



2017 SURVEY SUITE

Strengthening Total Compensation
Solutions through Data-Driven
Intelligence and Insights





Gaining access to the right data is paramount. SullivanCotter's proprietary survey data provides the intelligence and insights you will need to confidently navigate the compensation journey and make highly informed decisions.

INDUSTRY-LEADING BENCHMARKING DATA AND ANALYSES FOR HEALTH CARE AND BEYOND

For 25 years, SullivanCotter has provided the most comprehensive total compensation data, analyses and reporting to a wide variety of organizations, including for-profit and not-for-profit health care, higher education, public charities, associations and foundations. Our market-leading surveys equip organizations with the data-driven intelligence and insights they need to stay ahead of the changing marketplace. This allows organizations to confidently develop total compensation strategies that attract, manage and retain top talent while satisfying regulatory requirements that continue to evolve.

WHY INDUSTRY-LEADING ORGANIZATIONS DEPEND ON SULLIVANCOTTER SURVEYS

VALUABLE INSIGHTS: Our deep industry knowledge and consulting experience informs our surveys, focusing data collection to reveal emerging market issues.

EXPERIENCE: We have been collecting data for 25 years, so our surveys reflect strong longitudinal history. All surveys are conducted by a dedicated team of highly experienced and qualified compensation research experts and consultants.



SUPERIOR DATA: Proprietary data collection, cleaning, analysis and reporting methodologies ensure benchmarking data of the highest quality and integrity.

FULL-SERVICE: Our support doesn't stop with our data. SullivanCotter offers organizations a wide array of services to help you interpret the data and put it to work for your organization.

SURVEY PARTICIPATION HAS ITS PRIVILEGES

- ✓ **NEW:** Custom **audit reports** comparing your current and prior year submissions
- ✓ **Exclusive webinars** with insights from our consultants
- ✓ Substantial **discounts on standard report prices**
- ✓ **Additional discounts** for continued participation
- ✓ **Early access** to electronic survey data tables
- ✓ Ability to order **custom peer group reports** for your specific needs
- ✓ **Easy-to-access** reports in both printed and PDF format

PARTICIPATION IS EASY

Your time is valuable, which is why we've designed our survey systems to minimize your effort. We collect data through our secure online portals, which **prepopulate** your prior year data whenever possible. In addition, your data will be **automatically transferred** to other SullivanCotter surveys on your behalf, providing you with the **participant benefits** of multiple surveys without any additional effort. With streamlined navigation and an improved process for submitting your compensation data, participating in our surveys is now easier than ever before.

Additional Support and Benefits

- **NEW:** Submitting your compensation data is now as **simple as uploading an Excel file**
 - **Dedicated participant support team** and **subject-matter experts** on hand to assist with any questions
 - **Input on preferred topics** for future surveys
 - **Access to pulse survey results** covering hot topics
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Executive Surveys

Manager and Executive Compensation in Hospitals and Health Systems Survey

Provides critical benchmarking data on executive and management compensation trends and pay practices. Now in its 25th year, this survey is the largest of its kind for hospitals and health systems nationwide.

SURVEY HIGHLIGHTS

- Base salary, total cash compensation and total direct compensation
- Short-term and long-term incentive plan design, including performance measures, eligibility and target, maximum opportunity and actual awards paid
- National compensation data reported by organization type and size
- Compensation data organized by regional and subregional breakouts for hospitals

Special Note

- **Complimentary custom** reports for children's hospitals, academic and major teaching hospitals, and health system participants
- Participants of this survey will also receive a complimentary copy of the **Benefits Practices in Hospitals and Health Systems Survey Report** if all three sections of that survey are completed (executive, provider and general staff benefits)

PARTICIPANT HIGHLIGHTS

- More than **27,000** executives and managers
- Over **1,800** organizations
- Over **270** jobs reported
- Featured in **Modern Healthcare's** annual executive compensation issue

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017
Published: August 2017

REPORT PRICING

Participants: \$675
Health Care Nonparticipants: \$3,000

For-Profit Health Care Executive Compensation Survey

Offers critical information on equity-based compensation and its role in incentive plan design for executives as well as total direct compensation benchmarks that include the value of equity-based long-term incentives.

