seventy-one percent (71%) of total clinics are from not-for-profit organizations, with 29% being for-profit. The split for physician FTEs is similar, with 69% from not-for-profit compared to 31% for-profit.

Total Clinics and FTEs by Tax Status				
	Total Clinics	% of Total Clinics	Total Physician FTEs	% of Total Physician FTEs
Not-for-Profit	5,653	71%	20,836	69%
For-Profit	2,255	29%	9,241	31%
<b>Total</b>	<b>7,908</b>		<b>30,077</b>	



## Geography

Respondents to the *Addressing Clinic Staffing Shortages Survey* are based in each region of the United States. The highest representation is the south region, with 36% of clinics and 33% of physicians. The south participation is followed closely by the north region with 31% and 32% of clinics and physicians, respectively. The east and west regions make up the remaining 33% of clinics and 35% of physicians, with the east being the lowest of the four regions.



Region	Total Clinics	% of Total Clinics	Total Physician FTEs	% of Total Physician FTEs
North	2,471	31%	9,632	32%
South	2,804	36%	10,104	33%
East	1,136	14%	3,811	13%
West	1,497	19%	6,531	22%
<b>Total</b>	<b>7,908</b>		<b>30,077</b>	

## Group Size

Large medical groups with greater than 500 physician FTEs account for nearly half (49%) of the clinics represented and an even greater percent (66%) of the total physician FTEs. Small groups of fewer than 150 physician FTEs account for only 10% of the clinics and 6% of physicians represented in the survey responses.

Group Size	Total Clinics	% of Total Clinics	Total Physician FTEs	% of Total Physician FTEs
Fewer than 150	760	10%	1,907	6%
150 to 300	1,508	19%	2,372	8%
301 to 500	1,791	22%	6,082	20%
Greater than 500	3,849	49%	19,716	66%
<b>Total</b>	<b>7,908</b>		<b>30,077</b>	

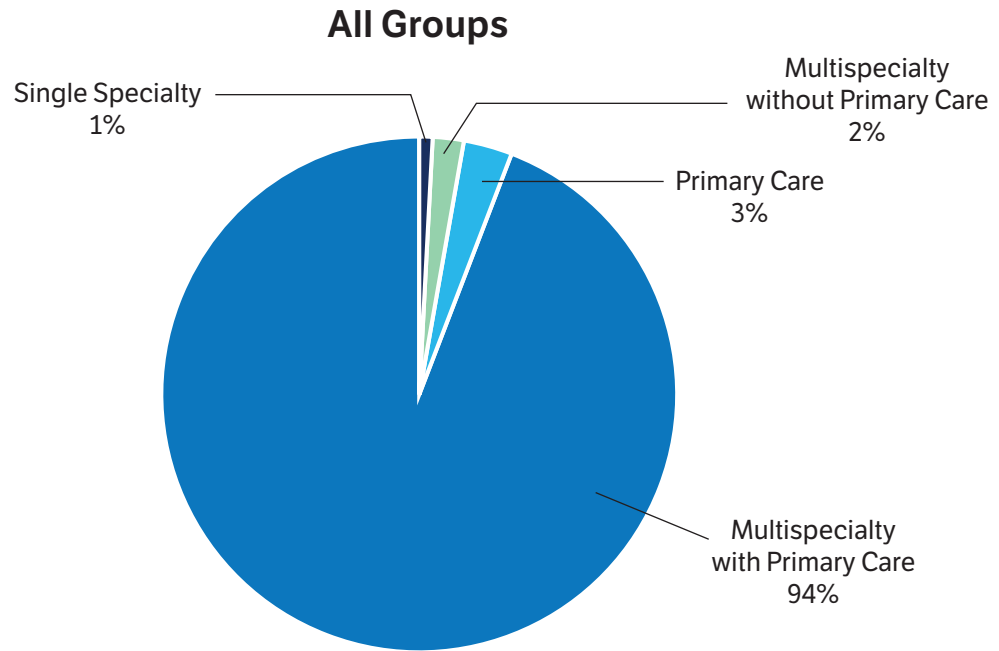
When looking at the same demographics, broken down by group type, the larger, system-affiliated medical groups make up the largest portion of the participation. Participating groups that are smaller in size account for the bulk of the independent groups.

System Affiliated				
Group Size	Total Clinics	% of Total Clinics	Total Physician FTEs	% of Total Physician FTEs
Fewer than 150	210	3%	681	3%
150 to 300	1,027	15%	1,137	4%
301 to 500	1,776	26%	5,777	22%
Greater than 500	3,749	56%	18,819	71%
<b>Total</b>	<b>6,762</b>		<b>26,414</b>	

Independent				
Group Size	Total Clinics	% of Total Clinics	Total Physician FTEs	% of Total Physician FTEs
Fewer than 150	550	48%	1,226	33%
150 to 300	481	42%	1,235	34%
301 to 500	15	1%	305	8%
Greater than 500	100	9%	897	25%
<b>Total</b>	<b>1,146</b>		<b>3,663</b>	

## Group Classification

The majority of the *Addressing Clinic Staffing Shortages Survey* participants are classified as multispecialty groups with primary care. Other group classification types are limited in the data.



# Addressing Clinic Staffing Shortages

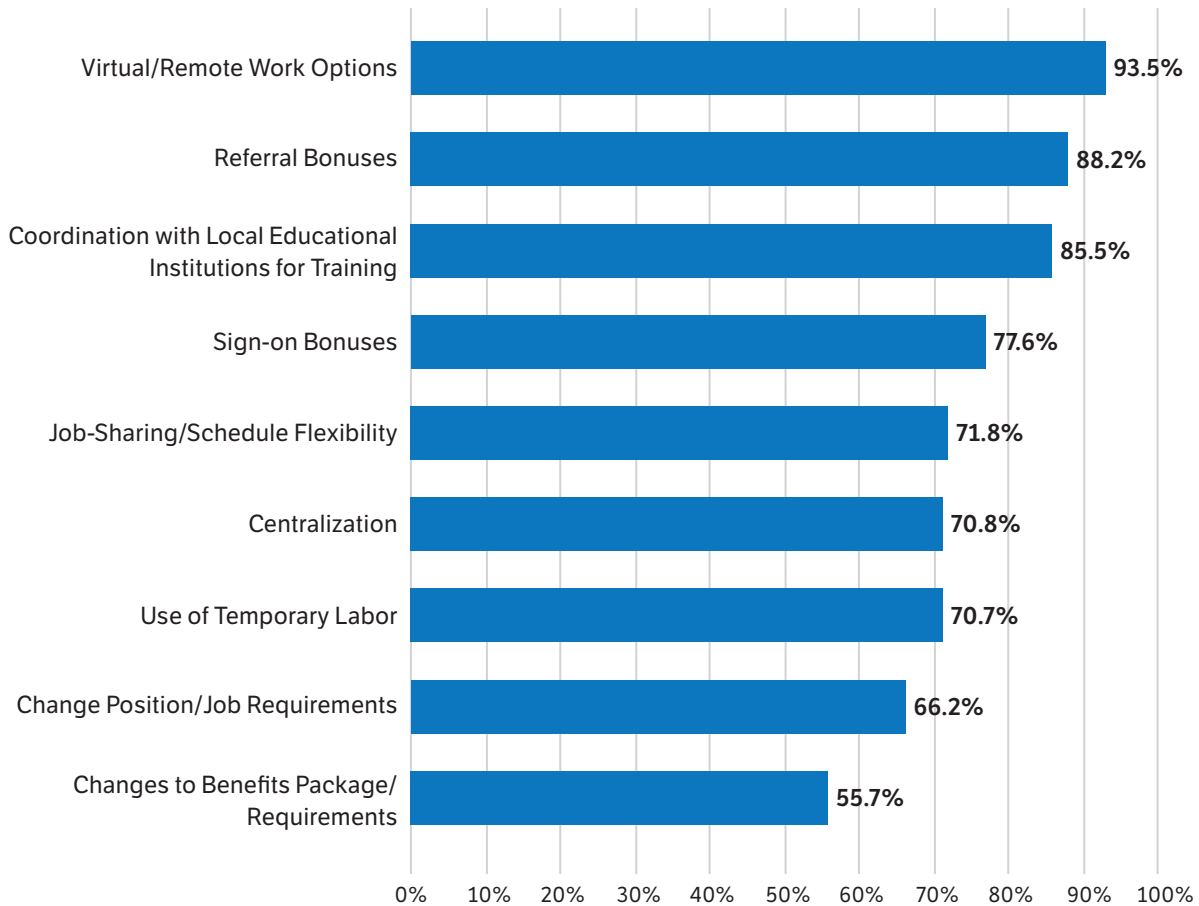
Section II

**RESULTS**

## Tactics

The survey goal is to identify which tactics medical groups elected to implement as a strategy to mitigate staffing challenges. The graph indicates the percentage of respondents who answered “Yes” to each tactic listed. Of note, several groups commented that some of these tactics were in place prior to the current staffing crisis.

**Tactics implementing in 2023 and/or implemented in 2022 as a response to the staffing challenges in the market**

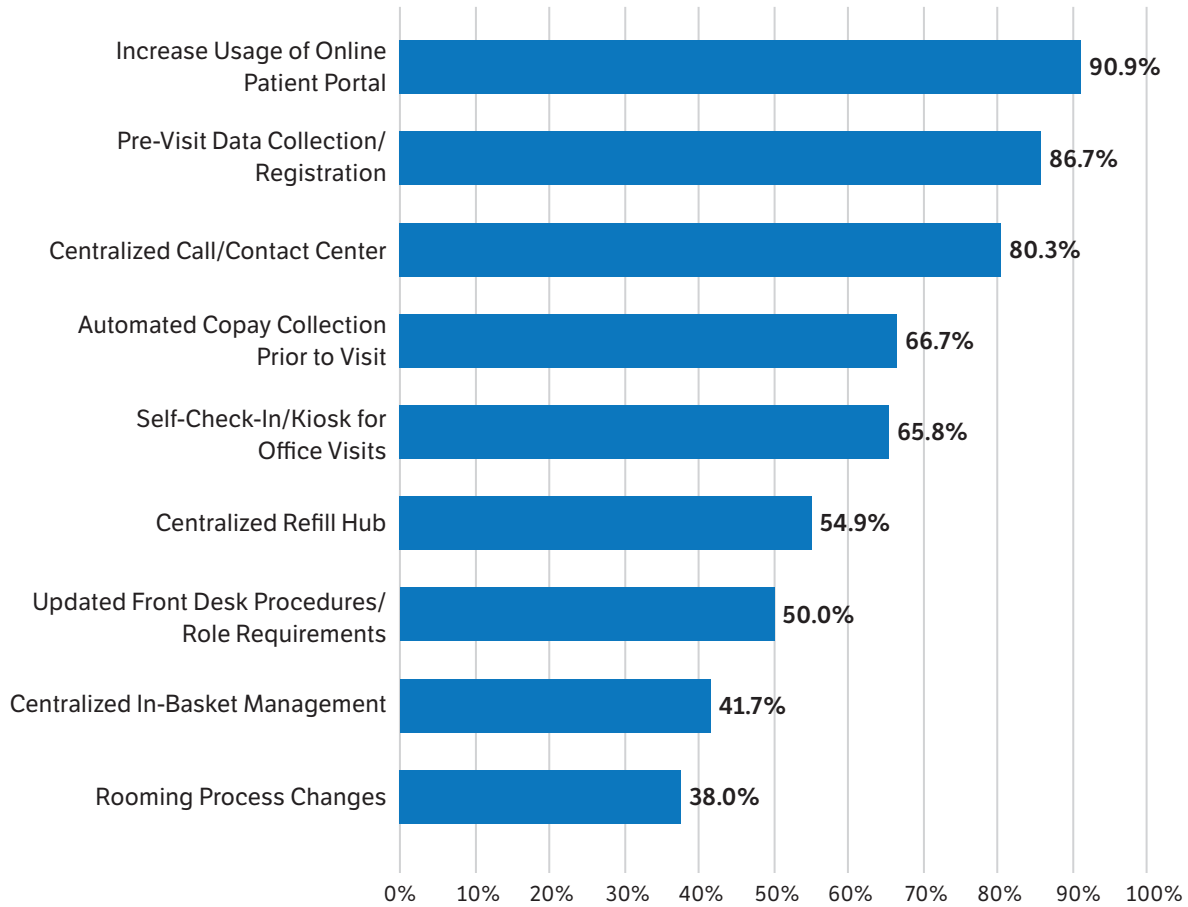


Additional comments confirmed that groups have “tried them all.” Respondents also identified tactics not on the list that include expanding staffing pool resources, creating new roles, compensation adjustments, development of career ladders, and additional onboarding resources.

## Tactics – Process Automation/Improvement

Tactics specific to process automation and other process improvements are also common strategies to mitigate staffing challenges. These options range from changes that reduce the staffing required to execute certain functions to completely transforming how the work gets done as a mechanism to more efficiently use existing staff resources. The percentage listed is the percent of respondents who answered “Yes” for each tactic.

**Process Automation/Improvement Tactics implementing in 2023 and/or implemented in 2022 as a response to the staffing challenges in the market**

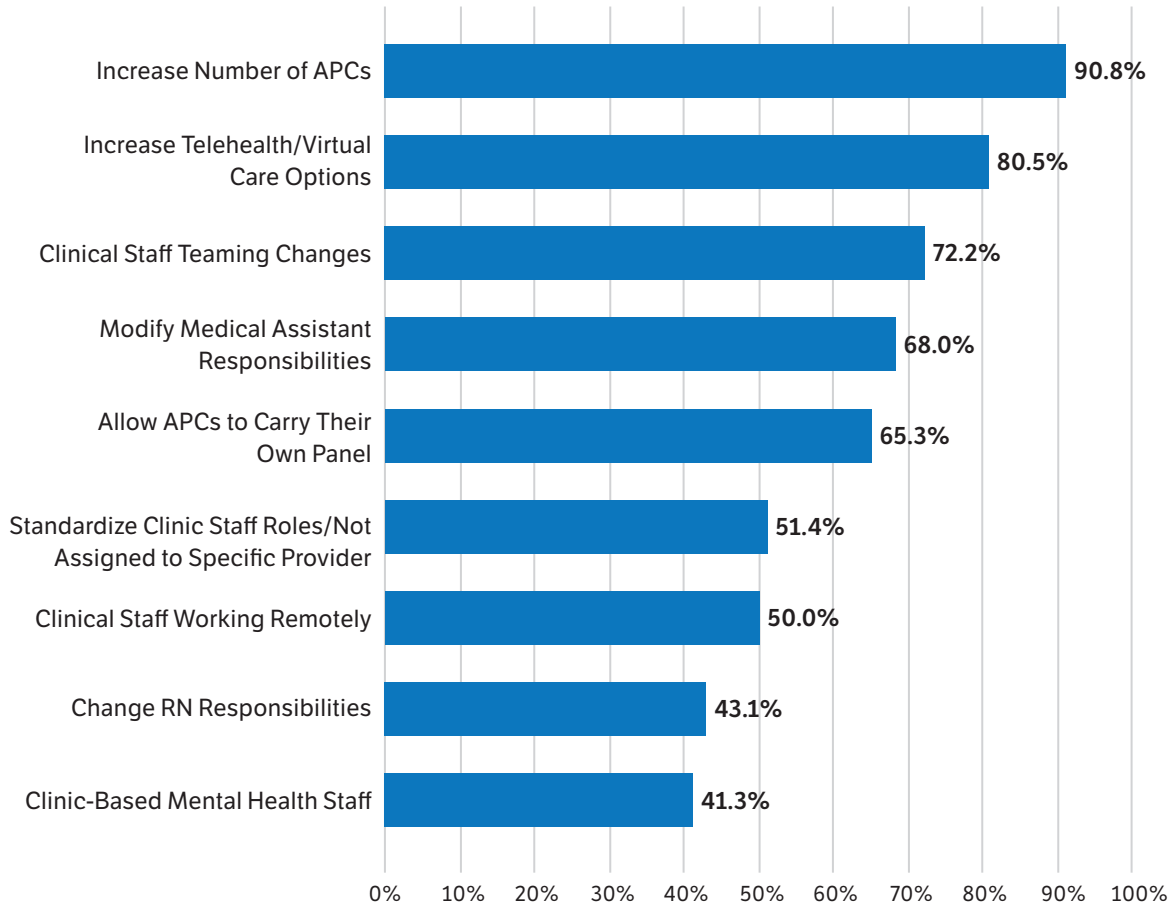


Several respondents noted that technological solutions come with a cost, in addition to the complexity of ensuring systems and processes work together effectively. Groups also cite some resistance to the technology, which can also lead to inefficiency.

## Tactics – Care Model/Staffing Structure

Participants were asked to identify any care model/staffing structure changes in process or in place as a tactic to mitigate ongoing staffing issues. The percentage listed is the percent of respondents who answered “Yes” for each tactic. Again, several of these were in place or in process prior to the current staffing crisis.

**Care Model/Staffing Structure Tactics implementing in 2023 and/or implemented in 2022 as a response to the staffing challenges in the market**



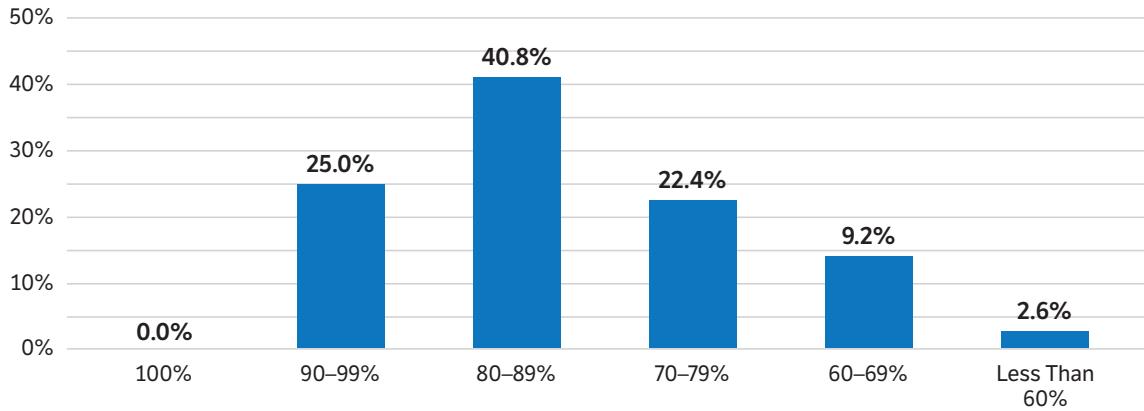
An increase in the number of advanced practice clinicians (APCs) was identified as a current tactic by 90.8% of the respondents, while 65.3% allow APCs to carry their own panel. Regulations for APCs carrying their own panel do vary from state to state, which may impact that metric. In addition, respondents commented on the potential negative revenue implications of increasing the use of APCs, with additional remarks about the clinical risk associated with APCs carrying their own panel.

## Current Staffing Levels

Survey participants were asked to compare current staffing levels to optimal staffing levels for both clinical and administrative roles.

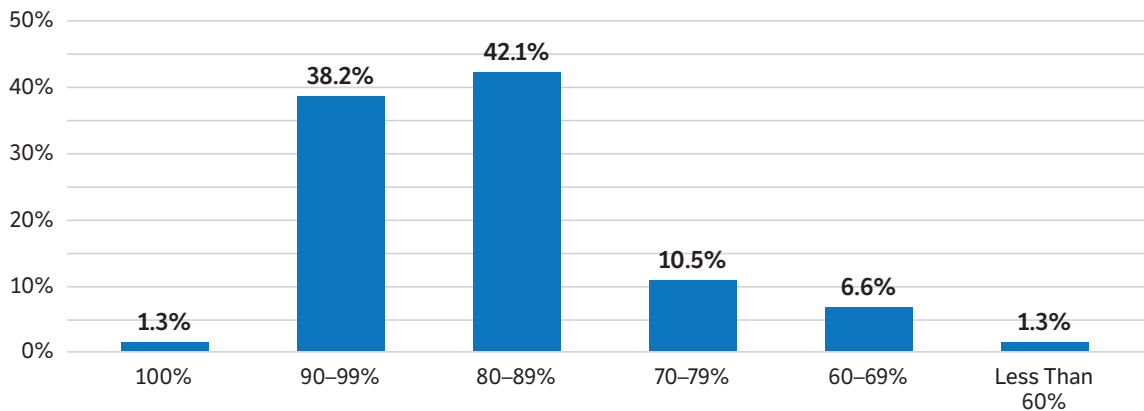
No respondents indicated they were fully staffed for clinical roles. However, 25.0% indicated they were operating at 90-99% of optimal staffing, and another 40.8% indicated they were at 80-89%. Of the remaining responses, 22.4% reported staffing at 70-79% of optimal levels, 9.2% described current staffing at 60-69%, and 2.6% reported current clinical staffing levels at less than 60% of optimal staffing.

### Clinical Roles (RN, MA, etc.)



The results are more positive for administrative roles, where 1.3% of respondents indicated they were operating at 100%. A robust 38.2% reported being at 90-99% of optimal staffing, with the largest segment of 42.1% operating at 80-89%. Finally, less than 20% remain working at 60-79% of where they would like to be.

### Administrative Roles (Reception, Call Center, etc.)



Comments for this topic reflected some improvement in the first part of 2023, compared to the year prior. However, there is still a lack of qualified applicants and a scarce labor pool for many clinical and administrative positions.



## Workforce Challenge Impact

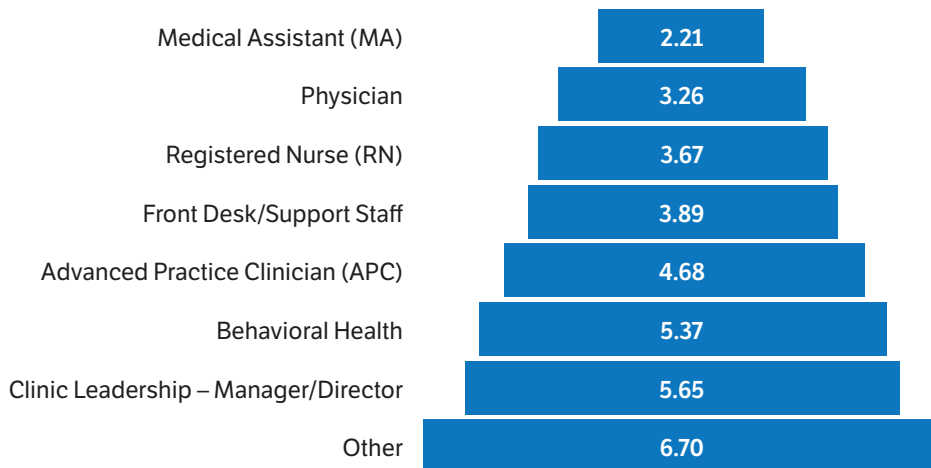
Most, if not all, medical groups have experienced higher than expected staffing costs, likely due to a combination of inflation and the ongoing workforce/staffing challenges. As a result, healthcare organizations have increased compensation/implemented premium compensation for providers and clinic staff. The survey asked participants to provide the percent that staffing costs have increased from 2022 to 2023.

Median Staffing Cost Increase from 2022 to 2023		
	Clinic Count	Median
Overall	4,967	10.0%
Fewer than 150	537	9.0%
150 to 300	1,343	9.0%
301 to 500	1,326	14.0%
Greater than 500	1,761	10.0%
System Affiliated	4,061	12.5%
Independent	906	9.0%
Not-for-Profit	4,152	9.5%
For-Profit	815	10.0%

High turnover and difficulty filling open positions not only add labor expense but can impact operational efficiency. The survey asked participants to rank each clinic role by the impact of the staffing challenges, where 1 was the highest impact and 8 was the lowest. The results show that staffing issues with the medical assistant role have the biggest impact on clinic operations. Two-thirds of the respondents ranked the medical assistant role as 1 or 2.

