2018 State of Hospital Medicine Report

2018 Report Based on 2017 Data
Society of Hospital Medicine (SHM) Practice Analysis Committee

Andrew White, MD, FACP, SFHM
Committee Chair
Seattle, WA

Jeremiah Anders, MD, SFHM
Peoria, IL

Debra Leigh Anoff, MD, FHM
Aurora, CO

Johnbuck Creamer, MD, SFHM
Cleveland, OH

Leslie A. Flores, MHA, SFHM
La Quinta, CA

Rachel George, MD, MBA, SFHM
Chicago, IL

Bryan J. Huang, MD, FHM
San Diego, CA

Linda Kurian, MD, FACP
Garden City, NY

Malik Merchant, MD, FHM
Round Rock, TX

Kiran Narreddy, MD, FACP, FHM
Eugene, OR

Elizabeth H. Papetti, MBA
Atlanta, GA

Carolyn A. Sites, DO, FHM
Portland, OR

Shayne Small, MD
Indianapolis, IN

Tierza Stephan, MD, SFHM
Minneapolis, MN

Amanda Trask, FACHE, MBA, MHA, SFHM
Englewood, CO

Khuong Vuong, MD, FHM
Woodbury, MN

Jerome Siy, MD, SFHM
Board Liaison 2017–2019
St. Paul, MN

Committee Staff and Editors,
SHM 2018 State of Hospital Medicine Report

Patrick Vulgamore | MPH, Director of Practice Management & Governance
Jordan Williams | IT Support Technician
Kimberly Schonberger | Senior Marketing Manager
Cornelia Bradwell | Senior Graphic Designer

©2018 Society of Hospital Medicine. All rights reserved.

The Society of Hospital Medicine owns all copyrights worldwide in this publication. MGMA-ACMPE owns the copyrights for data presented in Section Six of this publication, which have been presented with permission. No part of this publication may be reproduced, republished, distributed, transmitted, displayed publicly, modified or stored in any retrieval system, in any form or by any means, graphic, electronic, or mechanical, by photocopying, scanning, recording or otherwise, without the prior written permission of the Society of Hospital Medicine.

Please contact the Society of Hospital Medicine’s Practice Management Department at survey@hospitalmedicine.org or 800-843-3360 for further information.

Requests for permission should be directed to survey@hospitalmedicine.org.

Society of Hospital Medicine • 1500 Spring Garden Street, Suite 501 • Philadelphia, PA 19130
# Table of Contents

**Introduction** ........................................................................................................... 13

**Survey Process** ................................................................................................. 14

**How to Use This Report** .................................................................................. 16

**Statistical Interpretation – A User’s Guide** ...................................................... 17

**Section One: Summary of Key Findings** ......................................................... 21
  - HMG Demographics ...................................................................................... 23
  - Scope of Clinical Services ............................................................................. 26
  - Staffing ............................................................................................................ 27
  - Scheduling ...................................................................................................... 29
  - Hospitalist Compensation Models and Benefits ....................................... 32
  - E/M Code Distribution .................................................................................... 35
  - Academic HMGs ............................................................................................ 36
  - HMG Finances ................................................................................................ 36
  - MGMA Hospitalist Compensation and Production Data .......................... 37

**Section Two: Hospital Medicine Group Profile** .............................................. 41
  - Responses Received ........................................................................................ 42
  - Sites/Total FTE Physicians, by State and Region ........................................ 42
  - Ownership/Employment Model .................................................................... 44
  - Types of Patients Seen ..................................................................................... 45
  - Number of Hospitals Served .......................................................................... 45
  - Hospitalist Group Academic Status .............................................................. 46
  - Primary Hospital GME Status ....................................................................... 46
  - HMG Teaching Responsibilities ..................................................................... 46
  - Proportion of Hospital Population Served by Hospitalists ......................... 47
  - Ratio of Total Dedicated Physician Leadership FTE Allocation to FTE Hospitalist ................................................................. 48

**Section Three: Hospital Medicine Groups Serving Adults Only** .................. 49
  - Things You Need to Know About Section Three .......................................... 50
  - Scope of Clinical Services .............................................................................. 51
    - Services Routinely Provided ........................................................................ 51
    - Hospitalist Co-Management Roles in Surgical and Medical Sub-Specialties ........................................................................ 54
## Staffing

