

Best Region to Be a Hospitalist

Based on data from the 2011 Today's Hospitalist Compensation & Career Survey

May 1, 2012

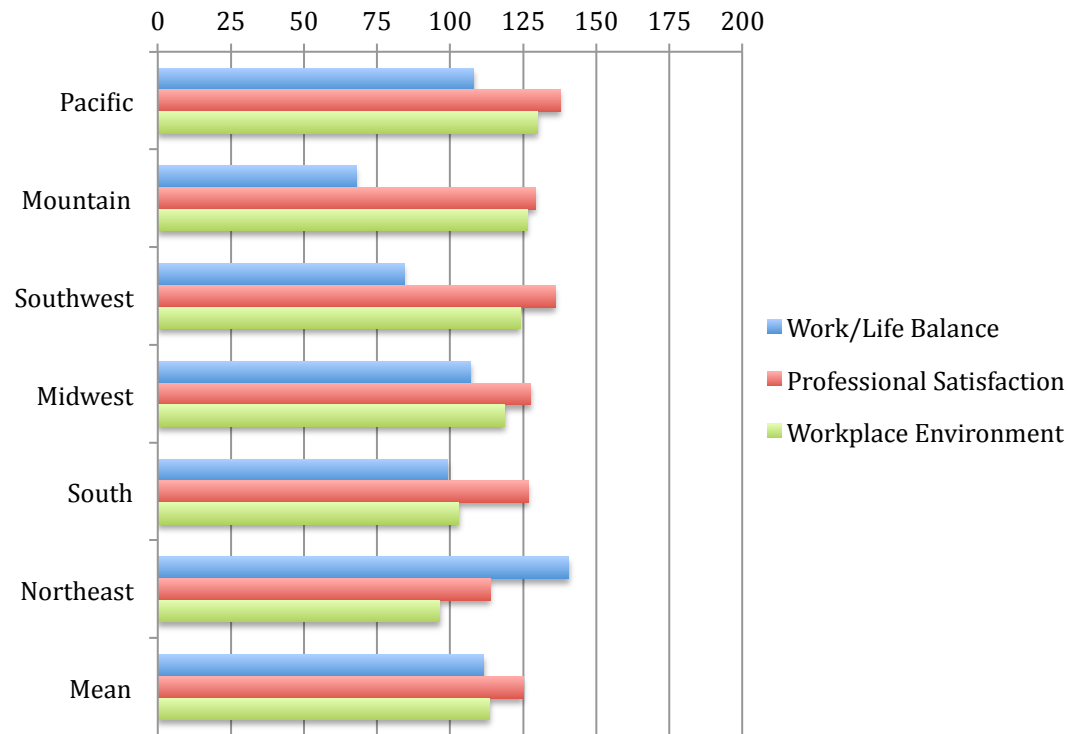
Prepared by Today's Hospitalist in coordination with Accelara Publishing Research

Today's Hospitalist
MAGAZINE

Accelara
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Overview

This analysis serves to shine a light on the features of each region that best serve hospitalists. It looks at 20 different factors ranging from pay and patient load to how much autonomy hospitalists have in how their group is managed. This is not meant to serve as a definitive guide to working conditions in each region, but rather highlight areas in which each region may be achieving high marks by hospitalists.



The above overview adjusts the total regional rating in each section to conform to a 200-point scale.

Methodology

We started by taking data from the 2011 Today's Hospitalist Compensation & Career Survey to rate each region according to three key indicators: work/life balance; professional satisfaction; and workplace environment. We selected questions from that survey that serve as measures of physician satisfaction, from number of hours worked per month to number of nights and weekend shifts worked.

The study was conducted in May of 2011 by Accelara Research and collected data from 838 hospitalist respondents.

We used top-level data from the survey to get the most accurate picture possible. In the category of hours worked per month, for example, we found that on average, hospitalists work 180 hours a month. To rank the work hours of the different regions, we measured how many hospitalists worked 200 hours or more a month. (See the yellow fields in Table 1 below.)

Table 1. Here's an example of top-level data fields utilized from the 2011 Today's Hospitalist Compensation & Career Survey.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=728	N=158	N=189	N=189	N=97	N=69	N=37
Under 120 hours/month	4.4%	6.5%	2.7%	4.4%	6.7%	4.5%	-
120 thru 139	4.5%	5.2%	3.2%	5.5%	4.4%	6.1%	-
140 thru 159	12.9%	14.3%	10.2%	13.2%	15.6%	6.1%	24.3%
160 thru 179	24.2%	32.5%	20.9%	24.2%	24.4%	21.2%	16.2%
180 thru 199	29.4%	22.7%	38.5%	28.0%	27.8%	21.2%	29.7%
200 thru 239	15.1%	13.0%	12.8%	17.6%	13.3%	24.2%	10.8%
240+	9.1%	5.8%	10.7%	7.1%	6.7%	16.7%	18.9%
Mean:	180.42	173.14	183.55	180.29	173.18	193.03	191.81

Our data show that at the extremes, 41% of hospitalists in the Southwest work more than 200 hours a month, while only 19% of hospitalists in the Northeast work those hours. (See Table 2, below.)

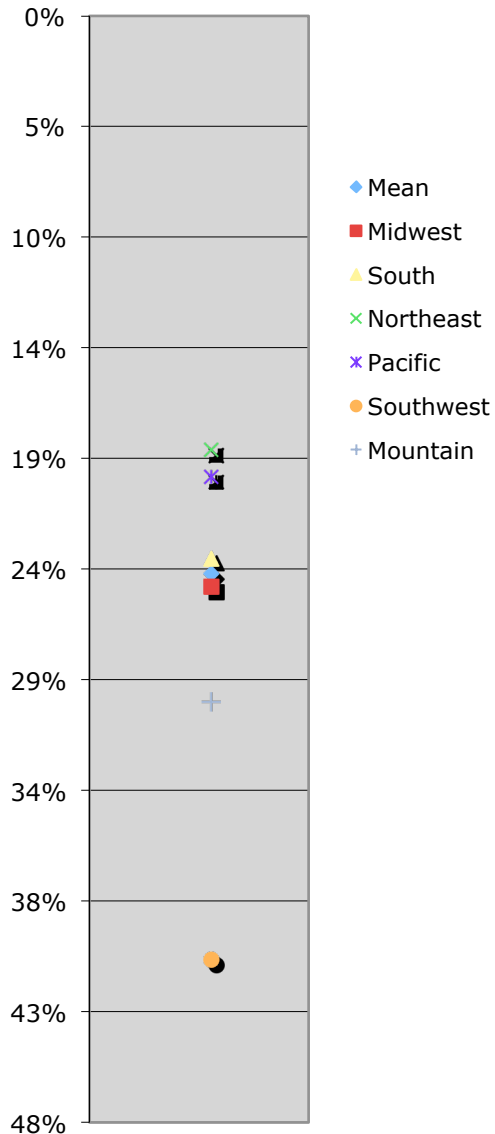
Table 2. Full-time hospitalists working 200+ hours per month.

Top data fields from responses to the 2011 Today's Hospitalist Compensation & Career Survey.

