



AMERICAN ACADEMY OF
OTOLARYNGOLOGY-
HEAD AND NECK SURGERY

**2017 AAO-HNS
Socioeconomic Survey
and AOA Practice
Benchmarking Survey**



ASSOCIATION OF
OTOLARYNGOLOGY
ADMINISTRATORS

Your Partner in ENT Management Excellence

INTRODUCTION AND OVERVIEW OF FINDINGS

In 2017, the American Academy of Otolaryngology-Head and Neck Surgery (AAO-HNS) and the Association of Otolaryngology Administrators (AOA) collaborated to survey their members and practices on Calendar Year 2016 data. Historically, this study has provided valuable data for physicians and practice administrators to compare their practices' data to other practices of similar size.

The AAO-HNS and the AOA worked with Somerset CPAs and Advisors, P.C. to undertake this study. Invitations and reminders were sent during the period of June 12 – July 21, 2017. There was extensive follow-up with non-respondents to encourage participation, and individual follow-up with respondents who reported data that required additional confirmation to ensure accuracy of the final report.

The AAO-HNS portion of the survey was sent to 7,459 physicians, of which 759 physicians responded, yielding a 10 percent response rate. The AOA portion of the survey was distributed among 707 practices, of which 59 practices responded at least partially, yielding a response rate of 8.4 percent.

In the report, you will find data on:

- Revenues and key operating costs;
- Staffing ratios and costs;
- Accounts receivable, payer mix, and collection percentages;
- Productivity; and
- Provider and staff benefits.

Represented Specialties:

- General Otolaryngology
- Pediatric Otolaryngology
- Otology/Neurotology
- Head and Neck Cancer
- Rhinology
- Facial Plastics
- Other

Key Trends:

- **Physician Profile:** The average respondent was 53 years of age, had 20 years of medical practice, and planned to retire by age 67.
- **Strategic Initiatives:** Most common responses for practices in the next 12-24 months included 1) Groups utilize patient satisfaction or patient outcome reporting tools, 2) Groups are looking to hire a new physician, and 3) Groups would recommend their EHR Vendor to their colleague.
- **Top EHR Use:** The top two Practice Management Systems include Greenway Medical Technologies and Centricity Practice Solutions.
- **Services Provided:** Diagnostic audiology testing, hearing aid sales, and balloon sinuplasty are the highest percent of ancillary services provided by practices. General ENT and Pediatric ENT are the highest percent of services provided.

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DEFINITIONS

| | |
|---------------------------------|---|
| Count | The total number of practice responses for a line item. |
| Mean | The arithmetic average calculated by summing the data and dividing by the count. |
| Median | The midpoint of all responses when arrayed from lowest to highest. |
| 25 percentile | The value where one quarter (25 percent) of the responses are lower and the remainder greater. |
| 75 percentile | The value where three quarters (75 percent) of the responses are lower and the remainder greater. |
| 90 percentile | The value where nine tenths (90 percent) of the responses are lower and the remainder greater. |
| FTE | Full-Time Equivalent. Full-time equivalent employees equal the number of employees on full-time schedules plus the number of employees on part-time schedules converted to a full-time basis. The number of full-time equivalent employees in each industry is the product of the total number of employees and the ratio of average weekly hours per employee for all employees to average weekly hours per employee on full-time schedules. (<i>Bureau of Economic Analysis, U.S. Department of Commerce</i>) |
| Fiscal Year Ending (FYE) | Fiscal year is defined as any continuous 12-month period used by a business or government as its accounting period. For this survey, the period used was Fiscal Year 2015. |
| Total Gross Charges | Gross charges are the full value (undiscounted rates) of service provided. |
| Total Gross Receipts | The actual receipts collected before refunds are issued. |
| Total Refunds | The total amount of receipts returned to an insurance company and/or patient. |
| Total Adjustments | The amount by which Total Gross Charges are reduced due to write-offs from contractual discounts, bad debts, etc. |
| Net Charges | The total gross charges less contractual allowances. |

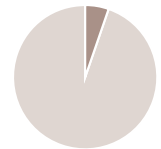
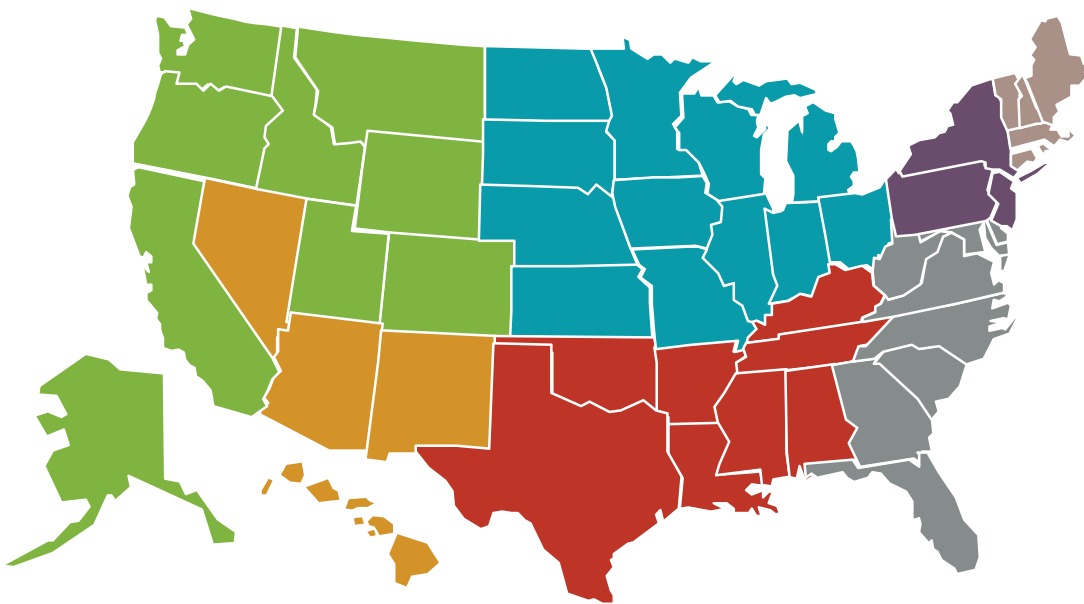
PRACTICE LOCATIONS AND RESPONDENTS BY GEOGRAPHIC AREA

