

Large Clinic Council

Compensation and Productivity Survey-
Deep Dive into Results and Implications for
Resiliency

December 10, 2021

Presenter



Fred Horton

President, AMGA Consulting

- More than 20 years of experience working inside the healthcare industry.
- Former medical group CEO with the ability to distill complex issues and create realistic plans that lead to success.

Agenda

- Introduction and Survey Overview
- Key Takeaways
- CMS E/M Changes
- Components of Compensation
- Physician Data
- Pandemic Impact
- Conceptual Solutions
- Final Thoughts
- Questions

Attention Getter

- Given the E/M coding changes, coupled with the pandemic effect on survey data, organizations risk paying above market by the following amounts if done incorrectly:
 - 100 physician group----- **\$51 million**
 - 500 physician group----- **\$255 million**
 - 1,000 physician group----- **\$510 million**
- **With 3.75% less Medicare revenue**

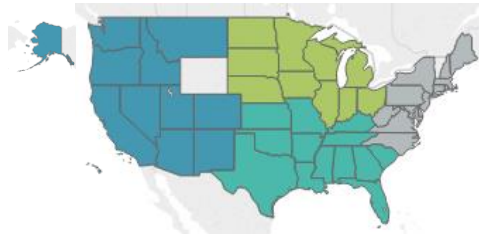
Attention Getter #2



- On average, systems effective Comp/wRVU ratio is 10% higher than independent groups
- Compensation is approximate but productivity is less in systems, leading to the effective Comp/wRVU rate being significantly higher
- Vast majority of LCC members are systems



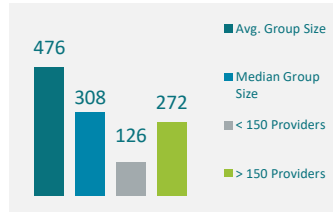
Introduction and Overview



TOTAL PROVIDERS: 189,503
48.6% INCREASE from 2020

TOTAL GROUPS: 398
25.6% INCREASE from 2020

34th Year | **January - December 2020** | **49 States and Territories** | **Multi-Specialty Groups**



PROVIDER and LEADERSHIP SPECIALTIES

Compensation data for more than 220 specialties and leadership roles



PROVIDER METRICS

- CLINICAL COMPENSATION
- PRODUCTIVITY
- COMPENSATION PER wRVU
- NET COLLECTIONS
- GROSS PRODUCTIVITY
- VISITS & PANEL SIZE
- TELEHEALTH VISITS AND wRVUs
- ACADEMIC STATUS
- NEW HIRE COMPENSATION & SIGN-ON BONUS

2021 Survey Demographics

By Group Size	Groups	% of Groups	Providers	% of Provider Total
Fewer than 50	49	12.3%	2,583	1.4%
50 to 150	77	19.3%	15,941	8.4%
151 to 300	85	21.4%	33,526	17.7%
More than 300	187	47.0%	137,453	72.5%
By Geographic Region				
Eastern	63	15.8	46,348	24.5%
Northern	105	26.4%	51,039	26.9%
Southern	96	24.1%	44,574	23.5%
Western	134	33.7%	47,542	25.1%
By Type of Clinic				
Independent	88	22.1%	24,207	12.8%
System Affiliated	310	77.9%	165,296	87.2%
Total	398		189,503	



The Key Takeaways

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9

Key Takeaways- Disaster Warnings



Compensation Flat/Production Down

- Overall Compensation per wRVU increased (>10%)
 - Applying these rates on production that will have rebounded, and new E/M weights, will significantly hurt your organization

COVID Protection

- Impact was more significant in Integrated, than in Independent
 - Unsustainable for long term, especially so in systems
 - Must manage to create sustainable platform, rather than continue to focus on compensation as main retention vehicle

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10



CMS E/M Changes

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11

2021 CMS Changes



- CY 2020 PFS CF \$36.09 → CY 2021 PFS CF \$34.89
- 100+ codes have a modified wRVU value
- GPCI rates have been modified for various localities
- New documentation requirements

CMS wRVU Changes for 2021			
Code	2020	2021	% Increase
New Patient			
	wRVUs		Percent
99201	0.48		0%
99202	0.93	0.93	0%
99203	1.42	1.60	13%
99204	2.43	2.60	7%
99205	3.17	3.50	10%
Established Patient			
	wRVUs		Percent
99211	0.18	0.18	0%
99212	0.48	0.70	46%
99213	0.97	1.30	34%
99214	1.50	1.92	28%
99215	2.11	2.80	33%

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12

Case Study Results



- Large system affiliated multi-specialty provider group located in the Midwest
- 1,400+ providers
- Reviewed 12 months of data (CY2020) and applied the 2021 changes

Impact:

- **7.2% increase in wRVUs**
- **2.5% increase in reimbursement overall**
 - **4% increase in traditional Medicare**
- **If additional wRVUs are paid at current rates revenue will not support this increased compensation expense**
- **Let us not forget major cut of 4% being discussed for Medicare in 2022**



Components of Compensation

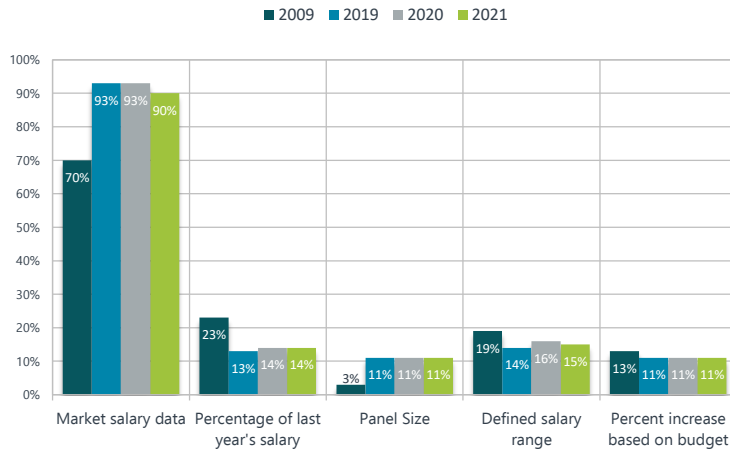
Physician Base Salary Determinants

Year over Year Comparison

2021

Medical Groups continue to rely on market salary data to determine physician salary.

The use of other salary determinants has held steady for the last several years.