- Presence of Specialty Trained Physicians ................................................................. 58
- Presence of and Billing for Nurse Practitioners/Physician Assistants ....................... 60
- FTE Staff per Group .................................................................................................... 62
- Support Staffing Ratios per FTE Physician ............................................................... 65
- HMG Turnover, by Type of Clinician ........................................................................ 67
- HMG Policy for Allowing Hospitalists to Moonlight ................................................. 69
- Total Number of Physician Leaders ............................................................................. 71
- Total Dedicated Physician Leadership FTE Allocation (All Leaders) ......................... 73
- Highest-Ranked Physician Leader – Portion of FTE Dedicated to Leadership Duty .... 74
- Percent Compensation Premium for Highest-Ranked Physician Leader .................. 76
- Sources of New Physicians Joining HMGs ................................................................. 78
- Staffing Back-up System ............................................................................................... 80
- Compensation for Back-up Coverage ........................................................................... 82

## Scheduling

- Duration of Scheduled Day Shifts .............................................................................. 84
- Duration of Scheduled Evening/Swing Shifts .............................................................. 85
- Duration of Scheduled Night Shifts ............................................................................ 86
- Annual Number of Shifts or Work Periods per FTE Physician ................................. 87
- Unfilled Hospitalist Physician Positions ..................................................................... 88
- Coverage of Unfilled Hospitalist Physician Positions .............................................. 90
- Predominant Scheduling Pattern ............................................................................. 92
- Predominant Night Coverage Model ......................................................................... 94
- Presence of In-House First Responder at Night ....................................................... 96
- Presence of Nocturnists ............................................................................................... 97
- Nocturnist Differentials ............................................................................................. 99
- Schedule Differential of Nocturnists vs. Non-Nocturnists ....................................... 101
- Compensation Differential of Nocturnists vs. Non-Nocturnists ............................... 103
- Presence of Dedicated Daytime Admitters, by Group Size ..................................... 104
- Utilization of at Least Some Unit-Based Assignments ........................................... 106

## Hospitalist Compensation Models and Benefits

- Components of Hospitalist Compensation ............................................................... 108
- Use of Differential Compensation Based on Years of Service ............................... 110
- Annual Value of Employee Benefits per FTE Physician ........................................ 112
- CME Dollars Alotted per Year per Hospitalist ......................................................... 113
- Number of Hours of Annual Paid Time Off .............................................................. 114
- Performance Incentive Measures .............................................................................. 115
E/M Code Distribution ......................................................................................................................... 119
Types of Patients by Status at Discharge, Inpatient vs. Observation CPT Codes ....................... 119
Distribution of Inpatient Discharge CPT Codes ................................................................. 120
Distribution of Inpatient Admission CPT Codes ............................................................. 121
Distribution of Subsequent Inpatient CPT Care Codes ......................................................... 123
Distribution of Advance Care Planning Codes ........................................................................ 124
Ratio of Prolonged Service CPT Codes to All Other E/M Codes ........................................... 125
Responsibility for Selecting CPT Codes .................................................................................. 126

Academic HMGs ......................................................................................................................... 127
Total Amount of Financial Support for Non-Clinical Work in Academic HMGs..................... 127
Distribution of Work in Academic HMGs ............................................................................... 128

HMG Finances ............................................................................................................................. 129
Amount of Financial Support per FTE Employed Physician .................................................. 129
Amount of Financial Support per FTE Provider (Including NPs, PAs and Locum Tenens) ... 131
Amount of Financial Support per wRVU ................................................................................. 133

Section Four: Hospital Medicine Groups Serving Children Only ............................................ 135
Things You Need to Know About Section Four .......................................................................... 136

Scope of Clinical Services ......................................................................................................... 137
Services Routinely Provided .................................................................................................... 137
Hospitalist Co-Management Roles in Surgical and Medical Sub-Specialties ......................... 139

Staffing ........................................................................................................................................ 142
Presence of Specialty Trained Physicians ................................................................................ 142
Presence of and Billing for Nurse Practitioners/Physician Assistants ..................................... 143
FTE Staff per Group ................................................................................................................ 144
Support Staffing Ratios per FTE Physician ......................................................................... 146
HMG Turnover by Type of Clinician ...................................................................................... 146
HMG Policy for Allowing Hospitalists to Moonlight .............................................................. 146
Total Number of Physician Leaders ...................................................................................... 147
Total Dedicated Physician Leadership FTE Allocation (All Leaders) .................................... 147
Highest-Ranked Physician Leader - Portion of FTE Dedicated to Leadership Duty ............. 147
Percent Compensation Premium for Highest-Ranked Physician Leader ................................ 147
Sources of New Physicians Joining HMGs ............................................................................ 148
Staffing Back-up System .......................................................................................................... 149
Compensation for Back-up Coverage .................................................................................... 149