Practice Locations



Respondents

N=723



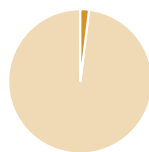
5.4%
New England



15.4%
Mid Atlantic



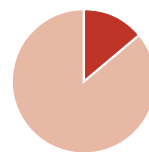
19.5%
Northwest



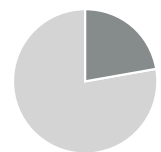
2.1%
Southwest



21.2%
North Central



14.1%
South Central



22.4%
South Atlantic

KEY DEMOGRAPHICS PER FULL-TIME EQUIVALENT (FTE) PHYSICIAN

| All Groups - 59 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------------------|-------|-------------|---------------|-------------|---------------|---------------|
| Total Gross Charges | 56 | \$2,406,837 | \$1,812,990 | \$2,207,720 | \$2,948,229 | \$3,597,349 |
| Total Net Revenue | 56 | \$1,086,117 | \$863,088 | \$1,066,860 | \$1,272,459 | \$1,519,144 |
| Total Non-Clinical Admin Staff FTE | 59 | 2.85 | 2.00 | 2.98 | 3.54 | 4.16 |
| Total Clinical Staff FTE | 59 | 2.81 | 1.55 | 2.50 | 3.98 | 5.00 |
| Total Audiologists FTE | 53 | 0.76 | 0.53 | 0.68 | 0.83 | 1.00 |
| Total Non-Provider Staff FTE | 59 | 6.34 | 5.04 | 6.02 | 7.89 | 8.68 |
| Total Non-Provider Staff Cost | 57 | \$332,664 | \$283,202 | \$329,862 | \$387,500 | \$455,022 |
| Total Non-Physician Providers FTE | 37 | 0.43 | 0.16 | 0.29 | 0.50 | 1.00 |
| Total Non-Physician Providers Cost | 33 | \$74,418 | \$20,291 | \$39,850 | \$78,667 | \$151,586 |
| Total Non-Physician Staff FTE | 59 | 6.59 | 5.12 | 6.32 | 8.08 | 9.16 |
| Total Non-Physician Staff Cost | 57 | \$375,748 | \$297,775 | \$352,568 | \$442,522 | \$531,889 |
| Total Operating Cost | 57 | \$694,253 | \$476,755 | \$646,887 | \$825,138 | \$1,050,586 |
| Total A/R | 50 | \$239,208 | \$160,303 | \$211,316 | \$287,086 | \$359,793 |
| Total Procedures | 48 | 1,482 | 847 | 1,148 | 1,853 | 3,071 |
| Total Occupancy | 57 | \$97,795 | \$60,131 | \$75,000 | \$108,326 | \$142,256 |
| Total Square Footage | 54 | 2,979 | 2,163 | 2,657 | 3,506 | 4,371 |

| 1-3 FTE - 17 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------------------|-------|-------------|---------------|-------------|---------------|---------------|
| Total Gross Charges | 17 | \$2,299,666 | \$1,404,309 | \$1,947,500 | \$3,171,473 | \$4,119,369 |
| Total Net Revenue | 17 | \$1,100,580 | \$776,565 | \$1,041,996 | \$1,375,600 | \$1,696,547 |
| Total Non-Clinical Admin Staff FTE | 17 | 2.68 | 1.33 | 2.00 | 3.67 | 5.00 |
| Total Clinical Staff FTE | 17 | 2.84 | 2.00 | 2.50 | 3.50 | 5.10 |
| Total Audiologists FTE | 13 | 1.11 | 0.83 | 1.00 | 1.00 | 1.50 |
| Total Non-Provider Staff FTE | 17 | 6.36 | 4.87 | 6.00 | 7.33 | 8.40 |
| Total Non-Provider Staff Cost | 17 | \$330,598 | \$244,568 | \$335,651 | \$401,022 | \$453,211 |
| Total Non-Physician Providers FTE | 11 | 0.72 | 0.38 | 0.50 | 1.00 | 1.00 |
| Total Non-Physician Providers Cost | 10 | \$159,262 | \$57,864 | \$97,809 | \$149,701 | \$392,846 |
| Total Non-Physician Staff FTE | 17 | 6.77 | 5.00 | 6.50 | 8.00 | 9.13 |
| Total Non-Physician Staff Cost | 17 | \$424,281 | \$298,238 | \$387,000 | \$477,546 | \$664,426 |
| Total Operating Cost | 17 | \$783,974 | \$341,533 | \$741,177 | \$997,146 | \$1,432,732 |
| Total A/R | 13 | \$296,923 | \$117,967 | \$212,623 | \$326,041 | \$643,281 |
| Total Procedures | 12 | 927 | 101 | 517 | 1,276 | 2,546 |
| Total Occupancy | 17 | \$139,183 | \$73,188 | \$92,000 | \$141,925 | \$189,835 |
| Total Square Footage | 16 | 3,644 | 2,650 | 3,482 | 4,103 | 4,908 |

KEY DEMOGRAPHICS PER FTE PHYSICIAN (CON'T)