	% of hospitalists working 200+ hours/month
Northeast	19%
Pacific	20%
South	24%
Midwest	25%
Mountain	30%
Southwest	41%
Mean	24%

To compare the regions to each other, we needed to convert these percentages into a numeric ranking. To do that, we took those percentages and plotted them on a 10-point scale according to either the distribution of data or variance from the mean. (See Table 3 on the next page.) We were then able to convert those numbers into ratings, which you can see on Table 4.

Table 3. % working 200+ hours/month.
 Data is plotted on a multivariate scale to obtain an accurate judgment on the range of responses, data outliers and variance to the mean.



Look at the scale for hours worked per month (see Table 4, below), and you'll see that the Southwest received a low score (1.4) because more hospitalists in the region work 200+ hours a month (41%). The Northeast, by comparison, where only 19% of hospitalists report working 200+ hours a month, received a higher score of 6.1.

This process was important because it allowed us to give a numeric rating to the results from our survey data. This numeric rating allowed us to group responses to multiple questions into the three categories of work/life balance, professional satisfaction and workplace environment. But before we could do that, we needed to incorporate one other piece of data.

A multivariate scale is applied to the data spread to determine a rating between 0 and 10.

Table 4. The multivariate scale applied to the data spread.

	% of hospitalists working 200+ hours/month	Rating
Northeast	19%	6.10
Pacific	20%	5.86
South	24%	5.10
Midwest	25%	4.85
Mountain	30%	3.85
Southwest	41%	1.40
Mean	24%	5.00

When it comes to determining career satisfaction, not all factors are created equal. Most hospitalists probably think that patient volume, for example, is more important than the employee benefits they receive.

To identify what hospitalists think is important, we conducted a survey asking hospitalists to rank 15 different factors. On that survey, hospitalists said that how groups are managed is most important (with a weight of 2.98), and that support from nonphysicians like NPs and PAs was the least important (with a weight of 1.07). (See Table 5, below.)

Table 5. The results of our survey asking hospitalists to “weigh” factors in professional satisfaction:


	<i>Answer Options:</i>				Very important + Important	Weight
	Very important (3)	Important (2)	Slightly important (1)	Not important (0)		
How your group is managed	80.0%	19.2%	0.8%	0.0%	99.2%	2.98
Number of patient encounters	65.3%	32.2%	1.7%	0.8%	97.5%	2.93
Compensation	51.7%	43.3%	3.3%	1.7%	95.0%	2.85
Level of clinical autonomy	62.0%	33.1%	4.1%	0.8%	95.0%	2.85
Subspecialist support (cardiology, pulmonary, nephrology)	54.5%	40.5%	5.0%	0.0%	95.0%	2.85
How your hospital is managed	52.9%	42.0%	5.0%	0.0%	95.0%	2.85
Schedule flexibility	66.1%	28.1%	5.8%	0.0%	94.2%	2.83
Percent of time spent on patient care	51.2%	43.0%	5.0%	0.8%	94.2%	2.83
Number of hours worked per month	55.0%	38.3%	5.8%	0.8%	93.3%	2.80
How nights are covered	39.5%	47.1%	10.1%	3.4%	86.6%	2.60
Employee benefits (medical insurance, sick leave, pension)	37.8%	48.7%	8.4%	5.0%	86.6%	2.60
Burnout in profession	46.2%	34.5%	16.8%	2.5%	80.7%	2.42
Number of weekends worked	44.5%	34.5%	18.5%	2.5%	79.0%	2.37
Amount of vacation time allotted	30.8%	41.7%	17.5%	10.0%	72.5%	2.18
Support from clinical non-physicians (NPs, PAs)	11.0%	24.6%	33.1%	31.4%	35.6%	1.07

*This attitudinal survey was conducted among 121 hospitalists representing every region.

Using that feedback, we created a “weight” that we applied to each of the numeric ratings from the Today’s Hospitalist 2011 Compensation & Career Survey. When asked to rate work hours per month, for example, hospitalists gave that factor a “weight” of 2.8. We took the scores each region received and multiplied it by the weight (in this case, 2.8). (See Table 6).

Table 6. A weight is applied to the rating to reflect the importance of each question.

A weight of 2.8 (out of 3) is applied to the rating to reflect the importance of this question.

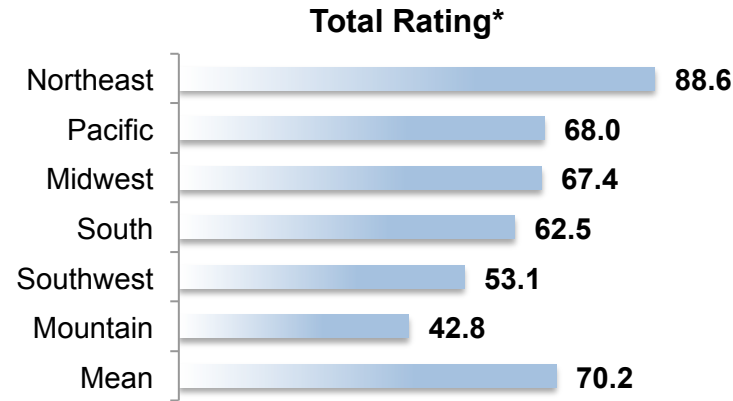


	% of hospitalists working 200+ hours/month	Rating	Weighted Rating
Northeast	19%	6.10	15.25
Pacific	20%	5.86	14.65
South	24%	5.10	12.75
Midwest	25%	4.85	12.13
Mountain	30%	3.85	9.63
Southwest	41%	1.40	3.50
Mean	24%	5.00	14.00

To create a score for each of the three overview categories, we added up the total weighted ratings for the questions in that category. For work/life balance, for example, we added up the weighted ratings on five questions: hours per month, weekends per month, how groups cover nights, amount of paid time off, and whether additional benefits are offered.

The weighted ratings for the three categories, along with the scores for the individual questions that make up those scores, appear in the following pages.

Work/Life Balance



*Out of a total possible rating of 125.5.

1. Hours worked per month

Weight=2.8	Rating
Northeast	15.25
Pacific	14.65
South	12.75
Midwest	12.13
Mountain	9.63
Southwest	3.50
Mean	14.00

2. Weekend shifts worked per month

Weight=2.37	Rating
Southwest	16.59
Northeast	14.69
Midwest	12.44
Pacific	9.72
South	8.77
Mountain	7.58
Mean	11.85

3. How group covers nights

Weight=2.6	Rating
Northeast	17.16
Pacific	16.64
South	13.52
Southwest	10.92
Mountain	9.62
Midwest	7.80
Mean	13.00

4. Amount of paid time off

Weight=2.18	Rating
Northeast	18.31
Midwest	11.12
Pacific	9.81
South	8.18
Southwest	6.76
Mountain	6.76
Mean	11.11

5. Additional benefits offered

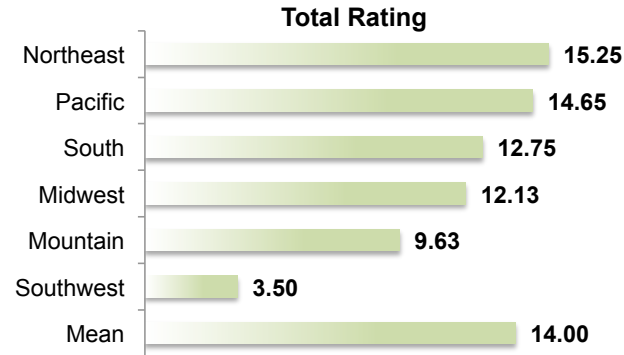
Weight=2.6	Rating
Midwest	23.95
Northeast	23.14
South	19.24
Mountain	18.20
Pacific	17.16
Southwest	15.34
Mean	20.28