Scheduling ................................................................................................................................. 150
Duration of Scheduled Day Shifts ............................................................................................ 150
Duration of Scheduled Evening/Swing Shifts ......................................................................... 150
Section Five: Hospital Medicine Groups Serving Both Adults and Children .......................... 166

Things You Need to Know About Section Five ..................................................................... 166

Scope of Clinical Services ........................................................................................................ 167
  Services Routinely Provided .................................................................................................. 167
  Hospitalist Co-Management Roles in Surgical and Medical Sub-Specialties .................. 169

Staffing ................................................................................................................................... 171
  Presence of Specialty Trained Physicians ........................................................................ 171
  Presence of and Billing for Nurse Practitioners/Physician Assistants ............................ 171
  FTE Staff per Group ............................................................................................................ 173
  Support Staffing Ratios Per FTE Physician ........................................................................ 175
  HMG Turnover by Type of Clinician .................................................................................. 176
  HMG Policy for Allowing Hospitalists to Moonlight .......................................................... 176
  Total Number of Physician Leaders .................................................................................... 176
  Total Dedicated Physician Leadership FTE Allocation (All Leaders) ............................... 177
  Highest-Ranked Physician Leader - Portion of FTE Dedicated to Leadership Duty ........ 177
  Percent Compensation Premium for Highest-Ranked Physician Leader ......................... 177
  Sources of New Physicians Joining HMGs ..................................................................... 177
  Staffing Back-up System ...................................................................................................... 178
  Compensation for Back-up Coverage ................................................................................... 178