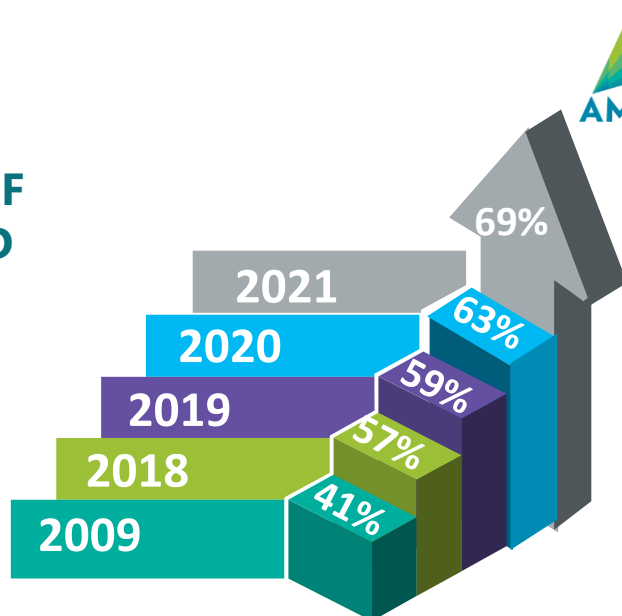


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15

INCLUSION OF VALUE BASED INCENTIVES

BUT...payout is only about 8% of overall compensation



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16

2021 Median Compensation Ranking Decade Comparison

	2021 Median Comp	2021 Rank	2011 Median Comp	2011 Rank	2011-2021 Change	Avg Annual Change Percent
Orthopedic Surgery	626,297	1	501,808	1	124,489	2.5%
Gastroenterology	538,908	2	415,872	4	123,036	3.0%
Cardiology – General (Non-Invasive)	518,750	3	422,921	3	95,829	2.3%
Radiology – MD Non-Interventional	512,918	4	461,250	2	51,668	1.1%
Dermatology	506,276	5	386,068	6	120,208	3.1%
Urology	500,698	6	413,746	5	86,952	2.1%
Hematology and Medical Oncology	462,644	7	325,000	9	137,644	4.2%
Anesthesiology	453,683	8	372,750	7	80,933	2.2%
General Surgery	439,196	9	367,315	8	71,881	2.0%
Emergency Medicine	380,099	10	285,910	11	94,189	3.3%
OB/GYN – General	357,266	11	302,638	10	54,628	1.8%
Neurology	325,278	12	246,500	12	78,778	3.2%
Hospitalist – Internal Medicine	308,201	13	229,294	14	78,907	3.4%
Psychiatry	299,250	14	217,169	16	82,081	3.8%
Internal Medicine	288,558	15	219,500	15	69,058	3.1%
Urgent Care	287,758	16	230,239	13	57,519	2.5%
Family Medicine	273,291	17	208,658	18	64,633	3.1%
Pediatrics and Adolescent – General	255,352	18	213,379	17	41,973	2.0%
Physician Assistant – Medical	122,817	19	96,575	19	26,242	2.7%
Nurse Practitioner – Primary Care	115,877	20	93,642	20	22,235	2.4%

Specialty Group

- Medical Specialty
- Other Health Care Providers
- Primary Care
- Radiology/Anesthesiology/Pathology
- Surgical Specialty

2021 Median Net Collections Ranking Decade Comparison

	2021 Median Net Collections	2021 Rank	2011 Median Net Collections	2011 Rank	2011-2021 Change (Net)	Avg Annual Change Percent
Orthopedic Surgery	723,715	1	841,841	1	-118,127	-0.2%
Urology	683,596	2	768,289	4	-84,693	-0.2%
Radiology – MD Non-Interventional	681,125	3	769,489	3	-88,364	-0.2%
OB/GYN – General	663,826	4	671,783	5	-7,957	0.0%
Gastroenterology	638,245	5	831,646	2	-193,401	-1.3%
Pediatrics and Adolescent – General	541,151	6	468,853	9	72,298	2.0%
Cardiology – General (Non-Invasive)	508,599	7	626,345	6	-117,746	-0.7%
General Surgery	475,529	8	601,630	7	-126,101	-1.1%
Family Medicine	451,738	9	431,553	11	20,185	1.0%
Internal Medicine	449,511	10	414,448	12	35,063	1.4%
Anesthesiology	444,965	11	470,748	8	-25,783	-0.7%
Urgent Care	429,186	12	457,102	10	-27,916	1.4%
Emergency Medicine	350,191	13	331,079	15	19,112	0.8%
Neurology	342,749	14	389,820	13	-47,071	-0.1%
Hematology and Medical Oncology	315,483	15	348,797	14	-33,314	-0.1%
Nurse Practitioner – Primary Care	234,103	16	236,595	16	-2,492	0.2%
Hospitalist – Internal Medicine	208,228	17	206,044	17	2,184	0.6%
Physician Assistant – Medical	131,800	18	193,240	18	-61,440	-0.5%
Nurse Practitioner – Medical Specialty	109,733	19	166,643	19	-56,910	-2.3%
Physician Assistant – Surgical	109,444	20	148,833	20	-39,389	-0.9%

Specialty Group

- Medical Specialty
- Other Health Care Providers
- Primary Care
- Radiology/Anesthesiology/Pathology
- Surgical Specialty



Physician Data

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19

Weighted Average Median Change Primary Care



2020-2021 AMGA Median Change

Specialty	Compensation		Work RVUs		Comp / wRVUs	
	2021 Median	% Change from 2020	2021 Median	% Change from 2020	2021 Median	% Change from 2020
Primary Care		0.4%		-10.6%		12.5%
Family Medicine	\$273,291	0.0%	4,575	-12.1%	\$59.49	8.5%
Internal Medicine	\$288,558	-0.9%	4,413	-14.4%	\$64.07	9.2%
Pediatrics and Adolescent – General	\$255,352	-4.1%	4,605	-16.0%	\$56.48	10.6%