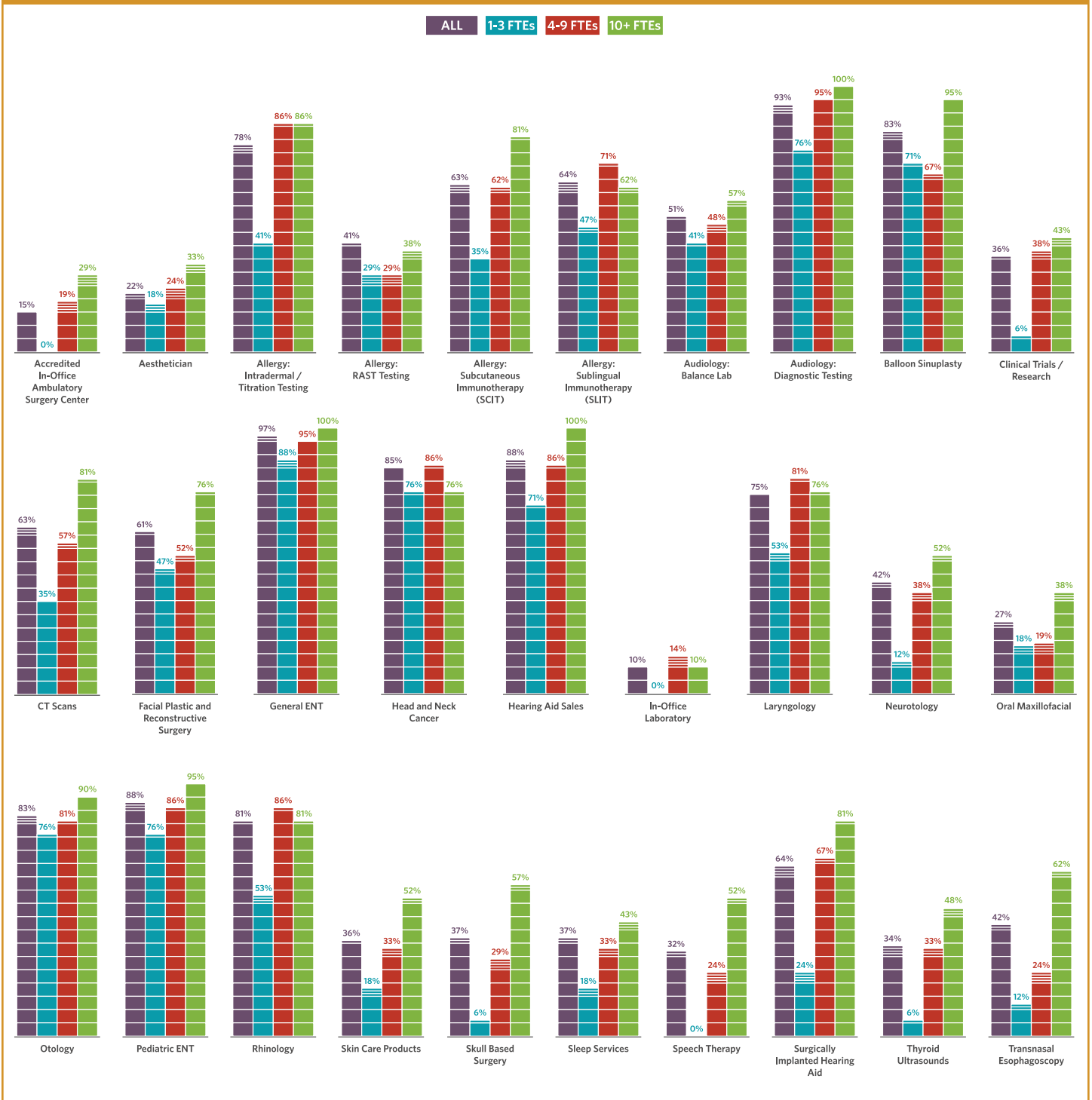
| 4-9 FTE - 21 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------------------|-------|-------------|---------------|-------------|---------------|---------------|
| Total Gross Charges | 18 | \$2,193,196 | \$1,612,931 | \$2,121,039 | \$2,535,507 | \$3,165,578 |
| Total Net Revenue | 18 | \$978,656 | \$781,285 | \$930,528 | \$1,176,752 | \$1,362,454 |
| Total Non-Clinical Admin Staff FTE | 21 | 2.75 | 2.08 | 2.90 | 3.50 | 3.71 |
| Total Clinical Staff FTE | 21 | 2.65 | 1.50 | 2.40 | 4.00 | 5.00 |
| Total Audiologists FTE | 19 | 0.65 | 0.50 | 0.57 | 0.63 | 1.03 |
| Total Non-Provider Staff FTE | 21 | 5.99 | 5.17 | 5.71 | 7.75 | 8.17 |
| Total Non-Provider Staff Cost | 19 | \$324,102 | \$273,253 | \$311,305 | \$377,225 | \$445,582 |
| Total Non-Physician Providers FTE | 10 | 0.44 | 0.16 | 0.25 | 0.54 | 0.79 |
| Total Non-Physician Providers Cost | 7 | \$31,712 | \$22,221 | \$25,352 | \$40,114 | \$53,383 |
| Total Non-Physician Staff FTE | 21 | 6.20 | 5.17 | 5.86 | 8.00 | 8.44 |
| Total Non-Physician Staff Cost | 19 | \$335,785 | \$277,065 | \$329,862 | \$392,834 | \$458,390 |
| Total Operating Cost | 19 | \$691,940 | \$489,847 | \$693,534 | \$789,148 | \$1,064,663 |
| Total A/R | 17 | \$189,654 | \$141,805 | \$169,467 | \$226,572 | \$308,459 |
| Total Procedures | 17 | 1,582 | 959 | 1,359 | 1,605 | 2,329 |
| Total Occupancy | 19 | \$81,115 | \$53,942 | \$65,786 | \$106,682 | \$131,514 |
| Total Square Footage | 19 | 2,863 | 2,180 | 2,443 | 3,336 | 4,492 |

| 10+ FTE - 21 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------------------|-------|-------------|---------------|-------------|---------------|---------------|
| Total Gross Charges | 21 | \$2,676,715 | \$2,237,904 | \$2,539,576 | \$2,950,920 | \$3,465,739 |
| Total Net Revenue | 21 | \$1,166,518 | \$1,005,222 | \$1,147,417 | \$1,307,221 | \$1,412,154 |
| Total Non-Clinical Admin Staff FTE | 21 | 3.09 | 2.48 | 3.07 | 3.45 | 4.38 |
| Total Clinical Staff FTE | 21 | 2.93 | 1.74 | 2.80 | 3.96 | 4.50 |
| Total Audiologists FTE | 21 | 0.65 | 0.60 | 0.71 | 0.78 | 0.79 |
| Total Non-Provider Staff FTE | 21 | 6.68 | 5.27 | 6.40 | 8.40 | 9.02 |
| Total Non-Provider Staff Cost | 21 | \$342,083 | \$295,335 | \$331,779 | \$370,556 | \$446,639 |
| Total Non-Physician Providers FTE | 16 | 0.22 | 0.11 | 0.21 | 0.27 | 0.37 |
| Total Non-Physician Providers Cost | 16 | \$40,074 | \$11,604 | \$22,836 | \$42,182 | \$71,039 |
| Total Non-Physician Staff FTE | 21 | 6.84 | 5.27 | 6.66 | 8.64 | 9.21 |
| Total Non-Physician Staff Cost | 21 | \$372,616 | \$310,114 | \$361,621 | \$427,350 | \$509,043 |
| Total Operating Cost | 21 | \$623,716 | \$516,993 | \$638,316 | \$711,327 | \$785,729 |
| Total A/R | 20 | \$243,813 | \$201,845 | \$233,383 | \$290,158 | \$332,220 |
| Total Procedures | 19 | 1,742 | 984 | 1,370 | 2,089 | 3,355 |
| Total Occupancy | 21 | \$79,383 | \$64,517 | \$70,664 | \$101,542 | \$116,835 |
| Total Square Footage | 19 | 2,536 | 2,063 | 2,432 | 2,969 | 3,292 |