## Ranking of Impact of Staffing Challenges on Clinic Operations

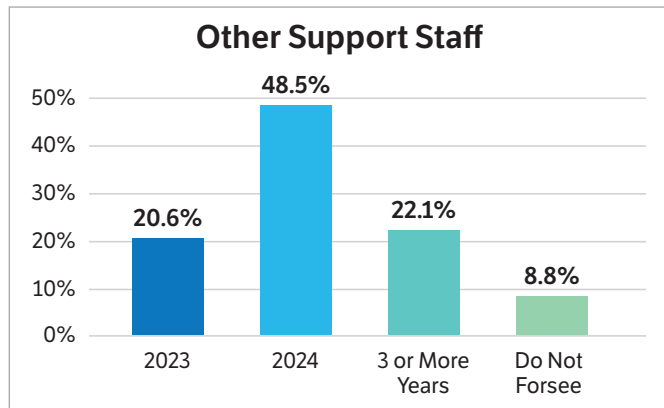
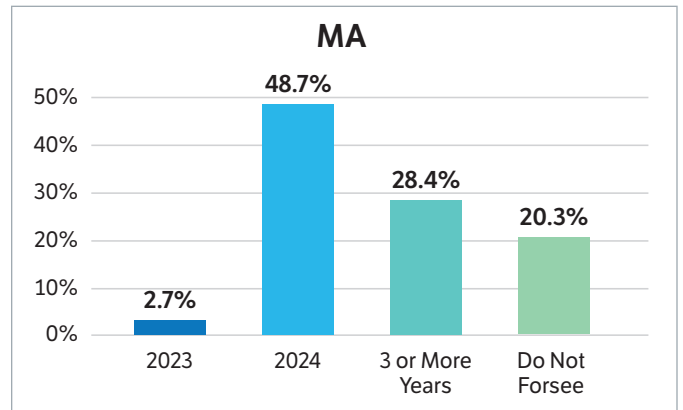
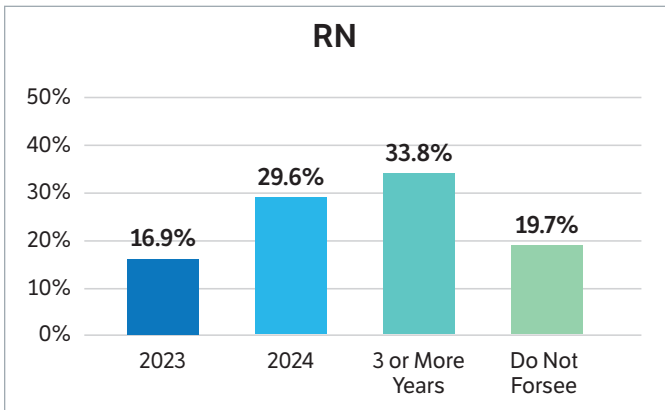
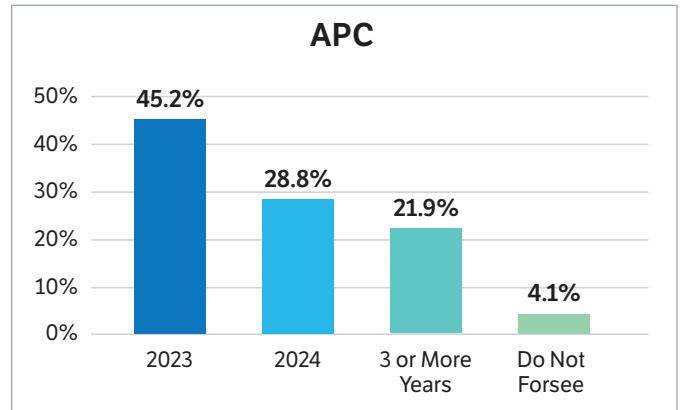
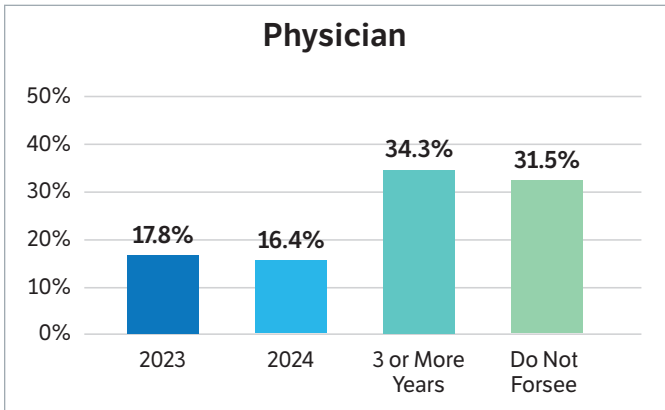
Average Ranking 1 (highest) to 8 (lowest)



## Looking Forward

As the staffing shortages have evolved from 2022 to 2023, some survey respondents indicated improvement, but the data show the situation is not yet resolved. Participants were asked to look ahead and provide their best estimate of when the staffing issues would be resolved for each clinic role. Based on the results, APC workforce challenges could normalize the earliest, with 74% of respondents thinking they will resolve in 2023 or 2024. Other support staff followed for the same period, with 69.1% and then RNs with 46.5%. Survey participants see potential stabilization for the MA role in 2024, but roughly 50% believe it will be longer. Finally, 65.8% of respondents see long-term instability for the physician workforce.

### Projected Clinic Staffing Stabilization by Role



# Clinic Staffing

Section I

## PARTICIPANT PROFILE

## Demographics

The AMGA 2023 Medical Clinic Staffing Survey includes responses from 6,183 total clinics from across the country, representing a wide range of group sizes and organization types. The data submitted are representative of the operations and financial performance associated with 22,397 provider FTEs.

Seventy-six percent (76%) of the total clinics, representing 81% of the total providers participating, are system-affiliated organizations. System-affiliated groups represent large medical groups with a median of 515 provider FTEs.

Total Clinics and FTEs by Organization Type				
	Total Clinics	% of Total Clinics	Total Provider FTEs	% of Total Provider FTEs
System Affiliated	4,681	76%	18,187	81%
Independent	1,502	24%	4,201	19%
<b>Total</b>	<b>6,183</b>		<b>22,397</b>	

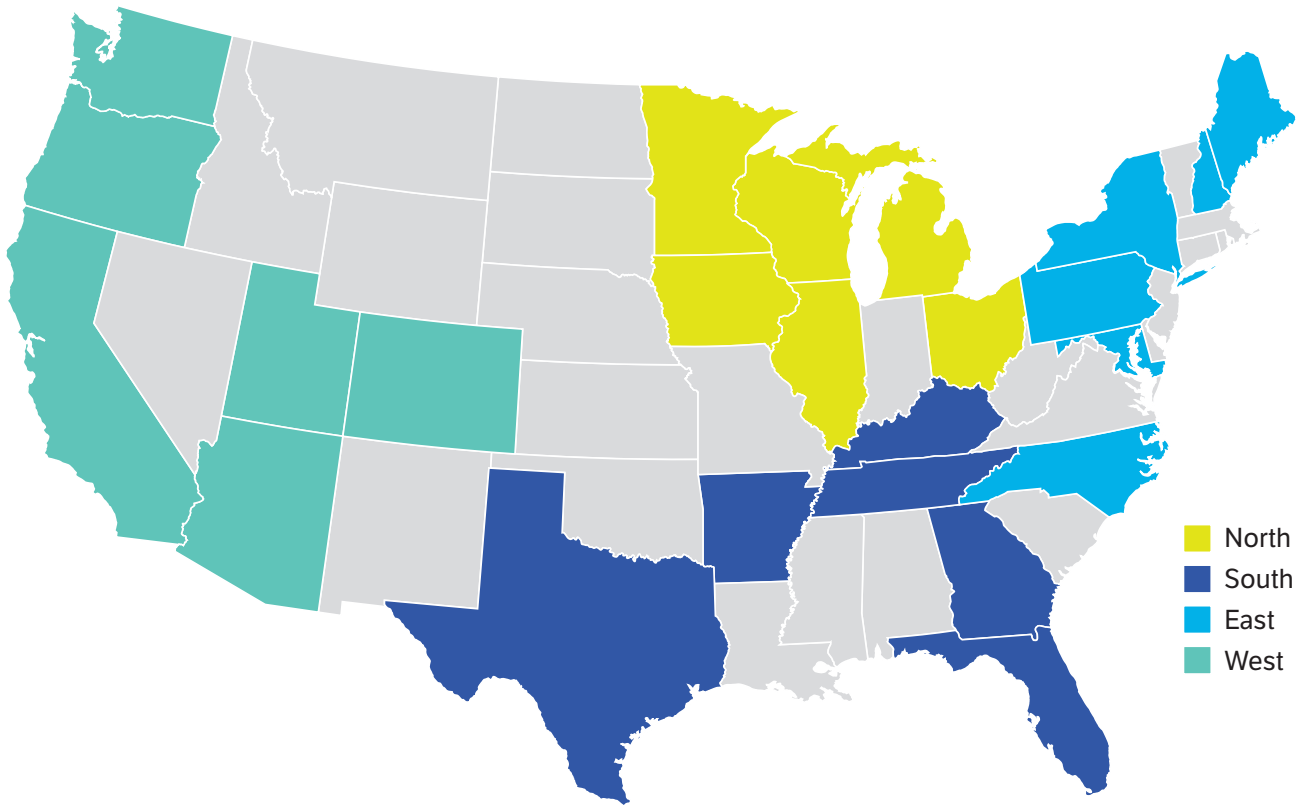
Group Total Provider FTEs by Organization Type		
	Average	Median
System Affiliated	827	515
Independent	183	187
<b>Total</b>	<b>553</b>	<b>232</b>

Respondents reported their tax status as for-profit or not-for-profit, with the majority of total clinics (54%) and total providers (59%) representing not-for-profit medical groups. The remaining 46% of total clinics and 41% of total providers are from for-profit organizations.

Total Clinics and FTEs by Tax Status				
	Total Clinics	% of Total Clinics	Total Provider FTEs	% of Total Provider FTEs
Not-for-Profit	3,315	54%	13,107	59%
For-Profit	2,868	46%	9,290	41%
<b>Total</b>	<b>6,183</b>		<b>22,397</b>	

## Geography

The 2023 Medical Clinic Staffing Survey participants represent medical groups from all over the United States. While all four regions are represented, the south region has the highest percent of total clinics (36%) and total providers (35%).

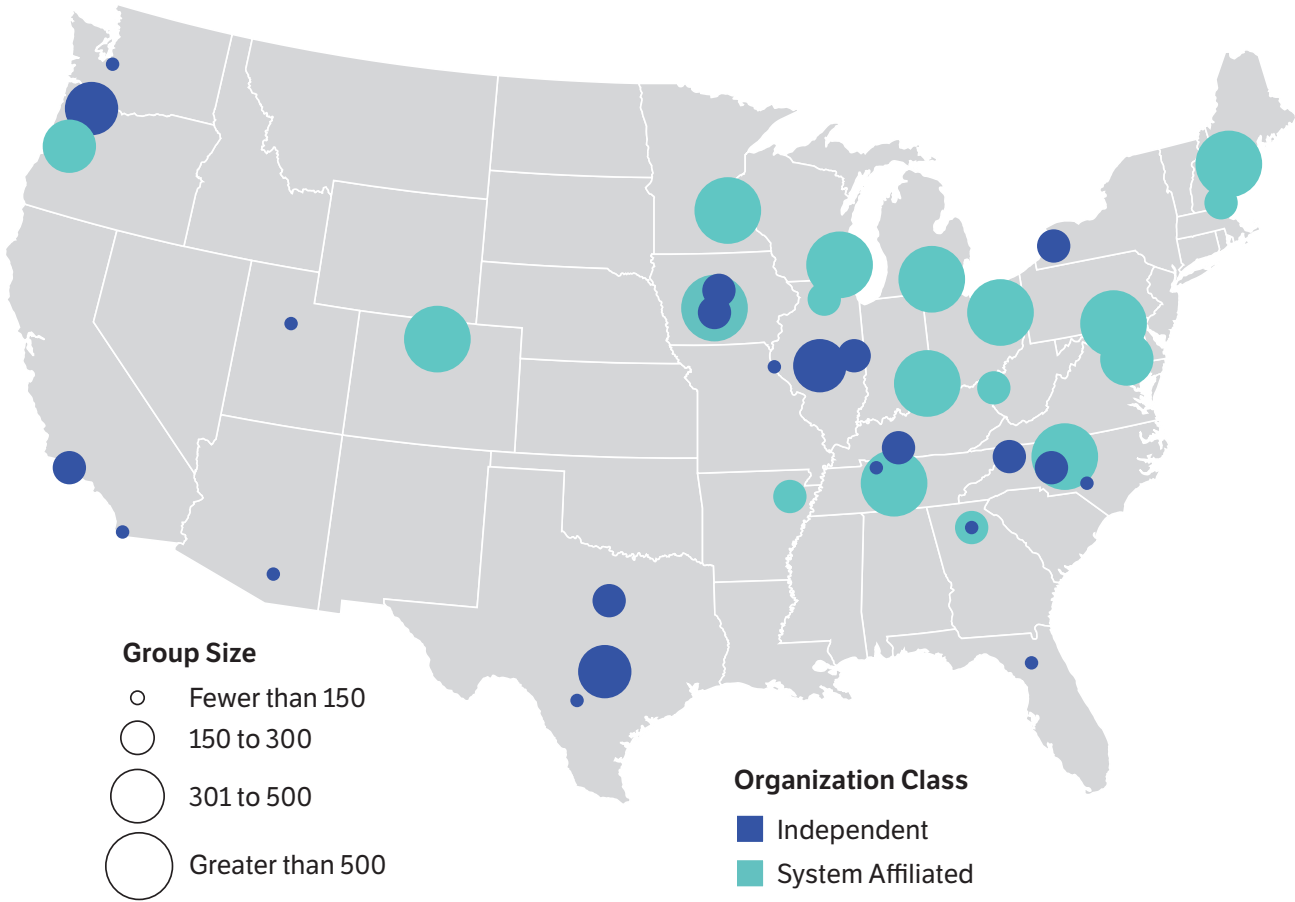


Region	Total Clinics	% of Total Clinics	Total Provider FTEs	% of Total Provider FTEs
North	2,038	33%	6,539	29%
South	2,190	36%	7,730	35%
East	1,250	20%	5,598	25%
West	705	11%	2,529	11%
<b>Total</b>	<b>6,183</b>		<b>22,397</b>	

## Group Size

The majority of the total clinics represent large medical groups—groups with more than 500 providers (63%). Large medical groups account for 71% of total providers captured in the survey.

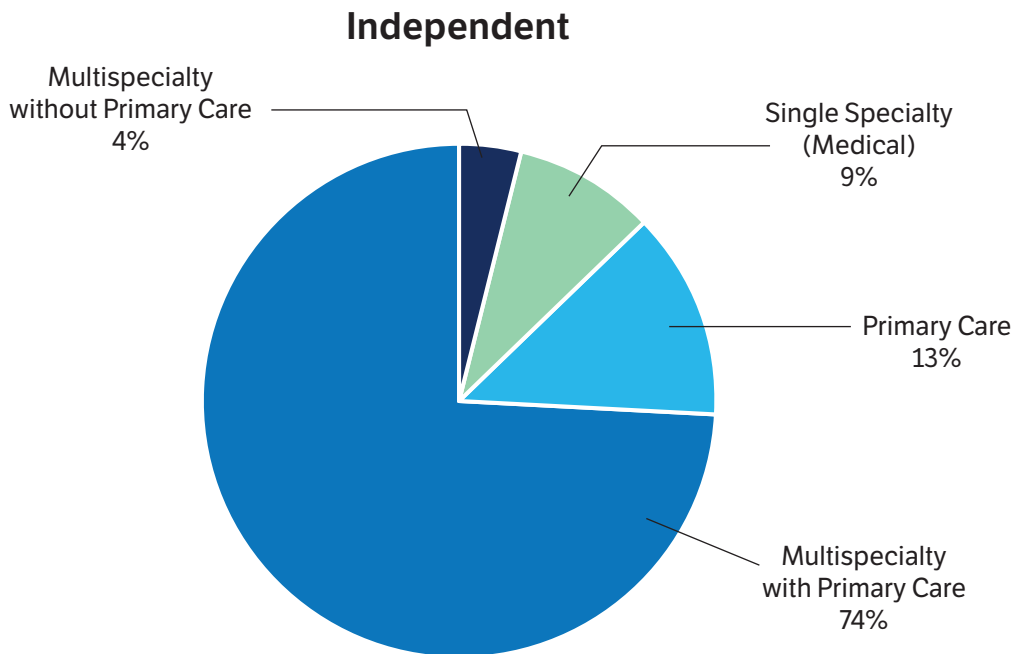
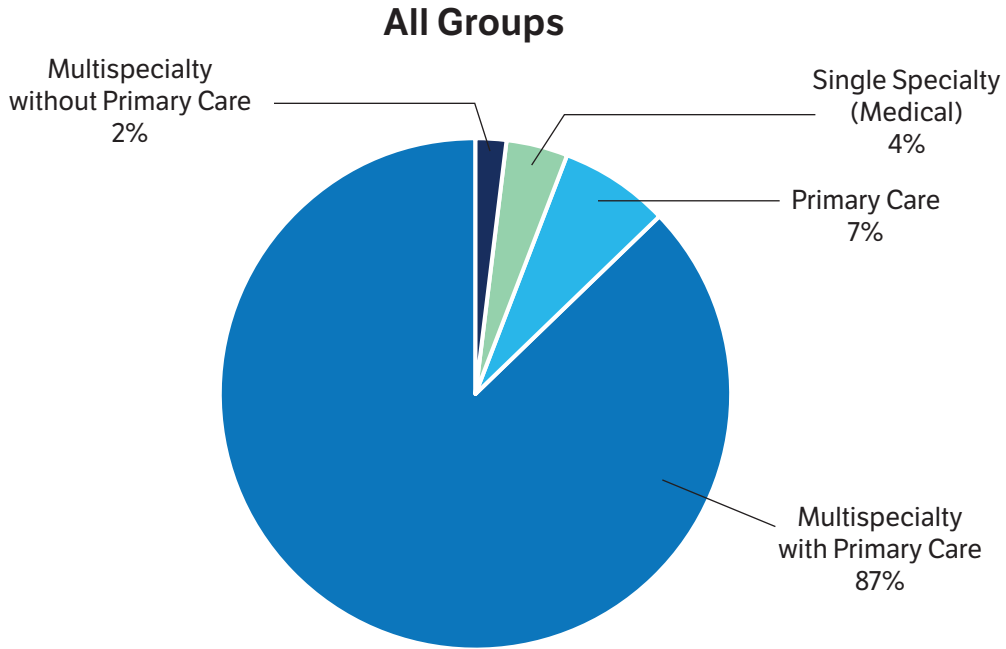
The map displays survey participants by location, group size, and organization type.



Group Size	Total Clinics	% of Total Clinics	Total Provider FTEs	% of Total Provider FTEs
Fewer than 150	267	4%	975	4%
150 to 300	982	16%	3,425	15%
301 to 500	1,053	17%	2,086	9%
Greater than 500	3,881	63%	15,910	71%
<b>Total</b>	<b>6,183</b>		<b>22,397</b>	

## Group Classification

The majority of the 2023 Medical Clinic Staffing Survey participants are multispecialty groups with primary care. System-affiliated medical group participants were exclusively multispecialty groups with primary care (100%), while only 74% of participating independent organizations identified as multispecialty with primary care.



## Provider FTE Specialty Complement

Survey participants provided data for provider FTEs by specialty type. The tables below list the median provider FTEs in each specialty type reported for all groups and the median provider FTEs by specialty type and organization type.

Median Provider FTEs by Specialty Type		
	All Groups	
Primary Function	Physician FTEs	APC FTEs
Primary Care	65.3	45.9
Medical Specialists	61.3	32.9
Surgical Specialists	48.5	22.0
Radiology, Anesthesiology, and Pathology	6.2	13.8
Total Clinical Provider FTEs	161.2	76.5
Academic/Faculty/Research	13.0	***
Administrative	5.1	1.5
Total Nonclinical Provider FTEs	6.3	1.5
<b>Total Overall Provider FTEs</b>	<b>162.9</b>	<b>86.2</b>

Median Provider FTEs by Specialty Type and Organization Type				
	System Affiliated		Independent	
Primary Function	Physician FTEs	APC FTEs	Physician FTEs	APC FTEs
Primary Care	118.8	67.0	56.5	17.8
Medical Specialists	123.9	91.9	53.3	19.3
Surgical Specialists	75.9	48.5	12.5	4.1
Radiology, Anesthesiology, and Pathology	9.3	1.5	4.0	***
Total Clinical Provider FTEs	317.9	197.8	103.6	46.9
Academic/Faculty/Research	10.4	***	***	***
Administrative	8.2	0.9	0.9	***
Total Nonclinical Provider FTEs	2.3	0.0	0.0	***
<b>Total Overall Provider FTEs</b>	<b>330.5</b>	<b>200.0</b>	<b>118.6</b>	<b>46.9</b>



## Total Provider Visits

Survey participants reported yearly total visits at the clinic or specialty department level. Visits are recorded as face-to-face, telehealth, or virtual patient encounters.

Median Total Visits per Physician						
	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
Overall	4,058	2,999	2,899	2,934	1,159	3,272
<b>Specialty Type</b>						
Primary Care	1,447	3,504	1,041	3,335	406	4,266
Medical Specialties	1,242	2,851	815	2,842	427	2,859
Surgical Specialties	1,283	2,585	999	2,558	284	2,709
Radiology/Anesthesiology/ Pathology	51	1,080	12	919	39	1,473
Hospital-Based Specialties	35	1,890	32	***	3	***

Median Total Visits per Provider						
	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
Overall	4,974	2,555	3,780	2,524	1,194	2,670
<b>Specialty Type</b>						
Primary Care	1,767	3,189	1,349	3,134	418	3,453
Medical Specialties	1,638	2,277	1,199	2,193	439	2,474
Surgical Specialties	1,472	2,155	1,177	2,145	295	2,201
Radiology/Anesthesiology/ Pathology	59	464	20	515	39	413
Hospital-Based Specialties	37	1,305	34	1,283	3	***

# Clinic Staffing

Section II

## CLINIC STAFFING RESULTS

## Advanced Practice Clinician (APC) Staffing: Per Physician

The following tables contain the ratio of advanced practice clinicians (APCs) per physician. This data are reflected for all groups and by organization type (system affiliated or independent) and by specialty. Data are also rolled-up at the specialty type level.

APC per Physician	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
Overall	3,933	0.69	3,048	0.73	885	0.53
<b>Primary Care</b>	<b>1,440</b>	<b>0.66</b>	<b>1,122</b>	<b>0.69</b>	<b>318</b>	<b>0.50</b>
Family Medicine	462	0.96	359	1.00	103	0.62
Internal Medicine	126	0.67	65	0.61	61	1.00
Geriatrics	15	0.73	11	0.73	4	***
Pediatrics and Adolescent – General	157	0.30	118	0.48	39	0.16
Urgent Care	154	1.60	119	1.78	35	1.32
<b>Medical Specialties</b>	<b>1,239</b>	<b>0.67</b>	<b>942</b>	<b>0.69</b>	<b>297</b>	<b>0.60</b>
Cardiology – General (Non-Invasive)	271	0.61	244	0.63	27	0.43
Cardiology – Invasive Interventional	30	0.80	28	0.78	2	***
Dermatology	29	0.78	17	0.58	12	1.04
Endocrinology	81	0.51	56	0.54	25	0.50
Gastroenterology	78	0.68	47	0.67	31	0.70
Hematology and Medical Oncology	97	0.75	66	0.84	31	0.48
Infectious Disease	19	0.48	13	0.37	6	***
Nephrology Only	46	0.35	13	0.70	33	0.32
Neurology	118	0.58	103	0.58	15	***
Occupational/Environmental Medicine	34	1.84	33	1.92	1	***
Orthopedic – Medical	75	0.73	42	1.02	33	0.65
Pain Management – Non-Anesthesiology	29	1.04	17	0.82	12	1.04
Palliative Care	13	1.00	11	1.21	2	***
Physical Medicine and Rehabilitation	14	0.77	11	0.60	3	***
Podiatry – Medical	16	0.38	10	***	6	***
Psychiatry	97	0.76	92	1.09	5	***
Pulmonary Disease (With Critical Care)	28	0.45	26	0.45	2	***
Pulmonary Disease (Without Critical Care)	49	0.72	29	0.88	20	***
Rheumatologic Disease	23	0.40	17	0.20	6	***
Sleep Lab	18	1.07	14	***	4	***
Sports Medicine	10	0.50	9	***	1	***

## Advanced Practice Clinician (APC) Staffing: Per Physician – Continued

APC per Physician	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Surgical Specialties</b>	<b>1,174</b>	<b>0.75</b>	<b>936</b>	<b>0.78</b>	<b>238</b>	<b>0.54</b>
Bariatric Surgery	32	1.03	32	1.03	0	***
Breast Surgery	22	1.36	22	1.36	0	***
Cardiovascular Surgery	46	1.22	46	1.22	0	***
General Surgery	169	0.54	133	0.57	36	0.43
Neurological Surgery	96	1.02	84	1.03	12	1.00
OB/GYN – General	309	0.55	263	0.55	46	0.49
OB/GYN – Gynecological Oncology	25	1.00	24	0.96	1	***
OB/GYN – Maternal Fetal Medicine/Perinatology	15	0.42	15	0.42	0	***
Ophthalmology	34	0.83	11	***	23	***
Orthopedic Surgery	157	0.84	144	0.84	13	0.70
Otolaryngology	78	0.88	40	0.92	38	0.71
Plastic and Reconstruction	44	0.58	29	0.58	15	***
Urology	99	0.74	60	0.78	39	0.47
Vascular Surgery	55	0.71	41	0.78	14	***
<b>Radiology/Anesthesiology/Pathology</b>	<b>43</b>	<b>0.66</b>	<b>18</b>	<b>0.88</b>	<b>25</b>	<b>***</b>
<b>Hospital-Based Specialties</b>	<b>37</b>	<b>0.83</b>	<b>30</b>	<b>0.87</b>	<b>7</b>	<b>***</b>

## Clinic Staffing: Per Physician

The following tables contain clinic staffing per physician FTE. The data are reported for all groups and by organization type (system affiliated or independent). Data are also reported by specialty type and by specialty. Roll-ups for types of clinic roles are also provided.