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20

Weighted Average Median Change Medical Specialties 2020-2021 AMGA Median Change

Specialty	Compensation		Work RVUs		Comp / wRVUs	
	2021 Median	% Change from 2020	2021 Median	% Change from 2020	2021 Median	% Change from 2020
Medical Specialties		-0.4%		-10.8%		10.6%
Cardiology – Invasive Interventional	\$643,906	-1.0%	8,839	-13.5%	\$72.67	11.5%
Cardiology – EP	\$621,929	-3.1%	10,068	-16.1%	\$63.18	9.2%
Cardiology – General (Non-Invasive)	\$518,750	-7.4%	6,896	-17.4%	\$71.22	8.9%
Critical Care/Intensivist	\$429,577	2.0%	4,600	-8.0%	\$94.48	3.2%
Dermatology	\$506,276	-4.0%	6,447	-15.9%	\$76.12	11.7%
Endocrinology	\$274,402	-2.4%	4,471	-14.3%	\$61.17	7.8%
Gastroenterology	\$538,908	-0.7%	6,787	-19.5%	\$75.00	14.9%
Hematology and Medical Oncology	\$462,644	-0.2%	4,357	-13.5%	\$109.63	11.0%
Hospitalist – Internal Medicine	\$308,201	-1.4%	4,029	-9.5%	\$76.62	3.5%
Hospitalist – Pediatrics	\$218,975	-1.1%	1,985	-17.7%	\$108.09	12.8%
Infectious Disease	\$296,585	-2.6%	4,718	-9.0%	\$62.88	3.7%
Pediatrics and Adolescent – Neonatology	\$325,874	0.2%	7,581	-2.3%	\$46.53	10.5%
Neurology	\$325,278	-0.6%	4,253	-14.9%	\$74.08	11.3%
Palliative Care	\$251,576	-1.1%	2,102	-4.7%	\$120.03	2.8%
Pediatrics and Adolescent – Adolescent Medicine	\$277,317	22.0%	3,739	-35.5%	\$63.90	24.9%
Physical Medicine and Rehabilitation	\$300,000	-0.9%	4,471	-11.0%	\$68.09	8.1%
Psychiatry	\$299,250	1.4%	3,574	-12.9%	\$76.95	6.4%
Pulmonary Disease (Without Critical Care)	\$408,156	-1.0%	5,646	-17.6%	\$70.65	10.2%
Pulmonary Disease (With Critical Care)	\$418,382	-1.1%	5,744	-17.0%	\$73.43	9.5%
Rheumatologic Disease	\$278,416	-2.2%	4,315	-9.3%	\$64.34	9.7%
Urgent Care	\$287,758	-2.0%	3,786	-23.3%	\$76.23	20.8%

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21

Weighted Average Median Change Surgical Specialties

2020-2021 AMGA Median Change

Specialty	Compensation		Work RVUs		Comp / wRVUs	
	2021 Median	% Change from 2020	2021 Median	% Change from 2020	2021 Median	% Change from 2020
Surgical Specialties		-0.8%		-12.0%		11.9%
Emergency Medicine	\$380,099	0.5%	6,111	-16.4%	\$62.20	16.8%
General Surgery	\$439,196	-3.5%	6,025	-14.6%	\$73.63	8.4%
OB/GYN – General	\$357,266	-2.2%	6,317	-8.7%	\$58.99	5.0%
Neurological Surgery	\$860,197	-4.4%	8,714	-15.5%	\$100.36	11.0%
Ophthalmology	\$416,333	3.5%	7,381	-17.1%	\$56.55	16.4%
Orthopedic Surgery	\$626,297	-1.8%	7,431	-17.2%	\$84.49	8.4%
Otolaryngology	\$463,331	-1.5%	6,087	-19.0%	\$75.88	9.5%
Plastic and Reconstruction	\$537,288	-2.7%	6,735	-21.6%	\$85.11	7.7%
Trauma Surgery	\$486,958	-2.9%	5,611	-17.9%	\$91.97	20.0%
Urology	\$500,698	-0.2%	7,093	-11.2%	\$69.14	12.5%
Vascular Surgery	\$535,482	-4.2%	7,710	-18.9%	\$69.37	11.1%

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22

Weighted Average Median Change Radiology/Anesthesiology/Pathology Specialties



2020-2021 AMGA Median Change

Specialty	Compensation		Work RVUs		Comp / wRVUs	
	2021 Median	% Change from 2020	2021 Median	% Change from 2020	2021 Median	% Change from 2020
Radiology/Anesthesiology/Pathology		-0.3%		-4.0%		3.3%
Anesthesiology	\$453,683	-4.9%	10,842	18.3%	\$42.30	-3.0%
Pathology – Anatomic (MD Only)	\$321,245	-2.6%	6,007	25.5%	\$51.35	2.1%
Radiology – MD Interventional	\$581,175	2.9%	7,011	-12.4%	\$74.24	1.4%
Radiology – MD Non-Interventional	\$512,918	-0.5%	8,899	-15.5%	\$59.04	9.0%
Pathology – Combined (MD Only)	\$400,402	1.5%	6,849	3.8%	\$61.27	16.8%
Radiation Therapy (MD Only)	\$553,632	-1.0%	9,390	-3.8%	\$60.67	3.2%



Pandemic Impact

Telemedicine

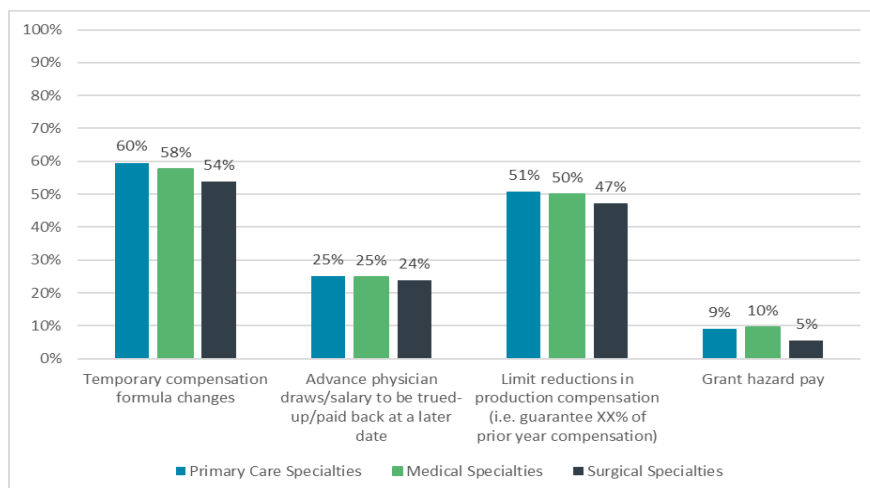
Median Benchmarks

Specialty Type	Primary Care	Medical Specialties	Surgical Specialties
Televisit percent of Total Visits	9.48%	9.57%	5.28%
Tele wRVU percent of Total wRVUs	7.17%	5.78%	1.82%
Tele wRVUs per TeleVisit	1.10	1.23	0.99
Total wRVUs per Total Visit	1.49	1.96	2.96
Variance	-0.39	-0.73	-1.97