SERVICES PROVIDED BY PRACTICE

| | Number of Practices | 59 | 17 | 21 | 21 |
|--|---------------------|-----|---------|---------|---------|
| All Groups - 59 Practices | Count | All | 1-3 FTE | 4-9 FTE | 10+ FTE |
| Accredited In-Office Ambulatory Surgery Center | 59 | 15% | 0% | 19% | 29% |
| Aesthetician | 59 | 22% | 18% | 24% | 33% |
| Allergy - Intradermal / Titration Testing | 59 | 78% | 41% | 86% | 86% |
| Allergy - RAST Testing | 59 | 41% | 29% | 29% | 38% |
| Allergy - Subcutaneous Immunotherapy (SCIT) | 59 | 63% | 35% | 62% | 81% |
| Allergy - Sublingual Immunotherapy (SLIT) | 59 | 64% | 47% | 71% | 62% |
| Audiology - Balance Lab | 59 | 51% | 41% | 48% | 57% |
| Audiology - Diagnostic Testing | 59 | 93% | 76% | 95% | 100% |
| Balloon Sinuplasty | 59 | 83% | 71% | 67% | 95% |
| Clinical Trials/Research | 59 | 36% | 6% | 38% | 43% |
| CT Scans | 59 | 63% | 35% | 57% | 81% |
| Diagnostic Audiology Testing | 59 | 93% | 76% | 95% | 100% |
| Facial Plastic and Reconstructive Surgery | 59 | 61% | 47% | 52% | 76% |
| General ENT | 59 | 97% | 88% | 95% | 100% |
| Head and Neck Cancer | 59 | 85% | 76% | 86% | 76% |
| Hearing Aid Sales | 59 | 88% | 71% | 86% | 100% |
| In-Office Laboratory | 59 | 10% | 0% | 14% | 10% |
| Laryngology | 59 | 75% | 53% | 81% | 76% |
| Neurotology | 59 | 42% | 12% | 38% | 52% |
| Oral Maxillofacial | 59 | 27% | 18% | 19% | 38% |
| Otology | 59 | 83% | 76% | 81% | 90% |
| Pediatric ENT | 59 | 88% | 76% | 86% | 95% |
| Rhinology | 59 | 81% | 53% | 86% | 81% |
| Skin Care Products | 59 | 36% | 18% | 33% | 52% |
| Skull Based Surgery | 59 | 37% | 6% | 29% | 57% |
| Sleep Services | 59 | 37% | 18% | 33% | 43% |
| Speech Therapy | 59 | 32% | 0% | 24% | 52% |
| Surgically Implanted Hearing Aid | 59 | 64% | 24% | 67% | 81% |
| Thyroid Ultrasounds | 59 | 34% | 6% | 33% | 48% |
| Transnasal Esophagoscopy | 59 | 42% | 12% | 24% | 62% |

Services Provided by Group Size



GROSS NUMBER OF HEARING AIDS SOLD

| | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|-------------------|-------|-------|---------------|--------|---------------|---------------|
| All Groups | 47 | 1,308 | 283 | 690 | 1,525 | 2,989 |
| 1-3 FTE Physician | 9 | 168 | 116 | 150 | 206 | 289 |
| 4-9 FTE Physician | 18 | 574 | 286 | 499 | 783 | 1,176 |
| 10+ FTE Physician | 20 | 2,482 | 1,370 | 1,622 | 2,982 | 4,359 |

PRACTICE SETTING

| | Number of Practices | 59 | 17 | 21 | 21 |
|---|---------------------|--------|---------|---------|---------|
| | Count | All | 1-3 FTE | 4-9 FTE | 10+ FTE |
| Private Group Practice - Single Specialty (ENT and related specialties) | 59 | 15% | 0% | 19% | 29% |
| Private Group Practice - Multi Specialty (ENT, Orthopedics, Cardiology, etc) | 37 | 62.71% | 35.29% | 80.95% | 66.67% |
| Primary Practice - Solo Practitioner | 59 | 78% | 41% | 86% | 86% |
| Hospital Owned | 11 | 18.64% | 5.88% | 14.29% | 33.33% |
| | 9 | 15.25% | 52.94% | 0.00% | 0.00% |
| | 2 | 3.39% | 5.88% | 4.76% | 0.00% |

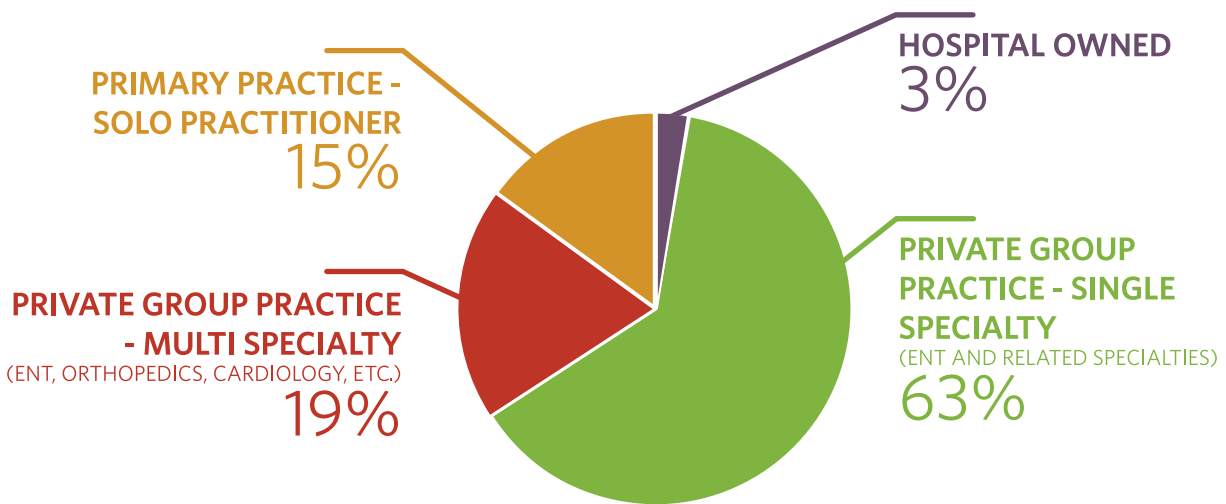
TECHNOLOGY PRODUCTS

| Practice Management System | Number | Percent |
|----------------------------|-----------|-------------|
| Greenway | 12 | 21% |
| Centricity | 10 | 17% |
| Other | 10 | 17% |
| NextGen | 7 | 12% |
| Allscripts | 5 | 9% |
| eClnical Works | 4 | 7% |
| Athena Health | 3 | 5% |
| AllMeds | 3 | 5% |
| AMS | 1 | 2% |
| EPIC | 1 | 2% |
| MISYS | 1 | 2% |
| Sage Intergy | 1 | 2% |
| Advanced MD | 0 | 0% |
| Cerner | 0 | 0% |
| e-MD | 0 | 0% |
| Epicare | 0 | 0% |
| Healthport | 0 | 0% |
| MD Logic | 0 | 0% |
| Medent | 0 | 0% |
| Total | 58 | 100% |

| CT Manufacturer | Number | Percent |
|-----------------|-----------|-------------|
| Xoran | 23 | 62% |
| Carestream | 4 | 11% |
| GE | 3 | 8% |
| Other | 3 | 8% |
| Siemens | 2 | 5% |
| 3M | 1 | 3% |
| Scanora | 1 | 3% |
| Cochlear | 0 | 0% |
| Lumiview | 0 | 0% |
| Sordex | 0 | 0% |
| Toshiba Asteion | 0 | 0% |
| Total | 37 | 100% |

| Accounting Software | Number | Percent |
|------------------------------|-----------|-------------|
| QuickBooks | 37 | 66% |
| Great Plains | 8 | 14% |
| Peachtree | 5 | 9% |
| Other | 4 | 7% |
| MAS 90 | 2 | 4% |
| Client Bookkeeping Solutions | 0 | 0% |
| Peoplesoft | 0 | 0% |
| Quicken | 0 | 0% |
| Total | 56 | 100% |