SURVEY HIGHLIGHTS

- Base salary and total cash compensation
- Equity-based long-term incentive plan types and eligibility and accounting value of grants
- Data collected on 22 top executive positions, including corporate, regional, business unit, acute care and post-acute care executive positions

Special Note

- Participants of this survey will also receive a complimentary copy of the **Benefits Practices in Hospitals and Health Systems Survey Report** if all three sections of that survey are completed (executive, provider and general staff benefits)

PARTICIPANT HIGHLIGHTS



New Survey!

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017
Published: September 2017

REPORT PRICING

Participants: Complimentary
Health Care Nonparticipants: \$4,500

Not-for-Profit Manager and Executive Compensation Survey

Focuses exclusively on compensation and benefits practices in not-for-profit organizations, including service and charitable organizations, higher education, health plans, research institutes, and trade and professional associations, among others.

SURVEY HIGHLIGHTS

- Base salary and total cash compensation
- Bonus and incentive plan prevalence and award opportunity
- Benefits prevalence and practices
- Salary planning and other compensation trends
- Data collected on over 100 senior-level management and executive-level job roles
- Data reported in multiple cuts including organization type and size

PARTICIPANT HIGHLIGHTS



New Survey!

SURVEY SCHEDULE

Participation Period: March 2017 – May 2017
Published: August 2017

REPORT PRICING

Participants: \$300
Nonparticipants: \$1,500

Executive Surveys

Physician Executive Compensation Survey

Shares detailed total cash compensation data on physicians in C-Suite, service line and other key executive roles.

SURVEY HIGHLIGHTS

- Base salary and incentives
- Data reported by organization size and revenue
- Unique source of benchmarking data on physician executives – very difficult to find elsewhere
- Data collected on multiple physician executive positions, including but not limited to:
 - + President and chief executive officer
 - + Top medical informatics executive
 - + Top clinical research executive
 - + Top clinical integration/transformation executive
 - + Chief quality officer

PARTICIPANT HIGHLIGHTS

- Nearly **500** organizations
- More than **900** physician executives
- **25** reported positions

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017

Published: September 2017

REPORT PRICING

Participants: \$500

Health Care Nonparticipants: \$3,000

Medical Group Executive Compensation Survey

Provides vital total compensation benchmarking data on key executive positions collected from both independent medical groups and those owned by health systems.

SURVEY HIGHLIGHTS

- Base salary and incentives
- Data reported by organization size based on revenue and number of physicians
- Unique source of benchmarking data on medical group executives – very difficult to find elsewhere
- Data collected on multiple medical group executive positions, including but not limited to:
 - + Multifacility medical director
 - + Chief information officer
 - + Top human resources executive
 - + Top quality and patient safety executive
 - + Chief executive/executive director (both MD and non-MD)

PARTICIPANT HIGHLIGHTS

- **81** organizations
- More than **300** medical group executives
- **11** reported positions

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017

Published: September 2017

REPORT PRICING

Participants: \$500

Health Care Nonparticipants: \$3,000

Physician and Advanced Practice Clinician Surveys

Physician Compensation and Productivity Survey

Conducted for 25 years, this survey is the largest and most comprehensive data set of its kind and provides compensation, pay practice and productivity benchmarking data for employed physicians, advanced practice clinicians (APCs) and PhD clinicians and researchers.

SURVEY HIGHLIGHTS

- Base salary and total cash compensation data, as well as cost of benefits
- Productivity data and ratios, including work RVUs, collections, patient visits and panel sizes
- Value-based compensation approaches and amounts paid
- Data for multiple position levels, from staff physicians to chairs
- National data reported by region, organization type, position level and specialty area
- Other data: sign-on bonuses, retention bonuses, relocation assistance and other perquisites

Special Note

Participants of this survey will also receive a complimentary copy of the **Benefits Practices in Hospitals and Health Systems Survey Report** if all three sections of that survey are completed (executive, provider and general staff benefits)

PARTICIPANT HIGHLIGHTS

- More than **118,500** individual physicians and APCs
- Over **480** participating hospitals, health systems and medical groups
- **220** specialties with new and emerging positions added annually

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017
Published: August 2017

REPORT PRICING

Participants: \$875
Health Care Nonparticipants: \$3,000

Medical Group Compensation and Productivity Survey

As the largest medical group compensation data set in the market, this survey offers a comprehensive look into pay practices and productivity across a wide spectrum of physician and advanced practice clinician (APC) specialties.