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25

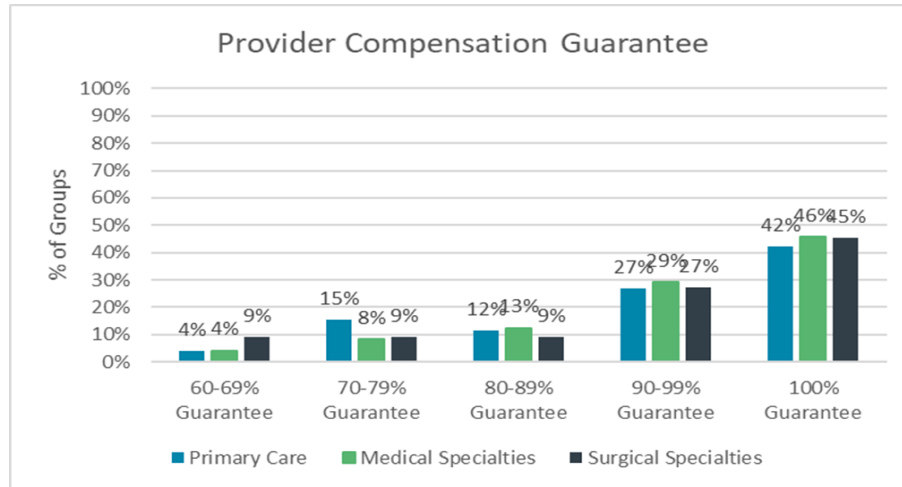
Tactics - Compensation



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26

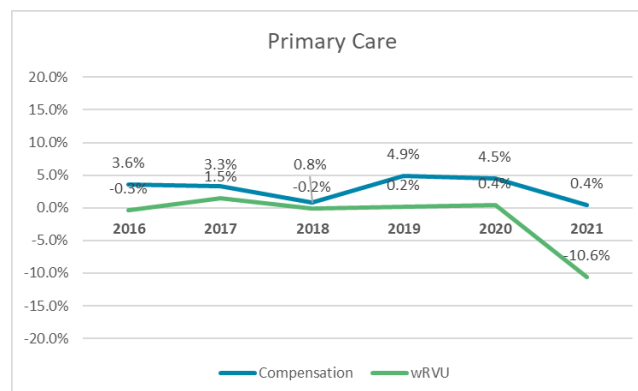
Level of Compensation Guarantee



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27

Pandemic Impact on Compensation and Production *Primary Care*

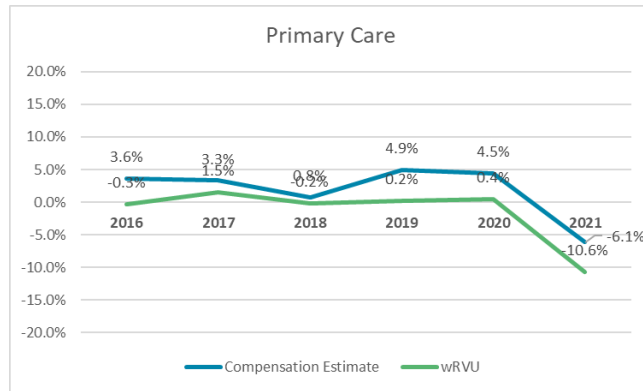


The trends shows the impact of the guarantees and protection of physician compensation

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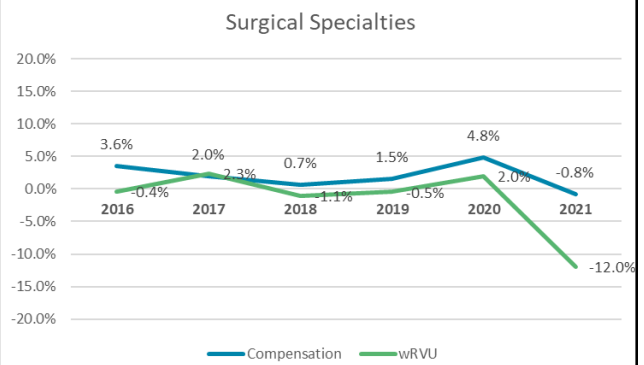
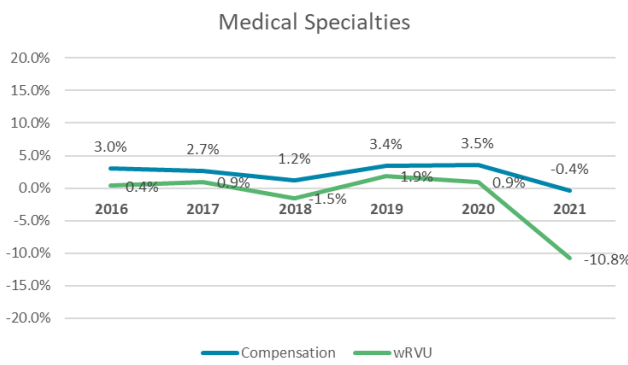
28

Pandemic Impact on Compensation and Production *Primary Care*



Trend reflects estimated alignment of compensation and wRVU production

Pandemic Impact on Compensation and Production *Specialties*



Pandemic Impact on Compensation and Production *Specialties*

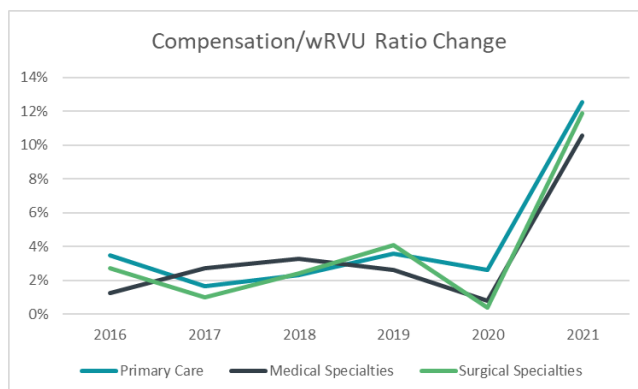


Trend reflects estimated alignment of compensation and wRVU production

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31

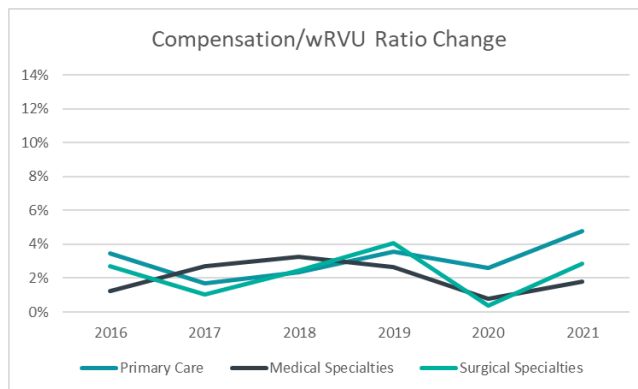
Pandemic Impact on Compensation and Production *Comp/wRVU*