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Work/Life Balance

Hours worked per month by a full-time hospitalist



DETAILS: How we arrived at the rating

We looked at the number of hospitalists working { [] } 200 hours per month in each region

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=728	N=158	N=189	N=189	N=97	N=69	N=37
Under 120 hours/month	4.4%	6.5%	2.7%	4.4%	6.7%	4.5%	-
120 thru 139	4.5%	5.2%	3.2%	5.5%	4.4%	6.1%	-
140 thru 159	12.9%	14.3%	10.2%	13.2%	15.6%	6.1%	24.3%
160 thru 179	24.2%	32.5%	20.9%	24.2%	24.4%	21.2%	16.2%
180 thru 199	29.4%	22.7%	38.5%	28.0%	27.8%	21.2%	29.7%
200 thru 239	15.1%	13.0%	12.8%	17.6%	13.3%	24.2%	10.8%
240+	9.1%	5.8%	10.7%	7.1%	6.7%	16.7%	18.9%
Mean:	180.42	173.14	183.55	180.29	173.18	193.03	191.81

Step 1: % of hospitalists working { [] } 200+ hours per month

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 2.8 (out of 3).

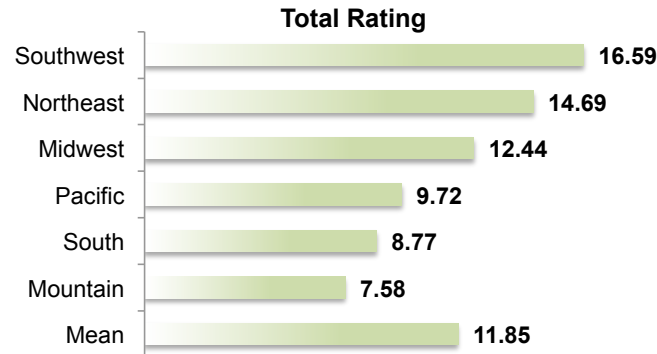
Region	% of hospitalists working 200+ hours per month	Rating	Weighted Rating
Northeast	19%	6.10	15.25
Pacific	20%	5.86	14.65
South	24%	5.10	12.75
Midwest	25%	4.85	12.13
Mountain	30%	3.85	9.63
Southwest	41%	1.40	3.50
Mean	24%	5.00	14.00

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Work/Life Balance

Number of weekend shifts worked per month



DETAILS: How we arrived at the rating

We looked at the number of hospitalists working 4 or more weekend shifts per month in each region.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=735	N=162	N=181	N=185	N=98	N=62	N=34
0.5 or less	2.4%	3.1%	1.7%	2.2%	4.1%	1.6%	2.9%
1 to 1.5	9.1%	13.6%	6.1%	12.4%	4.1%	6.5%	2.9%
2 to 2.5	30.1%	30.9%	29.3%	26.5%	29.6%	41.9%	26.5%
3 to 3.5	7.5%	6.8%	6.1%	9.2%	7.1%	8.1%	8.8%
4 to 4.5	41.5%	37.7%	48.1%	40.5%	48.0%	32.3%	38.2%
5 or more	9.4%	8.0%	8.8%	9.2%	7.1%	9.7%	20.6%
Mean:	3.13	2.94	3.30	3.09	3.18	3.01	3.51

Step 1: % of hospitalists who work 4 or more weekend shifts a month.

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 2.37 (out of 3).

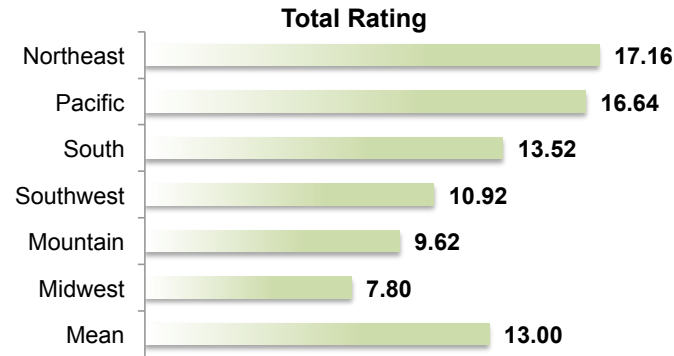
Region	Step 1: % of hospitalists who work 4 or more weekend shifts a month	Step 2: Rating	Step 3: Total Rating
Southwest	42%	7.00	16.59
Northeast	46%	6.20	14.69
Midwest	50%	5.25	12.44
Pacific	55%	4.10	9.72
South	57%	3.70	8.77
Mountain	59%	3.20	7.58
Mean	51%	5.00	11.85

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Work/Life Balance

How hospitalist group covers nights



DETAILS: How we arrived at the rating

Our survey found that the majority of hospitalists prefer nocturnists to other types of night coverage.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=830	N=182	N=204	N=200	N=113	N=75	N=40
Nocturnists	25.2%	32.4%	24.0%	19.0%	23.0%	28.0%	17.5%
Primarily nocturnists, but hospitalists rotating some shifts	16.5%	17.0%	18.6%	12.5%	25.7%	9.3%	17.5%
Moonlighters	12.5%	15.9%	11.3%	11.0%	14.2%	10.7%	10.0%
Hospitalists rotate	51.9%	46.7%	52.9%	55.0%	53.1%	52.0%	47.5%
Physicians take beeper call	12.8%	12.6%	10.3%	16.5%	7.1%	13.3%	22.5%
Residents	8.3%	11.5%	6.4%	9.0%	7.1%	8.0%	5.0%
Non-physicians (NP's, PA's)	4.2%	3.3%	4.9%	8.5%	.9%	1.3%	-
Other	3.6%	3.3%	4.9%	4.0%	1.8%	4.0%	2.5%
Don't cover nights	.6%	-	.5%	.5%	1.8%	1.3%	-

Step 1: % of groups who use nocturnists to cover nights.

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 2.6 (out of 3).