SURVEY HIGHLIGHTS

- Base salary and total cash compensation information for physicians and APCs, as well as compensation and productivity data on academic and faculty practices
- Productivity data and ratios, including work RVUs, collections, patient visits and panel sizes
- Insight into performance and annual incentive payments
- Total cost of benefits, including benefits as a percentage of total cash compensation
- Starting salary and bonus data for both new and experienced physicians
- Other data: sign-on bonuses, relocation assistance and APC supervisory pay
- Data reported across a number of specialty areas for multiple position levels, from staff physicians to medical directors
- National medical group data broken out by revenue, size, region and academic affiliation

PARTICIPANT HIGHLIGHTS

- More than **95,000** individual physicians and APCs
- **240** medical groups
- **170** reported physician and APC specialties

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017
Published: July 2017

REPORT PRICING

Participants: Complimentary
Health Care Nonparticipants: \$3,000

Physician On-Call Pay Survey

Now in its ninth year, this one-of-a-kind survey provides deep insight into on-call pay rates and practices. This data is virtually impossible to find elsewhere.

SURVEY HIGHLIGHTS

- On-call pay practices for both employed and nonemployed physicians
- Compensation data and pay rates, including total on-call pay expenditures
- Details on both restricted and unrestricted call coverage, as well as concurrent and excess call arrangements
- Pay rate data includes unrestricted on-call rates paid for general emergency medicine coverage, trauma coverage and rates paid by trauma centers
- Information on a number of specialties, including but not limited to the following:
 - + Cardiology
 - + General surgery
 - + Neurosurgery
 - + Orthopedic surgery
 - + Obstetrics/Gynecology
 - + Pediatric surgery
 - + Radiology
 - + Trauma surgery

PARTICIPANT HIGHLIGHTS

- More than **1,000** individual call panels
- **150** organizations
- Over **30** physician and APC specialties

SURVEY SCHEDULE

Available for participation in 2018.

REPORT PRICING

Participants: Complimentary
Health Care Nonparticipants: \$3,000

Physician and Advanced Practice Clinician Surveys

Hospital-Based Physician Compensation and Work Effort Survey

This new survey provides insight into compensation topics specific to hospital-based physicians with a focus on understanding work effort and related compensation structures.

SURVEY HIGHLIGHTS

- Clinical work effort standards
- Compensation data, including base pay levels, hourly/shift rates, shift differentials and incentive compensation
- Paid time off practices
- Specialties included in the survey:
 - + Anesthesiology
 - + General radiology
 - + Critical care/intensivist
 - + Emergency medicine
 - + Hospitalist
 - + Nocturnist
 - + Urgent care
 - + Pediatric critical care/intensivist
 - + Pediatric emergency medicine
 - + Pediatric hospitalist
 - + Pediatric urgent care
 - + Laborist
 - + Surgicalist

PARTICIPANT HIGHLIGHTS



New Survey!

SURVEY SCHEDULE

Participation Period: January 2017 – May 2017

Published: September 2017

REPORT PRICING

Participants: \$500

Health Care Nonparticipants: \$3,000

Advanced Practice Clinician Compensation and Pay Practices Survey

Offers unique insights on advanced practice clinician (APC) compensation levels, trends and pay practices.