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32

Pandemic Impact on Compensation and Production *Comp/wRVU*



Trend reflects estimated alignment of compensation/wRVU production

Conceptual Solutions to Attention Getter #1

Necessary Tool Kit

- Key annual surveys
- Charted annual inflation
- Analyze by physician by specialty impact of E/M coding
 - Percent of E/M codes by specialty
 - Percentile increase from increased weights
- Compensation philosophy
 - Allows shift or redistribution to occur?
- Compensation committee achieves understanding and guides process

Options

- In order to provide appropriate guidance, we have created four options that you may wish to consider as you rework your provider compensation mechanics to ensure that:
 - Physicians receive appropriate inflationary adjustments
 - Overall provider compensation spend, fits with trending
 - Windfalls are eliminated
 - You equip your compensation committee with models that can be modified and applied successfully

Survey Data Application

Option 1:

Allows for redistribution of earnings as intended in an escalated manner through the following steps:

- 2019 TCC Paid escalate X2 years / 2019 wRVUs = 2019 \$ per unit
- 2019 TCC Paid escalate X2 years / 2020 wRVUs (new weights) = 2020 \$ per unit
 - Adjust wRVUs by calculated percent increase (varies by specialty)
- Divide \$ per unit figures from above to calculate % adjustment factor
- Escalate 2019 \$ per unit X2 years then apply % adjustment (by specialty)
- Multiply percent adjusted \$ per unit by 2020 wRVUs to calculate new TCC

Option 1: Group Level Sample Analysis

1.

2019 Compensation and Production						
Provider Name	Specialty No.	AMGA Specialty Name	Clinical FTE	Median Clinical Comp	Median wRVU	\$ per wRVU
Primary Care	1210	Internal Medicine	1.00	\$279,849	4,909	\$ 57.01
Medical Specialty	1040	Cardiology – General (Non-Invasive)	1.00	\$531,169	8,110	\$ 65.49
Surgical Specialty	2050	General Surgery	1.00	\$445,899	6,831	\$ 65.27
Total				\$1,256,916	19,850	

- Escalate group total compensation X2: $1,256,916 * 1.05 = \$1,319,762$

$$\$1,319,762 / 19,850 = \$66.49$$

2.

2019: Compensation Escalated X2 and Production adjusted for 2021 wRVU Weights						
Provider Name	Specialty No.	AMGA Specialty Name	Clinical FTE	Clinical Comp (*1.05)	Work RVU (Escalated by specialty for 2021 weights)	\$ per wRVU
Primary Care	1210	Internal Medicine	1.00	\$293,841	5,827	\$50.43
Medical Specialty	1040	Cardiology – General (Non-Invasive)	1.00	\$557,727	8,548	\$65.25
Surgical Specialty	2050	General Surgery	1.00	\$468,194	7,139	\$65.59
Total				\$1,319,762	21,514	\$61.35

Effective wRVU % increases

+18.7%
+5.4%
+4.5%
+8.4%

$$\$1,319,762 / 21,514 = \$61.35$$

Customized to Client's practice

Outpatient E/M Escalation Factor

Specialty Roll-Up	Percent of OP E/M wRVUs as a Portion of Total wRVUs	Average Increase in OP E/M wRVUs due to New Weights	Percent Utilized to Escalate Total wRVUs
Primary Care	53%	27%	14.2%
Medical Specialty	26%	24%	6.3%
Surgical Specialty	32%	24%	7.7%
Radiology/Anesthesiology/Pathology	33%	24%	7.9%
Other Health Care Providers	59%	24%	14.1%

Note: based upon case study results...in order to gauge impact upon your organization, you must analyze each provider and the impact upon their E/M coding

Option 1: Group Level Sample Analysis Cont.

3. $\$61.35 / \$66.49 = 92.3\%$ (Adjustment Factor)

4.

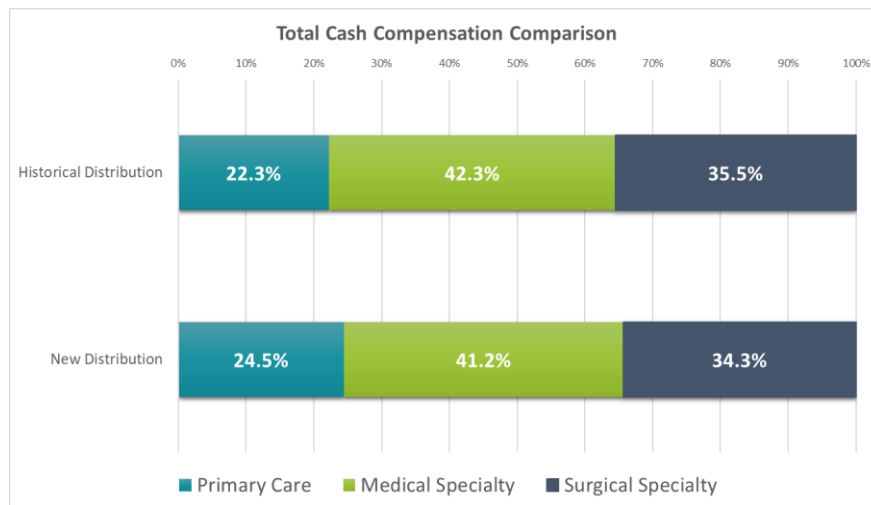
2019 Compensation and Production							FIRST	SECOND
Provider Name	Specialty No.	AMGA Specialty Name	Clinical FTE	Median Clinical Comp	Median wRVU	\$ per wRVU	\$ per wRVU Escalated X2 (*1.05)	Apply 92.3% Adjustment
Primary Care	1210	Internal Medicine	1.00	\$279,849	4,909	\$57.01	\$59.86	\$55.25
Medical Specialty	1040	Cardiology – General (Non-Invasive)	1.00	\$531,169	8,110	\$65.49	\$68.77	\$63.47
Surgical Specialty	2050	General Surgery	1.00	\$445,899	6,831	\$65.27	\$68.54	\$63.26

5.

New Conversion Factor	Work RVU (Escalated by specialty for 2021 weights)	New TCC
\$55.25	5,827	\$321,933
\$63.47	8,548	\$542,580
\$63.26	7,139	\$451,589
Group Level Total Cash Compensation:		\$1,316,102

Without these adjustments, simple application of metrics on new codes would yield **\$1.53M** in compensation

Option 1: Group Level Sample Analysis Cont.