Scheduling ................................................................................................................................. 179
  Duration of Scheduled Day Shifts ...................................................................................... 179
  Duration of Scheduled Evening/Swing Shifts ................................................................... 179
  Duration of Scheduled Night Shifts .................................................................................... 180
  Annual Number of Shifts or Work Periods per FTE Physician ......................................... 180
  Unfilled Hospitalist Physician Positions .......................................................................... 181
  Coverage of Unfilled Hospitalist Physician Positions ....................................................... 181
  Predominant Scheduling Pattern ...................................................................................... 182
  Predominant Night Coverage Model .................................................................................. 182
  Presence of In-House First Responder at Night ................................................................. 183
  Presence of Nocturnist ......................................................................................................... 183
  Nocturnist Differentials ........................................................................................................ 183
  Schedule Differential of Nocturnists vs. Non-Nocturnists ................................................ 183
  Compensation Differential of Nocturnists vs. Non-Nocturnists ....................................... 184
  Presence of Dedicated Daytime Admitters ...................................................................... 184
  Utilization of at Least Some Unit-Based Assignments ....................................................... 185
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitalist Compensation and Benefits</td>
<td>185</td>
</tr>
<tr>
<td>Components of Hospitalist Compensation</td>
<td>185</td>
</tr>
<tr>
<td>Use of Differential Compensation Based on Years of Service</td>
<td>186</td>
</tr>
<tr>
<td>Annual Value of Employee Benefits per FTE Physician</td>
<td>186</td>
</tr>
<tr>
<td>CME Dollars Allotted per Year per Hospitalist</td>
<td>186</td>
</tr>
<tr>
<td>Number of Hours of Annual Paid Time Off</td>
<td>186</td>
</tr>
<tr>
<td>Performance Incentive Measures</td>
<td>187</td>
</tr>
<tr>
<td>E/M Code Distribution</td>
<td>188</td>
</tr>
<tr>
<td>Types of Patients by Status at Discharge, Inpatient vs. Observation CPT Codes</td>
<td>188</td>
</tr>
<tr>
<td>Distribution of Inpatient Discharge CPT Codes</td>
<td>188</td>
</tr>
<tr>
<td>Distribution of Inpatient Admission CPT Codes</td>
<td>189</td>
</tr>
<tr>
<td>Distribution of Subsequent Inpatient CPT Care Codes</td>
<td>189</td>
</tr>
<tr>
<td>Distribution of Advance Care Planning Codes</td>
<td>189</td>
</tr>
<tr>
<td>Ratio of Prolonged Service CPT Codes to All Other E/M Codes</td>
<td>189</td>
</tr>
<tr>
<td>Responsibility for Selecting CPT Codes</td>
<td>189</td>
</tr>
<tr>
<td>Academic HMGs</td>
<td>190</td>
</tr>
<tr>
<td>Total Amount of Financial Support for Non-Clinical Work in Academic HMGs</td>
<td>190</td>
</tr>
<tr>
<td>Distribution of Work in Academic HMGs</td>
<td>190</td>
</tr>
<tr>
<td>HMG Finances</td>
<td>190</td>
</tr>
<tr>
<td>Amount of Financial Support per FTE Employed Physician</td>
<td>190</td>
</tr>
<tr>
<td>Amount of Financial Support per FTE Provider (Including NPs, PAs and Locum Tenens)</td>
<td>190</td>
</tr>
<tr>
<td>Amount of Financial Support per wRVU</td>
<td>190</td>
</tr>
<tr>
<td>Section Six: Hospitalist Compensation and Production</td>
<td>191</td>
</tr>
<tr>
<td>Things You Need to Know About Section Six</td>
<td>192</td>
</tr>
<tr>
<td>Non-Academic Hospitalists</td>
<td>193</td>
</tr>
<tr>
<td>Hospitalists Serving Adults Only</td>
<td>193</td>
</tr>
<tr>
<td>Internal and Family Medicine</td>
<td>193</td>
</tr>
<tr>
<td>Physician Compensation</td>
<td>193</td>
</tr>
<tr>
<td>Physician Retirement Benefits</td>
<td>194</td>
</tr>
<tr>
<td>Collections for Professional Charges (TC/NPP Excluded)</td>
<td>194</td>
</tr>
<tr>
<td>Physician Gross Charges (TC/NPP Excluded)</td>
<td>195</td>
</tr>
<tr>
<td>Physician Total Encounters (NPP Excluded)</td>
<td>196</td>
</tr>
<tr>
<td>Physician Work RVUs (NPP Excluded)</td>
<td>197</td>
</tr>
<tr>
<td>Physician Compensation to Total Encounters Ratio (NPP Excluded)</td>
<td>198</td>
</tr>
<tr>
<td>Physician Compensation to Physician Work RVUs Ratio (NPP Excluded)</td>
<td>199</td>
</tr>
<tr>
<td>Section</td>
<td>Page</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Collections for Professional Charges to Total Encounters Ratio (NPP Excluded)</td>
<td>200</td>
</tr>
<tr>
<td>Collections for Professional Charges to Physician Work RVUs Ratio (TC/NPP Excluded)</td>
<td>201</td>
</tr>
<tr>
<td>Physician Work RVUs to Total Encounters Ratio (NPP Excluded)</td>
<td>202</td>
</tr>
<tr>
<td><strong>Family Medicine</strong></td>
<td>203</td>
</tr>
<tr>
<td>Physician Compensation</td>
<td>203</td>
</tr>
<tr>
<td>Physician Retirement Benefits</td>
<td>204</td>
</tr>
<tr>
<td>Collections for Professional Charges (TC/NPP Excluded)</td>
<td>205</td>
</tr>
<tr>
<td>Physician Gross Charges (TC/NPP Excluded)</td>
<td>205</td>
</tr>
<tr>
<td>Physician Total Encounters (NPP Excluded)</td>
<td>206</td>
</tr>
<tr>
<td>Physician Work RVUs (NPP Excluded)</td>
<td>206</td>
</tr>
<tr>
<td>Physician Compensation to Total Encounters Ratio (NPP Excluded)</td>
<td>207</td>
</tr>
<tr>
<td>Physician Compensation to Physician Work RVUs Ratio (NPP Excluded)</td>
<td>207</td>
</tr>
<tr>
<td>Collections for Professional Charges to Total Encounters Ratio (NPP Excluded)</td>
<td>208</td>
</tr>
<tr>
<td>Collections for Professional Charges to Physician Work RVUs Ratio (TC/NPP Excluded)</td>
<td>209</td>
</tr>
<tr>
<td>Physician Work RVUs to Total Encounters Ratio (NPP Excluded)</td>
<td>209</td>
</tr>
<tr>
<td><strong>Internal Medicine</strong></td>
<td>209</td>
</tr>
<tr>
<td>Physician Compensation</td>
<td>210</td>
</tr>
<tr>
<td>Physician Retirement Benefits</td>
<td>211</td>
</tr>
<tr>
<td>Collections for Professional Charges (TC/NPP Excluded)</td>
<td>211</td>
</tr>
<tr>
<td>Physician Gross Charges (TC/NPP Excluded)</td>
<td>212</td>
</tr>
<tr>
<td>Physician Total Encounters (NPP Excluded)</td>
<td>213</td>
</tr>
<tr>
<td>Physician Work RVUs (NPP Excluded)</td>
<td>214</td>
</tr>
<tr>
<td>Physician Compensation to Total Encounters Ratio (NPP Excluded)</td>
<td>215</td>
</tr>
<tr>
<td>Physician Compensation to Physician Work RVUs Ratio (NPP Excluded)</td>
<td>216</td>
</tr>
<tr>
<td>Collections for Professional Charges to Total Encounters Ratio (NPP Excluded)</td>
<td>217</td>
</tr>
<tr>
<td>Collections for Professional Charges to Physician Work RVUs Ratio (TC/NPP Excluded)</td>
<td>218</td>
</tr>
<tr>
<td>Physician Work RVUs to Total Encounters Ratio (NPP Excluded)</td>
<td>219</td>
</tr>
<tr>
<td><strong>Pediatrics Medicine</strong></td>
<td>220</td>
</tr>
<tr>
<td>Physician Compensation</td>
<td>220</td>
</tr>
<tr>
<td>Physician Retirement Benefits</td>
<td>221</td>
</tr>
<tr>
<td>Collections for Professional Charges (TC/NPP Excluded)</td>
<td>221</td>
</tr>
<tr>
<td>Physician Gross Charges (TC/NPP Excluded)</td>
<td>222</td>
</tr>
<tr>
<td>Physician Total Encounters (NPP Excluded)</td>
<td>223</td>
</tr>
<tr>
<td>Physician Work RVUs (NPP Excluded)</td>
<td>224</td>
</tr>
<tr>
<td>Physician Compensation to Total Encounters Ratio (NPP Excluded)</td>
<td>225</td>
</tr>
</tbody>
</table>
Physician Compensation to Physician Work RVUs Ratio (NPP Excluded)..........................226
Collections for Professional Charges to Total Encounters Ratio (NPP Excluded).............227
Collections for Professional Charges to Physician Work RVUs Ratio (TC/NPP Excluded)..............................................................................................................228
Physician Work RVUs to Total Encounters Ratio (NPP Excluded).................................228