PRACTICE SETTING - ALL FTE



TECHNOLOGY PRODUCTS (CON'T)

| EMR | Number | Percent |
|-----------------|-----------|-------------|
| Other | 14 | 24% |
| Greenway | 13 | 22% |
| AllMeds | 7 | 12% |
| NextGen | 6 | 10% |
| Allscripts | 5 | 9% |
| eClincial Works | 5 | 9% |
| Centricity | 3 | 5% |
| AMS | 1 | 2% |
| Athena Health | 1 | 2% |
| EPIC | 1 | 2% |
| SRS | 1 | 2% |
| Sage Intergy | 1 | 2% |
| Advanced MD | 0 | 0% |
| Cerner | 0 | 0% |
| e-MD | 0 | 0% |
| Epicare | 0 | 0% |
| Healthport | 0 | 0% |
| MD Logic | 0 | 0% |
| Medent | 0 | 0% |
| Medinotes | 0 | 0% |
| MISYS | 0 | 0% |
| Total | 58 | 100% |

| Payroll Outsourced? | Number | Percent |
|---------------------|--------|---------|
| All Groups | 40 | 68% |
| 1-3 FTE Physicians | 10 | 59% |
| 4-9 FTE Physicians | 13 | 62% |
| 10+ Physicians | 17 | 81% |

| Payroll Service If Outsourced | Number | Percent |
|-------------------------------|-----------|-------------|
| Other | 20 | 50% |
| Paychex | 8 | 20% |
| The Payroll Company | 5 | 13% |
| ADP | 2 | 5% |
| Paycor | 2 | 5% |
| Advantage Payroll Services | 1 | 3% |
| PayUSA | 1 | 3% |
| PrimePay | 1 | 3% |
| AmCheck | 0 | 0% |
| APS | 0 | 0% |
| Big Fish Payroll Services | 0 | 0% |
| TelePayroll | 0 | 0% |
| Total | 40 | 100% |

PRACTICE STRATEGIC INITIATIVES

| | Number of Practices | 59 | 17 | 21 | 21 |
|---|---------------------|-----|---------|---------|---------|
| Strategic Initiatives Over the Next 12-24 Months | Count | All | 1-3 FTE | 4-9 FTE | 10+ FTE |
| Looking to hire a new doctor | 59 | 63% | 41% | 62% | 81% |
| Looking to hire ENT Nurse Practitioner | 59 | 37% | 35% | 14% | 62% |
| Looking to hire Audiologist | 59 | 46% | 29% | 43% | 62% |
| Looking to hire Audiology assistants | 59 | 24% | 6% | 19% | 43% |
| Relocating any existing office locations | 59 | 29% | 6% | 29% | 48% |
| Opening any additional office locations | 59 | 41% | 18% | 38% | 62% |
| Looking to close existing office location | 59 | 20% | 6% | 14% | 38% |
| Looking to close the practice | 59 | 0% | 0% | 0% | 0% |
| Planning on merging with another ENT practice | 59 | 7% | 6% | 0% | 14% |
| Looking to be sold/merge with larger multispecialty physician practice or health system | 59 | 2% | 6% | 0% | 0% |
| Considering addition of new ancillary services | 59 | 47% | 53% | 29% | 62% |
| Considering purchase of new practice management system | 59 | 17% | 24% | 10% | 19% |
| Investigating hospital system ownership | 59 | 3% | 6% | 0% | 5% |
| Considering implementing the practice's first EHR system | 59 | 5% | 6% | 0% | 10% |
| Considering replacing an existing EHR system | 59 | 20% | 24% | 10% | 29% |
| Considering outsourced billing services, on either an as-needed or full-time basis | 59 | 12% | 12% | 5% | 19% |
| Considering bringing outsourced billing back in-house | 59 | 5% | 6% | 10% | 0% |
| Planning to join or form a Clinically Integrated Network (CIN) | 59 | 7% | 0% | 5% | 14% |
| Currently participate in a Clinically Integrated Network (CIN) | 59 | 31% | 18% | 19% | 52% |
| Utilize patient satisfaction or patient outcomes reporting tools (practice based) | 59 | 78% | 71% | 76% | 86% |
| Would you recommend your EHR vendor to a colleague? | 59 | 61% | 59% | 62% | 62% |

| Why you would NOT recommend your EHR? | Number | Percent |
|--|-----------|-------------|
| Initial system cost too high | 1 | 4% |
| Annual support costs too high | 2 | 9% |
| Technical support not adequate | 3 | 13% |
| Does not fit my practice | 3 | 13% |
| Does not make efficient use of my time | 1 | 4% |
| Believe system capabilities were mis-represented | 6 | 26% |
| Other (Not Specified) | 7 | 30% |
| Total | 23 | 100% |

FINANCIAL SUMMARY FOR TOTAL PRACTICE BY FTE PHYSICIAN

| All Groups - 59 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|--|-----------|------------------|------------------|------------------|------------------|--------------------|
| Collections | 55 | \$1,097,033 | \$882,164 | \$1,083,420 | \$1,284,046 | \$1,523,474 |
| Non-Provider Salaries, Wages, & Benefits | 57 | \$332,664 | \$283,202 | \$329,862 | \$387,500 | \$455,022 |
| Non-Physician Provider Salaries, Wages, & Benefits | 33 | \$74,418 | \$20,291 | \$39,850 | \$78,667 | \$151,586 |
| Office Occupancy Expenses | 57 | \$97,795 | \$60,131 | \$75,000 | \$108,326 | \$142,256 |
| Hearing Aid Expenses | 48 | \$88,056 | \$56,941 | \$75,235 | \$107,702 | \$133,042 |
| Non-Drug Medical Supply Expenses | 55 | \$38,075 | \$10,938 | \$20,000 | \$46,718 | \$69,710 |
| Drug Expenses | 52 | \$16,021 | \$4,466 | \$9,067 | \$17,917 | \$38,355 |
| Total Non-Physician Operating Costs | 57 | \$694,253 | \$476,755 | \$646,887 | \$825,138 | \$1,050,586 |

| 1-3 FTE - 17 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|--|-----------|------------------|------------------|------------------|------------------|--------------------|
| Collections | 17 | \$1,100,580 | \$776,565 | \$1,041,996 | \$1,375,600 | \$1,696,547 |
| Non-Provider Salaries, Wages, & Benefits | 17 | \$330,598 | \$244,568 | \$335,651 | \$401,022 | \$453,211 |
| Non-Physician Provider Salaries, Wages, & Benefits | 10 | \$159,262 | \$57,864 | \$97,809 | \$149,701 | \$392,846 |
| Office Occupancy Expenses | 17 | \$139,183 | \$73,188 | \$92,000 | \$141,925 | \$189,835 |
| Hearing Aid Expenses | 11 | \$97,558 | \$84,799 | \$96,500 | \$126,590 | \$133,333 |
| Non-Drug Medical Supply Expenses | 16 | \$41,890 | \$12,717 | \$21,200 | \$42,495 | \$90,995 |
| Drug Expenses | 13 | \$16,406 | \$1,000 | \$6,500 | \$23,405 | \$40,828 |
| Total Non-Physician Operating Costs | 17 | \$783,974 | \$341,533 | \$741,177 | \$997,146 | \$1,432,732 |