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41

Survey Data Application

Option 2:

- 2019 \$ per unit (CF) escalate X2 years = 2021 conversion factor
 - Escalate by 2.5% per year = 5% escalation
 - Utilizes old wRVU rates
 - Addresses inflation but not redistribution from specialty care to primary care

AMGA MGMA Blended National Data Conversion Factor (Compensation per wRVU)			
Specialty No.	Specialty Name	2019 Conversion Factor 45th Percentile	2021 Conversion Factor (Escalated X2)
1210	Internal Medicine	\$54.69	\$57.42
1040	Cardiology – General (Non-Invasive)	\$61.86	\$64.95
2050	General Surgery	\$65.03	\$68.29

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42

Survey Data Application

Option 3:

- Hybrid approach allows for specialty-by-specialty redistribution to phase in shift over time, while keeping overall group compensation at appropriate levels
- Follow the steps in option 2 at the specialty level instead of the group level
- Make the following adjustments in step 4 to the \$ per unit
 - Add an additional 2.5% (or another amount) escalation to primary care specialties to increase the benefit of the CMS redistribution
 - Reduce specialists by 2.5% (or another amount) to mitigate organizational financial impact

Survey Data Application

Option 4:

- Determine compensation based upon tiers:

	Production %ile	Conversion Factor %ile
Tier 1	0-40th %ile	35th %ile
Tier 2	41st - 55th %ile	50th %ile
Tier 3	56th %ile and Above	52nd %ile

- Utilize production from previous year (CY or FY) to determine pay level
- Adjust wRVUs accordingly to bring back into market data
- Number of tiers is unlimited
- Maintains compensation for productivity at a reasonable level

Overall Considerations

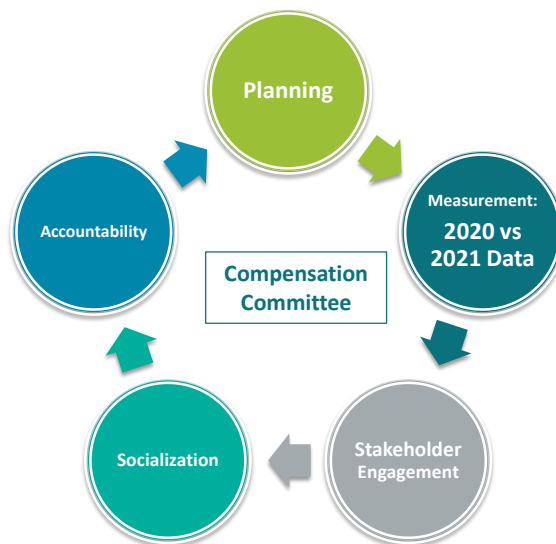
- CMS reduced the \$ per unit in order to pay for additional units created by new documentation guidelines and weight changes
 - Since no corresponding reductions in weights to offset, will result in total wRVU growth on same visit volume
 - Vast majority of providers will have higher production, but reduced per unit reimbursement
 - Will result in redistribution
 - Primary care growth from new E/M highest
 - Surgical growth from new E/M minimal

Overall Considerations Continued

- If compensation formulas pay based upon historical rates (comp per unit) and simultaneously apply the new wRVU weights the result is unsustainable compensation rates (loss)
 - Ratio of compensation to reimbursement will be unsustainable
- CMS is implementing further reductions in CY 2022
 - PFS conversion factor (CF) will be \$33.58, a \$1.31 decrease from CY 2021
 - Represents a 4% decrease

Physician Compensation Models

Many factors play into compensation design in addition to the formula, especially given changes related to COVID and work RVU weights.



Conceptual Solutions to Attention Getter #2

Profit/Investment per Physician- 2021 (2020 data)

Metric	Year	System-Affiliated	Independent
Profit/Investment per Physician	2020	-\$220,207	\$1,127
	2019	-\$278,505	\$16,603

Key Questions:
 What drove change?
 What did the driver impact?
 What does it say about compensation/production?
 Is it a one-time, pandemic related issue or ongoing?

2021 (2020 Data) Compensation

2021 AMGA Compensation and Productivity Survey (excludes Government Data)

Specialty	Clinical Compensation									System Affiliated over Independent Variance
	National			Independent			System Affiliated			
	Group Count	Participant Count	Media	Group Count	Participant Count	Media	Group Count	Participant Count	Media	
Primary Care	240	24,820	274,950	82	4,900	267,590	158	19,920	276,689	3.3%
Medical Specialties	233	38,444	330,033	77	6,146	331,023	156	32,298	330,000	-0.3%
Surgical Specialties	229	21,971	441,972	70	3,743	428,740	159	18,228	444,502	3.5%
APP's	227	33,646	120,952	78	6,519	118,905	149	27,127	121,410	2.1%

2021 (2020 Data) Productivity

**2021 AMGA Compensation and Productivity Survey
(excludes Government Data)**

Specialty	wRVUs									System Affiliated over Independent Variance
	National			Independent			System Affiliated			
	Group Count	Participant Count	Media	Group Count	Participant Count	Media	Group Count	Participant Count	Media	
Primary Care	229	20,690	4,529	74	4,226	4,926	155	16,464	4,428	-11.2%
Medical Specialties	223	31,692	4,472	70	5,675	4,800	153	26,017	4,410	-8.8%
Surgical Specialties	220	18,173	6,516	66	3,423	7,050	154	14,750	6,394	-10.3%
APPs	205	22,226	2,346	65	4,059	2,676	140	18,167	2,281	-17.3%

2021 (2020 Data) Comp/wRVU

**2021 AMGA Compensation and Productivity Survey
(excludes Government Data)**

Specialty	Compensation per wRVU Ratio									System Affiliated over Independent Variance
	National			Independent			System Affiliated			
	Group Count	Participant Count	Media	Group Count	Participant Count	Media	Group Count	Participant Count	Media	
Primary Care	229	20,690	\$60.36	74	4,226	\$57.29	155	16,464	\$61.11	6.3%
Medical Specialties	223	31,692	\$75.69	70	5,675	\$72.35	153	26,017	\$76.49	5.4%
Surgical Specialties	220	18,173	\$70.89	66	3,423	\$64.68	154	14,750	\$72.53	10.8%
APPs	205	22,226	\$51.76	65	4,059	\$45.40	140	18,167	\$53.32	14.9%

2020 (2019 Data) Compensation

2020 AMGA Compensation and Productivity Survey

Specialty	Clinical Compensation									System Affiliated over Independent Variance
	National			Independent			System Affiliated			
	Group Count	Participant Count	Median	Group Count	Participant Count	Median	Group Count	Participant Count	Median	
Primary Care	213	23,172	273,374	68	5,608	268,251	145	17,564	274,393	2.2%
Medical Specialties	210	32,595	333,792	67	5,854	333,333	143	26,741	333,853	0.2%
Surgical Specialties	205	19,298	446,380	63	3,752	447,511	142	15,546	446,237	-0.3%
Other Health Care Providers	205	28,357	120,082	67	6,274	117,788	138	22,083	120,687	2.4%