Internal Medicine - Pediatric .................................................................................................229
Physician Compensation........................................................................................................229
Physician Retirement Benefits..............................................................................................230
Collections for Professional Charges (TC/NPP Excluded)..................................................230
Physician Gross Charges (TC/NPP Excluded)......................................................................230
Physician Total Encounters (NPP Excluded)........................................................................230
Physician Work RVUs (NPP Excluded)................................................................................230
Physician Compensation to Total Encounters Ratio (NPP Excluded).................................231
Physician Compensation to Physician Work RVUs Ratio (NPP Excluded).........................231
Collections for Professional Charges to Total Encounters Ratio (NPP Excluded)..............231
Collections for Professional Charges to Physician Work RVUs Ratio (TC/NPP Excluded)..............................................................................................................231
Physician Work RVUs to Total Encounters Ratio (NPP Excluded).................................231

Nurse Practitioner and Physician Assistants........................................................................231
Provider Compensation........................................................................................................231
Provider Retirement Benefits..............................................................................................232
Collections for Professional Charges (TC Excluded)............................................................233
Median Provider Gross Charges (TC Excluded), by Year.....................................................233
Provider Total Encounters.....................................................................................................234
Provider Work RVUs............................................................................................................235
Provider Compensation to Total Encounters Ratio..............................................................236
Provider Compensation to Provider Work RVUs Ratio.......................................................237
Collections for Professional Charges to Total Encounters Ratio (TC Excluded)...............238
Collections for Professional Charges to Provider Work RVUs Ratio (TC Excluded)........238
Provider Work RVUs to Total Encounters Ratio................................................................238