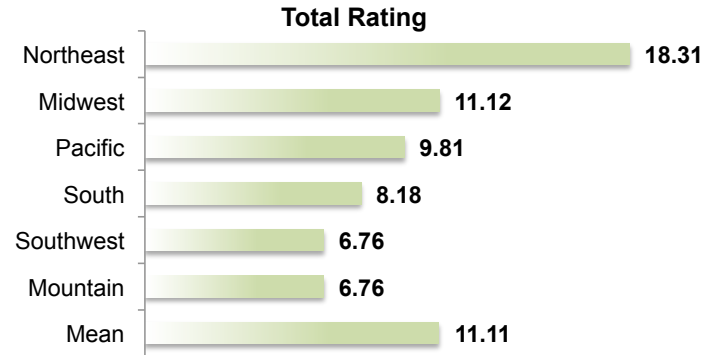
Region	% of groups who use nocturnists to cover nights	Rating	Total Rating
Northeast	49%	6.60	17.16
Pacific	49%	6.40	16.64
South	43%	5.20	13.52
Southwest	37%	4.20	10.92
Mountain	35%	3.70	9.62
Midwest	32%	3.00	7.80
Mean	42%	5.00	13.00

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Work/Life Balance

Hospitalists receive paid time off in addition to regular scheduled days off



DETAILS: How we arrived at the rating

We looked at the number of hospitalists working 4 or more weekend shifts per month in each region.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=681	N=143	N=170	N=177	N=89	N=59	N=32
None; vacation fit into scheduled days off	49.0%	32.9%	56.5%	49.2%	52.8%	59.3%	59.4%
One week	3.7%	5.6%	4.1%	1.7%	4.5%	3.4%	3.1%
Two weeks	11.0%	9.8%	15.3%	10.7%	5.6%	8.5%	9.4%
Three weeks	14.7%	13.3%	14.1%	15.8%	14.6%	15.3%	15.6%
More	21.6%	38.5%	10.0%	22.6%	22.5%	13.6%	12.5%

Step 1: % of hospitalists receiving paid vacation time.

Step 2: Rating. The rating is based on the distribution of data.

Step 3: Weighting. The rating is given a weight of 2.18 (out of 3).

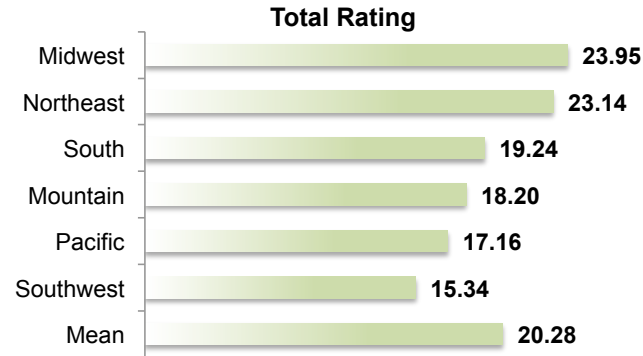
Region	% of hospitalists receiving paid vacation time	Rating	Total Rating
Northeast	67%	8.40	18.31
Midwest	51%	5.10	11.12
Pacific	47%	4.50	9.81
South	44%	3.75	8.18
Southwest	41%	3.10	6.76
Mountain	41%	3.10	6.76
Mean	51%	5.10	11.11

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Work/Life Balance

Hospitalist groups offering additional benefits



DETAILS: How we arrived at the rating

We looked at the number of groups providing benefits in each region.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=681	N=143	N=170	N=177	N=89	N=59	N=32
None	11.3%	7.9%	13.1%	5.4%	16.7%	20.3%	14.7%
Medical	79.9%	84.2%	76.0%	88.2%	71.6%	73.4%	76.5%
Pension	48.0%	50.3%	42.1%	54.8%	47.1%	35.9%	61.8%
Sick pay	26.4%	32.1%	23.5%	24.7%	27.5%	25.0%	20.6%

Step 1: % of hospitalists receiving benefits.

Step 2: Rating. The rating is based on the distribution of data.

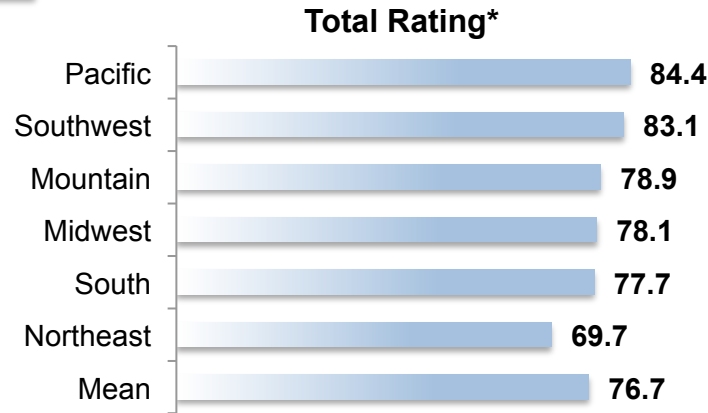
Step 3: Weighting. The rating is given a weight of 2.6 (out of 3).

Region	Step 1: % of hospitalists receiving benefits	Step 2: Rating	Step 3: Weighted Rating
Midwest	95%	9.21	23.95
Northeast	92%	8.90	23.14
South	87%	7.40	19.24
Mountain	85%	7.00	18.20
Pacific	83%	6.60	17.16
Southwest	80%	5.90	15.34
Mean	89%	7.80	20.28

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Professional Satisfaction



*Out of a total possible rating of 122.7.

1. Plan to retire as a hospitalist

Weight=1.5	Rating
South	9.00
Pacific	8.85
Mountain	7.13
Midwest	6.75
Southwest	6.30
Northeast	6.23
Mean	7.50

2. Years continuing in current job

Weight=1.5	Rating
Pacific	10.95
Mountain	9.23
Southwest	9.15
South	7.80
Northeast	7.80
Midwest	7.50
Mean	8.25

3. Years at current job

Weight=1	Rating
Pacific	6.40
Mountain	5.10
Southwest	5.00
South	4.90
Northeast	4.80
Midwest	4.40
Mean	5.00

4. Career satisfaction

Weight=3	Rating
Southwest	28.05
Pacific	25.80
South	24.90
Midwest	24.45
Mountain	23.85
Northeast	21.00
Mean	24.15

5. Clinical autonomy

Weight=2.85	Rating
Mountain	22.09
Southwest	17.67
Pacific	17.39
Midwest	15.68
South	12.83
Northeast	11.26
Mean	14.25

3. Significance of burnout

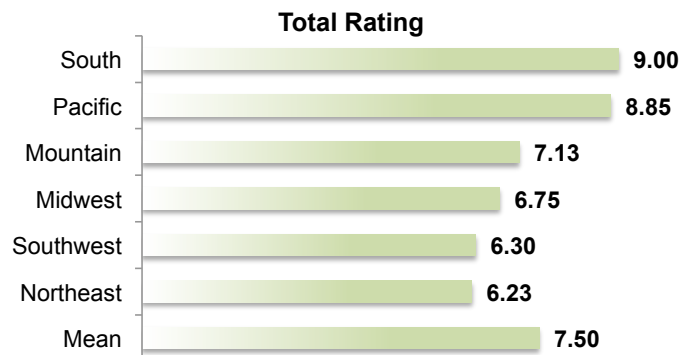
Weight=2.42	Rating
Midwest	19.36
Northeast	18.63
South	18.27
Southwest	16.94
Pacific	15.00
Mountain	11.50
Mean	17.55

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Professional Satisfaction

What are your career plans if/when you leave hospital medicine?