2020 (2019 Data) Productivity

2020 AMGA Compensation and Productivity Survey

Specialty	wRVUs									System Affiliated over Independent Variance
	National			Independent			System Affiliated			
	Group Count	Participant Count	Median	Group Count	Participant Count	Median	Group Count	Participant Count	Median	
Primary Care	202	19,435	5,076	62	4,967	5,465	140	14,468	4,961	-10.2%
Medical Specialties	199	27,623	5,029	61	5,359	5,659	138	22,264	4,916	-15.1%
Surgical Specialties	198	16,419	7,389	59	3,595	7,827	139	12,824	7,267	-7.7%
Other Health Care Providers	190	19,521	2,617	58	4,505	3,057	132	15,016	2,491	-22.7%

2020 (2019 Data) Comp/wRVU

2020 AMGA Compensation and Productivity Survey

Specialty	Compensation per wRVU Ratio									System Affiliated over Independent Variance
	National			Independent			System Affiliated			
	Group Count	Participant Count	Median	Group Count	Participant Count	Median	Group Count	Participant Count	Median	
Primary Care	202	19,435	\$53.48	62	4,967	\$50.76	140	14,468	\$54.14	6.2%
Medical Specialties	199	27,623	\$68.04	61	5,359	\$62.58	138	22,264	\$69.30	9.7%
Surgical Specialties	198	16,419	\$63.89	59	3,595	\$59.66	139	12,824	\$65.06	8.3%
Other Health Care Providers	190	19,521	\$45.70	58	4,505	\$39.06	132	15,016	\$47.91	18.5%

Why Is There A Performance Gap?

- Roll-up groups
- Frenetic acquisition activity
- Diverse group (past competitors...fierce)
- System vs. hospital vs. group culture
- Calling card has been compensation...both parties push it
- Multiple or new EHRs
- Strategy vs. operations stage

How To Close Performance Gap?



Questions?



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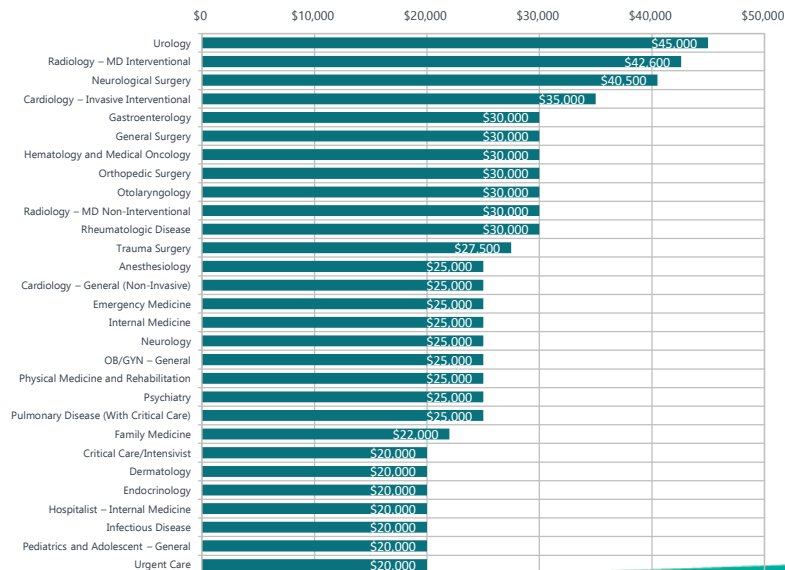
Appendix

2021 Survey Methodology

How the data is reported:

- All provider data is reported at 1.0 clinical FTE
 - Part-time provider compensation and productivity data is adjusted up
 - Example: if a physician's total clinical comp is \$150,000 and the physician is reported as 0.75 clinical, the value used in the compensation range would be \$200,000 ($\$150,000 / 0.75$)
- Compensation to productivity ratios are determined at the provider level and then the range of individual provider data is used to determine means and percentiles
 - Productivity is not required
 - In other words, median comp divided by median wRVU does not equal median comp per wRVU

2021 Median Sign-on Bonus Excluded from reported compensation





Sign-on Bonus

Yearly Over Year Comparison

Specialty Type	2020 Average	2020 Median	2021 Average	2021 Median
Primary Care	\$30,603	\$21,000	\$42,060	\$25,000
Medical Specialties	\$27,386	\$15,000	\$32,082	\$25,000
Surgical Specialties	\$39,200	25,000	\$40,843	\$30,000
Radiology/Anesthesiology/Pathology	\$31,544	\$25,000	\$37,498	\$25,000
Other Health Care Providers	\$9,698	\$7,500	\$8,096	\$5,000

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63

2021 Relocation Bonus

Excluded from reported compensation



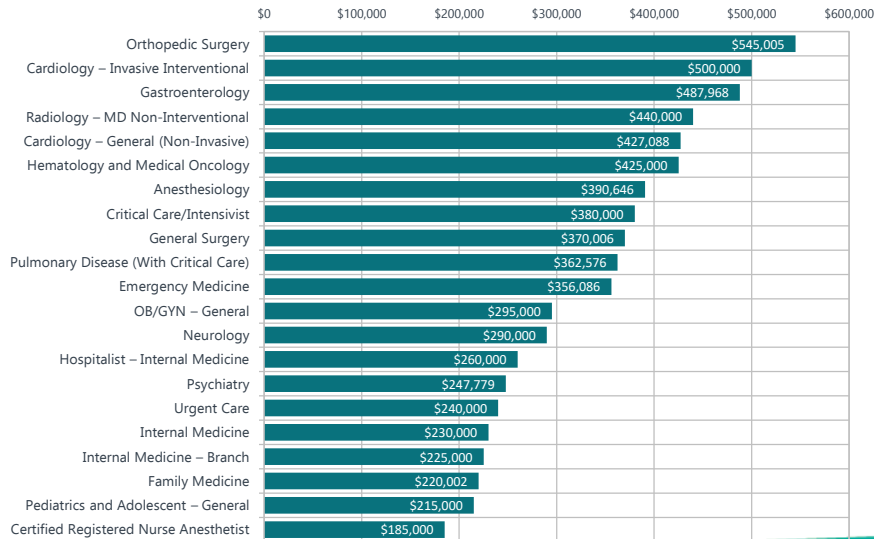
Specialty Type	Average	25 th Percentile	Median	75 th Percentile
Primary Care	\$13,043	\$7,500	\$10,000	\$13,586
Medical Specialties	\$13,548	\$7,500	\$10,000	\$15,000
Surgical Specialties	\$11,350	\$9,000	\$10,000	\$15,000
Radiology/Anesthesiology/Pathology	\$11,607	\$9,035	\$10,000	\$15,000
Other Health Care Providers	\$7,951	\$2,861	\$5,274	\$10,000