Clinic Staffing per Physician by Organization Type						
Clinic Staff	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	4,658	1.63	3,472	1.60	1,186	1.67
Registered Nurses	3,351	0.50	2,405	0.51	946	0.43
Licensed Practical Nurses	2,843	0.40	2,042	0.40	801	0.42
Medical Assistants	4,380	1.03	3,265	1.04	1,115	1.00
<b>Total Ancillary Staff</b>	2,199	0.53	1,800	0.53	399	0.53
Radiology/Imaging Staff	1,854	0.33	1,547	0.35	307	0.25
Laboratory Staff	1,223	0.47	960	0.71	263	0.43
<b>Total Other Patient Care Staff</b>	3,125	0.41	2,389	0.36	736	0.60
Scribe	447	0.20	307	0.08	140	0.22
Pharmacy Staff	492	0.05	472	0.03	20	0.79
Dietician/Nutritionist	400	0.09	336	0.17	64	0.06
Behavioral Health	420	0.19	392	0.20	28	***
Social Work	307	0.17	258	0.17	49	0.15
RN Care Coordinator	466	0.12	313	0.17	153	0.11
Quality Staff	333	0.02	158	0.07	175	0.02
Other Direct Patient Care Support Staff	1,140	0.43	977	0.33	163	0.98
<b>Total Front Office/Administrative Support Staff</b>	4,321	1.00	3,226	1.00	1,095	1.00
Medical Receptionist/Referral Coordinator	4,317	1.00	3,225	1.00	1,092	1.00
Clinic Call Center Staff	1,083	0.10	699	0.17	384	0.07
<b>Total Clinic Staff</b>	4,787	3.07	3,568	3.00	1,219	3.36
<b>Total Clinic Leadership</b>	3,875	0.33	2,916	0.35	959	0.19
Director	2,132	0.25	1,804	0.30	328	0.06
Manager	3,182	0.24	2,313	0.25	869	0.20
<b>Total Clinic Staff with Leadership</b>	4,826	3.31	3,586	3.27	1,240	3.50

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician by Specialty Type						
Clinic Staff	Primary Care		Medical Specialties		Surgical Specialties	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	1,695	1.98	1,489	1.51	1,420	1.33
Registered Nurses	1,284	0.47	1,145	0.50	880	0.50
Licensed Practical Nurses	1,241	0.50	905	0.35	678	0.33
Medical Assistants	1,632	1.31	1,402	1.00	1,309	1.00
<b>Total Ancillary Staff</b>	924	0.62	627	0.40	614	0.52
Radiology/Imaging Staff	728	0.27	548	0.25	551	0.40
Laboratory Staff	752	0.47	255	0.37	208	0.67
<b>Total Other Patient Care Staff</b>	1,171	0.37	1,064	0.42	859	0.44
Scribe	335	0.20	50	0.16	61	0.16
Pharmacy Staff	358	0.06	123	0.02	9	***
Dietician/Nutritionist	134	0.06	120	0.09	134	0.25
Behavioral Health	342	0.15	29	0.80	49	***
Social Work	153	0.14	142	0.18	0	***
RN Care Coordinator	247	0.16	167	0.10	52	***
Quality Staff	182	0.06	88	0.02	62	0.02
Other Direct Patient Care Support Staff	586	0.33	334	0.50	206	0.43
<b>Total Front Office/Administrative Support Staff</b>	1,496	1.00	1,390	0.94	1,374	1.05
Medical Receptionist/Referral Coordinator	1,494	1.00	1,389	0.91	1,374	1.02
Clinic Call Center Staff	353	0.03	419	0.10	305	0.13
<b>Total Clinic Staff</b>	<b>1,711</b>	<b>3.45</b>	<b>1,539</b>	<b>2.93</b>	<b>1,467</b>	<b>2.96</b>
<b>Total Clinic Leadership</b>	<b>1,464</b>	<b>0.33</b>	<b>1,220</b>	<b>0.27</b>	<b>1,109</b>	<b>0.35</b>
Director	827	0.29	604	0.19	646	0.28
Manager	1,191	0.25	1,070	0.21	857	0.24
<b>Total Clinic Staff with Leadership</b>	<b>1,712</b>	<b>3.67</b>	<b>1,543</b>	<b>3.04</b>	<b>1,469</b>	<b>3.24</b>

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Primary Care										
	Family Medicine		Internal Medicine		Geriatrics		Pediatrics and Adolescent – General		Urgent Care	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	516	2.21	162	1.75	14	0.99	207	1.60	164	2.78
Registered Nurses	444	0.38	109	0.41	4	***	177	0.42	152	1.17
Licensed Practical Nurses	462	0.67	119	0.57	12	0.43	147	0.38	151	0.37
Medical Assistants	497	1.50	159	1.00	13	0.95	202	0.99	141	1.50
<b>Total Ancillary Staff</b>	345	0.53	61	0.46	2	***	99	0.53	117	1.12
Radiology/Imaging Staff	227	0.21	33	***	0	***	84	0.16	115	0.92
Laboratory Staff	331	0.49	61	0.42	2	***	95	0.43	67	0.69
<b>Total Other Patient Care Staff</b>	398	0.35	131	0.36	12	0.20	127	0.43	114	0.43
Scribe	216	0.02	15	***	2	***	49	***	0	***
Pharmacy Staff	169	***	12	***	0	***	0	***	0	***
Dietician/Nutritionist	63	***	7	***	0	***	48	***	0	***
Behavioral Health	168	0.05	6	***	0	***	52	***	0	***
Social Work	16	***	2	***	6	***	17	***	0	***
RN Care Coordinator	127	***	7	***	2	***	19	***	26	***
Quality Staff	117	***	1	***	2	***	4	***	27	***
Other Direct Patient Care Support Staff	240	0.19	20	***	6	***	67	***	26	***
<b>Total Front Office/Administrative Support Staff</b>	442	1.00	136	0.94	13	0.59	181	0.74	121	1.79
Medical Receptionist/Referral Coordinator	442	1.00	136	0.92	11	0.80	181	0.73	121	1.75
Clinic Call Center Staff	225	0.05	62	0.03	2	***	55	***	7	***
<b>Total Clinic Staff</b>	516	3.72	162	3.15	15	2.19	208	2.74	164	5.42
<b>Total Clinic Leadership</b>	479	0.26	144	0.20	13	0.19	189	0.21	154	0.33
Director	318	0.05	46	0.04	5	***	35	0.20	92	0.19
Manager	353	0.26	143	0.17	10	***	180	0.18	139	0.33
<b>Total Clinic Staff with Leadership</b>	516	3.95	162	3.28	15	2.27	208	2.95	164	5.70

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Medical Specialties										
Clinic Staff	Allergy/ Immunology		Cardiology – EP		Cardiology – General (Non-Invasive)		Cardiology – Invasive Interventional		Dermatology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	40	2.88	10	0.91	300	1.54	31	1.82	45	3.45
Registered Nurses	38	1.00	7	***	241	0.51	30	0.91	30	0.64
Licensed Practical Nurses	33	1.17	1	***	114	0.22	28	0.32	31	0.61
Medical Assistants	29	1.24	9	***	298	1.04	29	0.71	40	2.48
<b>Total Ancillary Staff</b>	5	***	7	***	250	0.44	15	***	14	0.36
Radiology/Imaging Staff	3	***	7	***	239	0.25	14	***	7	***
Laboratory Staff	5	***	0	***	110	***	3	***	10	0.36
<b>Total Other Patient Care Staff</b>	28	0.67	2	***	215	0.35	26	0.40	29	0.60
Scribe	0	***	0	***	2	***	4	***	6	***
Pharmacy Staff	0	***	0	***	25	***	11	***	0	***
Dietician/Nutritionist	0	***	0	***	36	***	2	***	0	***
Behavioral Health	0	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	23	***	0	***	0	***
RN Care Coordinator	2	***	1	***	13	***	6	***	1	***
Quality Staff	3	***	0	***	6	***	2	***	2	***
Other Direct Patient Care Support Staff	0	***	0	***	46	0.57	2	***	7	***
<b>Total Front Office/Administrative Support Staff</b>	36	1.12	10	0.75	282	0.97	31	0.90	38	1.60
Medical Receptionist/Referral Coordinator	36	1.10	9	***	282	0.97	31	0.86	38	1.47
Clinic Call Center Staff	3	***	6	***	55	0.09	11	***	9	***
<b>Total Clinic Staff</b>	40	4.18	10	1.93	305	3.15	31	3.29	45	5.67
<b>Total Clinic Leadership</b>	33	0.17	2	***	254	0.37	19	0.18	36	0.21
Director	5	***	2	***	177	0.26	2	***	9	0.15
Manager	31	0.20	1	***	218	0.19	19	0.16	34	0.25
<b>Total Clinic Staff with Leadership</b>	40	4.33	10	2.18	305	3.38	31	3.45	45	5.76



## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Medical Specialties										
	Endocrinology		Gastroenterology		Hematology and Medical Oncology		Infectious Disease		Nephrology Only	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	96	1.94	98	1.57	103	1.85	34	0.76	62	0.94
Registered Nurses	85	0.66	79	0.50	94	0.63	27	0.37	35	0.33
Licensed Practical Nurses	74	0.31	67	0.34	76	0.31	23	0.29	45	0.43
Medical Assistants	88	1.31	94	1.00	103	0.98	25	0.47	55	0.36
<b>Total Ancillary Staff</b>	27	0.35	18	0.14	75	0.53	9	***	1	***
Radiology/Imaging Staff	17	***	10	0.14	49	***	6	***	1	***
Laboratory Staff	24	0.40	11	***	27	0.59	6	***	1	***
<b>Total Other Patient Care Staff</b>	73	0.47	65	0.26	82	0.51	25	0.20	27	0.21
Scribe	12	***	0	***	0	***	0	***	0	***
Pharmacy Staff	20	***	2	***	20	***	1	***	0	***
Dietician/Nutritionist	33	0.35	6	***	2	***	0	***	13	***
Behavioral Health	12	***	0	***	2	***	0	***	0	***
Social Work	3	***	0	***	22	***	0	***	1	***
RN Care Coordinator	19	***	1	***	42	***	0	***	15	***
Quality Staff	20	***	11	***	1	***	0	***	1	***
Other Direct Patient Care Support Staff	32	0.19	11	***	58	***	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	90	1.00	91	1.07	100	1.33	24	0.26	52	0.52
Medical Receptionist/Referral Coordinator	90	1.00	91	1.07	100	1.27	24	0.26	52	0.47
Clinic Call Center Staff	9	***	39	0.18	59	***	0	***	2	***
<b>Total Clinic Staff</b>	96	3.16	98	2.98	107	3.23	34	1.02	63	1.52
<b>Total Clinic Leadership</b>	79	0.28	78	0.27	84	0.37	25	0.15	49	0.16
Director	20	0.09	29	0.25	54	0.22	13	0.10	13	0.09
Manager	77	0.25	68	0.18	75	0.34	16	0.15	44	0.16
<b>Total Clinic Staff with Leadership</b>	96	3.46	98	3.00	108	3.65	34	1.18	63	1.58

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Medical Specialties										
Clinic Staff	Neurology		Occupational/ Environmental Medicine		Orthopedic – Medical		Pain Management – Non-Anesthesiology		Palliative Care	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	139	1.19	38	2.64	78	1.32	31	2.51	12	1.38
Registered Nurses	91	0.30	34	0.33	64	0.39	20	0.57	5	***
Licensed Practical Nurses	85	0.26	35	0.91	61	0.28	9	0.95	8	***
Medical Assistants	137	0.88	33	2.15	78	0.83	30	1.95	9	0.75
<b>Total Ancillary Staff</b>	67	0.36	30	0.96	45	0.25	8	0.67	0	***
Radiology/Imaging Staff	65	0.18	30	0.96	45	0.25	8	0.67	0	***
Laboratory Staff	6	***	18	***	10	***	0	***	0	***
<b>Total Other Patient Care Staff</b>	88	0.33	35	1.00	73	0.85	7	***	11	1.17
Scribe	16	***	0	***	1	***	2	***	1	***
Pharmacy Staff	29	***	5	***	0	***	0	***	0	***
Dietician/Nutritionist	0	***	1	***	20	***	0	***	0	***
Behavioral Health	0	***	2	***	1	***	0	***	1	***
Social Work	19	***	0	***	0	***	0	***	2	***
RN Care Coordinator	14	***	1	***	12	***	0	***	5	***
Quality Staff	2	***	0	***	12	***	1	***	0	***
Other Direct Patient Care Support Staff	32	***	4	***	43	0.80	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	131	0.83	35	2.09	77	1.35	30	1.51	9	***
Medical Receptionist/Referral Coordinator	131	0.83	35	2.09	77	1.25	30	1.51	9	***
Clinic Call Center Staff	68	0.04	4	***	59	***	4	***	0	***
<b>Total Clinic Staff</b>	141	2.20	38	4.93	78	3.52	31	4.04	12	2.10
<b>Total Clinic Leadership</b>	122	0.22	34	0.80	78	0.26	19	0.26	11	0.33
Director	63	0.19	25	***	40	0.05	11	0.08	3	***
Manager	102	0.17	34	0.69	75	0.33	18	0.33	8	***
<b>Total Clinic Staff with Leadership</b>	142	2.22	38	5.67	78	3.80	31	4.60	12	4.09

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Medical Specialties										
	Physical Medicine and Rehabilitation		Podiatry – Medical		Psychiatry		Pulmonary Disease (With Critical Care)		Pulmonary Disease (Without Critical Care)	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	28	1.19	38	1.13	83	0.51	40	1.12	54	1.38
Registered Nurses	18	0.21	25	0.40	59	0.30	29	0.32	39	0.47
Licensed Practical Nurses	12	***	11	0.06	54	***	16	0.20	37	0.43
Medical Assistants	22	1.20	38	0.96	81	0.33	34	0.99	49	0.84
<b>Total Ancillary Staff</b>	7	***	4	***	0	***	8	***	3	***
Radiology/Imaging Staff	6	***	3	***	0	***	4	***	3	***
Laboratory Staff	1	***	3	***	0	***	6	***	3	***
<b>Total Other Patient Care Staff</b>	16	0.61	26	0.80	92	0.88	15	0.30	45	0.43
Scribe	0	***	6	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	3	***
Dietician/Nutritionist	7	***	0	***	0	***	0	***	0	***
Behavioral Health	0	***	0	***	11	***	0	***	0	***
Social Work	7	***	0	***	64	0.18	0	***	0	***
RN Care Coordinator	0	***	0	***	32	***	1	***	0	***
Quality Staff	0	***	1	***	21	***	1	***	1	***
Other Direct Patient Care Support Staff	7	***	5	***	66	0.39	1	***	4	***
<b>Total Front Office/Administrative Support Staff</b>	29	0.81	29	0.78	94	0.78	38	0.62	49	0.82
Medical Receptionist/Referral Coordinator	29	0.81	29	0.77	94	0.78	38	0.62	49	0.77
Clinic Call Center Staff	0	***	5	***	21	***	0	***	30	0.06
<b>Total Clinic Staff</b>	30	2.00	38	2.98	105	1.61	42	1.86	54	2.38
<b>Total Clinic Leadership</b>	11	***	19	0.08	90	0.25	26	0.26	48	0.25
Director	10	***	8	***	51	0.26	18	***	25	0.08
Manager	11	***	13	0.11	75	0.25	16	0.14	47	0.24
<b>Total Clinic Staff with Leadership</b>	30	2.00	38	3.05	105	1.80	42	1.99	54	2.55

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Medical Specialties						
Clinic Staff	Rheumatologic Disease		Sleep Lab		Sports Medicine	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	62	1.83	9	***	26	1.01
Registered Nurses	48	0.49	9	***	19	0.11
Licensed Practical Nurses	48	0.59	9	***	18	0.11
Medical Assistants	59	1.01	8	***	26	0.65
<b>Total Ancillary Staff</b>	7	***	8	***	18	0.33
Radiology/Imaging Staff	4	***	8	***	18	0.25
Laboratory Staff	7	***	1	***	3	***
<b>Total Other Patient Care Staff</b>	43	0.30	13	4.74	19	0.92
Scribe	0	***	0	***	0	***
Pharmacy Staff	7	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	1	***	1	***	0	***
Quality Staff	2	***	1	***	0	***
Other Direct Patient Care Support Staff	8	***	1	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	62	0.86	15	1.85	10	0.76
Medical Receptionist/Referral Coordinator	62	0.86	15	1.85	10	0.76
Clinic Call Center Staff	29	0.06	0	***	3	***
<b>Total Clinic Staff</b>	63	2.74	18	8.84	26	2.79
<b>Total Clinic Leadership</b>	53	0.15	5	***	21	0.22
Director	13	0.04	2	***	8	***
Manager	50	0.16	3	***	16	***
<b>Total Clinic Staff with Leadership</b>	63	2.77	18	8.88	26	3.01

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Surgical Specialties										
	Bariatric Surgery		Breast Surgery		Cardiac/Thoracic Surgery		Cardiovascular Surgery		Colon and Rectal Surgery	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	38	1.21	26	2.15	5	***	44	0.81	24	1.18
Registered Nurses	20	0.75	14	0.70	1	***	25	0.50	18	0.50
Licensed Practical Nurses	12	***	6	***	2	***	5	***	5	***
Medical Assistants	36	1.00	25	1.50	5	***	34	0.67	24	0.89
<b>Total Ancillary Staff</b>	7	***	0	***	0	***	13	***	0	***
Radiology/Imaging Staff	6	***	0	***	0	***	11	***	0	***
Laboratory Staff	6	***	0	***	0	***	2	***	0	***
<b>Total Other Patient Care Staff</b>	34	1.50	3	***	0	***	27	0.46	8	***
Scribe	0	***	0	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	0	***
Dietician/Nutritionist	26	1.14	0	***	0	***	0	***	0	***
Behavioral Health	1	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***	0	***
RN Care Coordinator	3	***	0	***	0	***	2	***	0	***
Quality Staff	5	***	0	***	0	***	0	***	0	***
Other Direct Patient Care Support Staff	23	0.67	0	***	0	***	0	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	36	1.65	21	1.04	4	***	36	0.96	21	1.11
Medical Receptionist/Referral Coordinator	36	1.54	21	0.95	4	***	36	0.95	21	1.11
Clinic Call Center Staff	3	***	2	***	0	***	1	***	3	***
<b>Total Clinic Staff</b>	38	5.00	26	2.46	5	***	46	1.98	24	2.13
<b>Total Clinic Leadership</b>	24	***	19	0.63	2	***	34	0.34	4	***
Director	16	***	1	***	0	***	22	***	3	***
Manager	14	***	17	0.63	2	***	16	***	2	***
<b>Total Clinic Staff with Leadership</b>	38	5.00	26	2.91	5	***	46	2.18	24	2.37

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Surgical Specialties								
	General Surgery		Neurological Surgery		OB/GYN – General		OB/GYN – Gynecological Oncology	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	222	1.00	99	1.19	367	1.75	31	1.97
Registered Nurses	109	0.50	68	0.52	279	0.50	23	0.91
Licensed Practical Nurses	120	0.26	21	0.46	219	0.30	8	***
Medical Assistants	207	0.71	89	1.00	347	1.09	30	0.93
<b>Total Ancillary Staff</b>	59	0.30	32	***	250	0.44	7	***
Radiology/Imaging Staff	49	0.15	24	***	236	0.35	2	***
Laboratory Staff	15	0.46	12	***	124	0.61	5	***
<b>Total Other Patient Care Staff</b>	112	0.27	60	0.30	247	0.30	14	***
Scribe	4	***	16	***	16	***	0	***
Pharmacy Staff	0	***	9	***	0	***	0	***
Dietician/Nutritionist	54	0.04	1	***	49	***	0	***
Behavioral Health	0	***	0	***	44	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	27	***	4	***	2	***	0	***
Quality Staff	1	***	3	***	30	***	0	***
Other Direct Patient Care Support Staff	54	0.40	19	0.28	81	0.39	0	***
<b>Total Front Office/Administrative Support Staff</b>	223	0.84	97	1.20	343	1.05	30	0.91
Medical Receptionist/Referral Coordinator	223	0.83	97	1.12	343	1.03	30	0.91
Clinic Call Center Staff	66	0.22	17	***	103	0.07	2	***
<b>Total Clinic Staff</b>	234	2.00	102	2.82	369	3.36	31	3.35
<b>Total Clinic Leadership</b>	167	0.32	78	0.42	307	0.35	19	0.42
Director	101	0.28	53	0.33	186	0.25	13	***
Manager	114	0.19	44	0.34	260	0.20	9	0.21
<b>Total Clinic Staff with Leadership</b>	234	2.26	102	3.18	370	3.69	32	3.49

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Surgical Specialties								
Clinic Staff	OB/GYN – Maternal Fetal Medicine/ Parinatology		Ophthalmology		Orthopedic Surgery		Otolaryngology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	30	1.48	52	1.91	167	1.25	93	1.78
Registered Nurses	29	0.71	11	0.33	72	0.50	54	0.50
Licensed Practical Nurses	3	***	37	0.15	54	0.25	56	0.42
Medical Assistants	26	0.53	37	3.32	163	1.00	90	1.10
<b>Total Ancillary Staff</b>	29	1.78	5	***	140	0.66	6	***
Radiology/Imaging Staff	28	1.53	5	***	128	0.50	4	***
Laboratory Staff	3	***	1	***	17	***	6	***
<b>Total Other Patient Care Staff</b>	18	0.44	61	2.63	92	0.61	50	1.00
Scribe	0	***	5	***	0	***	8	***
Pharmacy Staff	0	***	0	***	0	***	0	***
Dietician/Nutritionist	0	***	4	***	0	***	0	***
Behavioral Health	0	***	4	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	0	***	1	***	2	***	2	***
Quality Staff	0	***	3	***	5	***	3	***
Other Direct Patient Care Support Staff	0	***	12	***	5	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	29	0.73	64	1.33	166	1.15	87	1.38
Medical Receptionist/Referral Coordinator	29	0.73	64	1.33	166	1.15	87	1.38
Clinic Call Center Staff	0	***	20	***	8	***	21	0.12
<b>Total Clinic Staff</b>	34	3.79	67	4.93	173	3.48	93	3.96
<b>Total Clinic Leadership</b>	27	0.44	58	0.30	145	0.40	70	0.33
Director	21	0.36	12	0.05	111	0.30	29	0.20
Manager	22	0.26	58	0.28	113	0.25	59	0.27
<b>Total Clinic Staff with Leadership</b>	34	4.08	67	5.16	173	3.76	93	4.39

## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Surgical Specialties						
Clinic Staff	Plastic and Reconstruction		Urology		Vascular Surgery	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	50	1.17	109	2.18	63	1.00
Registered Nurses	33	0.57	77	0.68	42	0.66
Licensed Practical Nurses	10	***	80	0.37	29	0.17
Medical Assistants	46	0.67	105	1.45	49	0.76
<b>Total Ancillary Staff</b>	0	***	23	0.28	36	0.98
Radiology/Imaging Staff	0	***	17	0.28	34	0.94
Laboratory Staff	0	***	14	***	2	***
<b>Total Other Patient Care Staff</b>	32	0.25	70	0.46	23	0.33
Scribe	0	***	9	***	3	***
Pharmacy Staff	0	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	0	***	9	***	0	***
Quality Staff	1	***	10	***	1	***
Other Direct Patient Care Support Staff	0	***	8	***	3	***
<b>Total Front Office/Administrative Support Staff</b>	50	1.26	101	1.21	62	0.82
Medical Receptionist/Referral Coordinator	50	1.21	101	1.21	62	0.82
Clinic Call Center Staff	18	***	35	0.30	3	***
<b>Total Clinic Staff</b>	52	2.39	109	3.73	64	2.19
<b>Total Clinic Leadership</b>	41	0.31	73	0.33	43	0.39
Director	7	***	33	0.20	33	0.29
Manager	36	0.31	62	0.24	29	0.22
<b>Total Clinic Staff with Leadership</b>	52	2.53	109	4.22	64	2.91



## Clinic Staffing: Per Physician – Continued

Clinic Staffing per Physician: Radiology Specialties				
Clinic Staff	Radiology – MD Non-Interventional		Radiation Therapy (MD Only)	
	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	10	***	6	1.00
Registered Nurses	6	***	4	***
Licensed Practical Nurses	0	***	0	***
Medical Assistants	7	***	4	***
<b>Total Ancillary Staff</b>	20	6.57	2	***
Radiology/Imaging Staff	20	6.57	0	***
Laboratory Staff	1	***	2	***
<b>Total Other Patient Care Staff</b>	6	***	5	***
Scribe	0	***	0	***
Pharmacy Staff	0	***	2	***
Dietician/Nutritionist	0	***	0	***
Behavioral Health	0	***	0	***
Social Work	0	***	0	***
RN Care Coordinator	0	***	0	***
Quality Staff	0	***	1	***
Other Direct Patient Care Support Staff	0	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	18	2.02	6	1.01
Medical Receptionist/Referral Coordinator	18	2.02	5	***
Clinic Call Center Staff	3	***	3	***
<b>Total Clinic Staff</b>	21	9.68	7	4.00
<b>Total Clinic Leadership</b>	30	0.69	10	0.87
Director	9	0.41	9	0.17
Manager	28	0.50	5	***
<b>Total Clinic Staff with Leadership</b>	39	8.80	11	1.84

## Clinic Staffing: Per Provider

The following tables contain clinic staffing per provider FTE. Providers include both physicians and APCs. The data are reported for all groups and by organization type (system affiliated or independent). Data are also reported by specialty type and by specialty. Roll-ups for types of clinic roles are also provided.