DETAILS: How we arrived at the rating

We looked at the number of hospitalists who plan to retire as a hospitalist.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=697	N=153	N=176	N=166	N=98	N=63	N=31
Retirement	32.4%	29.4%	36.4%	31.3%	35.7%	30.2%	32.3%
An administrative position in health care	32.3%	38.6%	26.1%	28.3%	37.8%	27.0%	29.0%
A job as a primary care physician	21.6%	17.6%	20.5%	30.1%	16.3%	30.2%	16.1%
A position in health care industry	13.6%	17.0%	13.6%	9.6%	20.4%	9.5%	6.5%
A fellowship	13.1%	15.7%	11.9%	13.9%	8.2%	4.8%	9.7%
Other	9.0%	5.9%	9.7%	3.0%	14.3%	19.0%	12.9%
A job as a hospice physician	8.0%	5.9%	10.2%	8.4%	6.1%	4.8%	12.9%
A job in another specialty	5.2%	9.2%	3.4%	3.6%	5.1%	1.6%	-

Step 1: % of hospitalists who plan to retire as a hospitalist.

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 1.5 (out of 3).

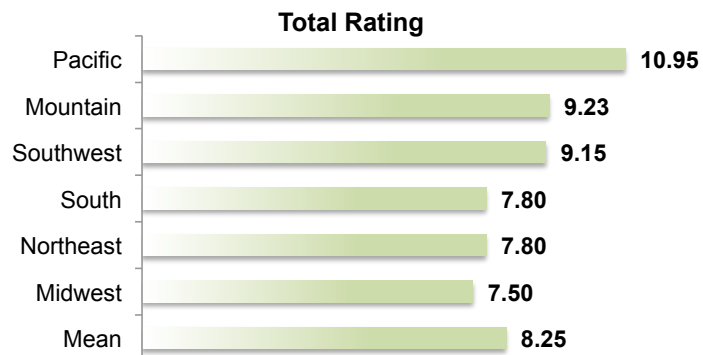
Region	% of hospitalists who plan to retire as a hospitalist	Rating	Weighted Rating
South	36%	6.00	9.00
Pacific	36%	5.90	8.85
Mountain	32%	4.75	7.13
Midwest	31%	4.50	6.75
Southwest	30%	4.20	6.30
Northeast	29%	4.15	6.23
Mean	32%	5.00	7.50

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Professional Satisfaction

How many years do you plan to continue in this particular job?



DETAILS: How we arrived at the rating

We looked at the number of hospitalists from each region who plan to continue for at least six more years at their current job.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=742	N=164	N=181	N=186	N=102	N=63	N=34
< 1 year	12.0%	10.4%	11.0%	14.0%	10.8%	12.7%	11.8%
1-2 years	13.1%	10.4%	16.6%	15.1%	6.9%	14.3%	8.8%
3-5 years	22.2%	28.0%	21.0%	21.0%	20.6%	17.5%	23.5%
6-10 years	24.3%	23.2%	23.8%	25.3%	22.5%	25.4%	26.5%
11-20 years	16.6%	14.6%	16.6%	12.4%	23.5%	27.0%	14.7%
Over 20 years	11.9%	13.4%	11.0%	12.4%	15.7%	3.2%	14.7%
Mean:	8.62	8.80	8.38	8.16	10.35	7.98	9.21

Step 1: % of hospitalists who plan to continue in current job 6+ years.

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 1.5 (out of 3).

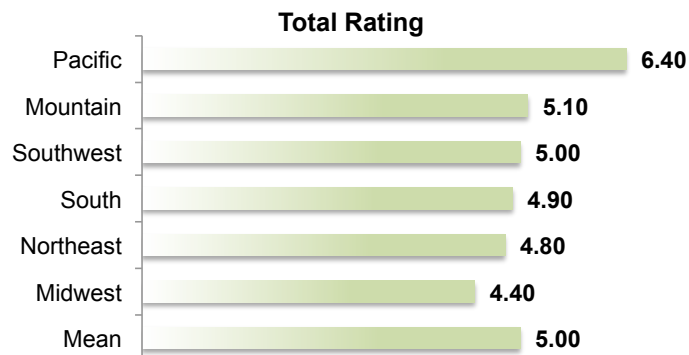
	Step 1: % of hospitalists who plan to continue in current job 6+ years.	Step 2: Rating. We based the rating on the variance from the mean.	Step 3: Weighting. The rating is given a weight of 1.5 (out of 3).
Pacific	62%	7.30	10.95
Mountain	56%	6.15	9.23
Southwest	56%	6.10	9.15
South	51%	5.20	7.80
Northeast	51%	5.20	7.80
Midwest	50%	5.00	7.50
Mean	53%	5.50	8.25

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Professional Satisfaction

Hospitalists who have been at current job 3 or more years



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who had worked at their current job for three or more years.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=742	N=184	N=204	N=201	N=113	N=75	N=40
< 1 year	16.3%	16.8%	21.6%	15.9%	10.6%	14.7%	10.0%
1-2 years	20.5%	19.6%	19.6%	20.9%	17.7%	24.0%	27.5%
3-5 years	35.8%	39.1%	34.3%	35.8%	37.2%	30.7%	35.0%
6-10 years	19.3%	16.8%	16.7%	21.9%	21.2%	22.7%	20.0%
11-20 years	6.1%	6.5%	5.4%	4.0%	10.6%	6.7%	5.0%
Over 20 years	1.9%	1.1%	2.5%	1.5%	2.7%	1.3%	2.5%
Mean:	4.80	4.57	4.56	4.57	5.81	4.84	4.86

Step 1: % of hospitalists who have been at their current job 3+ years.

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 1 (out of 3).

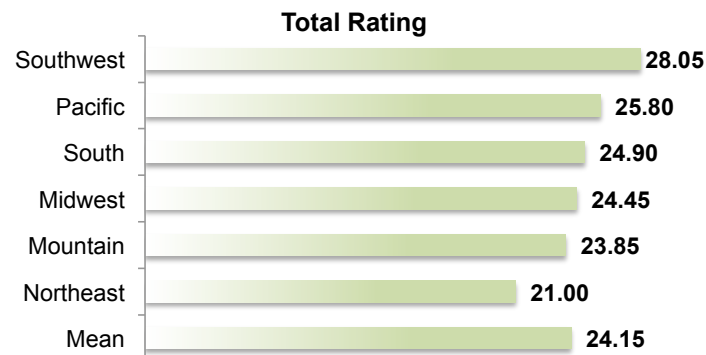
Region	Step 1: % of hospitalists who have been at their current job 3+ years	Step 2: Rating	Step 3: Weighted Rating
Pacific	72%	6.40	6.40
Mountain	64%	5.10	5.10
Southwest	63%	5.00	5.00
South	63%	4.90	4.90
Northeast	61%	4.80	4.80
Midwest	59%	4.40	4.40
Mean	63%	5.00	5.00

Best Region to Be a Hospitalist

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Professional Satisfaction

How satisfied are you with your career as a hospitalist?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who were "extremely satisfied" and "very satisfied" with their career as a hospitalist.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=748	N=165	N=184	N=186	N=103	N=64	N=34
Extremely satisfied	20.2%	18.2%	22.8%	22.6%	16.5%	18.8%	14.7%
Very satisfied	45.3%	41.8%	44.0%	43.5%	51.5%	53.1%	50.0%
Somewhat satisfied	27.9%	30.3%	26.6%	28.5%	24.3%	25.0%	32.4%
Somewhat unsatisfied	4.4%	7.9%	4.3%	3.2%	3.9%	1.6%	2.9%
Very unsatisfied	2.1%	1.8%	2.2%	2.2%	3.9%	1.6%	-

Step 1: % of hospitalists who are "very satisfied" with their career.

Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 3 (out of 3).

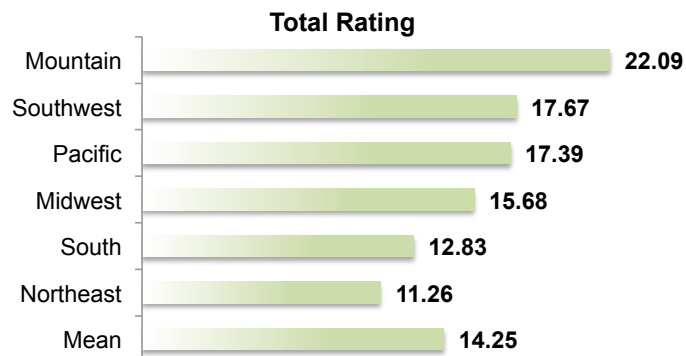
Region	% Very Satisfied	Rating	Total Rating
Southwest	72%	9.35	28.05
Pacific	68%	8.60	25.80
South	67%	8.30	24.90
Midwest	66%	8.15	24.45
Mountain	65%	7.95	23.85
Northeast	60%	7.00	21.00
Mean	66%	8.05	24.15

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Professional Satisfaction

Do you have enough autonomy in your clinical decision-making?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who felt they had enough autonomy in their clinical decision-making.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=743	N=163	N=183	N=186	N=103	N=63	N=34
Yes, have enough autonomy	81.8%	77.9%	79.8%	83.3%	85.4%	85.7%	88.2%
Some, but would like more	16.0%	20.2%	19.1%	13.4%	11.7%	12.7%	8.8%
No, not enough autonomy	1.7%	1.2%	1.1%	2.7%	1.9%	1.6%	2.9%
Not Sure	.4%	.6%		.5%	1.0%	-	-

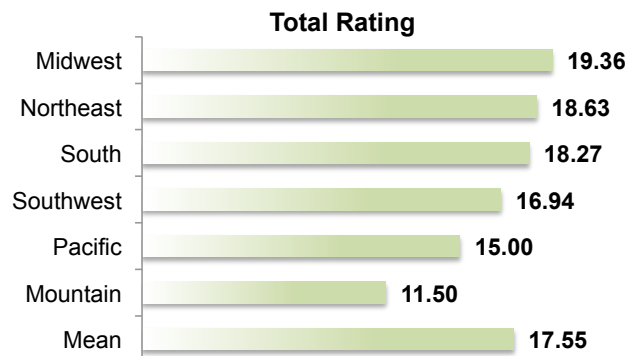


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Professional Satisfaction

How significant is burnout as an issue for you?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who felt burnout to be a "slightly significant" or "insignificant" issue.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=747	N=165	N=184	N=186	N=103	N=63	N=34
Very significant	28.6%	31.5%	28.3%	24.7%	28.2%	31.7%	32.4%
Significant	35.2%	30.3%	34.2%	36.6%	40.8%	33.3%	44.1%
Slightly significant	25.3%	24.2%	26.6%	27.4%	22.3%	23.8%	23.5%
Insignificant	10.8%	13.9%	10.9%	11.3%	8.7%	11.1%	-

Step 1: % of hospitalists for whom burnout is not a significant issue.

Step 2: Rating. We based the rating on the distribution of data.

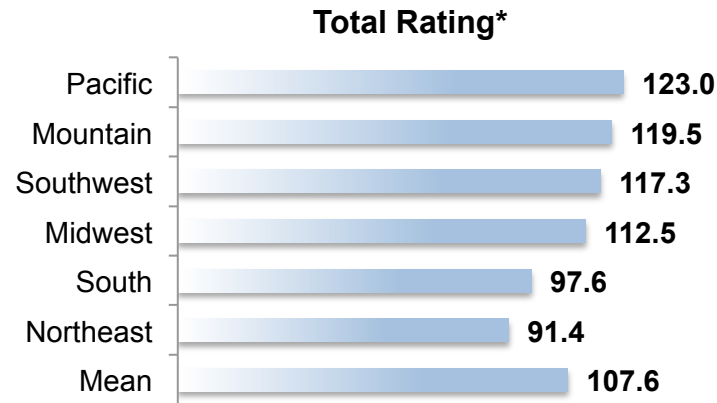
Step 3: Weighting. The rating is given a weight of 2.42 (out of 3).

Region	% of hospitalists for whom burnout is not a significant issue	Rating	Weighted Rating
Midwest	39%	8.00	19.36
Northeast	38%	7.70	18.63
South	38%	7.55	18.27
Southwest	35%	7.00	16.94
Pacific	31%	6.20	15.00
Mountain	24%	4.75	11.50
Mean	36%	7.25	17.55

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Work Environment



*Out of a total possible rating of 189.6.

1. Autonomy in how group is managed

Weight=2.98	Rating
Pacific	26.52
Mountain	25.93
Midwest	20.41
Southwest	20.41
Northeast	18.48
South	16.39
Mean	20.26

2. Autonomy in how hospital managed

Weight=2.85	Rating
Mountain	18.53
Pacific	12.11
Midwest	11.97
Southwest	8.98
South	8.84
Northeast	8.55
Mean	10.55

3. Specialty support

Weight=2.85	Rating
Southwest	28.07
Pacific	25.65
Mountain	25.08
South	24.51
Midwest	24.51
Northeast	24.51
Mean	25.08

4. Change in regional group size

Weight=1.5	Rating
Southwest	10.95
Midwest	6.83
Northeast	4.73
Pacific	3.98
South	3.30
Mountain	1.38
Mean	5.33

5. Annual turnover in group

Weight=2	Rating
Midwest	12.40
Pacific	11.80
Southwest	11.20
South	9.20
Mountain	9.20
Northeast	7.40
Mean	10.00

6. Patient encounters per shift

Weight=2.93	Rating
Pacific	19.63
Midwest	18.46
Northeast	16.99
Mountain	15.53
Southwest	12.89
South	9.38
Mean	15.53

7. Hospitalist pay

Weight=2.85	Rating
South	21.38
Southwest	20.52
Mountain	17.96
Pacific	16.67
Midwest	11.97
Northeast	2.99
Mean	14.25

8. Receive annual pay increases

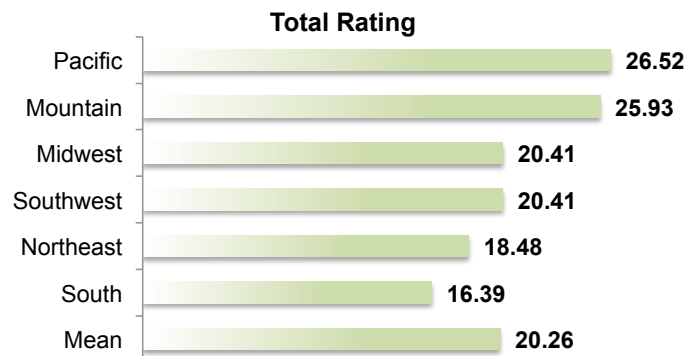
Weight=1	Rating
Northeast	7.75
Pacific	6.65
Midwest	6.00
Mountain	5.90
South	4.65
Southwest	4.25
Mean	6.65

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Workplace Environment

Do you have enough autonomy in how your group is managed?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who felt they had enough autonomy in how their group is managed.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=742	N=162	N=184	N=185	N=103	N=62	N=34
Yes, have enough autonomy	33.7%	30.9%	27.7%	34.1%	44.7%	33.9%	44.1%
Some, but would like more	42.7%	44.4%	52.7%	39.5%	30.1%	43.5%	35.3%
No, not enough autonomy	22.6%	23.5%	19.0%	25.4%	24.3%	22.6%	17.6%
Not Sure	.9%	1.2%	.5%	1.1%	1.0%	-	2.9%

Step 1: % who have enough autonomy in how group is managed.

Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 2.98 (out of 3).

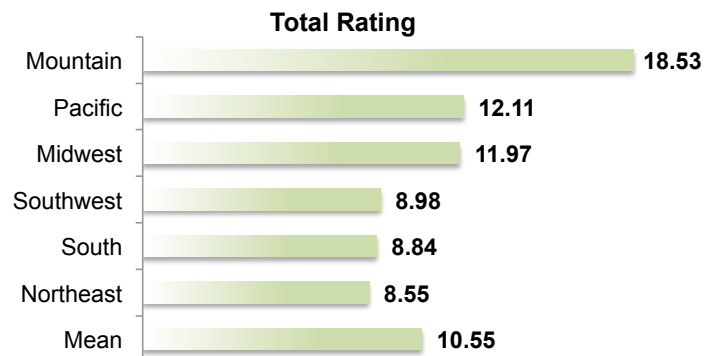
Region	% who have enough autonomy	Rating	Total Rating
Pacific	45%	8.90	26.52
Mountain	44%	8.70	25.93
Midwest	34%	6.85	20.41
Southwest	34%	6.85	20.41
Northeast	31%	6.20	18.48
South	28%	5.50	16.39
Mean	34%	6.80	20.26

Best Region to Be a Hospitalist

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Workplace Environment

Do you have enough autonomy in how your hospital is managed?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who felt they had enough autonomy in how their hospital is managed.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=746	N=165	N=183	N=186	N=103	N=63	N=34
Yes, have enough autonomy	18.5%	15.2%	15.8%	21.0%	21.4%	15.9%	32.4%
Some, but would like more	38.7%	40.6%	38.3%	34.9%	40.8%	46.0%	29.4%
No, not enough autonomy	40.5%	41.2%	44.8%	41.4%	35.0%	36.5%	35.3%
Not Sure	2.3%	3.0%	1.1%	2.7%	2.9%	1.6	2.9%

Step 1: % with enough autonomy in how hospital is managed.

Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 2.85 (out of 3).

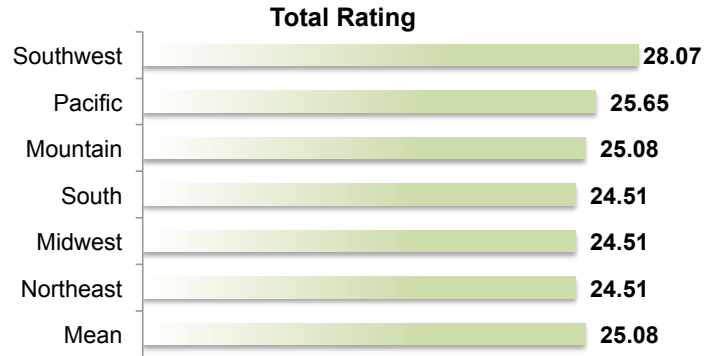
Region	% with enough autonomy	Rating	Total Rating
Mountain	32%	6.50	18.53
Pacific	21%	4.25	12.11
Midwest	21%	4.20	11.97
Southwest	16%	3.15	8.98
South	16%	3.10	8.84
Northeast	15%	3.00	8.55
Mean	18%	3.70	10.55

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Workplace Environment

Do you have support from subspecialists?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who felt they had enough support from subspecialists.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=712	N=154	N=178	N=175	N=95	N=64	N=33
Cardiology	96.9%	94.8%	98.3%	97.1%	96.8%	98.4%	97.0%
Pulmonary/critical care	94.1%	95.5%	92.7%	94.3%	94.7%	96.9%	87.9%
Nephrology	90.3%	88.3%	88.8%	87.4%	93.7%	98.4%	97.0%
Average	93.77%	92.86%	93.26%	92.95%	95.09%	97.92%	93.94%

Step 1: % who have enough support from subspecialists.

Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 2.85 (out of 3).

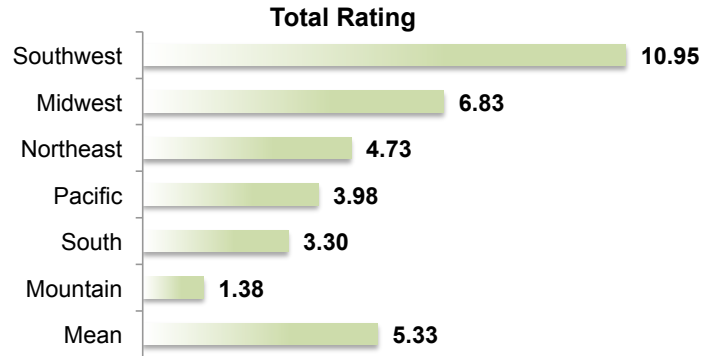
Region	Support %	Rating	Weighted Rating
Southwest	98%	9.85	28.07
Pacific	95%	9.00	25.65
Mountain	94%	8.80	25.08
South	93%	8.60	24.51
Midwest	93%	8.60	24.51
Northeast	93%	8.60	24.51
Mean	94%	8.80	25.08

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Workplace Environment

Change in average regional group size



DETAILS: How we arrived at the rating

We looked at the average change in group size in each region from the prior year.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Increase in average group size	35.52%	31.32%	21.78%	45.37%	26.32%	72.75%	9.24%
2011 mean size (N=742)	13.62	12.70	12.01	15.23	15.28	14.37	11.20
2010 mean size (N=621)	10.05	9.67	9.86	10.48	12.09	8.32	10.25

Step 1: Increase in average regional group size.

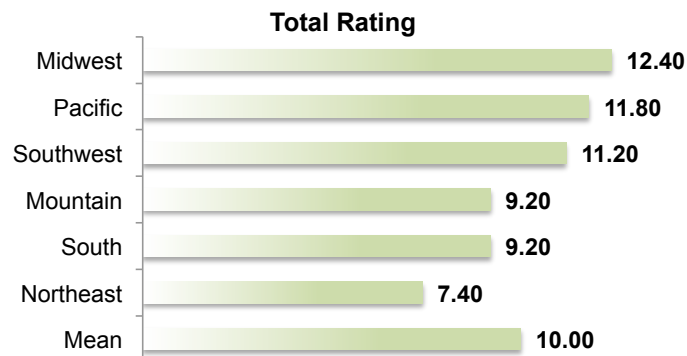
Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 1.5 (out of 3).