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64

2021 Median Starting Salary

Includes All Providers (Experienced and New)

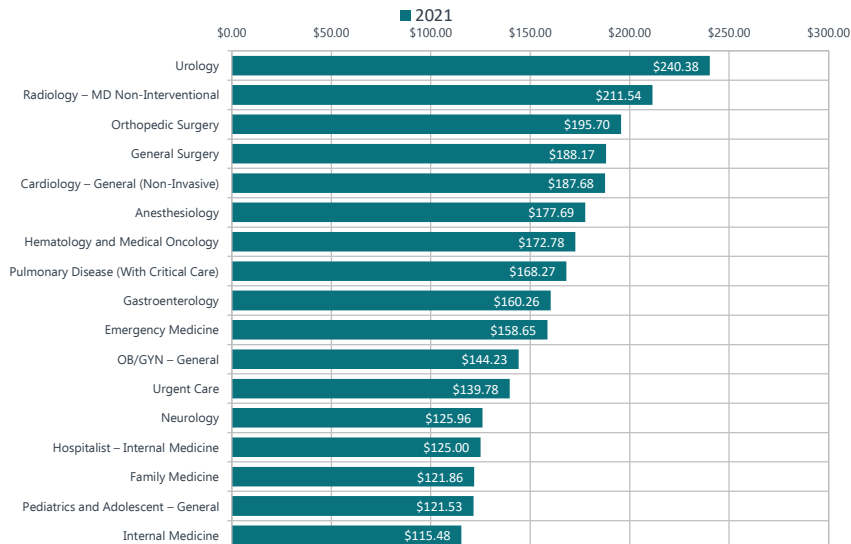


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65

2021 Medical Directorships

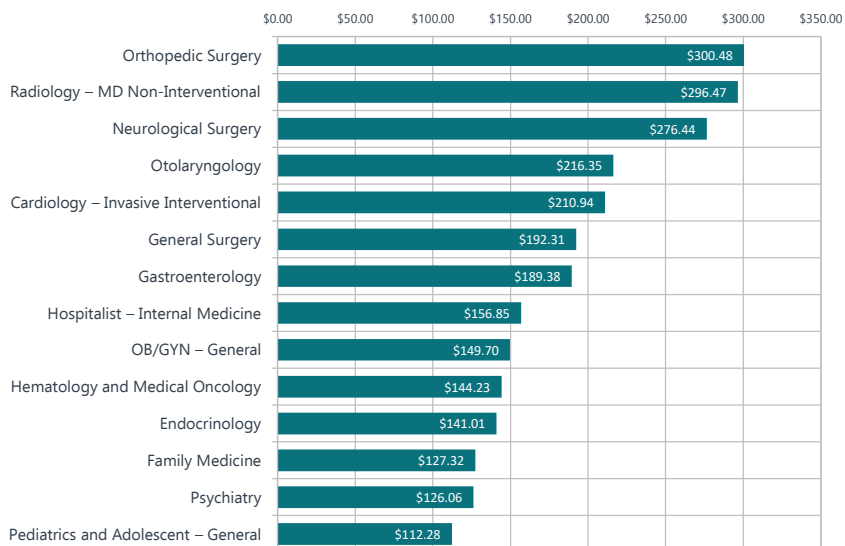
Median Hourly Rate



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66

2021 Department Chair Median Hourly Rate



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67

Case Study Results

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68

Case Study Results

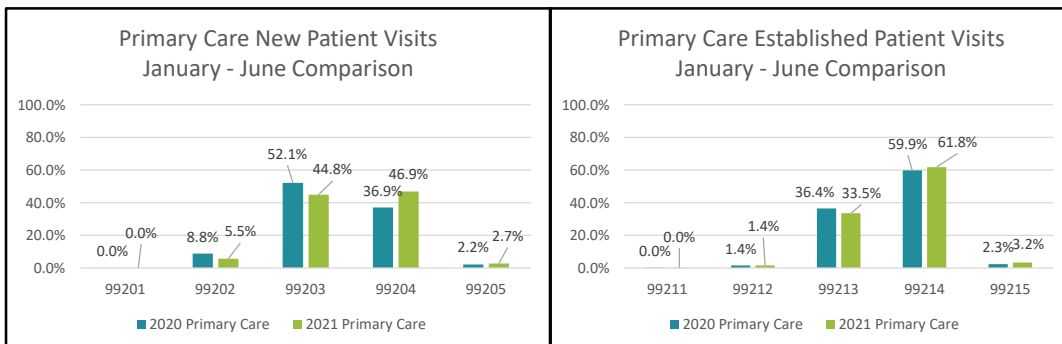
- Large system affiliated multi-specialty provider group located in the Midwest
- 1,400+ providers
- Reviewed 12 months of data (CY2020) and applied the 2021 changes

Projected Impact

- 7.2% increase in wRVUs
- 2.5% increase in reimbursement overall
 - 4% increase in traditional Medicare
- If additional wRVUs are paid at current rates revenue will not support the increased compensation expense

Case Study Results Continued

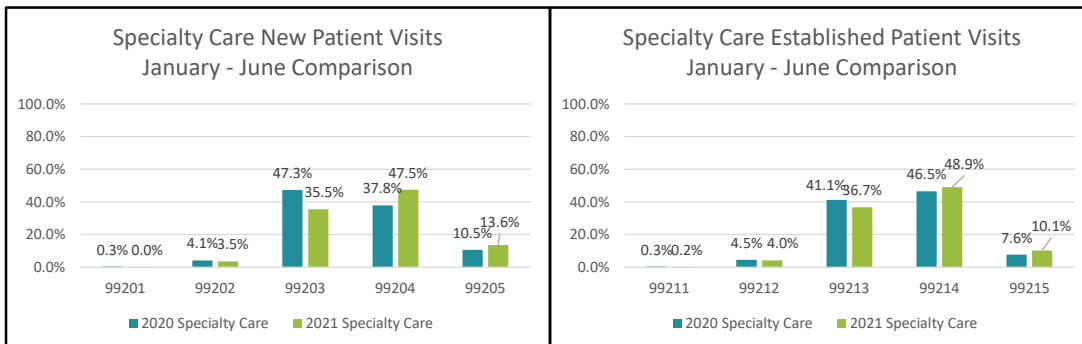
- Primary care experienced a 27% increase in volume in terms of their respective E/M Code wRVUS
- Level 4 and 5 visits increased, level 2 and 3 decreased



Case Study Results Continued



- Specialty care experienced a 24% increase in volume in terms of their respective E/M Code wRVUS
- Level 4 and 5 visits increased, level 2 and 3 decreased



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