Clinic Staffing per Provider by Organization Type						
Clinic Staff	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	<b>4,804</b>	<b>1.12</b>	<b>3,602</b>	<b>1.05</b>	<b>1,202</b>	<b>1.33</b>
Registered Nurses	3,401	0.33	2,447	0.34	954	0.33
Licensed Practical Nurses	2,914	0.27	2,101	0.25	813	0.32
Medical Assistants	4,512	0.77	3,383	0.76	1,129	0.83
<b>Total Ancillary Staff</b>	<b>2,218</b>	<b>0.38</b>	<b>1,809</b>	<b>0.33</b>	<b>409</b>	<b>0.43</b>
Radiology/Imaging Staff	1,869	0.21	1,552	0.22	317	0.20
Laboratory Staff	1,236	0.37	964	0.43	272	0.36
<b>Total Other Patient Care Staff</b>	<b>3,187</b>	<b>0.26</b>	<b>2,433</b>	<b>0.24</b>	<b>754</b>	<b>0.50</b>
Scribe	447	0.12	307	0.06	140	0.18
Pharmacy Staff	493	0.03	472	0.02	21	0.67
Dietician/Nutritionist	401	0.07	336	0.13	65	0.05
Behavioral Health	421	0.15	393	0.15	28	***
Social Work	308	0.11	258	0.09	50	0.12
RN Care Coordinator	473	0.09	319	0.12	154	0.09
Quality Staff	333	0.02	158	0.02	175	0.01
<b>Total Front Office/Administrative Support Staff</b>	<b>4,442</b>	<b>0.71</b>	<b>3,326</b>	<b>0.70</b>	<b>1,116</b>	<b>0.75</b>
Medical Receptionist/Referral Coordinator	4,438	0.70	3,325	0.69	1,113	0.75
Clinic Call Center Staff	1,088	0.07	701	0.10	387	0.05
<b>Total Clinic Staff</b>	<b>4,950</b>	<b>2.12</b>	<b>3,708</b>	<b>2.03</b>	<b>1,242</b>	<b>2.54</b>
<b>Total Clinic Leadership</b>	<b>3,980</b>	<b>0.21</b>	<b>3,006</b>	<b>0.23</b>	<b>974</b>	<b>0.14</b>
Director	2,147	0.16	1,817	0.20	330	0.04
Manager	3,277	0.16	2,393	0.16	884	0.14
<b>Total Clinic Staff with Leadership</b>	<b>4,991</b>	<b>2.29</b>	<b>3,727</b>	<b>2.23</b>	<b>1,264</b>	<b>2.66</b>

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider by Specialty Type						
Clinic Staff	Primary Care		Medical Specialties		Surgical Specialties	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	<b>1,749</b>	<b>1.35</b>	<b>1,559</b>	<b>1.03</b>	<b>1,439</b>	<b>0.92</b>
Registered Nurses	1,294	0.33	1,176	0.34	886	0.33
Licensed Practical Nurses	1,266	0.35	943	0.23	683	0.21
Medical Assistants	1,680	0.99	1,469	0.71	1,325	0.63
<b>Total Ancillary Staff</b>	<b>936</b>	<b>0.44</b>	<b>626</b>	<b>0.27</b>	<b>621</b>	<b>0.35</b>
Radiology/Imaging Staff	736	0.21	549	0.17	556	0.24
Laboratory Staff	758	0.38	254	0.27	215	0.42
<b>Total Other Patient Care Staff</b>	<b>1,196</b>	<b>0.25</b>	<b>1,083</b>	<b>0.27</b>	<b>875</b>	<b>0.26</b>
Scribe	335	0.13	50	0.11	61	0.11
Pharmacy Staff	358	0.05	124	0.02	9	***
Dietician/Nutritionist	134	0.04	121	0.07	134	0.14
Behavioral Health	343	0.11	29	0.43	49	***
Social Work	153	0.11	143	0.11	0	***
RN Care Coordinator	247	0.13	174	0.09	52	***
Quality Staff	182	0.01	88	0.02	62	0.02
<b>Total Front Office/Administrative Support Staff</b>	<b>1,543</b>	<b>0.77</b>	<b>1,441</b>	<b>0.66</b>	<b>1,394</b>	<b>0.70</b>
Medical Receptionist/Referral Coordinator	1,541	0.77	1,440	0.63	1,394	0.69
Clinic Call Center Staff	354	0.03	421	0.07	307	0.08
<b>Total Clinic Staff</b>	<b>1,771</b>	<b>2.38</b>	<b>1,612</b>	<b>2.00</b>	<b>1,494</b>	<b>1.97</b>
<b>Total Clinic Leadership</b>	<b>1,494</b>	<b>0.23</b>	<b>1,281</b>	<b>0.17</b>	<b>1,121</b>	<b>0.22</b>
Director	833	0.19	611	0.13	648	0.18
Manager	1,214	0.18	1,129	0.13	868	0.14
<b>Total Clinic Staff with Leadership</b>	<b>1,773</b>	<b>2.59</b>	<b>1,617</b>	<b>2.11</b>	<b>1,496</b>	<b>2.15</b>

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Primary Care										
	Family Medicine		Internal Medicine		Geriatrics		Pediatrics and Adolescent – General		Urgent Care	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	528	1.40	165	1.35	14	0.48	207	1.36	181	1.18
Registered Nurses	446	0.26	110	0.32	4	***	177	0.34	156	0.58
Licensed Practical Nurses	469	0.49	120	0.41	12	0.23	147	0.32	160	0.18
Medical Assistants	508	1.01	162	0.93	13	0.39	202	0.85	153	0.75
<b>Total Ancillary Staff</b>	346	0.41	63	0.37	2	***	100	0.46	120	0.48
Radiology/Imaging Staff	228	0.17	35	***	0	***	84	0.16	118	0.46
Laboratory Staff	331	0.40	63	0.29	2	***	96	0.40	67	0.36
<b>Total Other Patient Care Staff</b>	404	0.25	133	0.29	12	0.12	128	0.26	124	0.15
Scribe	216	0.01	15	***	2	***	49	***	0	***
Pharmacy Staff	169	***	12	***	0	***	0	***	0	***
Dietician/Nutritionist	63	***	7	***	0	***	48	***	0	***
Behavioral Health	168	0.03	6	***	0	***	52	***	0	***
Social Work	16	***	2	***	6	***	17	***	0	***
RN Care Coordinator	127	***	7	***	2	***	19	***	26	***
Quality Staff	117	***	1	***	2	***	4	***	27	***
Other Direct Patient Care Support Staff	240	0.12	20	***	6	***	67	***	26	***
<b>Total Front Office/Administrative Support Staff</b>	451	0.76	138	0.73	13	0.22	181	0.64	135	0.79
Medical Receptionist/Referral Coordinator	451	0.75	138	0.73	11	0.48	181	0.61	135	0.79
Clinic Call Center Staff	225	0.04	63	0.03	2	***	55	***	7	***
<b>Total Clinic Staff</b>	528	2.39	165	2.44	15	0.70	209	2.39	181	2.20
<b>Total Clinic Leadership</b>	486	0.17	145	0.13	14	0.12	190	0.17	161	0.15
Director	318	0.03	46	0.03	6	***	35	0.16	92	0.07
Manager	359	0.17	144	0.13	11	0.12	181	0.14	144	0.14
<b>Total Clinic Staff with Leadership</b>	528	2.57	165	2.55	16	0.70	209	2.40	181	2.28

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Medical Specialties										
Clinic Staff	Allergy/ Immunology		Cardiology – EP		Cardiology – General (Non-Invasive)		Cardiology – Invasive Interventional		Dermatology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	40	2.00	10	0.77	303	1.05	31	1.06	46	2.23
Registered Nurses	38	0.94	7	***	243	0.35	30	0.49	30	0.29
Licensed Practical Nurses	33	0.91	1	***	117	0.14	28	0.17	31	0.43
Medical Assistants	29	1.07	9	***	301	0.71	29	0.38	42	1.84
<b>Total Ancillary Staff</b>	5	***	7	***	250	0.30	15	***	13	0.46
Radiology/Imaging Staff	3	***	7	***	239	0.18	14	***	8	***
Laboratory Staff	5	***	0	***	110	***	3	***	9	0.35
<b>Total Other Patient Care Staff</b>	28	0.51	2	***	217	0.24	26	0.21	30	0.56
Scribe	0	***	0	***	2	***	4	***	6	***
Pharmacy Staff	0	***	0	***	25	***	11	***	0	***
Dietician/Nutritionist	0	***	0	***	36	***	2	***	0	***
Behavioral Health	0	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	23	***	0	***	0	***
RN Care Coordinator	2	***	1	***	13	***	6	***	1	***
Quality Staff	3	***	0	***	6	***	2	***	2	***
Other Direct Patient Care Support Staff	0	***	0	***	46	0.35	2	***	7	***
<b>Total Front Office/Administrative Support Staff</b>	36	1.09	10	0.46	285	0.67	31	0.50	39	1.09
Medical Receptionist/Referral Coordinator	36	1.08	9	***	285	0.66	31	0.50	39	1.01
Clinic Call Center Staff	3	***	6	***	55	0.07	11	***	9	***
<b>Total Clinic Staff</b>	40	3.75	10	1.26	308	2.11	31	1.81	46	3.67
<b>Total Clinic Leadership</b>	33	0.17	2	***	256	0.22	19	0.10	38	0.15
Director	5	***	2	***	177	0.17	2	***	9	0.11
Manager	31	0.20	1	***	218	0.13	19	0.08	36	0.14
<b>Total Clinic Staff with Leadership</b>	40	3.69	10	1.26	308	2.25	31	1.88	46	3.83

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Medical Specialties										
	Endocrinology		Gastroenterology		Hematology and Medical Oncology		Infectious Disease		Nephrology Only	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	99	1.39	99	1.04	108	1.08	34	0.64	63	0.76
Registered Nurses	88	0.45	79	0.31	97	0.48	27	0.31	35	0.25
Licensed Practical Nurses	76	0.19	68	0.25	77	0.22	23	0.24	46	0.34
Medical Assistants	91	0.94	95	0.75	108	0.67	25	0.38	56	0.33
<b>Total Ancillary Staff</b>	27	0.24	18	0.14	75	0.26	9	***	1	***
Radiology/Imaging Staff	17	***	10	0.14	49	***	6	***	1	***
Laboratory Staff	24	0.23	11	***	27	0.31	6	***	1	***
<b>Total Other Patient Care Staff</b>	74	0.25	65	0.15	83	0.25	25	0.15	28	0.16
Scribe	12	***	0	***	0	***	0	***	0	***
Pharmacy Staff	20	***	2	***	20	***	1	***	0	***
Dietician/Nutritionist	33	0.19	6	***	2	***	0	***	13	***
Behavioral Health	12	***	0	***	2	***	0	***	0	***
Social Work	3	***	0	***	22	***	0	***	1	***
RN Care Coordinator	19	***	1	***	42	***	0	***	16	***
Quality Staff	20	***	11	***	1	***	0	***	1	***
Other Direct Patient Care Support Staff	32	0.13	11	***	58	***	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	93	0.63	92	0.75	105	0.86	24	0.25	53	0.43
Medical Receptionist/Referral Coordinator	93	0.65	92	0.71	105	0.82	24	0.25	53	0.43
Clinic Call Center Staff	9	***	39	0.09	59	***	0	***	2	***
<b>Total Clinic Staff</b>	99	2.29	99	2.07	112	2.59	34	0.92	64	1.21
<b>Total Clinic Leadership</b>	81	0.12	79	0.20	84	0.25	25	0.15	49	0.13
Director	20	0.04	29	0.24	54	0.15	13	0.10	13	0.04
Manager	79	0.11	69	0.13	75	0.21	16	0.15	44	0.13
<b>Total Clinic Staff with Leadership</b>	99	2.44	99	2.24	113	2.88	34	1.11	64	1.26

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Medical Specialties										
Clinic Staff	Neurology		Occupational/ Environmental Medicine		Orthopedic – Medical		Pain Management – Non-Anesthesiology		Palliative Care	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	139	0.85	45	1.13	78	0.80	33	1.20	13	1.26
Registered Nurses	91	0.21	33	0.22	64	0.24	22	0.29	6	1.25
Licensed Practical Nurses	85	0.19	41	0.29	61	0.15	9	0.69	9	0.04
Medical Assistants	137	0.54	39	1.00	78	0.55	32	0.73	10	0.33
<b>Total Ancillary Staff</b>	67	0.18	30	0.23	45	0.16	8	0.36	0	***
Radiology/Imaging Staff	65	0.14	30	0.23	45	0.16	8	0.36	0	***
Laboratory Staff	6	***	18	***	10	***	0	***	0	***
<b>Total Other Patient Care Staff</b>	88	0.19	42	0.86	73	0.48	9	0.38	12	0.85
Scribe	16	***	0	***	1	***	2	***	1	***
Pharmacy Staff	29	***	5	***	0	***	0	***	1	***
Dietician/Nutritionist	0	***	1	***	20	***	0	***	1	***
Behavioral Health	0	***	2	***	1	***	0	***	1	***
Social Work	19	***	0	***	0	***	0	***	3	***
RN Care Coordinator	14	***	7	***	12	***	0	***	5	***
Quality Staff	2	***	0	***	12	***	1	***	0	***
Other Direct Patient Care Support Staff	32	***	4	***	43	0.45	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	131	0.57	42	1.32	77	0.81	32	0.85	9	***
Medical Receptionist/Referral Coordinator	131	0.57	42	1.20	77	0.74	32	0.82	9	***
Clinic Call Center Staff	68	0.03	4	***	59	***	6	***	0	***
<b>Total Clinic Staff</b>	141	1.62	46	2.68	78	2.15	33	2.00	13	1.31
<b>Total Clinic Leadership</b>	122	0.16	40	0.53	78	0.13	19	0.17	12	0.29
Director	63	0.14	31	***	40	0.03	11	0.07	4	***
Manager	102	0.12	40	0.35	75	0.16	18	0.15	9	0.33
<b>Total Clinic Staff with Leadership</b>	142	1.77	46	3.17	78	2.25	33	2.14	13	2.53

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Medical Specialties										
Clinic Staff	Physical Medicine and Rehabilitation		Podiatry – Medical		Psychiatry		Pulmonary Disease (With Critical Care)		Pulmonary Disease (Without Critical Care)	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	49	0.72	38	1.11	83	0.32	41	1.00	54	0.89
Registered Nurses	17	0.15	25	0.38	59	0.25	30	0.33	39	0.28
Licensed Practical Nurses	12	***	11	0.06	54	***	16	0.14	37	0.22
Medical Assistants	43	0.61	38	0.83	81	0.26	35	0.74	49	0.51
<b>Total Ancillary Staff</b>	7	***	4	***	0	***	8	***	3	***
Radiology/Imaging Staff	6	***	3	***	0	***	4	***	3	***
Laboratory Staff	1	***	3	***	0	***	6	***	3	***
<b>Total Other Patient Care Staff</b>	17	0.29	26	0.80	92	0.65	16	0.26	45	0.22
Scribe	0	***	6	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	3	***
Dietician/Nutritionist	7	***	0	***	0	***	0	***	0	***
Behavioral Health	0	***	0	***	11	***	0	***	0	***
Social Work	7	***	0	***	64	0.14	0	***	0	***
RN Care Coordinator	0	***	0	***	32	***	1	***	0	***
Quality Staff	0	***	1	***	21	***	1	***	1	***
Other Direct Patient Care Support Staff	7	***	5	***	66	0.34	1	***	4	***
<b>Total Front Office/Administrative Support Staff</b>	51	0.51	29	0.68	94	0.49	39	0.44	49	0.50
Medical Receptionist/Referral Coordinator	51	0.51	29	0.63	94	0.46	39	0.44	49	0.48
Clinic Call Center Staff	0	***	5	***	21	***	0	***	30	0.04
<b>Total Clinic Staff</b>	52	1.45	38	2.64	105	1.02	43	1.46	54	1.58
<b>Total Clinic Leadership</b>	33	***	19	0.07	90	0.24	26	0.22	48	0.11
Director	10	***	8	***	51	0.21	18	***	25	0.05
Manager	33	***	13	0.10	75	0.09	16	0.09	47	0.11
<b>Total Clinic Staff with Leadership</b>	52	1.47	38	2.82	105	1.41	43	1.53	54	1.72



## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Medical Specialties						
Clinic Staff	Rheumatologic Disease		Sleep Lab		Sports Medicine	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	64	1.40	10	***	26	1.03
Registered Nurses	48	0.45	9	***	19	0.13
Licensed Practical Nurses	50	0.44	9	***	18	0.08
Medical Assistants	59	0.89	9	***	26	0.48
<b>Total Ancillary Staff</b>	7	***	8	***	18	0.28
Radiology/Imaging Staff	4	***	8	***	18	0.20
Laboratory Staff	7	***	1	***	3	***
<b>Total Other Patient Care Staff</b>	43	0.25	13	2.77	19	1.05
Scribe	0	***	0	***	0	***
Pharmacy Staff	7	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	1	***	1	***	0	***
Quality Staff	2	***	1	***	0	***
Other Direct Patient Care Support Staff	8	***	1	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	64	0.64	17	0.93	10	0.55
Medical Receptionist/Referral Coordinator	64	0.64	17	0.93	10	0.53
Clinic Call Center Staff	29	0.06	0	***	3	***
<b>Total Clinic Staff</b>	65	2.25	20	3.49	26	2.53
<b>Total Clinic Leadership</b>	55	0.13	6	0.25	21	0.22
Director	13	0.03	2	***	8	***
Manager	52	0.11	4	***	16	***
<b>Total Clinic Staff with Leadership</b>	65	2.29	20	3.49	26	2.58

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Surgical Specialties										
Clinic Staff	Bariatric Surgery		Breast Surgery		Cardiac/Thoracic Surgery		Cardiovascular Surgery		Colon and Rectal Surgery	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	38	0.89	26	0.97	6	0.52	44	0.37	27	1.00
Registered Nurses	20	0.27	14	0.30	2	***	25	0.16	18	0.31
Licensed Practical Nurses	12	***	6	***	3	***	5	***	5	***
Medical Assistants	36	0.50	25	0.65	6	0.33	34	0.27	27	0.75
<b>Total Ancillary Staff</b>	7	***	0	***	0	***	13	***	0	***
Radiology/Imaging Staff	6	***	0	***	0	***	11	***	0	***
Laboratory Staff	6	***	0	***	0	***	2	***	0	***
<b>Total Other Patient Care Staff</b>	34	0.64	3	***	1	***	27	0.21	8	***
Scribe	0	***	0	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	0	***
Dietician/Nutritionist	26	0.48	0	***	0	***	0	***	0	***
Behavioral Health	1	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***	0	***
RN Care Coordinator	3	***	0	***	0	***	2	***	0	***
Quality Staff	5	***	0	***	0	***	0	***	0	***
Other Direct Patient Care Support Staff	23	0.24	0	***	0	***	0	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	36	0.75	21	0.46	5	***	36	0.40	21	0.89
Medical Receptionist/Referral Coordinator	36	0.72	21	0.46	5	***	36	0.36	21	0.86
Clinic Call Center Staff	3	***	2	***	0	***	1	***	3	***
<b>Total Clinic Staff</b>	38	2.57	26	1.74	6	1.00	46	0.89	27	1.97
<b>Total Clinic Leadership</b>	24	***	19	0.20	2	***	34	0.14	4	***
Director	16	***	1	***	0	***	22	***	3	***
Manager	14	***	17	0.20	2	***	16	***	2	***
<b>Total Clinic Staff with Leadership</b>	38	2.70	26	2.00	6	1.08	46	0.94	27	2.11

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Surgical Specialties								
Clinic Staff	General Surgery		Neurological Surgery		OB/GYN – General		OB/GYN – Gynecological Oncology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	225	0.69	99	0.69	370	1.27	31	1.08
Registered Nurses	111	0.32	68	0.33	279	0.34	23	0.55
Licensed Practical Nurses	123	0.19	21	0.17	219	0.21	8	***
Medical Assistants	210	0.51	89	0.51	350	0.84	30	0.54
<b>Total Ancillary Staff</b>	62	0.31	32	***	250	0.33	7	***
Radiology/Imaging Staff	52	0.12	24	***	236	0.22	2	***
Laboratory Staff	18	0.33	12	***	124	0.50	5	***
<b>Total Other Patient Care Staff</b>	115	0.20	60	0.14	249	0.23	14	***
Scribe	4	***	16	***	16	***	0	***
Pharmacy Staff	0	***	9	***	0	***	0	***
Dietician/Nutritionist	54	0.03	1	***	49	***	0	***
Behavioral Health	0	***	0	***	44	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	27	***	4	***	2	***	0	***
Quality Staff	1	***	3	***	30	***	0	***
Other Direct Patient Care Support Staff	54	0.28	19	0.15	81	0.20	0	***
<b>Total Front Office/Administrative Support Staff</b>	226	0.63	97	0.64	344	0.77	30	0.71
Medical Receptionist/Referral Coordinator	226	0.63	97	0.64	344	0.77	30	0.66
Clinic Call Center Staff	67	0.15	17	***	103	0.05	2	***
<b>Total Clinic Staff</b>	237	1.52	102	1.46	372	2.31	31	2.15
<b>Total Clinic Leadership</b>	169	0.22	78	0.18	310	0.25	19	0.23
Director	101	0.20	53	0.17	186	0.20	13	***
Manager	116	0.13	44	0.17	263	0.15	9	0.16
<b>Total Clinic Staff with Leadership</b>	237	1.79	102	1.74	373	2.57	32	2.17

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Surgical Specialties								
Clinic Staff	OB/GYN – Maternal Fetal Medicine/ Perinatology		Ophthalmology		Orthopedic Surgery		Otolaryngology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	30	1.11	52	1.08	170	0.69	98	1.00
Registered Nurses	29	0.61	11	0.37	73	0.25	56	0.29
Licensed Practical Nurses	3	***	37	0.10	54	0.15	57	0.23
Medical Assistants	26	0.42	37	2.59	165	0.60	93	0.67
<b>Total Ancillary Staff</b>	29	1.42	5	***	140	0.37	10	***
Radiology/Imaging Staff	28	1.31	5	***	128	0.30	6	***
Laboratory Staff	3	***	1	***	17	***	10	***
<b>Total Other Patient Care Staff</b>	18	0.38	64	2.39	94	0.25	55	0.59
Scribe	0	***	5	***	0	***	8	***
Pharmacy Staff	0	***	0	***	0	***	0	***
Dietician/Nutritionist	0	***	4	***	0	***	0	***
Behavioral Health	0	***	4	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	0	***	1	***	2	***	2	***
Quality Staff	0	***	3	***	5	***	3	***
Other Direct Patient Care Support Staff	0	***	12	***	5	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	29	0.67	66	1.03	169	0.68	96	0.79
Medical Receptionist/Referral Coordinator	29	0.67	66	1.03	169	0.68	96	0.79
Clinic Call Center Staff	0	***	20	***	8	***	22	0.05
<b>Total Clinic Staff</b>	34	2.94	70	4.19	177	1.94	102	2.41
<b>Total Clinic Leadership</b>	27	0.30	58	0.28	146	0.22	75	0.14
Director	21	0.21	12	0.03	112	0.17	29	0.11
Manager	22	0.20	58	0.22	114	0.12	64	0.13
<b>Total Clinic Staff with Leadership</b>	34	3.30	70	4.48	177	2.15	102	2.56

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Surgical Specialties						
Clinic Staff	Plastic and Reconstruction		Urology		Vascular Surgery	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	50	0.91	110	1.34	63	0.66
Registered Nurses	33	0.31	77	0.42	42	0.42
Licensed Practical Nurses	10	***	80	0.25	29	0.13
Medical Assistants	46	0.51	106	0.86	49	0.52
<b>Total Ancillary Staff</b>	0	***	23	0.16	36	0.61
Radiology/Imaging Staff	0	***	17	0.16	34	0.58
Laboratory Staff	0	***	14	***	2	***
<b>Total Other Patient Care Staff</b>	32	0.16	70	0.26	23	0.26
Scribe	0	***	9	***	3	***
Pharmacy Staff	0	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	0	***	9	***	0	***
Quality Staff	1	***	10	***	1	***
Other Direct Patient Care Support Staff	0	***	8	***	3	***
<b>Total Front Office/Administrative Support Staff</b>	50	0.80	102	0.81	62	0.59
Medical Receptionist/Referral Coordinator	50	0.80	102	0.75	62	0.59
Clinic Call Center Staff	18	***	35	0.17	3	***
<b>Total Clinic Staff</b>	<b>52</b>	<b>1.76</b>	<b>110</b>	<b>2.45</b>	<b>64</b>	<b>1.41</b>
<b>Total Clinic Leadership</b>	<b>41</b>	<b>0.25</b>	<b>74</b>	<b>0.23</b>	<b>43</b>	<b>0.27</b>
Director	7	***	34	0.21	33	0.16
Manager	36	0.25	62	0.16	29	0.13
<b>Total Clinic Staff with Leadership</b>	<b>52</b>	<b>1.85</b>	<b>110</b>	<b>2.63</b>	<b>64</b>	<b>1.76</b>

## Clinic Staffing: Per Provider – Continued

Clinic Staffing per Provider: Radiology Specialties				
Clinic Staff	Radiology – MD Non-Interventional		Radiation Therapy (MD Only)	
	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	10	***	6	1.00
Registered Nurses	6	***	4	***
Licensed Practical Nurses	0	***	0	***
Medical Assistants	7	***	4	***
<b>Total Ancillary Staff</b>	20	6.57	2	***
Radiology/Imaging Staff	20	6.57	0	***
Laboratory Staff	1	***	2	***
<b>Total Other Patient Care Staff</b>	6	***	5	***
Scribe	0	***	0	***
Pharmacy Staff	0	***	2	***
Dietician/Nutritionist	0	***	0	***
Behavioral Health	0	***	0	***
Social Work	0	***	0	***
RN Care Coordinator	0	***	0	***
Quality Staff	0	***	1	***
Other Direct Patient Care Support Staff	0	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	18	1.81	6	0.75
Medical Receptionist/Referral Coordinator	18	1.81	5	***
Clinic Call Center Staff	3	***	3	***
<b>Total Clinic Staff</b>	21	9.75	7	4.00
<b>Total Clinic Leadership</b>	30	0.69	10	0.51
Director	9	0.41	9	0.17
Manager	28	0.50	5	***
<b>Total Clinic Staff with Leadership</b>	39	9.66	11	1.49

## Clinic Staffing: Per 10,000 wRVUs

The following tables contain clinic staffing per 10,000 wRVUs. The data are reported for all groups and by organization type (system affiliated or independent). Data are also reported by specialty type and by specialty. Roll-ups for types of clinic roles are also provided.