Please note that for all categories (Income and Expenses): The Percentile amounts are arranged from lowest amounts reported (25th percentile) to highest amounts reported (90th percentile). Results that are near the lower or higher end of a given category do not necessarily mean lower or higher performing practices and are presented only for informational purposes. Your results cannot generally be compared to the benchmark survey in isolation, but must take all performance indicators into account. Many studies have shown that physician income (compensation) is generally maximized in groups with higher overhead amounts (total dollars) per physician.

FINANCIAL SUMMARY FOR TOTAL PRACTICE BY FTE PHYSICIAN (CON'T)

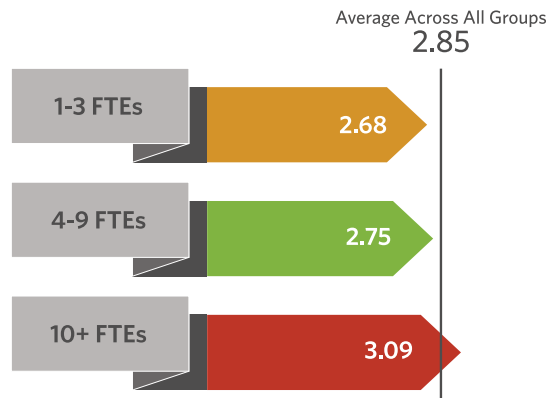
| 4-9 FTE - 21 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|--|-----------|------------------|------------------|------------------|------------------|--------------------|
| Collections | 17 | \$1,007,652 | \$784,676 | \$957,283 | \$1,186,822 | \$1,379,499 |
| Non-Provider Salaries, Wages, & Benefits | 19 | \$324,102 | \$273,253 | \$311,305 | \$377,225 | \$445,582 |
| Non-Physician Provider Salaries, Wages, & Benefits | 7 | \$31,712 | \$22,221 | \$25,352 | \$40,114 | \$53,383 |
| Office Occupancy Expenses | 19 | \$81,115 | \$53,942 | \$65,786 | \$106,682 | \$131,514 |
| Hearing Aid Expenses | 17 | \$97,593 | \$57,183 | \$65,510 | \$95,252 | \$220,525 |
| Non-Drug Medical Supply Expenses | 18 | \$32,577 | \$7,175 | \$13,994 | \$48,805 | \$67,736 |
| Drug Expenses | 19 | \$11,513 | \$4,712 | \$8,126 | \$12,574 | \$29,379 |
| Total Non-Physician Operating Costs | 19 | \$691,940 | \$489,847 | \$693,534 | \$789,148 | \$1,064,663 |

| 10+ FTE - 21 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|--|-----------|------------------|------------------|------------------|------------------|------------------|
| Collections | 21 | \$1,166,518 | \$1,005,222 | \$1,147,417 | \$1,307,221 | \$1,412,154 |
| Non-Provider Salaries, Wages, & Benefits | 21 | \$342,083 | \$295,335 | \$331,779 | \$370,556 | \$446,639 |
| Non-Physician Provider Salaries, Wages, & Benefits | 16 | \$40,074 | \$11,604 | \$22,836 | \$42,182 | \$71,039 |
| Office Occupancy Expenses | 21 | \$79,383 | \$64,517 | \$70,664 | \$101,542 | \$116,835 |
| Hearing Aid Expenses | 20 | \$74,724 | \$52,024 | \$66,299 | \$97,335 | \$117,404 |
| Non-Drug Medical Supply Expenses | 21 | \$39,881 | \$13,127 | \$24,793 | \$44,370 | \$69,715 |
| Drug Expenses | 20 | \$20,054 | \$6,889 | \$13,157 | \$20,708 | \$41,952 |
| Total Non-Physician Operating Costs | 21 | \$623,716 | \$516,993 | \$638,316 | \$711,327 | \$785,729 |

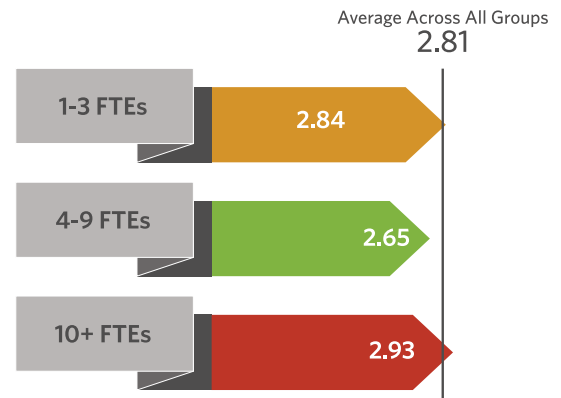
Please note that for all categories (Income and Expenses): The Percentile amounts are arranged from lowest amounts reported (25th percentile) to highest amounts reported (90th percentile). Results that are near the lower or higher end of a given category do not necessarily mean lower or higher performing practices and are presented only for informational purposes. Your results cannot generally be compared to the benchmark survey in isolation, but must take all performance indicators into account. Many studies have shown that physician income (compensation) is generally maximized in groups with higher overhead amounts (total dollars) per physician.