SURVEY HIGHLIGHTS

- Base pay, total cash compensation and total cost of benefits
- Productivity data and ratios, including collections and work RVUs
- Compensation details for new APCs, including experienced hires and those directly out of school
- Pay practices, including salary grades and ranges, shift differentials and extra shifts, on-call pay, education expenses, sign-on bonuses, retention bonuses and moving allowances
- APC incentive plan design, including prevalence and performance metrics
- Data reported for nurse practitioners and physician assistants across multiple specialty areas
- Information also reported for nurse anesthetists and midwives
- Data reported both nationally and regionally by practice setting (inpatient/outpatient), locale (urban/suburban/rural) and provider type (extender/independent provider)
- Total cash compensation data for a number of APC leadership positions

PARTICIPANT HIGHLIGHTS

- Representing more than **45,000** APCs
- Data from nearly **400** organizations
- **170** specialties reported

SURVEY SCHEDULE

Participation Period: June 2017 – September 2017

Published: December 2017

REPORT PRICING

Participants: Complimentary

Health Care Nonparticipants: \$3,000

Employee Surveys

Health Care Staff Compensation Survey: Focusing on Indiana, Michigan and Ohio

Published for over 20 years, this survey provides cash compensation market data for health care staff.

SURVEY HIGHLIGHTS

- Staff compensation practices, including hourly rates and pay range minimums and maximums for administrative, nursing, professional, service and supervisory positions
- Detailed data for on-call pay practices
- Shift differentials, including weekday evening, weekday night and all weekend coverage
- Fair Labor Standards Act status for exempt and nonexempt employees
- Data reported by state with additional regional subsets for Michigan
- Market data tables at both the employee and hospital level

PARTICIPANT HIGHLIGHTS

- Nearly **170,000** employees
- Over **100** organizations in Indiana, Michigan and Ohio
- More than **250** jobs reported

Note: Participation limited to organizations in Indiana, Michigan, Ohio and Kentucky

SURVEY SCHEDULE

Participation Period: January 2017 – March 2017
Published: May 2017

REPORT PRICING

Participants: \$1,050
Health Care Nonparticipants: Not available

Endowment and Foundation Investment Staff Compensation Survey

A comprehensive look into pay levels, practices and trends among endowment and foundation staff, including detailed insight into the chief investment officer position.

SURVEY HIGHLIGHTS

- Base salary, incentive pay and retirement benefits for senior investment staff
- Base salary and total cash compensation data for other investment staff
- Detailed incentive plan design information, including performance measures, weighting of measures, incentive opportunity levels, and payout and deferral practices
- Other data: eligibility and participation as well as administration and governance of investment staff incentive plans
- Data presented nationally by organization type and by asset category
- Key endowment and foundation investment staff positions, including chief investment officer, managing director, director, manager, two levels of analyst staff and three levels of investment operations staff

PARTICIPANT HIGHLIGHTS

- Over **450** investment professionals
- Over **60** organizations
- **9** investment staff positions

SURVEY SCHEDULE

Participation Period: January 2017 – February 2017
Published: April 2017

REPORT PRICING

Participants: \$1,000
Nonparticipants: \$3,000

Multi-Level Surveys

Benefits Practices in Hospitals and Health Systems Survey

Uniquely focused on only hospitals and health systems, this survey helps organizations address challenges related to executive, provider and employee benefit programs, including optimizing benefit offerings, setting equitable contribution levels, and implementing domestic care strategies and health improvement programs.

SURVEY HIGHLIGHTS

- Detailed reporting on executive, provider and general staff benefits all in one survey
- Data covering all facets of benefits:
 - + Health care
 - + Health improvement programs
 - + Paid time off
 - + Disability
 - + Life insurance
 - + Retirement plans
- Outlines what other organizations are doing to address key issues such as cost control, population health management and domestic accounting
- Data reported nationally and regionally, as well as by plan type

Special Note

- Must complete all three sections of the survey (executive, provider and general staff) to receive the full report. Individual sections of the survey are also available for purchase.

PARTICIPANT HIGHLIGHTS

- Over **160** participating organizations

SURVEY SCHEDULE

Participation Period: January 2017 – April 2017

Published: July 2017

REPORT PRICING

Participants: \$500 per section or \$250 total if all three sections noted above are completed

Health Care Nonparticipants: \$3,500

Custom Survey Solutions and Membership Groups

If the unique needs of your organization cannot be met by readily available benchmarking data, consider a custom survey conducted by our experienced researchers and consultants – delivering the information you need on compensation, benefits, performance measurement and other critical elements to help your organization craft data-driven solutions.