Clinic Staffing per 10,000 wRVUs by Organization Type						
Clinic Staff	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	<b>4,801</b>	<b>2.02</b>	<b>3,648</b>	<b>1.96</b>	<b>1,153</b>	<b>2.18</b>
Registered Nurses	3,388	0.59	2,473	0.61	915	0.50
Licensed Practical Nurses	2,941	0.49	2,133	0.48	808	0.51
Medical Assistants	4,475	1.40	3,399	1.40	1,076	1.40
<b>Total Ancillary Staff</b>	<b>2,203</b>	<b>0.59</b>	<b>1,812</b>	<b>0.53</b>	<b>391</b>	<b>0.64</b>
Radiology/Imaging Staff	1,858	0.34	1,555	0.37	303	0.28
Laboratory Staff	1,221	0.54	964	0.69	257	0.47
<b>Total Other Patient Care Staff</b>	<b>3,247</b>	<b>0.48</b>	<b>2,497</b>	<b>0.42</b>	<b>750</b>	<b>0.91</b>
Scribe	418	0.15	307	0.10	111	0.23
Pharmacy Staff	496	0.06	479	0.04	17	***
Dietician/Nutritionist	400	0.24	336	0.24	64	0.23
Behavioral Health	408	0.33	396	0.36	12	***
Social Work	288	0.33	261	0.29	27	0.98
RN Care Coordinator	457	0.23	325	0.23	132	0.23
Quality Staff	341	0.02	158	0.07	183	***
<b>Total Front Office / Administrative Support Staff</b>	<b>4,446</b>	<b>1.25</b>	<b>3,381</b>	<b>1.28</b>	<b>1,065</b>	<b>1.16</b>
Medical Receptionist/Referral Coordinator	4,443	1.23	3,381	1.26	1,062	1.17
Clinic Call Center Staff	1,112	0.10	717	0.20	395	0.08
<b>Total Clinic Staff</b>	<b>4,972</b>	<b>3.79</b>	<b>3,770</b>	<b>3.71</b>	<b>1,202</b>	<b>4.26</b>
<b>Total Clinic Leadership</b>	<b>3,992</b>	<b>0.37</b>	<b>3,042</b>	<b>0.40</b>	<b>950</b>	<b>0.20</b>
Director	2,130	0.28	1,818	0.31	312	0.08
Manager	3,280	0.28	2,431	0.30	849	0.20
<b>Total Clinic Staff with Leadership</b>	<b>5,007</b>	<b>4.11</b>	<b>3,782</b>	<b>4.05</b>	<b>1,225</b>	<b>4.38</b>

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs by Specialty Type						
Clinic Staff	Primary Care		Medical Specialties		Surgical Specialties	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	1,710	2.49	1,568	1.91	1,430	1.55
Registered Nurses	1,252	0.61	1,180	0.59	875	0.55
Licensed Practical Nurses	1,257	0.58	950	0.51	682	0.37
Medical Assistants	1,642	1.80	1,467	1.28	1,317	1.11
<b>Total Ancillary Staff</b>	904	0.68	635	0.40	615	0.58
Radiology/Imaging Staff	716	0.32	553	0.20	551	0.41
Laboratory Staff	727	0.56	267	0.35	215	0.77
<b>Total Other Patient Care Staff</b>	1,180	0.44	1,117	0.53	879	0.43
Scribe	308	0.12	48	0.10	61	0.20
Pharmacy Staff	354	0.08	124	0.03	9	***
Dietician/Nutritionist	133	0.08	121	0.29	134	0.22
Behavioral Health	324	0.21	35	1.98	49	***
Social Work	129	0.32	146	0.31	0	***
RN Care Coordinator	222	0.23	176	0.42	52	***
Quality Staff	179	0.02	95	0.03	62	0.02
Other Direct Patient Care Support Staff	558	0.40	342	0.67	206	0.41
<b>Total Front Office / Administrative Support Staff</b>	1,498	1.37	1,466	1.14	1,383	1.19
Medical Receptionist/Referral Coordinator	1,496	1.37	1,466	1.09	1,383	1.17
Clinic Call Center Staff	351	0.04	437	0.11	307	0.17
<b>Total Clinic Staff</b>	1,732	4.34	1,629	3.53	1,490	3.33
<b>Total Clinic Leadership</b>	1,463	0.39	1,284	0.32	1,120	0.38
Director	808	0.35	607	0.20	646	0.29
Manager	1,184	0.32	1,130	0.25	867	0.24
<b>Total Clinic Staff with Leadership</b>	1,735	4.76	1,634	3.77	1,492	3.73



## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Primary Care										
	Family Medicine		Internal Medicine		Geriatrics		Pediatrics and Adolescent – General		Urgent Care	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	521	2.92	170	2.65	12	2.19	198	2.21	185	2.51
Registered Nurses	437	0.42	111	0.61	2	***	167	0.67	155	1.02
Licensed Practical Nurses	461	0.86	120	0.66	12	0.75	147	0.44	159	0.30
Medical Assistants	500	2.14	167	1.97	11	1.34	193	1.46	158	1.38
<b>Total Ancillary Staff</b>	337	0.55	70	0.69	0	***	98	0.67	120	0.78
Radiology/Imaging Staff	219	0.26	40	***	0	***	84	0.24	118	0.72
Laboratory Staff	322	0.53	70	0.60	0	***	94	0.53	68	0.56
<b>Total Other Patient Care Staff</b>	405	0.45	140	0.60	10	***	128	0.66	127	0.40
Scribe	216	0.02	15	***	0	***	49	***	0	***
Pharmacy Staff	169	***	12	***	0	***	0	***	0	***
Dietician/Nutritionist	63	***	7	***	0	***	48	***	0	***
Behavioral Health	168	0.05	6	***	0	***	52	***	0	***
Social Work	16	***	2	***	4	***	17	***	0	***
RN Care Coordinator	127	***	7	***	0	***	19	***	26	***
Quality Staff	117	***	1	***	2	***	4	***	27	***
Other Direct Patient Care Support Staff	240	0.22	20	***	4	***	67	***	26	***
<b>Total Front Office/Administrative Support Staff</b>	442	1.32	142	1.28	11	1.06	172	1.17	137	1.49
Medical Receptionist/Referral Coordinator	442	1.32	142	1.28	9	1.17	172	1.17	137	1.49
Clinic Call Center Staff	225	0.04	64	0.04	2	***	54	***	6	***
<b>Total Clinic Staff</b>	521	4.85	170	4.46	13	3.85	200	4.13	185	4.15
<b>Total Clinic Leadership</b>	487	0.30	149	0.22	12	0.36	183	0.33	164	0.27
Director	318	0.08	46	0.08	4	***	35	0.23	91	0.08
Manager	360	0.30	148	0.20	9	***	174	0.28	147	0.27
<b>Total Clinic Staff with Leadership</b>	521	5.12	171	4.90	14	3.44	200	4.43	185	4.39

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Medical Specialties										
Clinic Staff	Allergy/ Immunology		Cardiology – EP		Cardiology – General (Non-Invasive)		Cardiology – Invasive Interventional		Dermatology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	42	4.14	9	***	320	1.54	31	1.90	47	2.21
Registered Nurses	41	1.61	6	***	255	0.47	30	0.94	31	0.44
Licensed Practical Nurses	36	1.83	0	***	131	0.24	28	0.36	33	0.45
Medical Assistants	29	1.74	8	***	317	0.94	29	0.94	42	1.78
<b>Total Ancillary Staff</b>	9	***	7	***	251	0.42	15	***	15	0.34
Radiology/Imaging Staff	4	***	7	***	240	0.25	14	***	8	***
Laboratory Staff	9	***	0	***	111	***	3	***	11	0.29
<b>Total Other Patient Care Staff</b>	31	1.17	1	***	227	0.29	26	0.42	30	0.56
Scribe	0	***	0	***	2	***	4	***	6	***
Pharmacy Staff	0	***	0	***	25	***	11	***	0	***
Dietician/Nutritionist	0	***	0	***	36	***	2	***	0	***
Behavioral Health	0	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	23	***	0	***	0	***
RN Care Coordinator	2	***	0	***	13	***	6	***	1	***
Quality Staff	3	***	0	***	6	***	2	***	2	***
Other Direct Patient Care Support Staff	0	***	0	***	46	0.62	2	***	7	***
<b>Total Front Office/Administrative Support Staff</b>	38	1.63	9	***	301	0.83	31	0.98	40	1.00
Medical Receptionist/Referral Coordinator	38	1.61	9	***	301	0.83	31	0.94	40	1.00
Clinic Call Center Staff	3	***	5	***	65	0.09	11	***	9	***
<b>Total Clinic Staff</b>	42	7.27	9	***	326	2.92	31	3.35	47	3.82
<b>Total Clinic Leadership</b>	34	0.20	2	***	270	0.29	19	0.18	38	0.17
Director	4	***	2	***	177	0.21	2	***	9	0.17
Manager	32	0.26	1	***	232	0.16	19	0.16	36	0.16
<b>Total Clinic Staff with Leadership</b>	42	6.84	9	***	326	3.10	31	3.46	47	3.92

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Medical Specialties										
	Endocrinology		Gastroenterology		Hematology and Medical Oncology		Infectious Disease		Nephrology Only	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	98	2.92	98	1.72	108	2.47	35	1.68	69	2.29
Registered Nurses	88	0.91	78	0.46	97	1.42	28	0.95	35	0.50
Licensed Practical Nurses	76	0.44	68	0.38	77	0.42	23	0.61	49	1.76
Medical Assistants	90	1.85	94	1.07	108	1.38	25	0.93	60	1.50
<b>Total Ancillary Staff</b>	27	0.45	18	0.11	75	0.30	9	***	1	***
Radiology/Imaging Staff	17	***	10	0.17	49	***	6	***	1	***
Laboratory Staff	24	0.22	11	***	27	0.55	6	***	1	***
<b>Total Other Patient Care Staff</b>	74	0.67	65	0.23	83	0.49	26	0.31	31	0.90
Scribe	12	***	0	***	0	***	0	***	0	***
Pharmacy Staff	20	***	2	***	20	***	1	***	0	***
Dietician/Nutritionist	33	0.54	6	***	2	***	0	***	13	***
Behavioral Health	12	***	0	***	2	***	0	***	0	***
Social Work	3	***	0	***	22	***	0	***	1	***
RN Care Coordinator	19	***	1	***	42	***	0	***	19	***
Quality Staff	20	***	11	***	1	***	1	***	1	***
Other Direct Patient Care Support Staff	32	0.27	11	***	58	***	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	92	1.20	91	1.16	105	2.04	25	0.73	56	2.12
Medical Receptionist/Referral Coordinator	92	1.28	91	1.16	105	2.04	25	0.73	56	2.02
Clinic Call Center Staff	9	***	39	0.16	59	***	1	***	2	***
<b>Total Clinic Staff</b>	98	4.75	98	3.16	112	5.69	35	2.67	70	4.35
<b>Total Clinic Leadership</b>	81	0.25	79	0.28	84	0.68	26	0.35	49	0.54
Director	20	0.06	29	0.24	54	0.54	14	0.14	13	0.07
Manager	79	0.23	69	0.21	75	0.55	17	0.29	44	0.72
<b>Total Clinic Staff with Leadership</b>	98	4.91	98	3.46	113	5.80	35	2.76	70	4.69

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Medical Specialties										
Clinic Staff	Neurology		Occupational/ Environmental Medicine		Orthopedic – Medical		Pain Management – Non-Anesthesiology		Palliative Care	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	138	1.95	48	5.26	76	1.61	29	2.61	12	5.71
Registered Nurses	91	0.39	33	0.63	64	0.48	21	0.55	5	6.83
Licensed Practical Nurses	85	0.41	42	2.28	61	0.31	9	0.99	8	***
Medical Assistants	136	1.22	43	5.99	76	0.81	28	1.68	10	0.74
<b>Total Ancillary Staff</b>	67	0.53	30	1.24	43	0.24	4	***	0	***
Radiology/Imaging Staff	65	0.20	30	1.24	43	0.24	4	***	0	***
Laboratory Staff	6	***	18	***	10	***	0	***	0	***
<b>Total Other Patient Care Staff</b>	89	0.40	43	3.80	73	0.78	7	***	11	2.14
Scribe	16	***	0	***	1	***	0	***	1	***
Pharmacy Staff	29	***	5	***	0	***	0	***	1	***
Dietician/Nutritionist	0	***	1	***	20	***	0	***	1	***
Behavioral Health	0	***	2	***	1	***	0	***	1	***
Social Work	19	***	1	***	0	***	0	***	3	***
RN Care Coordinator	14	***	7	***	12	***	0	***	5	***
Quality Staff	2	***	0	***	12	***	1	***	0	***
Other Direct Patient Care Support Staff	32	***	4	***	43	0.74	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	131	1.16	45	5.01	75	1.53	28	1.64	8	***
Medical Receptionist/Referral Coordinator	131	1.16	45	5.01	75	1.34	28	1.54	8	***
Clinic Call Center Staff	68	0.07	4	***	59	***	6	***	0	***
<b>Total Clinic Staff</b>	141	3.36	49	9.07	76	3.73	29	3.78	12	8.01
<b>Total Clinic Leadership</b>	122	0.33	40	2.09	76	0.22	17	0.27	12	0.98
Director	63	0.17	31	***	38	0.05	9	0.13	4	***
Manager	102	0.19	40	1.30	73	0.22	16	0.33	9	0.98
<b>Total Clinic Staff with Leadership</b>	142	3.48	49	10.26	76	3.79	29	4.25	12	12.07

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Medical Specialties										
Clinic Staff	Physical Medicine and Rehabilitation		Podiatry – Medical		Psychiatry		Pulmonary Disease (With Critical Care)		Pulmonary Disease (Without Critical Care)	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	49	1.84	40	1.41	86	0.75	40	1.37	57	1.79
Registered Nurses	20	0.32	24	0.52	62	0.41	29	0.58	43	0.69
Licensed Practical Nurses	12	***	12	0.09	54	***	15	0.30	41	0.45
Medical Assistants	44	1.71	40	1.06	83	0.60	35	1.13	48	0.91
<b>Total Ancillary Staff</b>	6	***	6	***	1	***	8	***	3	***
Radiology/Imaging Staff	5	***	5	***	1	***	4	***	3	***
Laboratory Staff	1	***	4	***	1	***	6	***	3	***
<b>Total Other Patient Care Staff</b>	20	0.93	28	1.08	98	1.90	15	0.39	48	0.53
Scribe	0	***	6	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	3	***
Dietician/Nutritionist	7	***	0	***	0	***	0	***	0	***
Behavioral Health	0	***	0	***	17	3.05	0	***	0	***
Social Work	7	***	0	***	66	0.41	0	***	0	***
RN Care Coordinator	0	***	0	***	32	***	1	***	0	***
Quality Staff	3	***	1	***	23	***	1	***	1	***
Other Direct Patient Care Support Staff	10	***	5	***	70	0.78	1	***	4	***
<b>Total Front Office/Administrative Support Staff</b>	52	0.82	30	0.87	97	1.18	38	0.86	52	0.96
Medical Receptionist/Referral Coordinator	52	0.82	30	0.87	97	1.18	38	0.86	52	0.90
Clinic Call Center Staff	3	***	5	***	24	***	0	***	30	0.10
<b>Total Clinic Staff</b>	<b>53</b>	<b>3.16</b>	<b>40</b>	<b>3.32</b>	<b>110</b>	<b>3.18</b>	<b>42</b>	<b>2.49</b>	<b>57</b>	<b>3.40</b>
<b>Total Clinic Leadership</b>	<b>34</b>	<b>0.42</b>	<b>20</b>	<b>0.07</b>	<b>94</b>	<b>0.31</b>	<b>26</b>	<b>0.32</b>	<b>51</b>	<b>0.26</b>
Director	10	***	8	***	52	0.29	18	***	24	0.09
Manager	34	0.28	14	0.12	78	0.27	16	0.18	50	0.27
<b>Total Clinic Staff with Leadership</b>	<b>53</b>	<b>3.16</b>	<b>40</b>	<b>3.52</b>	<b>110</b>	<b>3.31</b>	<b>42</b>	<b>2.70</b>	<b>57</b>	<b>3.76</b>

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Medical Specialties						
Clinic Staff	Rheumatologic Disease		Sleep Lab		Sports Medicine	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	63	2.94	11	2.16	28	1.18
Registered Nurses	48	0.83	10	***	20	0.06
Licensed Practical Nurses	50	1.02	9	***	19	0.14
Medical Assistants	58	1.58	9	***	27	0.86
<b>Total Ancillary Staff</b>	8	***	8	***	22	0.39
Radiology/Imaging Staff	5	***	8	***	22	0.26
Laboratory Staff	8	***	1	***	6	***
<b>Total Other Patient Care Staff</b>	42	0.50	13	6.23	25	1.61
Scribe	0	***	0	***	0	***
Pharmacy Staff	7	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	1	***	1	***	0	***
Quality Staff	2	***	2	***	0	***
Other Direct Patient Care Support Staff	8	***	2	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	63	1.15	17	1.64	13	0.72
Medical Receptionist/Referral Coordinator	63	1.15	17	1.64	13	0.69
Clinic Call Center Staff	28	***	1	***	3	***
<b>Total Clinic Staff</b>	64	4.47	20	5.77	32	2.89
<b>Total Clinic Leadership</b>	53	0.18	6	0.48	24	0.33
Director	11	0.05	3	***	8	***
Manager	50	0.18	4	***	19	0.33
<b>Total Clinic Staff with Leadership</b>	64	4.88	20	5.77	32	3.14

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Surgical Specialties										
	Bariatric Surgery		Breast Surgery		Cardiac/Thoracic Surgery		Cardiovascular Surgery		Colon and Rectal Surgery	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	38	1.37	26	2.51	6	1.44	44	0.87	27	1.89
Registered Nurses	20	0.52	14	0.99	2	***	25	0.55	18	0.45
Licensed Practical Nurses	12	***	6	***	3	***	5	***	5	***
Medical Assistants	36	0.77	25	2.00	6	0.96	34	0.83	27	1.63
<b>Total Ancillary Staff</b>	7	***	0	***	0	***	13	***	0	***
Radiology/Imaging Staff	6	***	0	***	0	***	11	***	0	***
Laboratory Staff	6	***	0	***	0	***	2	***	0	***
<b>Total Other Patient Care Staff</b>	34	1.01	3	***	1	***	27	0.44	8	***
Scribe	0	***	0	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	0	***
Dietician/Nutritionist	26	0.78	0	***	0	***	0	***	0	***
Behavioral Health	1	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***	0	***
RN Care Coordinator	3	***	0	***	0	***	2	***	0	***
Quality Staff	5	***	0	***	0	***	0	***	0	***
Other Direct Patient Care Support Staff	23	0.38	0	***	0	***	0	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	36	1.08	21	1.32	5	***	36	0.98	21	1.37
Medical Receptionist/Referral Coordinator	36	1.08	21	1.32	5	***	36	0.97	21	1.32
Clinic Call Center Staff	3	***	2	***	0	***	1	***	3	***
<b>Total Clinic Staff</b>	38	3.71	26	3.73	6	1.73	46	2.21	27	2.92
<b>Total Clinic Leadership</b>	24	***	19	0.65	2	***	34	0.31	4	***
Director	16	***	1	***	0	***	22	***	3	***
Manager	14	***	17	0.65	2	***	16	***	2	***
<b>Total Clinic Staff with Leadership</b>	38	4.11	26	4.09	6	1.92	46	2.44	27	3.21

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Surgical Specialties								
Clinic Staff	General Surgery		Neurological Surgery		OB/GYN – General		OB/GYN – Gynecological Oncology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	226	1.31	95	1.33	367	2.02	30	1.74
Registered Nurses	111	0.55	63	0.63	277	0.50	22	1.15
Licensed Practical Nurses	124	0.33	21	0.37	217	0.48	8	***
Medical Assistants	211	0.89	85	0.90	348	1.40	29	0.99
<b>Total Ancillary Staff</b>	63	0.31	28	***	249	0.54	7	***
Radiology/Imaging Staff	53	0.14	20	***	235	0.39	2	***
Laboratory Staff	19	0.39	12	***	124	0.77	5	***
<b>Total Other Patient Care Staff</b>	117	0.28	60	0.30	248	0.33	14	***
Scribe	4	***	16	***	16	***	0	***
Pharmacy Staff	0	***	9	***	0	***	0	***
Dietician/Nutritionist	54	0.06	1	***	49	***	0	***
Behavioral Health	0	***	0	***	44	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	27	***	4	***	2	***	0	***
Quality Staff	1	***	3	***	30	***	0	***
Other Direct Patient Care Support Staff	54	0.50	19	0.41	81	0.38	0	***
<b>Total Front Office/Administrative Support Staff</b>	226	1.18	93	1.13	342	1.23	29	1.20
Medical Receptionist/Referral Coordinator	226	1.16	93	1.09	342	1.23	29	1.20
Clinic Call Center Staff	67	0.30	17	***	103	0.10	2	***
<b>Total Clinic Staff</b>	237	2.75	98	2.73	369	3.78	30	3.61
<b>Total Clinic Leadership</b>	171	0.38	73	0.39	308	0.40	19	0.56
Director	101	0.30	53	0.32	185	0.29	13	***
Manager	118	0.22	39	0.27	261	0.24	9	0.33
<b>Total Clinic Staff with Leadership</b>	237	3.15	98	2.98	370	4.12	31	3.94



## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Surgical Specialties								
Clinic Staff	OB/GYN – Maternal Fetal Medicine/ Perinatology		Ophthalmology		Orthopedic Surgery		Otolaryngology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	31	2.02	52	1.96	169	1.23	97	1.98
Registered Nurses	29	1.09	11	0.34	73	0.46	55	0.55
Licensed Practical Nurses	3	***	37	0.09	53	0.22	56	0.45
Medical Assistants	27	1.08	37	2.17	164	0.90	92	1.27
<b>Total Ancillary Staff</b>	29	1.70	5	***	140	0.62	10	***
Radiology/Imaging Staff	28	1.68	5	***	128	0.52	6	***
Laboratory Staff	3	***	1	***	17	***	10	***
<b>Total Other Patient Care Staff</b>	18	0.44	69	3.84	94	0.42	54	1.24
Scribe	0	***	5	***	0	***	8	***
Pharmacy Staff	0	***	0	***	0	***	0	***
Dietician/Nutritionist	0	***	4	***	0	***	0	***
Behavioral Health	0	***	4	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	0	***	1	***	2	***	2	***
Quality Staff	0	***	3	***	5	***	3	***
Other Direct Patient Care Support Staff	0	***	12	***	5	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	29	0.78	65	1.33	168	1.21	95	1.46
Medical Receptionist/Referral Coordinator	29	0.78	65	1.33	168	1.21	95	1.42
Clinic Call Center Staff	0	***	20	***	8	***	22	0.09
<b>Total Clinic Staff</b>	35	4.72	75	5.40	176	3.19	101	4.06
<b>Total Clinic Leadership</b>	27	0.53	63	0.22	146	0.40	75	0.29
Director	21	0.27	12	0.03	112	0.27	29	0.19
Manager	22	0.48	63	0.21	114	0.18	64	0.28
<b>Total Clinic Staff with Leadership</b>	35	5.33	75	5.51	176	3.61	101	4.26

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Surgical Specialties						
Clinic Staff	Plastic and Reconstruction		Urology		Vascular Surgery	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	49	1.43	111	2.21	63	1.20
Registered Nurses	32	1.08	76	0.60	42	0.69
Licensed Practical Nurses	10	***	82	0.38	29	0.23
Medical Assistants	45	1.24	107	1.56	49	0.86
<b>Total Ancillary Staff</b>	0	***	22	0.33	35	0.79
Radiology/Imaging Staff	0	***	17	0.33	33	0.78
Laboratory Staff	0	***	13	***	2	***
<b>Total Other Patient Care Staff</b>	31	0.39	71	0.42	22	0.33
Scribe	0	***	9	***	3	***
Pharmacy Staff	0	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	0	***	9	***	0	***
Quality Staff	1	***	10	***	1	***
Other Direct Patient Care Support Staff	0	***	8	***	3	***
<b>Total Front Office/Administrative Support Staff</b>	49	1.77	102	1.30	63	0.77
Medical Receptionist/Referral Coordinator	49	1.70	102	1.16	63	0.77
Clinic Call Center Staff	18	***	35	0.28	3	***
<b>Total Clinic Staff</b>	<b>51</b>	<b>3.27</b>	<b>111</b>	<b>3.73</b>	<b>65</b>	<b>2.57</b>
<b>Total Clinic Leadership</b>	<b>41</b>	<b>0.52</b>	<b>73</b>	<b>0.37</b>	<b>43</b>	<b>0.39</b>
Director	7	***	33	0.31	33	0.29
Manager	36	0.44	61	0.25	29	0.27
<b>Total Clinic Staff with Leadership</b>	<b>51</b>	<b>3.98</b>	<b>111</b>	<b>4.01</b>	<b>65</b>	<b>3.05</b>

## Clinic Staffing: Per 10,000 wRVUs – Continued

Clinic Staffing per 10,000 wRVUs: Radiology Specialties				
Clinic Staff	Radiology – MD Non-Interventional		Radiation Therapy (MD Only)	
	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	34	0.38	6	1.07
Registered Nurses	30	***	4	***
Licensed Practical Nurses	24	***	0	***
Medical Assistants	7	***	4	***
<b>Total Ancillary Staff</b>	32	7.11	2	***
Radiology/Imaging Staff	31	7.23	0	***
Laboratory Staff	2	***	2	***
<b>Total Other Patient Care Staff</b>	30	***	5	***
Scribe	0	***	0	***
Pharmacy Staff	0	***	2	***
Dietician/Nutritionist	0	***	0	***
Behavioral Health	0	***	0	***
Social Work	0	***	0	***
RN Care Coordinator	0	***	0	***
Quality Staff	0	***	1	***
Other Direct Patient Care Support Staff	0	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	42	1.96	6	0.90
Medical Receptionist/Referral Coordinator	42	1.96	5	***
Clinic Call Center Staff	3	***	3	***
<b>Total Clinic Staff</b>	<b>57</b>	<b>7.11</b>	<b>7</b>	<b>5.59</b>
<b>Total Clinic Leadership</b>	<b>65</b>	<b>0.58</b>	<b>10</b>	<b>0.83</b>
Director	19	0.30	9	0.44
Manager	52	0.56	5	***
<b>Total Clinic Staff with Leadership</b>	<b>75</b>	<b>7.60</b>	<b>11</b>	<b>3.58</b>

## Clinic Staffing: Per 5,000 Visits

The following tables contain clinic staffing per 5,000 visits. The data are reported for all groups and by organization type (system affiliated or independent). Data are also reported by specialty type and by specialty. Roll-ups for types of clinic roles are also provided.