Staffing per FTE Physician

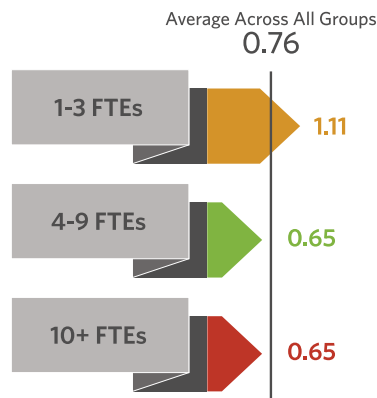
TOTAL NON-CLINICAL ADMINISTRATIVE STAFF PER FTE PHYSICIAN BY GROUP SIZE



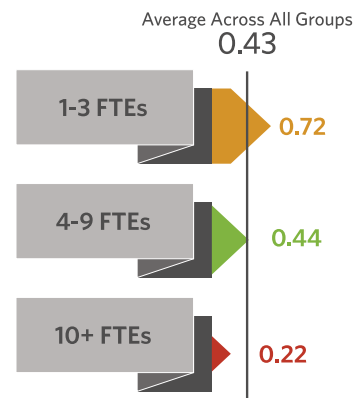
TOTAL CLINICAL STAFF (NURSES, MAs, TECHS) PER FTE PHYSICIAN BY GROUP SIZE



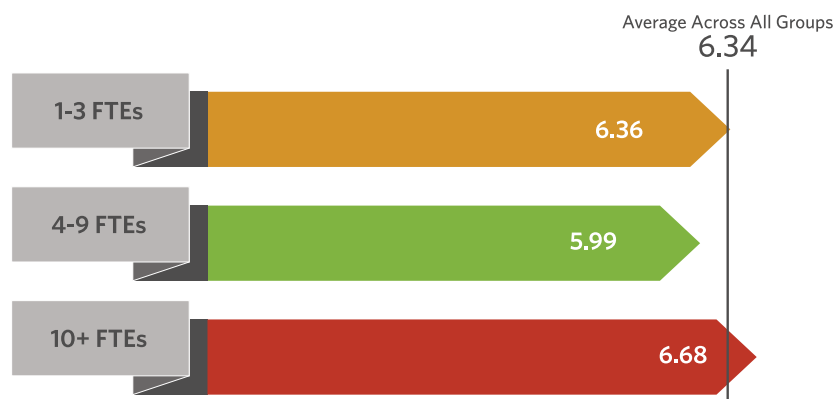
TOTAL AUDIOLOGISTS PER FTE PHYSICIAN BY GROUP SIZE



TOTAL NON-PHYSICIAN PROVIDER STAFF (NP, PA, ETC.) PER FTE PHYSICIAN BY GROUP SIZE



TOTAL NON-PROVIDER STAFF PER FTE PHYSICIAN BY GROUP SIZE



ANNUAL A/R GROSS CHARGES PER FTE PHYSICIAN

| All Groups - 59 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|---------------------------|-------|--------------------|-------------|---------------|-------------|---------------|---------------|
| Commercial | 49 | \$1,400,707 | 46.68% | \$765,282 | \$1,200,190 | \$1,751,717 | \$2,322,903 |
| Workers' Compensation | 39 | \$6,855 | 0.23% | \$2,427 | \$3,571 | \$8,297 | \$19,236 |
| Medicare | 49 | \$647,701 | 21.58% | \$451,761 | \$601,270 | \$752,750 | \$985,540 |
| Medicaid | 48 | \$252,321 | 8.41% | \$66,415 | \$231,725 | \$347,557 | \$562,890 |
| Other Govt Payers | 39 | \$58,815 | 1.96% | \$19,056 | \$37,592 | \$51,983 | \$149,041 |
| Charity Care | 13 | \$28,378 | 0.95% | \$2,210 | \$8,264 | \$9,789 | \$38,501 |
| Self Pay | 44 | \$145,858 | 4.86% | \$24,343 | \$88,622 | \$175,903 | \$297,761 |
| Other | 20 | \$460,326 | 15.34% | \$3,192 | \$6,909 | \$364,037 | \$1,510,096 |
| Total | | \$3,000,961 | 100% | | | | |

| 1-3 FTE - 17 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------|-------|--------------------|-------------|---------------|-----------|---------------|---------------|
| Commercial | 13 | \$1,502,987 | 45.76% | \$638,730 | \$765,282 | \$1,315,926 | \$4,008,463 |
| Workers' Compensation | 7 | \$6,838 | 0.21% | \$369 | \$2,467 | \$11,308 | \$19,903 |
| Medicare | 13 | \$623,199 | 18.97% | \$300,000 | \$529,028 | \$846,816 | \$1,128,763 |
| Medicaid | 13 | \$270,018 | 8.22% | \$40,325 | \$90,564 | \$363,800 | \$874,158 |
| Other Govt Payers | 12 | \$43,025 | 1.31% | \$15,721 | \$30,342 | \$41,973 | \$82,836 |
| Charity Care | 5 | \$17,512 | 0.53% | \$8,264 | \$9,084 | \$25,000 | \$35,126 |
| Self Pay | 12 | \$142,665 | 4.34% | \$17,725 | \$47,969 | \$140,944 | \$301,338 |
| Other | 7 | \$678,121 | 20.65% | \$6,848 | \$66,755 | \$737,954 | \$2,119,288 |
| Total | | \$3,284,366 | 100% | | | | |

| 4-9 FTE - 21 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------|-------|--------------------|-------------|---------------|-------------|---------------|---------------|
| Commercial | 16 | \$1,297,430 | 50.59% | \$1,061,266 | \$1,134,721 | \$1,567,192 | \$2,040,031 |
| Workers' Compensation | 15 | \$5,848 | 0.23% | \$2,688 | \$3,470 | \$5,332 | \$10,722 |
| Medicare | 16 | \$707,154 | 27.57% | \$513,252 | \$592,631 | \$717,503 | \$1,274,251 |
| Medicaid | 15 | \$295,322 | 11.52% | \$184,874 | \$296,095 | \$393,459 | \$530,701 |
| Other Govt Payers | 11 | \$82,420 | 3.21% | \$25,187 | \$37,592 | \$134,077 | \$176,177 |
| Charity Care | 4 | \$3,675 | 0.14% | \$762 | \$2,426 | \$5,339 | \$8,009 |
| Self Pay | 15 | \$151,595 | 5.91% | \$40,250 | \$148,932 | \$213,737 | \$358,612 |
| Other | 6 | \$21,080 | 0.82% | \$1,500 | \$3,138 | \$4,786 | \$59,300 |
| Total | | \$2,564,523 | 100% | | | | |

| 10+ FTE - 21 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------|-------|--------------------|-------------|---------------|-------------|---------------|---------------|
| Commercial | 20 | \$1,416,846 | 45.23% | \$987,518 | \$1,599,224 | \$1,807,271 | \$2,063,173 |
| Workers' Compensation | 17 | \$7,751 | 0.25% | \$2,552 | \$4,135 | \$8,648 | \$18,827 |
| Medicare | 20 | \$616,066 | 19.67% | \$533,709 | \$632,739 | \$701,240 | \$786,702 |
| Medicaid | 20 | \$208,568 | 6.66% | \$73,598 | \$203,321 | \$303,920 | \$354,314 |
| Other Govt Payers | 16 | \$54,428 | 1.74% | \$14,674 | \$41,128 | \$51,941 | \$115,590 |
| Charity Care | 4 | \$66,665 | 2.13% | \$2,080 | \$5,268 | \$69,853 | \$180,602 |
| Self Pay | 17 | \$143,050 | 4.57% | \$52,500 | \$109,242 | \$158,055 | \$244,341 |
| Other | 7 | \$619,027 | 19.76% | \$5,267 | \$7,531 | \$1,302,236 | \$1,575,713 |
| Total | | \$3,132,400 | 100% | | | | |