Academic Faculty.................................................................................................................239
Academic Internal Medicine................................................................................................239
Median Compensation for Academic Faculty........................................................................239
Collections for Professional Charges (TC/NPP Excluded) for Academic Faculty, Standardized to 100% Billable Clinical Activity.......................................................240
Gross Charges (TC/NPP Excluded) for Academic Faculty, Standardized to 100% Billable Clinical Activity.............................................
Total Encounters (NPP Excluded) for Academic Faculty, Standardized to 100%  
Billable Clinical Activity ................................................................................................................ 242
Work RVUs (NPP Excluded) for Academic Faculty, Standardized to 100%  
Billable Clinical Activity ................................................................................................................ 243
Compensation to Total Encounters Ratio (NPP Excluded) for Academic Faculty .................. 244
Compensation to Work RVUs Ratio (NPP Excluded) for Academic Faculty ......................... 244
Collections to Total Encounters Ratio (TC/NPP Excluded) for Academic Faculty .......... 245
Collections to Work RVUs Ratio (TC/NPP Excluded) for Academic Faculty .................... 245
Work RVUs to Total Encounters Ratio (NPP Excluded) for Academic Faculty .................. 246

Pediatric Faculty .................................................................................................................................... 246
Compensation for Academic Faculty .............................................................................................. 246
Collections for Professional Charges (TC/NPP Excluded) for Academic Faculty,  
Standardized to 100% Billable Clinical Activity ........................................................................ 247
Gross Charges (TC/NPP Excluded) for Academic Faculty, Standardized to 100% Billable  
Clinical Activity .................................................................................................................................. 248
Total Encounters (NPP Excluded) for Academic Faculty, Standardized to 100% Billable  
Clinical Activity .................................................................................................................................. 249
Work RVUs (NPP Excluded) for Academic Faculty, Standardized to 100%  
Billable Clinical Activity ................................................................................................................ 249
Compensation to Total Encounters Ratio (NPP Excluded) for Academic Faculty .................. 249
Compensation to Work RVUs Ratio (NPP Excluded) for Academic Faculty ......................... 250
Collections to Total Encounters Ratio (TC/NPP Excluded) for Academic Faculty .......... 251
Collections to Work RVUs Ratio (TC/NPP Excluded) for Academic Faculty .................... 251
Work RVUs to Total Encounters Ratio (NPP Excluded) for Academic Faculty .................. 251

Appendix A: Glossary ...............................................................................................................................254
Appendix B: Analysis Methodology and Formulas ..............................................................................258
Appendix C: 2018 State of Hospital Medicine Survey Instrument and Guide ........................ 261
Section One

Summary of Key Findings
Summary of Key Findings

The 2018 State of Hospital Medicine (SoHM) Report includes information obtained by the Society of Hospital Medicine in its 2018 State of Hospital Medicine Survey, as well as compensation and productivity survey data for both academic and non-academic hospital medicine groups (HMGs) licensed to SHM by MGMA. Section One summarizes key information from the subsequent five sections.

Table 1.1 | Number of Respondents, by Year and Report

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2016</th>
<th></th>
<th>2018</th>
<th>2016</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SHM's SoHM</td>
<td>MGMA's Phys Survey</td>
<td>MGMA Academic Survey</td>
<td>SHM's SoHM</td>
<td>MGMA's Phys Survey</td>
<td>MGMA Academic Survey</td>
</tr>
<tr>
<td>Reporting Period</td>
<td>FY 17</td>
<td>FY 17</td>
<td>FY 17</td>
<td>FY 15</td>
<td>FY 15</td>
<td>FY 15</td>
</tr>
<tr>
<td>Number of Grps Reporting</td>
<td>569</td>
<td>537</td>
<td>66</td>
<td>595</td>
<td>240</td>
<td>30</td>
</tr>
<tr>
<td>Number of Full-Time Providers</td>
<td>8,889</td>
<td>5,902</td>
<td>965</td>
<td>8,614</td>
<td>4,067</td>
<td>481</td>
</tr>
</tbody>
</table>

Key findings from both the SoHM Report and the MGMA Compensation survey are summarized on the following pages, and detailed tables for all of these variables are provided in subsequent sections of this Report. On the following page is a summary of the demographics of the SoHM Survey respondents.
**Key Finding for 1.3**

- In order to facilitate management company participation and obtain a more representative snapshot of hospital medicine as a whole, some large multistate hospitalist management companies were allowed to provide data for a representative sample of their group. While this decreased the total “n” of respondents as compared to the 2016 *State of Hospital Medicine (SoHM)* Report, we believe it to be a more accurate analysis of hospital medicine operations.