Clinic Staffing per 5,000 Visits by Organization Type						
Clinic Staff	All Groups		System Affiliated		Independent	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	<b>4,756</b>	<b>2.14</b>	<b>3,591</b>	<b>2.12</b>	<b>1,165</b>	<b>2.22</b>
Registered Nurses	3,379	0.64	2,430	0.68	949	0.56
Licensed Practical Nurses	2,907	0.48	2,100	0.51	807	0.45
Medical Assistants	4,479	1.46	3,385	1.50	1,094	1.35
<b>Total Ancillary Staff</b>	<b>2,202</b>	<b>0.59</b>	<b>1,805</b>	<b>0.60</b>	<b>397</b>	<b>0.58</b>
Radiology/Imaging Staff	1,857	0.35	1,549	0.41	308	0.24
Laboratory Staff	1,236	0.51	963	0.85	273	0.44
<b>Total Other Patient Care Staff</b>	<b>3,206</b>	<b>0.53</b>	<b>2,452</b>	<b>0.47</b>	<b>754</b>	<b>0.90</b>
Scribe	444	0.26	307	0.15	137	0.36
Pharmacy Staff	499	0.07	478	0.05	21	0.95
Dietician/Nutritionist	400	0.29	335	0.36	65	0.20
Behavioral Health	424	0.29	393	0.29	31	0.28
Social Work	312	0.27	260	0.27	52	0.32
RN Care Coordinator	478	0.20	324	0.23	154	0.18
Quality Staff	339	0.02	158	0.13	181	0.02
<b>Total Front Office/Administrative Support Staff</b>	<b>4,398</b>	<b>1.31</b>	<b>3,331</b>	<b>1.40</b>	<b>1,067</b>	<b>1.08</b>
Medical Receptionist/Referral Coordinator	4,395	1.30	3,331	1.39	1,064	1.08
Clinic Call Center Staff	1,109	0.11	717	0.29	392	0.09
<b>Total Clinic Staff</b>	<b>4,905</b>	<b>3.95</b>	<b>3,701</b>	<b>3.92</b>	<b>1,204</b>	<b>4.12</b>
<b>Total Clinic Leadership</b>	<b>3,981</b>	<b>0.42</b>	<b>2,988</b>	<b>0.46</b>	<b>993</b>	<b>0.22</b>
Director	2,147	0.32	1,806	0.37	341	0.10
Manager	3,272	0.29	2,381	0.31	891	0.23
<b>Total Clinic Staff with Leadership</b>	<b>4,936</b>	<b>4.30</b>	<b>3,710</b>	<b>4.33</b>	<b>1,226</b>	<b>4.23</b>

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits by Specialty Type						
Clinic Staff	Primary Care		Medical Specialties		Surgical Specialties	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	1,750	2.07	1,553	2.29	1,409	2.14
Registered Nurses	1,296	0.52	1,174	0.72	875	0.83
Licensed Practical Nurses	1,265	0.47	940	0.60	676	0.45
Medical Assistants	1,680	1.47	1,463	1.45	1,297	1.46
<b>Total Ancillary Staff</b>	934	0.55	632	0.46	606	0.73
Radiology/Imaging Staff	739	0.26	552	0.28	541	0.52
Laboratory Staff	758	0.48	260	0.44	213	0.93
<b>Total Other Patient Care Staff</b>	1,206	0.40	1,105	0.62	862	0.59
Scribe	335	0.23	48	0.21	61	0.35
Pharmacy Staff	358	0.09	123	0.03	9	***
Dietician/Nutritionist	134	0.07	120	0.32	134	0.41
Behavioral Health	343	0.26	32	1.98	49	***
Social Work	154	0.22	145	0.38	0	***
RN Care Coordinator	247	0.20	172	0.38	52	***
Quality Staff	182	0.02	94	0.03	62	0.03
<b>Total Front Office/Administrative Support Staff</b>	1,537	1.12	1,455	1.28	1,357	1.55
Medical Receptionist/Referral Coordinator	1,535	1.12	1,455	1.27	1,357	1.54
Clinic Call Center Staff	355	0.03	437	0.13	307	0.22
<b>Total Clinic Staff</b>	<b>1,772</b>	<b>3.57</b>	<b>1,612</b>	<b>4.01</b>	<b>1,459</b>	<b>4.31</b>
<b>Total Clinic Leadership</b>	<b>1,501</b>	<b>0.33</b>	<b>1,285</b>	<b>0.41</b>	<b>1,118</b>	<b>0.53</b>
Director	832	0.28	618	0.27	646	0.40
Manager	1,221	0.25	1,132	0.31	866	0.34
<b>Total Clinic Staff with Leadership</b>	<b>1,772</b>	<b>3.88</b>	<b>1,615</b>	<b>4.29</b>	<b>1,462</b>	<b>4.81</b>

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Primary Care										
	Family Medicine		Internal Medicine		Geriatrics		Pediatrics and Adolescent – General		Urgent Care	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	522	2.30	168	2.41	14	1.60	208	1.75	185	1.66
Registered Nurses	446	0.34	111	0.61	4	***	177	0.51	155	0.64
Licensed Practical Nurses	469	0.65	119	0.59	12	0.50	148	0.36	159	0.22
Medical Assistants	502	1.51	164	1.82	13	0.97	203	1.13	157	0.95
<b>Total Ancillary Staff</b>	343	0.45	67	0.64	2	***	100	0.48	118	0.52
Radiology/Imaging Staff	228	0.23	40	***	0	***	84	0.16	116	0.44
Laboratory Staff	328	0.41	67	0.53	2	***	96	0.41	67	0.40
<b>Total Other Patient Care Staff</b>	404	0.38	140	0.57	12	0.40	129	0.49	125	0.23
Scribe	216	0.02	15	***	2	***	49	***	0	***
Pharmacy Staff	169	***	12	***	0	***	0	***	0	***
Dietician/Nutritionist	63	***	7	***	0	***	48	***	0	***
Behavioral Health	168	0.04	6	***	0	***	52	***	0	***
Social Work	16	***	2	***	6	***	17	***	0	***
RN Care Coordinator	127	***	7	***	2	***	19	***	26	***
Quality Staff	117	***	1	***	2	***	4	***	27	***
Other Direct Patient Care Support Staff	240	0.24	20	***	6	***	67	***	26	***
<b>Total Front Office/Administrative Support Staff</b>	443	1.11	139	1.02	13	0.89	181	0.81	137	0.98
Medical Receptionist/Referral Coordinator	443	1.11	139	1.02	11	0.92	181	0.81	137	0.98
Clinic Call Center Staff	225	0.02	64	0.04	2	***	55	***	7	***
<b>Total Clinic Staff</b>	522	3.79	168	4.08	15	2.80	210	3.16	185	2.75
<b>Total Clinic Leadership</b>	487	0.26	149	0.21	13	0.32	191	0.22	164	0.18
Director	318	0.07	46	0.08	5	***	35	0.21	92	0.09
Manager	360	0.26	148	0.20	10	***	182	0.18	147	0.16
<b>Total Clinic Staff with Leadership</b>	522	4.17	168	4.26	15	2.92	210	3.36	185	2.84

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Medical Specialties										
Clinic Staff	Allergy/ Immunology		Cardiology – EP		Cardiology – General (Non-Invasive)		Cardiology – Invasive Interventional		Dermatology	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	43	3.47	9	***	316	2.00	31	2.41	48	2.85
Registered Nurses	39	0.80	6	***	253	0.64	30	0.83	32	0.50
Licensed Practical Nurses	35	1.66	0	***	129	0.27	28	0.29	33	0.49
Medical Assistants	32	1.88	8	***	314	1.23	29	0.83	43	1.83
<b>Total Ancillary Staff</b>	7	***	7	***	248	0.52	15	***	15	0.44
Radiology/Imaging Staff	3	***	7	***	237	0.33	14	***	8	***
Laboratory Staff	7	***	0	***	108	***	3	***	11	0.34
<b>Total Other Patient Care Staff</b>	30	0.76	1	***	225	0.35	26	0.52	30	0.61
Scribe	0	***	0	***	0	***	4	***	6	***
Pharmacy Staff	0	***	0	***	25	***	11	***	0	***
Dietician/Nutritionist	0	***	0	***	36	***	2	***	0	***
Behavioral Health	0	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	23	***	0	***	0	***
RN Care Coordinator	2	***	0	***	13	***	6	***	1	***
Quality Staff	3	***	0	***	6	***	2	***	2	***
Other Direct Patient Care Support Staff	0	***	0	***	44	0.73	2	***	7	***
<b>Total Front Office/Administrative Support Staff</b>	38	1.48	9	***	297	1.11	31	1.40	41	1.19
Medical Receptionist/Referral Coordinator	38	1.48	9	***	297	1.11	31	1.40	41	1.19
Clinic Call Center Staff	3	***	5	***	65	0.14	11	***	9	***
<b>Total Clinic Staff</b>	43	6.42	9	***	322	3.64	31	4.01	48	4.48
<b>Total Clinic Leadership</b>	35	0.33	2	***	267	0.42	19	0.22	38	0.20
Director	5	***	2	***	177	0.30	2	***	9	0.21
Manager	33	0.29	1	***	229	0.21	19	0.19	36	0.19
<b>Total Clinic Staff with Leadership</b>	43	4.76	9	***	322	3.94	31	4.13	48	4.49

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Medical Specialties										
	Endocrinology		Gastroenterology		Hematology and Medical Oncology		Infectious Disease		Nephrology Only	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	98	2.81	99	2.81	106	2.72	35	2.91	62	3.47
Registered Nurses	88	0.97	79	0.75	96	1.36	28	1.31	35	0.85
Licensed Practical Nurses	76	0.42	68	0.76	77	0.36	23	1.06	46	1.64
Medical Assistants	90	1.68	95	1.71	106	1.42	25	1.40	55	1.46
<b>Total Ancillary Staff</b>	27	0.51	18.00	0.33	74	0.41	9	***	1	***
Radiology/Imaging Staff	17	***	10	0.29	49	***	6	***	1	***
Laboratory Staff	24	0.25	11	***	26	0.50	6	***	1	***
<b>Total Other Patient Care Staff</b>	74	0.68	65	0.34	82	0.72	26	0.48	28	0.83
Scribe	12	***	0	***	0	***	0	***	0	***
Pharmacy Staff	20	***	2	***	20	***	1	***	0	***
Dietician/Nutritionist	33	0.43	6	***	2	***	0	***	13	***
Behavioral Health	12	***	0	***	2	***	0	***	0	***
Social Work	3	***	0	***	22	***	0	***	1	***
RN Care Coordinator	19	***	1	***	42	***	0	***	16	***
Quality Staff	20	***	11	***	1	***	1	***	1	***
Other Direct Patient Care Support Staff	32	0.24	11	***	58	***	1	***	2	***
<b>Total Front Office/Administrative Support Staff</b>	92	1.15	92	1.96	103	2.24	25	1.09	51	2.16
Medical Receptionist/Referral Coordinator	92	1.15	92	1.96	103	2.09	25	1.09	51	2.11
Clinic Call Center Staff	9	***	39	0.32	59	***	1	***	2	***
<b>Total Clinic Staff</b>	98	4.85	99	4.43	110	5.43	35	3.98	62	6.13
<b>Total Clinic Leadership</b>	81	0.22	79	0.46	84	0.81	26	0.55	49	0.60
Director	20	0.06	29	0.39	54	0.64	14	0.50	13	0.11
Manager	79	0.20	69	0.38	75	0.70	17	0.53	44	0.66
<b>Total Clinic Staff with Leadership</b>	98	4.91	99	4.71	111	6.82	35	4.23	62	6.70



## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Medical Specialties										
Clinic Staff	Neurology		Occupational/ Environmental Medicine		Orthopedic – Medical		Pain Management – Non-Anesthesiology		Palliative Care	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	138	2.15	43	4.06	78	2.10	29	2.35	11	5.03
Registered Nurses	91	0.48	33	0.50	64	0.58	22	0.57	4	***
Licensed Practical Nurses	85	0.47	41	0.64	61	0.37	9	1.30	8	***
Medical Assistants	136	1.38	39	2.80	78	1.30	28	1.47	10	1.80
<b>Total Ancillary Staff</b>	66	0.45	29	***	45	0.36	8	0.82	0	***
Radiology/Imaging Staff	64	0.31	29	***	45	0.36	8	0.82	0	***
Laboratory Staff	6	***	18	***	10	***	0	***	0	***
<b>Total Other Patient Care Staff</b>	88	0.54	38	1.63	73	1.32	9	0.87	10	2.97
Scribe	16	***	0	***	1	***	2	***	1	***
Pharmacy Staff	29	***	4	***	0	***	0	***	1	***
Dietician/Nutritionist	0	***	0	***	20	***	0	***	1	***
Behavioral Health	0	***	0	***	1	***	0	***	0	***
Social Work	19	***	0	***	0	***	0	***	3	***
RN Care Coordinator	14	***	6	***	12	***	0	***	5	***
Quality Staff	2	***	0	***	12	***	1	***	0	***
Other Direct Patient Care Support Staff	32	***	4	***	43	1.24	1	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	130	1.28	41	2.38	77	1.46	28	1.28	8	***
Medical Receptionist/Referral Coordinator	130	1.28	41	2.38	77	1.46	28	1.23	8	***
Clinic Call Center Staff	68	0.08	4	***	59	***	6	***	0	***
<b>Total Clinic Staff</b>	140	4.01	43	8.88	78	4.54	29	3.66	11	9.51
<b>Total Clinic Leadership</b>	121	0.43	39	1.75	78	0.38	19	0.34	11	3.11
Director	63	0.23	31	***	40	0.07	11	0.11	4	***
Manager	101	0.32	39	0.78	75	0.37	18	0.30	9	3.64
<b>Total Clinic Staff with Leadership</b>	140	4.20	43	10.04	78	5.06	29	3.86	11	12.62

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Medical Specialties										
Clinic Staff	Physical Medicine and Rehabilitation		Podiatry – Medical		Psychiatry		Pulmonary Disease (With Critical Care)		Pulmonary Disease (Without Critical Care)	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	53	2.29	40	1.18	85	0.72	41	1.48	54	1.99
Registered Nurses	21	0.83	25	0.40	62	0.50	30	0.58	39	0.87
Licensed Practical Nurses	12	***	12	0.07	54	***	16	0.24	37	0.81
Medical Assistants	47	1.87	40	0.87	82	0.62	35	1.44	49	1.45
<b>Total Ancillary Staff</b>	7	***	6	***	1	***	8	***	3	***
Radiology/Imaging Staff	6	***	5	***	1	***	4	***	3	***
Laboratory Staff	1	***	4	***	1	***	6	***	3	***
<b>Total Other Patient Care Staff</b>	20	0.90	29	0.76	98	2.51	16	0.50	45	0.57
Scribe	0	***	6	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	3	***
Dietician/Nutritionist	7	***	0	***	0	***	0	***	0	***
Behavioral Health	0	***	0	***	17	3.60	0	***	0	***
Social Work	7	***	0	***	66	0.34	0	***	0	***
RN Care Coordinator	0	***	0	***	32	***	1	***	0	***
Quality Staff	3	***	1	***	23	***	1	***	1	***
Other Direct Patient Care Support Staff	10	***	5	***	70	0.92	1	***	4	***
<b>Total Front Office/Administrative Support Staff</b>	56	1.21	30	0.81	97	1.22	39	1.07	49	1.20
Medical Receptionist/Referral Coordinator	56	1.21	30	0.81	97	1.22	39	1.07	49	1.20
Clinic Call Center Staff	3	***	5	***	24	***	0	***	30	0.11
<b>Total Clinic Staff</b>	<b>57</b>	<b>3.69</b>	<b>40</b>	<b>2.88</b>	<b>109</b>	<b>3.54</b>	<b>43</b>	<b>3.18</b>	<b>54</b>	<b>3.49</b>
<b>Total Clinic Leadership</b>	<b>38</b>	<b>0.30</b>	<b>20</b>	<b>0.08</b>	<b>94</b>	<b>0.38</b>	<b>26</b>	<b>0.41</b>	<b>48</b>	<b>0.24</b>
Director	13	***	8	***	52	0.40	18	***	25	0.17
Manager	38	0.20	14	0.09	78	0.34	16	0.25	47	0.25
<b>Total Clinic Staff with Leadership</b>	<b>57</b>	<b>3.72</b>	<b>40</b>	<b>2.94</b>	<b>109</b>	<b>3.60</b>	<b>43</b>	<b>3.42</b>	<b>54</b>	<b>3.93</b>

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Medical Specialties						
Clinic Staff	Rheumatologic Disease		Sleep Lab		Sports Medicine	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	65	2.69	10	***	26	1.31
Registered Nurses	48	0.83	9	***	20	0.05
Licensed Practical Nurses	51	0.91	9	***	18	0.12
Medical Assistants	60	1.62	9	***	26	1.07
<b>Total Ancillary Staff</b>	8	***	8	***	20	0.48
Radiology/Imaging Staff	5	***	8	***	20	0.25
Laboratory Staff	8	***	1	***	5	***
<b>Total Other Patient Care Staff</b>	45	0.49	14	7.29	23	1.49
Scribe	0	***	0	***	0	***
Pharmacy Staff	7	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	1	***	1	***	0	***
Quality Staff	2	***	1	***	0	***
Other Direct Patient Care Support Staff	8	***	1	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	65	1.23	17	1.43	11	0.82
Medical Receptionist/Referral Coordinator	65	1.23	17	1.43	11	0.72
Clinic Call Center Staff	29	0.08	0	***	3	***
<b>Total Clinic Staff</b>	66	4.61	21	6.14	29	3.19
<b>Total Clinic Leadership</b>	56	0.20	7	0.70	23	0.39
Director	14	0.08	2	***	8	***
Manager	52	0.20	5	0.71	18	0.39
<b>Total Clinic Staff with Leadership</b>	66	4.66	21	6.14	29	3.50

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Surgical Specialties										
Clinic Staff	Bariatric Surgery		Breast Surgery		Cardiac/Thoracic Surgery		Cardiovascular Surgery		Colon and Rectal Surgery	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	37	2.06	26	3.39	5	***	44	2.03	25	2.85
Registered Nurses	20	0.79	14	1.37	1	***	25	1.34	17	***
Licensed Practical Nurses	12	***	6	***	2	***	5	***	5	***
Medical Assistants	35	1.37	25	2.44	5	***	34	1.76	25	1.96
<b>Total Ancillary Staff</b>	7	***	0	***	0	***	13	***	0	***
Radiology/Imaging Staff	6	***	0	***	0	***	11	***	0	***
Laboratory Staff	6	***	0	***	0	***	2	***	0	***
<b>Total Other Patient Care Staff</b>	34	1.47	3	***	0	***	27	1.26	8	***
Scribe	0	***	0	***	0	***	0	***	0	***
Pharmacy Staff	0	***	0	***	0	***	0	***	0	***
Dietician/Nutritionist	26	1.45	0	***	0	***	0	***	0	***
Behavioral Health	1	***	0	***	0	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***	0	***
RN Care Coordinator	3	***	0	***	0	***	2	***	0	***
Quality Staff	5	***	0	***	0	***	0	***	0	***
Other Direct Patient Care Support Staff	23	0.57	0	***	0	***	0	***	0	***
<b>Total Front Office/Administrative Support Staff</b>	35	1.92	21	1.52	4	***	36	2.33	19	***
Medical Receptionist/Referral Coordinator	35	1.90	21	1.52	4	***	36	2.33	19	***
Clinic Call Center Staff	3	***	2	***	0	***	1	***	3	***
<b>Total Clinic Staff</b>	37	6.05	26	5.63	5	***	46	5.91	25	4.04
<b>Total Clinic Leadership</b>	24	***	19	0.74	2	***	34	0.70	4	***
Director	16	***	1	***	0	***	22	***	3	***
Manager	14	***	17	0.74	2	***	16	***	2	***
<b>Total Clinic Staff with Leadership</b>	37	6.14	26	5.73	5	***	46	6.21	25	4.48

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Surgical Specialties								
	General Surgery		Neurological Surgery		OB/GYN – General		OB/GYN – Gynecological Oncology	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	225	2.18	96	2.38	361	2.31	31	3.29
Registered Nurses	112	0.93	64	1.03	277	0.59	23	1.73
Licensed Practical Nurses	125	0.50	21	1.38	214	0.53	8	***
Medical Assistants	210	1.43	86	1.52	341	1.56	30	1.45
<b>Total Ancillary Staff</b>	63	0.51	28	***	241	0.59	7	***
Radiology/Imaging Staff	53	0.16	20	***	227	0.45	2	***
Laboratory Staff	19	0.56	12	***	121	0.94	5	***
<b>Total Other Patient Care Staff</b>	117	0.55	60	0.50	248	0.36	14	***
Scribe	4	***	16	***	16	***	0	***
Pharmacy Staff	0	***	9	***	0	***	0	***
Dietician/Nutritionist	54	0.10	1	***	49	***	0	***
Behavioral Health	0	***	0	***	44	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	27	***	4	***	2	***	0	***
Quality Staff	1	***	3	***	30	***	0	***
Other Direct Patient Care Support Staff	54	0.99	19	1.27	81	0.34	0	***
<b>Total Front Office/Administrative Support Staff</b>	223	2.01	94	2.14	334	1.40	30	2.16
Medical Receptionist/Referral Coordinator	223	2.01	94	2.08	334	1.39	30	2.06
Clinic Call Center Staff	67	0.50	17	***	103	0.11	2	***
<b>Total Clinic Staff</b>	234	4.37	99	5.21	363	4.22	31	5.54
<b>Total Clinic Leadership</b>	170	0.63	74	0.79	311	0.48	19	0.83
Director	100	0.47	53	0.48	186	0.34	13	***
Manager	118	0.41	40	0.61	264	0.27	9	0.61
<b>Total Clinic Staff with Leadership</b>	234	4.96	99	5.79	365	4.73	32	6.01

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Surgical Specialties								
	OB/GYN – Maternal Fetal Medicine/ Perinatology		Ophthalmology		Orthopedic Surgery		Otolaryngology	
Clinic Staff	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	30	2.59	51	2.14	165	1.45	89	1.68
Registered Nurses	29	1.61	11	0.32	72	0.57	53	0.45
Licensed Practical Nurses	3	***	36	0.10	54	0.34	54	0.36
Medical Assistants	26	1.15	37	3.15	160	1.16	85	1.03
<b>Total Ancillary Staff</b>	29	3.61	5	***	138	0.84	10	***
Radiology/Imaging Staff	28	3.43	5	***	126	0.64	6	***
Laboratory Staff	3	***	1	***	17	***	10	***
<b>Total Other Patient Care Staff</b>	18	0.83	62	3.42	91	0.54	48	0.83
Scribe	0	***	5	***	0	***	8	***
Pharmacy Staff	0	***	0	***	0	***	0	***
Dietician/Nutritionist	0	***	4	***	0	***	0	***
Behavioral Health	0	***	4	***	0	***	0	***
Social Work	0	***	0	***	0	***	0	***
RN Care Coordinator	0	***	1	***	2	***	2	***
Quality Staff	0	***	3	***	5	***	3	***
Other Direct Patient Care Support Staff	0	***	12	***	5	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	29	1.05	64	1.40	163	1.40	87	1.08
Medical Receptionist/Referral Coordinator	29	1.05	64	1.40	163	1.40	87	1.03
Clinic Call Center Staff	0	***	20	***	8	***	22	0.10
<b>Total Clinic Staff</b>	34	5.50	68	5.16	171	3.92	93	3.28
<b>Total Clinic Leadership</b>	27	0.98	57	0.25	146	0.48	75	0.27
Director	21	0.54	11	0.03	112	0.38	29	0.19
Manager	22	0.44	57	0.25	114	0.24	64	0.21
<b>Total Clinic Staff with Leadership</b>	34	6.17	68	5.40	171	4.35	93	3.47

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Surgical Specialties						
Clinic Staff	Plastic and Reconstruction		Urology		Vascular Surgery	
	Clinic Count	Median	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	50	2.38	112	2.50	62	2.04
Registered Nurses	33	1.54	77	0.87	42	1.45
Licensed Practical Nurses	10	***	81	0.45	29	0.20
Medical Assistants	46	1.68	108	1.75	48	1.77
<b>Total Ancillary Staff</b>	0	***	23	0.43	35	1.52
Radiology/Imaging Staff	0	***	17	0.43	33	1.56
Laboratory Staff	0	***	14	***	2	***
<b>Total Other Patient Care Staff</b>	31	0.50	71	0.45	22	0.59
Scribe	0	***	9	***	3	***
Pharmacy Staff	0	***	0	***	0	***
Dietician/Nutritionist	0	***	0	***	0	***
Behavioral Health	0	***	0	***	0	***
Social Work	0	***	0	***	0	***
RN Care Coordinator	0	***	9	***	0	***
Quality Staff	1	***	10	***	1	***
Other Direct Patient Care Support Staff	0	***	8	***	3	***
<b>Total Front Office/Administrative Support Staff</b>	49	2.50	103	1.62	62	1.67
Medical Receptionist/Referral Coordinator	49	2.45	103	1.55	62	1.63
Clinic Call Center Staff	18	***	35	0.34	3	***
<b>Total Clinic Staff</b>	<b>51</b>	<b>4.85</b>	<b>112</b>	<b>4.37</b>	<b>64</b>	<b>4.30</b>
<b>Total Clinic Leadership</b>	<b>41</b>	<b>0.86</b>	<b>74</b>	<b>0.46</b>	<b>43</b>	<b>0.89</b>
Director	7	***	34	0.30	33	0.51
Manager	36	1.04	62	0.28	29	0.43
<b>Total Clinic Staff with Leadership</b>	<b>51</b>	<b>6.13</b>	<b>112</b>	<b>4.51</b>	<b>64</b>	<b>4.87</b>

## Clinic Staffing: Per 5,000 Visits – Continued

Clinic Staffing per 5,000 Visits: Radiology Specialties				
Clinic Staff	Radiology – MD Non-Interventional		Radiation Therapy (MD Only)	
	Clinic Count	Median	Clinic Count	Median
<b>Total Clinical Support/Direct Patient Care Staff</b>	3	***	5	***
Registered Nurses	0	***	3	***
Licensed Practical Nurses	0	***	0	***
Medical Assistants	3	***	3	***
<b>Total Ancillary Staff</b>	18	38.42	2	***
Radiology/Imaging Staff	18	38.42	0	***
Laboratory Staff	0	***	2	***
<b>Total Other Patient Care Staff</b>	0	***	5	***
Scribe	0	***	0	***
Pharmacy Staff	0	***	2	***
Dietician/Nutritionist	0	***	0	***
Behavioral Health	0	***	0	***
Social Work	0	***	0	***
RN Care Coordinator	0	***	0	***
Quality Staff	0	***	1	***
Other Direct Patient Care Support Staff	0	***	1	***
<b>Total Front Office/Administrative Support Staff</b>	9	***	5	***
Medical Receptionist/Referral Coordinator	9	***	4	***
Clinic Call Center Staff	0	***	3	***
<b>Total Clinic Staff</b>	18	49.86	6	***
<b>Total Clinic Leadership</b>	32	***	9	1.27
Director	14	***	8	***
Manager	21	***	4	***
<b>Total Clinic Staff with Leadership</b>	36	28.48	10	4.63



# Clinic Staffing

Section III

## **METHODOLOGY AND DEFINITIONS**

## Survey Methodology

### Data Editing and Reporting

All responses were sent directly to AMGA Consulting, which maintains a confidential file for each response. No other organization has access to these files. The following table details the minimums applied to the data for inclusion in metric calculations.