SURVEY HIGHLIGHTS

- Customized and proprietary analyses that provide data on positions and topics not covered in our suite of annual surveys nor widely available in the marketplace. For example:
 - + CEO evaluations
 - + Provider compensation satisfaction
 - + Targeted and specialized compensation data
 - + Board and committee evaluations
 - + Benefit plan designs
 - + Pulse surveys on specific issues
- Offers the ability to identify and target survey participants and groups within our extensive contact database
- Survey timelines customized to meet your needs

2017 Survey Schedule and Pricing

SURVEY NAME	2017 SURVEY PARTICIPATION KEY DATES			SURVEY REPORT PRICING	
	PARTICIPATION OPENS	PARTICIPATION DEADLINE	PUBLICATION DATE	PARTICIPANTS	NONPARTICIPANTS ⁽¹⁾
Executive Surveys					
Manager and Executive Compensation in Hospitals and Health Systems Survey	January	April	August	\$675	\$3,000
For-Profit Health Care Executive Compensation Survey	January	April	September	Complimentary	\$4,500
Not-for-Profit Manager and Executive Compensation Survey	March	May	August	\$300	\$1,500
Physician Executive Compensation Survey	January	April	September	\$500	\$3,000
Medical Group Executive Compensation Survey	January	April	September	\$500	\$3,000
Physician and Advanced Practice Clinician Surveys					
Physician Compensation and Productivity Survey	January	April	August	\$875	\$3,000
Medical Group Compensation and Productivity Survey	January	April	July	Complimentary	\$3,000
Physician On-Call Pay Survey	2018	2018	2018	Complimentary	\$3,000
Hospital-Based Physician Compensation and Work Effort Survey	January	May	September	\$500	\$3,000
Advanced Practice Clinician Compensation and Pay Practices Survey	June	September	December	Complimentary	\$3,000
Employee Surveys					
Health Care Staff Compensation Survey: Focusing on Indiana, Michigan and Ohio	January	March	May	\$1,050	Not Available
Endowment and Foundation Investment Staff Compensation Survey	January	February	April	\$1,000	\$3,000
Multi-Level Survey					
Benefits Practices in Hospitals and Health Systems Survey	January	April	July	\$500 per section \$250 ⁽²⁾	\$3,500

⁽¹⁾ Organizations (law firms, consulting firms, accounting firms, etc.) are welcome to participate in surveys on behalf of their clients; however, they are not eligible to purchase the report at the participant or nonparticipant rate. Please call 888.739.7039 for pricing.

⁽²⁾ The Benefits Practices in Hospitals and Health Systems Survey Report participant price varies:
 - **\$250:** If all three sections of the survey are completed (executive, provider and general staff benefits)
 - **\$500 (per section):** If only one or two sections are completed
 - **Complimentary:** If participants complete the entire Benefits Practices in Hospitals and Health Systems Survey and either 1) the Manager and Executive Compensation in Hospitals and Health Systems Survey, 2) the For-Profit Health Care Executive Compensation Survey or 3) the Physician Compensation and Productivity Survey

Learn More
 Participate
 PURCHASE

-  www.sullivancotter.com/surveys360
-  surveys360@sullivancotter.com
-  888.739.7039

ABOUT SULLIVAN, COTTER AND ASSOCIATES, INC.

SullivanCotter is the leading independent consulting firm in the assessment and development of tailored total compensation and reward programs. For 25 years, the firm has provided executive, physician and employee compensation and governance counsel to a wide variety of not-for-profit and for-profit health care and higher education organizations, public charities, associations and foundations. A recognized leader in compensation benchmarking, trends and analyses, SullivanCotter has also developed the most widely recognized physician and health care executive compensation surveys in the United States. Building from this unparalleled data, the firm works closely with executives, boards and compensation committees to devise innovative solutions to attract and retain talent while satisfying not-for-profit missions, for-profit goals and regulatory requirements.

SullivanCotter maintains strict confidentiality regarding all survey data submissions and follows the safe harbor guidelines published by the U.S. Department of Justice and the Federal Trade Commission where applicable.