Region	Increase in average regional group size	Rating	Total Rating
Southwest	73%	7.30	10.95
Midwest	45%	4.55	6.83
Northeast	31%	3.15	4.73
Pacific	26%	2.65	3.98
South	22%	2.20	3.30
Mountain	9%	0.92	1.38
Mean	36%	3.55	5.33

Workplace Environment

Hospitalist turnover last year



DETAILS: How we arrived at the rating

We looked at the percent of groups in each region that experienced zero turnover in the prior year.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Base: Answering	N=742	N=163	N=182	N=185	N=101	N=64	N=34
None	22.8%	16.6%	20.9%	28.1%	26.7%	25.0%	20.6%
1	18.9%	20.2%	19.2%	15.1%	21.8%	21.9%	20.6%
2	16.4%	18.4%	16.5%	16.2%	14.9%	18.8%	11.8%
3 or 4	12.1%	15.3%	9.3%	9.7%	16.8%	12.5%	14.7%
5 to 9	3.9%	7.4%	1.1%	5.4%	4.0%	1.6%	-
10 to 15	1.3%	1.2%	1.1%	2.7%	1.0%	-	-
Over 15	.3%	-	-	.5%	-	1.6%	-
Don't know / no answer	24.3%	20.9%	31.9%	22.2%	14.9%	18.8%	32.4%
Mean (including zero):	1.81	2.13	1.50	1.97	1.68	1.77	1.38

Step 1: % of hospitalist groups with zero turnover.

Step 2: Rating. We based the rating on the variance from the mean.

Step 3: Weighting. The rating is given a weight of 2 (out of 3).

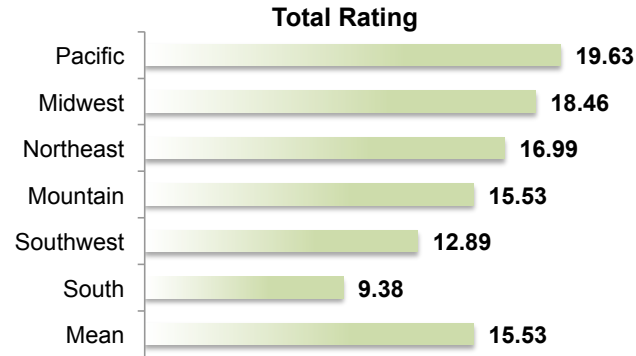
Midwest	28%	6.20	12.40
Pacific	27%	5.90	11.80
Southwest	25%	5.60	11.20
South	21%	4.60	9.20
Mountain	21%	4.60	9.20
Northeast	17%	3.70	7.40
Mean	23%	5.00	10.00

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Workplace Environment

Number of patient encounters per shift



DETAILS: How we arrived at the rating

We looked at the percent of groups in each region that have 19 or more patient encounters per shift.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=632	N=130	N=159	N=163	N=84	N=54	N=31
1 to 10	9.2%	10.8%	6.3%	9.8%	14.3%	5.6%	9.7%
11 to 15	38.1%	40.8%	22.6%	43.6%	45.2%	44.4%	41.9%
16 to 18	29.6%	27.7%	37.1%	28.2%	23.8%	22.2%	29.0%
19+	23.1%	20.8%	34.0%	18.4%	16.7%	27.8%	19.4%
Mean:	16.52	16.77	17.94	15.75	15.96	15.82	15.35

Step 1: % with 19+ patient encounters.

Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 2.93 (out of 3).

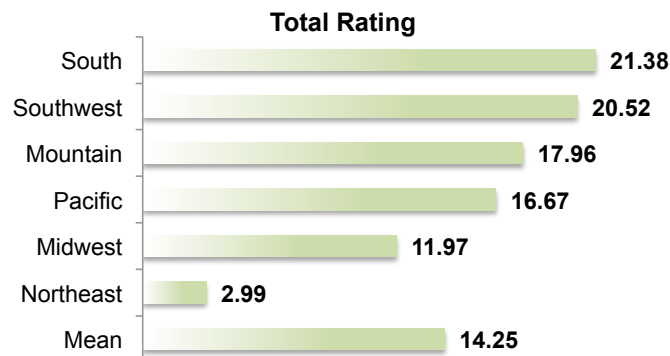
Region	% with 19+ patient encounters	Rating	Total Rating
Pacific	17%	6.70	19.63
Midwest	18%	6.30	18.46
Northeast	21%	5.80	16.99
Mountain	23%	5.30	15.53
Southwest	28%	4.40	12.89
South	34%	3.20	9.38
Mean	23%	5.30	15.53

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Workplace Environment

Full-time adult hospitalist pay, including all bonuses, incentives and other forms of regular compensation other than benefits



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who earned \$225,000 or more in pay and bonuses in the last year.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=682	N=143	N=170	N=177	N=89	N=59	N=32
< \$125k	2.1%	1.9%	1.1%	3.2%	2.1%	1.4%	5.4%
\$125 to \$174K	11.4%	18.4%	7.9%	12.7%	9.3%	8.7%	5.4%
\$175 to \$224k	42.0%	50.6%	37.0%	43.9%	40.2%	34.8%	40.5%
\$225 to \$274k	24.9%	18.4%	32.3%	25.4%	23.7%	21.7%	21.6%
\$275 to \$324k	9.3%	3.8%	10.1%	9.0%	11.3%	15.9%	8.1%
\$325k and over	8.2%	2.5%	11.1%	4.8%	11.3%	14.5%	18.9%
Prefer not to say	2.0%	4.4%	.5%	1.1%	2.1%	2.9%	-
Mean:	\$228,579	\$204,056	\$239,495	\$222,794	\$235,921	\$248,694	\$243,581

Step 1: % of hospitalists with an annual pay of \$225K+.

Step 2: Rating. We based the rating on the distribution of data.

Step 3: Weighting. The rating is given a weight of 2.85 (out of 3).

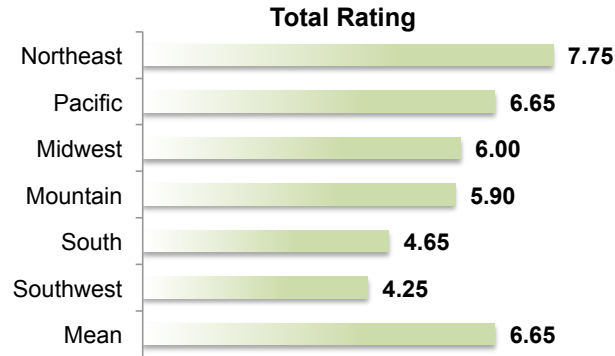
Region	% of hospitalists with annual pay of \$225K+	Rating	Total Rating
South	53%	7.50	21.38
Southwest	52%	7.20	20.52
Mountain	49%	6.30	17.96
Pacific	46%	5.85	16.67
Midwest	39%	4.20	11.97
Northeast	25%	1.05	2.99
Mean	42%	5.00	14.25

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Workplace Environment

Do you receive annual increases in compensation?



DETAILS: How we arrived at the rating

We looked at the percent of hospitalists in each region who received an annual increase in pay in the last year.

	Total Sample	Northeast	South	Midwest	Pacific	Southwest	Mountain
Table base: Answering	N=728	N=162	N=177	N=183	N=103	N=61	N=34
Yes	30.1%	38.3%	23.2%	30.1%	33.0%	21.3%	29.4%
No	69.9%	61.7%	76.8%	69.9%	67.0%	78.7%	70.6%



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