Minimum Data Values for Clinic/Specialty Level Reporting	
Data Field	Minimum Value
Physician FTEs	0.50 Total Physician FTEs
Provider FTEs	0.50 Total Provider FTEs
wRVUs	500 Total wRVUs
Visits	250 Total Visits

Additionally, data were excluded when the values fell outside of normal distribution for the category or where the number of medical groups or individual clinics/specialties responding to the particular question was fewer than 5. Only summary statistics have been published. Data that cannot be reported is denoted with an \*\*\*.

### General Definitions

**Mean/Average** — Determined using the sum of the responses divided by number of occurrences.

**Median** — Measure of central tendency; the median of a sample is the value for which one-half (50%) of the observations (when ranked) will lie above that value and one-half will lie below that value, when the number of observations is odd. When the number of values in the sample is even, the median is computed as the average of the two middle values.

**Percentiles** — The percentile of a distribution of values is a number  $x_p$  such that a percentage  $p$  of the population values is less than or equal to  $x_p$ . For example, the 25th percentile (also referred to as the lower quartile) of a variable is a value ( $x_p$ ) such that 25 percent ( $p$ ) of the values of the variable fall below that value.

**Regional Designations** — The four regions used in this report contain the following states:

Regional Designations			
Eastern	Western	Southern	Northern
Connecticut	Alaska	Alabama	Illinois
Delaware	Arizona	Arkansas	Indiana
District of Columbia	California	Florida	Iowa
Maine	Colorado	Georgia	Michigan
Maryland	Hawaii	Kansas	Minnesota
Massachusetts	Idaho	Kentucky	Nebraska
New Hampshire	Montana	Louisiana	North Dakota
New Jersey	Nevada	Mississippi	Ohio
New York	New Mexico	Missouri	South Dakota
North Carolina	Oregon	Oklahoma	Wisconsin
Pennsylvania	Utah	South Carolina	
Rhode Island	Washington	Tennessee	
Vermont	Wyoming	Texas	
Virginia			
West Virginia			

## 2023 AMGA Clinic Staffing Survey Instructions

Report data for full year.

The completed survey questionnaire is due by **March 31st, 2023**.

Target date for issuance of final report: **May 2023**.

Survey period: calendar year 2022 or most recently completed fiscal year.

For questions or to submit the survey, contact/email:

Danielle DuBord  
Consultant  
AMGA Consulting, LLC  
703.838.0033 ext.386  
ddubord@amgaconsulting.com

## Medical Clinic Staffing Survey Instructions

1. **Do not gross up partial FTEs, salaries, or any other data points to annualized figures.** This will be done by AMGA Consulting as needed, based on the fiscal or calendar year dates entered on the Introduction and Contact Info tab. FTEs should be consistent with total FTEs and should align with staffing and time period reported.
2. Please fill out as much of the survey as possible. The benefit of the survey is in the detail, so the detail is appreciated.
3. All returned surveys are retained in a confidential file by AMGA Consulting. Only summarized information from the aggregate database is reported.

AMGA Consulting gathers data pursuant to this questionnaire for reporting and benchmarking purposes. AMGA Consulting maintains the information provided in this questionnaire confidential, as described herein. The data provided are reported in AMGA Consulting's surveys in the form of aggregated summary statistics. No organization's data are listed or reported in any identifiable way. The survey report is based on data provided by survey participants, and each disseminated statistic is based on data from at least five organizations. Furthermore, the information is sufficiently aggregated so that no organization's data can be identified in the survey report.

In addition, data gathered for the survey report described above may also be used by AMGA Consulting for research purposes, including, but not limited to, publication of national reports, customized reports, and to supplement other AMGA Consulting surveys and reports. In such a case, individual data may be used or disclosed in a non-summary form; however, in such instances, the data will be purged of any identifying information and no non-aggregated data will be reported. For proper attribution, your organization will be included as a listed participant in any survey or report in which your data are included.

**It is important that the data are accurate and compiled by the appropriate department/subject matter experts.**

## Section I: Organizational Profile *This section is required.*

### Question 1 – Organizational Classification

Select from the drop-down menu the organizational classification that best fits your organization. If none of the drop-down options match your group, provide relevant information in the other field. Classifications include:

- **System Affiliated:** Medical groups that operate within a healthcare system providing a continuum of healthcare services.
- **Independent:** Medical groups that have no corporate or legal relationships with a healthcare system and operate as an independent provider organization.
- **Other:** If the reported organization does not fit any of the classifications above, include additional information in the space provided.

### Question 2 – Group Classification

Select from the drop-down menu the classification that best fits your group. Options include:

- **Single Surgical Specialty:** A medical group focused on the treatment/clinical work of a single specialty/area that is surgical in nature.
- **Single Medical Specialty:** A medical group focused on the treatment/clinical work of a single specialty/area that is medical or nonsurgical in nature.
- **Primary Care:** A medical group focused on treatment/clinical work for primary care only. Primary care specialties include Family Medicine, Internal Medicine, Geriatrics, Pediatrics – General and Urgent Care only. OB/GYN is not classified as Primary Care for the purpose of this report and is classified as a surgical specialty.
- **Multispecialty with Primary Care:** A medical group that consists of providers in multiple specialties, including Primary Care.
- **Multispecialty without Primary Care:** A medical group that consists of providers in multiple specialties, NOT including Primary Care.

### Question 3 – Academic Affiliation

Select from the drop-down menu the academic affiliation that best fits your group. Groups identified as Academic Medical School will be included in any academic filtering of the data. Options include:

- **None:** The medical group/organization has no affiliation with an academic institution.
- **Academic Medical School:** The medical group is associated with an academic medical school offering graduate medical education.
- **Teaching Institution:** The medical group partners with a medical school to provide medical education and training.

#### Question 4 – Tax Status

Select from the drop-down menu the tax status that best fits your group. Options include:

- **For-Profit:** A for-profit organization recognized by law as a business entity separate and distinct from its shareholders.
- **Not-for-profit Corporation or Foundation:** An organization that has obtained special exemption under Section 501(c) of the Internal Revenue Service code that qualifies the organization to be exempt from federal income taxes. To qualify as a tax-exempt organization, a practice or faculty practice plan has to provide evidence of a charitable, educational, or research purpose.

#### Question 5 – Total Provider FTEs

Report the total provider (physicians and APCs) FTEs for each specialty type and overall for your organization. Provider specialties should include providers whose primary purpose is clinical. Providers are separated into two categories, Physicians and APCs (advanced practice clinicians). APCs should include nurse practitioners (NP), physician assistants (PA), midwives (CNM), and nurse anesthetists (CRNA).

Specialty types include the following fields:

- **Primary Care:** Specialties in this category include Family Medicine, Internal Medicine, Pediatrics-General, Urgent Care and Geriatrics only along with other non-physician specialties that support Primary Care.
- **Medical Specialists:** Specialties in this category include non-surgical physician and nonphysician specialties including Dermatology, Cardiology, Gastroenterology, and Pediatrics medical subspecialties, medical physician assistants or nurse practitioners among other specialties.
- **Surgical Specialists:** Specialties in this category include surgical physician and nonphysician specialties including General Surgery, Orthopedic Surgery, Emergency Medicine, and physician assistant or nurse practitioner – surgical, among other specialties.
- **Radiology, Anesthesiology, and Pathology:** Specialties in this category include physicians, APCs, and other providers in Radiology, Anesthesiology, and Pathology.

Academic, faculty, research, and administrative FTEs should be reported separately in the corresponding fields. A provider who splits their time between clinical and administrative or faculty roles should be reported in both sections. For example, if a Family Medicine physician spends 50% of their time in clinical work and 50% in an administrative function, they should be counted as 0.5 FTE as Physician FTE, Primary Care and 0.5 FTE under Physician FTE, Administrative.

#### Question 6 – Individual Clinic Sites

Report the total number of individual clinic sites/departments within the medical group. For medical office building locations, please include the number of separate clinic site entities/departments within the location. The number of clinic sites should not include outreach clinics (clinics operating on a part-time schedule, with no full-time providers, where the part-time nature of the clinic meets the level of demand in the community). The number of clinics should correspond to the total number of clinics reported on the Clinic Financials and Staffing tab of the survey.

## Section II: Clinic Staffing

This section captures clinic/department or service line specific staffing data, commonly found on a department responsibility report. The data collected include FTEs, visits, and wRVUs (visits and wRVUs only pertain to providers). Please report data for all employees during the reporting period, including those in a supervisory role. Include new hires and termed staff members, with their FTE, salary, and benefits prorated for actual time worked during the reporting period.

For each individual clinic/department, please select the clinic specialty from the drop-down menu. If a clinic location has multiple provider specialties please select the specialty for which a majority of the providers practice or allocate the clinic details by specialty and report separately. Staffing is broken out into staff types (definitions below).

There are three required fields for each clinic/department. These are FTEs, wRVUs, and the number of clinics/locations. If any of the three fields are incomplete, the missing data will be highlighted in row 8. Submissions with missing data will need to be corrected.

The survey tool contains space for data from 100 individual clinic entities. If additional clinic reporting space is needed, contact Danielle DuBord for additional resources at [ddubord@amgaconsulting.com](mailto:ddubord@amgaconsulting.com).

### Practice Demographics

- **Number of Clinics/Locations:** Provide the total number clinics or locations included in the clinic/department/service line. For example, if the Internal Medicine services are submitted as one clinic/department for your medical group, but represents 12 different clinic locations, enter 12 in this field.

**Clinic Staffing:** Clinic Provider FTEs in the following categories:

- **Physicians:** Include all MDs and DOs. Report FTEs, wRVUs, and Visits attributed to physicians for each clinic.
- **Advanced Practice Clinicians (APCs):** A general term that encompasses all Nurse Practitioners (NP), Physician Assistants (PA), Certified Nurse Midwives (CNM), and Certified Register Nurse Anesthetists (CRNA). Report FTEs, wRVUs, and Visits attributed to APCs for each clinic.
- **Work RVUs:** Report calculated work relative value units (RVUs) as measured by the work resource based relative value scale (RBRVS), not weighted by a conversion factor attributed to ambulatory care, inpatient care, or other professional services performed at the clinic/department for all physicians, APCs, and total, using the 2022 Centers for Medicare & Medicaid Services (CMS) scale.

***Please report billed wRVUs. With the CMS wRVU change in 2021, some groups continued to utilize the prior year wRVU fee schedule for physician compensation. For this report, report wRVUs uses the current fee schedule, aligned with compliant billing practices. To ensure the wRVUs are from the correct schedule, use the reports from the billing system reports rather than any provider compensation reports.***

A work relative value unit is a nonmonetary unit of measure that indicates the *professional* value of services provided by a physician or allied healthcare professional. See the RVU Modifier Adjustment Table below as it applies to work RVUs. **Note: Include all wRVUs, including those from telehealth or virtual services.**

In order to make your work RVUs more compatible, all code frequencies with the modifiers described below should be adjusted by the indicated percentage. For example, a modifier of 80 (99210-80) indicates that the procedure was recorded as a surgery assist and therefore the department only received approximately 16.0% of the original RVU value. For occupational health physicians performing corporate or contracted services, either

report RVU production for these services or indicate that they cannot be reported. If multiple modifiers are used, report work RVUs calculated using multiple modifiers.

*Note regarding modifier 50: AMGA Consulting requests that participants adjust the volume of CPT codes based on any modifiers attached to the individual codes. There is a special circumstance with modifier 50. Medicare reimburses the code with the modifier at 150%. Many other payers reimburse by a two-code combination: one code without the modifier at 100%, another code with the modifier at 50%. When reporting bilateral data, please adjust the Medicare volume appropriately to reflect proper volume.*

**RVU Modifier Adjustment Table**

Modifier	Description	Volume Adjustment
80,81,82	Assistant at Surgery	16%
AS	Assistant at Surgery – Physician Assistant	14% (85% * 16%)
50 or LT and RT	Bilateral Surgery	150%
51	Multiple Procedure	50%
52	Reduced Services	50%
53	Discounted Procedure	50%
54	Intraoperative Care Only	Preoperative + Intraoperative Percentages on the payment files used by Medicare contractors to process Medicare claims
55	Postoperative Care Only	Postoperative Percentage on the payment files used by Medicare contractors to process medicare claims
62	Co-surgeons	62.5%
66	Team Surgeons	33%

- Visits:** Patient visits are the total number of patient visits during the calendar or most recent fiscal year. Patient visits are recorded as a face-to-face, telehealth or virtual patient encounter. For surgical and anesthesia procedures, record the case as one visit and not the number of procedures performed. For global codes, such as deliveries, a visit should be recorded for each patient encounter in the global code. In the event that a patient visits two or more separate departments during the day and sees a physician in each department, this is recorded as a patient visit at each department. If a patient has only an ancillary service, as ordered by a physician, but has no personal physician contact, this should not be recorded as a physician patient visit (examples would be lab tests, EKGs, EEGs, injections, etc.). If the patient was seen only by a nonphysician provider or technician, no visit should be recorded for the physician. Multiple visits by a single patient to a single physician during the same day are counted as only one visit. If your organization cannot exclude these types of visits, then please exclude all visit information. **Note: Include all patient visits, including those from telehealth or virtual visits.**

**For the following staff categories, only report FTEs.**

- **Total Clinic Support/Direct Patient Care Staff:** This is a roll-up of clinic-based direct patient care which includes Registered Nurses (RN), Licensed Practice Nurses (LPN/LVN) and Medical Assistances (MA). Please enter the FTE totals for each role in the rows below and the total will automatically populate this field.
- **Registered Nurses (RNs):** Clinic staff licensed as a registered nurse and providing patient care in the clinic setting. Include patient care, RN only visits, triage and phone support, and working supervisors. Exclude the FTE or costs of Registered Nurses who work exclusively in the clinical laboratory, radiology, other ancillary departments or as RN Care Coordinators.
- **Licensed Practical Nurses (LPNs/LVNs):** Clinic staff to provide patient care in the clinic setting, including working supervisors. LPN/LVNs are licensed to provide a defined scope of clinical service, typically less than that of an RN. Exclude the FTE or costs of Licensed Practical Nurses who work exclusively in the clinical laboratory, radiology, or other ancillary department.
- **Medical Assistants (MA):** Clinic staff member providing patient care and operations within the clinic. Include any role functioning as a clinical assistant within the clinic providing rooming, vital signs, assisting providers, and documentation support. Exclude the FTEs and costs of MAs who work exclusively in the clinical laboratory, radiology, or other ancillary departments.
- **Total Ancillary Staff:** This is a roll-up of clinic-based ancillary staff. This includes radiology/imaging and laboratory staff FTEs. Please enter the FTE totals for each role in the rows below and the total will populate in this field.
- **Radiology/Imaging Staff:** Diagnostic radiology and imaging services staff that are physically located in the clinic setting or portion of FTE/costs allocated to the clinic.
- **Laboratory Staff:** Dedicated laboratory service staff that are physically located in the clinic setting or portion of FTE/costs allocated to the clinic.
- **Total Other Patient Care Staff:** This is a roll-up of clinic-based other patient care staff. This includes scribes, pharmacy, dietician/nutritionist, behavioral health, social workers, RN care coordinator, quality and other direct patient care support staff FTEs. Please enter the FTE totals for each role in the rows below and the total will populate in this field.
- **Scribes:** Clinic staff member assisting providers with real-time visit documentation.
- **Pharmacy Staff:** Dedicated pharmacy staff that are physically located in the clinic setting or portion of FTE/costs allocated to the clinic.
- **Dietician/Nutritionist:** Clinical nutrition support staff (dietitians/nutritionists) that are physically located in the clinic setting or portion of FTE/costs allocated to the clinic.
- **Behavioral Health Staff:** Dedicated staff providing mental health assessment, treatment, and referral resources provided in the clinic setting or portion of FTE/costs allocated to the clinic.
- **Social Workers:** Dedicated social workers in the clinic/department to provide social services support to patients.



- **RN Care Coordinator:** Dedicated RN assigned to the clinic/department to provide care coordination for complex clinic patients in transitioning between healthcare resources and levels of care.
- **Quality:** Dedicated staff associated with the coordination of quality and clinical outcomes improvement programs located in the clinic setting.
- **Other Direct Patient Care Support Staff:** Dedicated clinical support staff in ancillary departments who are physically located in the clinic setting or portion of FTE allocated to the clinic not included in any of the above categories.
- **Total Front Office/Administrative Support Staff:** This is a roll-up of front office/administrative staff roles. This includes referral coordinator/medical receptionist and clinical call center staff FTEs. Please enter the FTE totals for each role in the rows below and the total will populate in this field.
- **Medical Receptionist/Referral Coordinator:** Dedicated staff for referral coordination to/from specialty providers that are physically located in the clinic setting, regardless of training. Dedicated staff associated with reception of patients upon clinic arrival, which many include, greeting/check-in, copay collection, registration, phones/scheduling support, and checkout.
- **Clinic Call Center Staff:** The costs and FTEs associated with clinic call centers that are physically located in a clinic setting supporting a specific clinic. Positions include but are not limited to switchboard operator and appointment scheduling. Exclude centralized call center staff.
- **Total Clinic Leadership:** This is a roll-up of clinic leadership roles. This includes directors and managers providing frontline leadership to clinic staff and operations. Please enter the FTE totals for each role in the rows below and the total will populate in this field. Any supervisory/coordinator roles that are working positions should be reported in the nonsupervisory frontline staff role.
- **Director:** The FTEs associated with clinic leadership at the director level. This position is accountable for clinic operations and may be responsible for more than one clinic. Allocate FTEs between clinics based on operational accountability.
- **Manager:** The FTEs associated with clinic leadership at the manager level. This position is accountable for daily clinic operations and may be responsible for more than one clinic. Allocate FTEs between clinics based on operational accountability. Any supervisory/coordinator roles that are working positions should be reported in the nonsupervisory frontline staff role.
- **Total Clinic Staff:** Total FTEs and salaries for all clinic staff, not including providers. This field will automatically total any FTE data entered above.

## 2023 AMGA Clinic Staffing Specialties

### Primary Care Specialties

PC Primary Care  
 1110 Family Medicine  
 1150 Geriatrics  
 1210 Internal Medicine  
 1320 Pediatrics and Adolescent – General  
 1490 Urgent Care

### Medical Specialties

1000 Allergy/Immunology  
 1030 Cardiology – EP  
 1040 Cardiology – General (Non-Invasive)  
 1010 Cardiology – Invasive Interventional  
 1060 Critical Care/Intensivist  
 1070 Dermatology  
 1100 Endocrinology  
 1130 Gastroenterology  
 1180 Hematology and Medical Oncology  
 1200 Infectious Disease  
 1191 Nephrology Only  
 1250 Neurology  
 1280 Occupational/Environmental Medicine  
 1310 Orthopedic – Medical  
 1437 Pain Management – Non-Anesthesiology  
 1317 Palliative Care  
 1350 Pediatrics and Adolescent – Cardiology  
 1430 Physical Medicine and Rehabilitation  
 3195 Podiatry – Medical  
 1440 Psychiatry  
 1005 Psychiatry – Addiction Medicine  
 1451 Pulmonary Disease (With Critical Care)  
 1450 Pulmonary Disease (Without Critical Care)  
 1470 Rheumatologic Disease  
 1475 Sleep Lab  
 1480 Sports Medicine  
 1500 Wound Care/Hyperbaric

### Surgical Specialties

2005 Bariatric Surgery  
 2007 Breast Surgery  
 2010 Cardiac/Thoracic Surgery  
 2015 Cardiovascular Surgery  
 2020 Colon and Rectal Surgery  
 2050 General Surgery  
 2090 Neurological Surgery  
 2070 OB/GYN – General  
 1160 OB/GYN – Gynecological Oncology  
 1420 OB/GYN – Maternal Fetal Medicine/Perinatology  
 2100 Ophthalmology  
 2150 Orthopedic Surgery  
 2210 Otolaryngology  
 2260 Plastic and Reconstruction  
 3190 Podiatry – Surgical  
 2320 Urology  
 2340 Vascular Surgery

### Anesthesiology / Radiology / Pathology Specialties

2000 Anesthesiology  
 2230 Anesthesiology – Pain Clinic  
 4100 Pathology – Combined (MD Only)  
 4130 Radiation Therapy (MD Only)  
 4040 Radiology – MD Non-Interventional

### Hospital Based Specialties & Other

2030 Emergency Medicine  
 1185 Hospitalist – Internal Medicine  
 1384 Pediatrics and Adolescent – Intensive Care  
 2295 Trauma Surgery  
 InfCen Infusion Center

## 2023 AMGA Specialty Listing and Definitions

Specialty Name	Specialty Description
<b>Primary Care and Medical Specialties</b>	
<b>1000</b>	<p><b>Allergy/Immunology</b></p> <p>These physicians are certified by the American Board of Allergy and Immunology. These physicians are trained in evaluation, physical and laboratory diagnosis, and management of disorders involving the immune system.</p>
<b>PC</b>	<p><b>Primary Care</b></p> <p>A clinic, medical practice or department that consists of providers practicing only in different areas of primary care including the following specialties: Family Medicine, Internal Medicine, Geriatrics, Pediatrics – General, or Urgent Care.</p>
<b>1110</b>	<p><b>Family Medicine</b></p> <p>These physicians are certified by the American Board of Family Practice. These physicians are trained to diagnose and treat a wide variety of ailments in patients of all ages. These physicians receive a broad range of training that includes internal medicine, pediatrics, obstetrics and gynecology, psychiatry, and geriatrics. In family medicine, special emphasis is placed on prevention and the primary care of entire families, utilizing consultations and community resources when appropriate.</p>
<b>1150</b>	<p><b>Geriatrics</b></p> <p>These physicians are certified by either the American Board of Family Practice or the American Board of Internal Medicine with a certificate of added qualification in geriatric medicine. These physicians have special knowledge of the aging process and specific skills in the diagnostic, therapeutic, preventative, and rehabilitative aspects of illness in the elderly. These physicians also care for geriatric patients in the patient’s home, the office, long-term care settings, such as nursing homes, and the hospital.</p>
<b>1210</b>	<p><b>Internal Medicine</b></p> <p>These physicians are certified by the American Board of Internal Medicine. An internal medicine physician is one who provides long-term, comprehensive care in the office and the hospital, managing both common and complex illnesses of adolescents, adults and the elderly. These physicians are trained in the diagnosis and treatment of cancer, infections and diseases affecting the heart, blood, kidneys, joints and digestive, respiratory and vascular systems. These physicians are also trained in the essentials of primary care internal medicine, which incorporates an understanding of disease prevention, wellness, substance abuse, mental health and effective treatment of common problems of the eyes, ears, skin, nervous system, and reproductive organs.</p>

*Primary Care – Continued***1320****Pediatrics and Adolescent – General**

These physicians are certified by the American Board of Pediatrics. A pediatrician is concerned with the physical, emotional, and social health of children from birth to young adulthood. Care encompasses a broad spectrum of health services ranging from preventive healthcare to the diagnosis and treatment of acute and chronic diseases. A pediatrician deals with biological, social, and environmental influences on the developing child, and with the impact of disease and dysfunction on development. A pediatrician who specializes in adolescent medicine is a multidisciplinary healthcare specialist trained in the unique physical, psychological, and social characteristics of adolescents, their healthcare problems, and needs.

**1490****Urgent Care**

These physicians are certified by the American Board of Internal Medicine. At least 70% of the physician's time is spent in the urgent care setting, including satellite clinics.

**Medical Specialties****1000****Allergy/Immunology**

These physicians are certified by the American Board of Allergy and Immunology. These physicians are trained in evaluation, physical and laboratory diagnosis, and management of disorders involving the immune system.

**1010****Cardiology – Invasive Interventional**

These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in cardiovascular disease and a certificate of added qualification in interventional cardiology. At least 70% of the physician's time is spent in this specialized field of cardiology.

**1030****Cardiology – EP**

These physicians are certified by the American Board of Internal Medicine with a certificate of added qualification in cardiac electrophysiology. Cardiology – electrophysiology pacemaker is a field of special interest within the subspecialty of cardiovascular disease, which involves intricate technical procedures to evaluate heart rhythms and determine appropriate treatment for them. At least 70% of the physician's time is spent in this specialized field of cardiology.

**1040****Cardiology – General (Non-Invasive)**

These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in cardiovascular disease. These physicians are internists who specialize in diseases of the heart, lungs, and blood vessels and manage complex cardiac conditions such as heart attacks and life-threatening, abnormal heartbeat rhythms. This specialty should capture the remaining cardiologists not defined in the cardiology specialties.

*Medical Specialties – Continued***1060****Critical Care/Intensivist**

These physicians are certified by either the American Board of Internal Medicine or the American Board of Anesthesiology with a certificate of special qualification in critical care medicine. These physicians diagnose, treat and support patients with multiple organ dysfunction. These physicians may facilitate and coordinate patient care among the primary physician, the critical care, staff and other specialists.

**1070****Dermatology**

These physicians are certified by the American Board of Dermatology. These physicians are trained to diagnose and treat pediatric and adult patients with benign and malignant disorders of the skin, mouth, external genitalia, hair, and nails, as well as a number of sexually transmitted diseases. These physicians have had additional training and experience in the diagnosis and treatment of skin cancers, melanomas, moles and other tumors of the skin; management of contact dermatitis; other allergic and non-allergic skin disorders; and in the recognition of the skin manifestation of systemic and infectious diseases. These physicians have special training in dermatopathology and in the surgical techniques used in dermatology. These physicians also have expertise in the management of cosmetic disorders of the skin such as hair loss and scars and the skin changes associated with aging.

**1100****Endocrinology**

These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in endocrinology, diabetes and metabolism. These physicians concentrate on disorders of the internal (endocrine) glands such as the thyroid and adrenal glands. These physicians also deal with disorders such as diabetes, metabolic and nutritional disorders, pituitary diseases, and menstrual and sexual problems.

**1130****Gastroenterology**

These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in Gastroenterology. These physicians specialize in the diagnosis and treatment of diseases of the digestive organs, including the stomach, bowels, liver, and gallbladder. This specialist treats conditions such as abdominal pain, ulcers, diarrhea, cancer, and jaundice and performs complex diagnostic and therapeutic procedures using endoscopes to see internal organs.

**1180****Hematology and Medical Oncology**

These physicians are certified by the American Board of Internal Medicine with certificates of special qualification in hematology and medical oncology. Physicians in the field of hematology are internists with additional training who specialize in diseases of the blood, spleen, and lymph glands. These specialists treat conditions such as anemia, clotting disorders, sickle cell disease, hemophilia, leukemia, and lymphoma. Physicians in the field of medical oncology are internists who specialize in the diagnosis and treatment of all types of cancer and other tumors, both benign and malignant. These specialists decide on and administer chemotherapy for malignancy and consult with surgeons and radiotherapists on other treatments for cancer.

*Medical Specialties – Continued***1200****Infectious Disease**

These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in infectious diseases. These physicians deal with infectious diseases of all types and in all organs, including conditions requiring selective use of antibiotics. These specialists diagnose and treat AIDS patients and patients with fevers that have not been explained. These physicians may also have expertise in preventive medicine and conditions associated with travel.

**1191****Nephrology Only**

These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in nephrology. These physicians are internists who treat disorders of the kidney, regulate blood pressure, fluid and mineral balance, and dialysis of body wastes when the kidneys do not function.

**1250****Neurology**

These physicians are certified by the American Board of Psychiatry and Neurology. A neurologist specializes in the diagnosis and treatment of all types of disease or impaired function of the brain, spinal cord, peripheral nerves, muscles, and autonomic nervous system, as well as the blood vessels that relate to these structures.

**1280****Occupational/Environmental Medicine**

These physicians are certified by the American Board of Preventive Medicine. At least 70% of the physician's time is spent on the control of environmental factors that may adversely affect health or the control and prevention of occupational factors that may adversely affect health and safety. This specialist works with large population groups and individual patients to promote health and understanding of the risks of disease, injury, disability, and death, seeking to modify and eliminate these risks.

**1310****Orthopedic – Medical**

These physicians are certified by the American Board of Orthopaedic Surgery. At least 70% of the physician's time in the practice involves the nonsurgical treatment of musculoskeletal disorders.

**1437****Pain Management – Non-Anesthesiology**

These physicians are doctors who have a special certificate in pain management. These physicians provide a high level of care, either as a primary physician or consultant, for patients experiencing problems with acute, chronic, or cancer pain in both hospital and ambulatory settings. Patient care needs may also be coordinated with other specialists. At least 70% of the physician's time is spent in pain management – non-anesthesiology.

*Medical Specialties – Continued*

- 1317 Palliative Care**  
 These physicians are certified by the American Board of Hospice and Palliative Medicine. Palliative care programs provide one to two years of specialty training following primary residency. Palliative Care reduces the severity of a disease or slows its progress, rather than providing a cure. For incurable diseases, in cases where the cure is not recommended due to other health concerns, and when the patient does not wish to pursue a cure, palliative care becomes the focus of treatment. It may occasionally be used in conjunction with curative therapy.
- 1350 Pediatrics and Adolescent – Cardiology**  
 These physicians are certified by the American Board of Pediatrics with a certificate of special qualification in pediatric cardiology. A pediatric cardiologist provides comprehensive care to patients with cardiovascular problems. This specialist is skilled in the clinical evaluation of cardiovascular disease and in selecting, performing and evaluating the structural and functional assessment of the heart and blood vessels. Note for pediatric specialties: report physicians who spend at least 70% of their time in the respective subspecialized area.
- 1430 Physical Medicine and Rehabilitation**  
 These physicians are certified by the American Board of Physical Medicine and Rehabilitation. Physical medicine and rehabilitation, also referred to as physiatry, is the medical specialty concerned with diagnosing, evaluating and treating patients with physical disabilities. These disabilities may arise from conditions affecting the musculoskeletal system such as neck and back pain, sport injuries, or other painful conditions affecting the limbs (e.g., carpal tunnel syndrome). Alternatively, the disabilities may result from neurological trauma or disease such as spinal cord injury, head injury or stroke. For diagnosis and evaluation, a physiatrist may include the techniques of electromyography to supplement the standard history, physical, X-ray, and laboratory examinations. The physiatrist has expertise in the appropriate use of therapeutic exercise, prosthetics (artificial limbs), orthotics, and mechanical and electrical devices.
- 3195 Podiatry – Medical**  
 A podiatrist is a provider who specializes in the evaluation and treatment of diseases of the foot and specializes in health and conditions affecting the lower extremities.
- 1440 Psychiatry**  
 These physicians are certified by the American Board of Psychiatry and Neurology. A psychiatrist specializes in the prevention, diagnosis, and treatment of mental, addictive, and emotional disorders such as schizophrenia and other psychotic disorders, mood disorders, anxiety disorders, substance-related disorders, sexual and gender identity disorders, and adjustment disorders. The psychiatrist is able to understand the biological, psychological, and social components of illness, and therefore is uniquely prepared to treat the whole person. The main form of treatment used by a psychiatrist is psychopharmacology. A psychiatrist is qualified to order diagnostic laboratory tests and to prescribe medications, evaluate and treat psychological and interpersonal problems, and to intervene with families who are coping with stress, crises, and other problems in living. Use this definition if the physician spends equal time in an inpatient and outpatient setting.

*Medical Specialties – Continued*

1005	<p><b>Psychiatry – Addiction Medicine</b></p> <p>These physicians are certified by the American Society of Addiction Medicine. These physicians specialize in the treatment of addiction and focus on addictive diseases and have had special training focusing on the prevention and treatment of such diseases.</p>
1450	<p><b>Pulmonary Disease (without Critical Care)</b></p> <p>These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in pulmonary diseases. These physicians treat diseases of the lungs and airways and diagnose and treat cancer, pneumonia, pleurisy, asthma, occupational diseases, bronchitis, sleep disorders, emphysema, and other complex disorders of the lungs.</p>
1451	<p><b>Pulmonary Disease (with Critical Care)</b></p> <p>These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in pulmonary and critical care medicine. These physicians treat diseases of the lungs and airways and diagnose and treat cancer, pneumonia, pleurisy, asthma, occupational diseases, bronchitis, sleep disorders, emphysema, and other complex disorders of the lungs.</p>
1470	<p><b>Rheumatologic Disease</b></p> <p>These physicians are certified by the American Board of Internal Medicine with a certificate of special qualification in rheumatology. These physicians are internists who treat diseases of joints, muscle, bones, and tendons. These specialists diagnose and treat arthritis, back pain, muscle strains, common athletic injuries, and collagen diseases.</p>
1475	<p><b>Sleep Lab</b></p> <p>These physicians are internists with demonstrated expertise in the diagnosis and management of clinical conditions that occur during sleep, which disturb sleep or that are affected by disturbances in the wake-sleep cycle. These specialists are skilled in the analysis and interpretation of comprehensive polysomnography and are well-versed in emerging research and management of a sleep laboratory. This subspecialty includes the clinical assessment, polysomnographic evaluation and treatment of sleep disorders, including insomnias, disorders of excessive sleepiness (e.g., narcolepsy), sleep-related breathing disorders (e.g., obstructive sleep apnea), parasomnias, circadian rhythm disorders, sleep-related movement disorders, and other conditions pertaining to the sleep-wake cycle. At least 70% of the physician's time is spent in the treatment of sleep disorders.</p>
1480	<p><b>Sports Medicine</b></p> <p>These physicians are certified by either the American Board of Emergency Medicine or the American Board of Family Practice or the American Board of Internal Medicine or the American Board of Pediatrics, with a certificate of added qualification in sports medicine. These physicians are responsible for continuous care in the field of sports medicine, not only for the enhancement of health and fitness, but also for the prevention and management of injury and illness. These physicians have knowledge and experience in the promotion of wellness and the role of exercise in promoting a healthy lifestyle. Knowledge of exercise physiology, biomechanics, nutrition, psychology, physical rehabilitation, and epidemiology is essential to the practice of sports medicine. At least 70% of the physician's time is spent in nonsurgical orthopedic procedures.</p>



*Medical Specialties – Continued*

1500

**Wound Care/Hyperbaric**

These physicians have specialized training in the evaluation, treatment and healing of chronic wounds. A chronic, non-healing wound is one that does not heal in six to eight weeks with traditional wound care. Some treatment options a wound care specialist may provide include the following: Doppler evaluation, wound debridement, wound dressings, negative pressure therapy, orthopedic, vascular and plastic surgery, nutrition counseling, or diabetes counseling. At least 70% of the physician's time is spent performing wound care.

**Surgical Specialties**

2005

**Bariatric Surgery**

These surgeons are certified by the American Board of Surgery. These surgeons specialize in performing gastric bypass surgery, a treatment for obesity. The surgeon provides preoperative, operative and postoperative care to surgical patients. At least 50% of the surgeon's time is spent in bariatric practice.

2007

**Breast Surgery**

These surgeons are especially skilled in operating on the breast. These surgeons may biopsy a tumor in the breast and, if it is malignant, remove the tumor. A breast surgeon may also do breast reconstruction following a mastectomy for breast cancer. The surgeons who carry out this type of breast reconstruction may be breast oncology surgeons or plastic surgeons. (Surgeons trained in both these specialties are known as oncoplastic surgeons.)

2010

**Cardiac/Thoracic Surgery**

These surgeons are certified by the American Board of Thoracic Surgery. Procedures such as cardiac catheterization, angiography, electrocardiography, echocardiography, imaging techniques, endoscopy, tissue biopsy, and biologic and biochemical tests appropriate to thoracic diseases and procedures involving evolving techniques such as laser therapy, endovascular procedures, electrophysiologic procedures and devices, and thoracoscopy and thoracoscopic surgery are performed by these surgeons. The scope of thoracic surgery encompasses knowledge of normal and pathologic conditions of both cardiovascular and general thoracic structures. This includes congenital and acquired lesions (including infections, trauma, tumors, and metabolic disorders) of both the heart and blood vessels in the thorax, as well as diseases involving the lungs, pleura, chest wall, mediastinum, esophagus, and diaphragm. In addition, the ability to establish a precise diagnosis, an essential step toward proper therapy, requires familiarity with diagnostic procedures such as cardiac catheterization, angiography, electrocardiography, echocardiography, imaging techniques, endoscopy, tissue biopsy, and biologic and biochemical tests appropriate to thoracic diseases. It is essential that the thoracic surgeon be knowledgeable and experienced in evolving techniques, such as laser therapy, endovascular procedures, electrophysiologic procedures and devices, and thoracoscopy and thoracoscopic surgery.

*Surgical Specialties – Continued***2015****Cardiovascular Surgery**

These surgeons are certified by the American Board of Surgery with a cardiac surgery fellowship combined with vascular surgery. A cardiovascular surgeon performs operations on the heart and blood vessels of the body. This may include replacement of heart valves or bypasses of blocked coronary arteries. Training in the specialization of cardiovascular surgery involves the completion of a general surgery residency program followed by two or three more years of specialized training in all aspects of heart, blood vessel, and chest surgery. Some surgeries for these surgeons include the following: permanent transvenous pacemaker insertion, cardiac surgery of the coronary artery (bypass), treatment of valvular heart disease, artery problems, carotid artery problems, or microvascular surgery for diabetic leg ulcers.

**2022****Colon and Rectal Surgery**

These surgeons are certified by the American Board of Colon and Rectal Surgery. These surgeons are trained to diagnose and treat various diseases of the intestinal tract, colon, rectum, anal canal, and perianal area by medical and surgery means. These surgeons also deal with other organs and tissues (such as the liver, urinary, and female reproductive system) involved with primary intestinal disease. These surgeons have the expertise to diagnose and manage anorectal conditions in an office setting. These surgeons also treat problems of the intestine and colon and perform endoscopic procedures to evaluate and treat problems such as cancer, polyps, and inflammatory conditions.

**2050****General Surgery**

These surgeons are certified by the American Board of Surgery. These surgeons manage a broad spectrum of surgical conditions affecting almost any area of the body. These surgeons establish the diagnosis and provide the preoperative, operative, and postoperative care to surgical patients and are usually responsible for the comprehensive management of the trauma victim and the critically ill surgical patient. These surgeons use a variety of diagnostic techniques, including endoscopy, for observing internal structures and may use specialized instruments during operative procedures. A general surgeon is expected to be familiar with the salient features of other surgical specialties to recognize problems in those areas and to know when to refer a patient to another specialist.

**2090****Neurological Surgery**

These surgeons are certified by the American Board of Neurological Surgery. These surgeons provide the operative and nonoperative management (i.e., prevention, diagnosis, evaluation, treatment, critical care, and rehabilitation) of disorders of the central peripheral and autonomic nervous systems, including their supporting structures and vascular supply; the evaluation and treatment of pathological processes, which modify function or activity of the nervous system; and the operative and nonoperative management of pain. These surgeons treat patients with disorders of the nervous system; disorders of the brain, meninges, skull, and their blood supply, including the extracranial carotid and vertebral arteries; disorders of the pituitary gland; disorders of the spinal cord, meninges, and vertebral column, including those that may require treatment by spinal fusion or instrumentation; and disorders of the cranial and spinal nerves throughout their distribution.

*Surgical Specialties – Continued*

2070	<p><b>OB/GYN – General</b></p> <p>These physicians are certified by the American Board of Obstetrics and Gynecology. An obstetrician or gynecologist possesses special knowledge, skills, and professional capability in the medical and surgical care of the female reproductive system in the pregnant and non-pregnant state and associated disorders. This physician serves as a consultant to other physicians and as a primary physician for women.</p>
1160	<p><b>OB/GYN – Gynecological Oncology</b></p> <p>These surgeons are certified by the American Board of Obstetrics and Gynecology with a certificate of special qualification in gynecologic oncology. These surgeons are obstetricians or gynecologists who provide consultation and comprehensive management of patients with gynecologic cancer.</p>
1420	<p><b>OB/GYN – Maternal Fetal Medicine/Perinatology</b></p> <p>These surgeons are certified by the American Board of Obstetrics and Gynecology. These surgeons are obstetricians or gynecologists who care for, or provide consultation on, patients with complications of pregnancy. These specialists have advanced knowledge of the obstetrical, medical and surgical complications of pregnancy, and their effect on both the mother and the fetus. This surgeon also possesses expertise in the most current diagnostic and treatment modalities used in the care of patients with complicated pregnancies.</p>
2100	<p><b>Ophthalmology</b></p> <p>These surgeons are certified by the American Board of Ophthalmology. An ophthalmologist has the knowledge and professional skills needed to provide comprehensive eye and vision care. Ophthalmologists are medically trained to diagnose, monitor, and medically or surgically treat all ocular and visual disorders. This includes problems affecting the eye and its component structures, the eyelids, the orbit, and the visual pathways.</p>
2150	<p><b>Orthopedic Surgery</b></p> <p>These surgeons are certified by the American Board of Orthopaedic Surgery. An orthopedic surgeon is trained in the preservation, investigation, and restoration of the form and function of the extremities, spine and associated structures by medical, surgical, and physical means. An orthopedic surgeon is involved with the care of patients whose musculoskeletal problems include congenital deformities, trauma, infections, tumors, metabolic disturbances of the musculoskeletal system, deformities, injuries, and degenerative diseases of the spine, hands, feet, knee, hip, shoulder, and elbow in children and adults. An orthopedic surgeon is also concerned with primary and secondary muscular problems and the effects of central or peripheral nervous system lesions of the musculoskeletal system.</p>

*Surgical Specialties – Continued***2210****Otolaryngology**

These surgeons are certified by the American Board of Otolaryngology. An otolaryngologist provides comprehensive medical and surgical care for patients with diseases and disorders that affect the ears, nose, throat, respiratory and upper alimentary systems, and the related structures of the head and neck. An otolaryngologist diagnoses and provides medical and surgical therapy or prevention of diseases, allergies, neoplasms, deformities, disorders, and injuries of the ears, nose, sinuses, throat, respiratory and upper alimentary systems, face, jaws, and the other head and neck systems. Head and neck oncology, facial plastic and reconstructive surgery, and the treatment of disorders of hearing and voice are fundamental areas of expertise for this specialty.

**2260****Plastic and Reconstructive Surgery**

These surgeons are certified by the American Board of Plastic Surgery. A plastic surgeon deals with the repair, reconstruction, or replacement of physical defects of form or function involving the skin, musculoskeletal system, craniomaxillofacial facial structures, hand, extremities, breast and trunk, and external genitalia. A plastic surgeon uses aesthetic surgical principles not only to improve undesirable qualities of normal structures but also in all reconstructive procedures. A plastic surgeon possesses special knowledge and skill in the design and surgery of grafts, flaps, free tissue transfer, and replantation. Competence in the management of complex wounds, the use of implantable materials, and in-tumor surgery is required for this specialty.

**3190****Podiatry – Surgical**

A podiatrist is a provider that specializes in the evaluation and treatment of diseases of the foot. They perform surgical procedures on the foot.

**2320****Urology**

These surgeons are certified by the American Board of Urology. These surgeons are urologists who manage benign and malignant medical and surgical disorders of the genitourinary system and the adrenal glands. This specialist has comprehensive knowledge of, and skills in, endoscopic, percutaneous, and open surgery of congenital and acquired conditions of the urinary and reproductive systems and their contiguous structures.

**2340****Vascular Surgery**

These surgeons are certified by the American Board of Surgery with a certificate of added qualification in general vascular surgery. A vascular surgeon has expertise in the management of surgical disorders of the blood vessels, excluding the intracranial vessels of the heart. A vascular surgeon has expertise in the diagnosis and care of patients with diseases and disorders affecting the arteries, veins, and lymphatic systems, excluding vessels of the brain and heart. Common procedures performed by vascular surgeons include the opening of artery blockages to prevent stroke, correction of artery blockages in the legs and abdominal organs, repair of veins to improve circulation, treatment of aneurysms (bulges) in the aorta, and care of patients suffering vascular trauma. Vascular surgeons perform open surgery as well as endovascular (minimally invasive) procedures using balloon angioplasty and stents and are also trained in the treatment of vascular disease by medical (nonsurgical) means. Vascular surgeons also perform non-invasive diagnostic testing to detect vascular problems.

## Anesthesiology, Pathology, and Radiology

2000

### Anesthesiology

These physicians are certified by the American Board of Anesthesiology. These physicians are trained to provide pain relief and maintenance or restoration of a stable condition during and immediately following an operation, an obstetric or diagnostic procedure. These physicians also provide medical management and consultation in pain management and critical care medicine. Anesthesiologists diagnose and treat acute, longstanding, and cancer pain problems; diagnose and treat patients with critical illnesses or severe injuries; perform direct resuscitation in the care of patients with cardiac or respiratory emergencies, including the need for artificial ventilation; and supervise post anesthesia recovery.

2230

### Anesthesiology – Pain Clinic

These physicians are certified by the American Board of Anesthesiology with a certificate of added qualification in pain management. These physicians are anesthesiologists who provide a high level of care, either as a primary physician or consultant, for patients experiencing problems with acute, chronic, or cancer pain in both hospital and ambulatory settings.

4100

### Pathology – Combined (MD Only)

These physicians are certified by the American Board of Pathology for combined anatomic and clinical pathology. A pathologist deals with the causes and nature of disease and contributes to diagnosis, prognosis and treatment through knowledge gained by the laboratory application of the biological, chemical, and physical sciences. A pathologist uses information gathered from the microscopic examination of tissue specimens, cells, and body fluids and from clinical laboratory tests on body fluids and secretions for the diagnosis, exclusion, and monitoring of disease.

4130

### Radiation Therapy (MD Only)

A radiation oncologist physician certified by the American Board of either Pathology or Radiology. A specialist physician who uses ionizing radiation (such as megavoltage X-rays or radionuclides) in the treatment of cancer.

4040

### Radiology (MD Non-Interventional)

These physicians are certified by the American Board of Radiology. These physicians are radiologists who utilize X-ray, radionuclides, ultrasound, and electromagnetic radiation to diagnose disease.

## Hospital-Based Specialties and Other Groups of Providers

2030	<b>Emergency Medicine</b>	<p>These surgeons are certified by the American Board of Emergency Medicine. These surgeons focus on the immediate decision making and action necessary to prevent death or any further disability both in the pre-hospital setting by directing emergency medical technicians and in the emergency department. These surgeons provide immediate recognition, evaluation, care, stabilization, and disposition of a generally diversified population of adult and pediatric patients in response to acute illness and injury.</p>
1185	<b>Hospitalist – Internal Medicine</b>	<p>These physicians are certified by the American Board of Internal Medicine. At least 70% of the physician’s time is spent in the hospital. These physicians are internal medicine physicians practicing as hospitalists.</p>
1384	<b>Pediatrics and Adolescent – Intensive Care</b>	<p>These physicians are certified by the American Board of Internal Medicine with special certification in critical care. At least 70% of the physician’s time is spent with pediatric and adolescent patients in a hospital intensive care unit.</p>
2295	<b>Trauma Surgery</b>	<p>These surgeons are certified by the American Board of Surgery with special certification in trauma surgery. Trauma surgeons have expertise in the management of critically ill and postoperative patients, particularly the trauma victim, and specialize in critical care medicine diagnoses, treating and supporting patients with multiple organ dysfunction. This specialist may have administrative responsibilities for intensive care units and may also facilitate and coordinate patient care among the primary physician, the critical care staff, and other specialists.</p>
INFCEN	<b>Infusion Center</b>	<p>A clinic, medical practice, or department that provides short or long-term infusion therapy to patients. Treatments may include PICC line placement, care, and management; administration of antibiotic and other medications; management and care of IV devices and others.</p>

\*Most definitions are from the American Board of Medical Specialties’ website.

\*\*RAP Specialties are Radiology, Anesthesiology, and Pathology



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