ANNUAL A/R COLLECTIONS PER FTE PHYSICIAN

| All Groups - 59 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|---------------------------|-------|--------------------|-------------|---------------|-----------|---------------|---------------|
| Commercial | 51 | \$558,091 | 43.95% | \$321,838 | \$513,776 | \$657,803 | \$968,398 |
| Workers' Compensation | 41 | \$4,440 | 0.35% | \$1,022 | \$2,446 | \$5,000 | \$8,091 |
| Medicare | 51 | \$221,891 | 17.47% | \$134,816 | \$194,010 | \$292,132 | \$389,297 |
| Medicaid | 49 | \$76,448 | 6.02% | \$20,772 | \$69,849 | \$107,630 | \$143,531 |
| Other Govt Payers | 39 | \$20,602 | 1.62% | \$4,923 | \$11,448 | \$28,878 | \$52,616 |
| Charity Care | 5 | \$23,230 | 1.83% | \$25 | \$653 | \$5,500 | \$68,181 |
| Self Pay | 46 | \$182,860 | 14.40% | \$9,530 | \$129,579 | \$330,135 | \$408,598 |
| Other | 22 | \$182,268 | 14.35% | \$2,625 | \$6,061 | \$130,068 | \$624,007 |
| Total | | \$1,269,830 | 100% | | | | |

| 1-3 FTE - 17 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------|-------|--------------------|-------------|---------------|-----------|---------------|---------------|
| Commercial | 15 | \$560,385 | 43.83% | \$215,333 | \$344,433 | \$666,000 | \$1,417,261 |
| Workers' Compensation | 9 | \$3,157 | 0.25% | \$518 | \$2,089 | \$4,734 | \$7,378 |
| Medicare | 15 | \$216,409 | 16.93% | \$111,587 | \$175,433 | \$297,763 | \$419,432 |
| Medicaid | 14 | \$78,506 | 6.14% | \$18,769 | \$44,968 | \$119,469 | \$208,859 |
| Other Govt Payers | 13 | \$16,605 | 1.30% | \$4,186 | \$8,187 | \$21,450 | \$48,096 |
| Charity Care | 0 | \$- | 0.00% | \$- | \$- | \$- | \$- |
| Self Pay | 13 | \$153,634 | 12.02% | \$6,000 | \$63,407 | \$249,628 | \$328,794 |
| Other | 8 | \$249,868 | 19.54% | \$5,069 | \$72,747 | \$204,337 | \$684,575 |
| Total | | \$1,278,564 | 100% | | | | |

| 4-9 FTE - 21 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------|-------|--------------------|-------------|---------------|-----------|---------------|---------------|
| Commercial | 17 | \$542,563 | 51.03% | \$460,070 | \$563,020 | \$586,865 | \$708,332 |
| Workers' Compensation | 16 | \$4,028 | 0.38% | \$1,491 | \$2,224 | \$3,468 | \$6,529 |
| Medicare | 17 | \$218,854 | 20.58% | \$132,352 | \$194,010 | \$265,190 | \$360,371 |
| Medicaid | 16 | \$74,700 | 7.03% | \$36,903 | \$80,109 | \$109,186 | \$135,977 |
| Other Govt Payers | 12 | \$25,294 | 2.38% | \$5,835 | \$15,416 | \$46,812 | \$60,549 |
| Charity Care | 2 | \$2,763 | 0.26% | \$1,394 | \$2,763 | \$4,131 | \$4,953 |
| Self Pay | 16 | \$183,491 | 17.26% | \$8,685 | \$190,045 | \$355,704 | \$404,018 |
| Other | 7 | \$11,588 | 1.09% | \$1,548 | \$3,002 | \$3,476 | \$29,199 |
| Total | | \$1,063,280 | 100% | | | | |

| 10+ FTE - 21 Practices | Count | Mean | Percent | 25 percentile | Median | 75 percentile | 90 percentile |
|------------------------|-------|--------------------|-------------|---------------|-----------|---------------|---------------|
| Commercial | 19 | \$570,173 | 39.68% | \$426,060 | \$537,430 | \$714,275 | \$921,578 |
| Workers' Compensation | 16 | \$5,573 | 0.39% | \$1,316 | \$2,715 | \$5,948 | \$13,745 |
| Medicare | 19 | \$228,935 | 15.93% | \$151,782 | \$243,810 | \$306,692 | \$321,982 |
| Medicaid | 19 | \$76,404 | 5.32% | \$22,384 | \$69,849 | \$97,643 | \$120,252 |
| Other Govt Payers | 14 | \$20,293 | 1.41% | \$4,952 | \$12,709 | \$22,885 | \$33,905 |
| Charity Care | 2 | \$55,311 | 3.85% | \$27,982 | \$55,311 | \$82,640 | \$99,037 |
| Self Pay | 17 | \$204,616 | 14.24% | \$55,213 | \$123,625 | \$377,920 | \$408,396 |
| Other | 7 | \$275,693 | 19.19% | \$4,851 | \$8,145 | \$622,560 | \$640,946 |
| Total | | \$1,436,998 | 100% | | | | |

A/R AGING PER FTE PHYSICIAN

| All Groups | Insurance Balance | | Patient Balance | | Total Balance | |
|---------------|-------------------|-------------|-----------------|-------------|------------------|-------------|
| | Dollar Amount | Percent | Dollar Amount | Percent | Dollar Amount | Percent |
| 59 Practices | | | | | | |
| 0 - 30 Days | \$136,470 | 65.70% | \$10,843 | 24.81% | \$144,598 | 58.90% |
| 31 - 60 Days | \$26,073 | 12.55% | \$7,898 | 18.07% | \$32,800 | 13.36% |
| 61 - 90 Days | \$9,118 | 4.39% | \$4,248 | 9.72% | \$12,638 | 5.15% |
| 91 - 120 Days | \$9,071 | 4.37% | \$4,916 | 11.25% | \$13,526 | 5.51% |
| > 120 Days | \$26,991 | 12.99% | \$15,805 | 36.16% | \$41,955 | 17.09% |
| Total | \$207,723 | 100% | \$43,711 | 100% | \$245,517 | 100% |

| 1-3 FTE | Insurance Balance | | Patient Balance | | Total Balance | |
|---------------|-------------------|-------------|-----------------|-------------|------------------|-------------|
| | Dollar Amount | Percent | Dollar Amount | Percent | Dollar Amount | Percent |
| 17 Practices | | | | | | |
| 0 - 30 Days | \$157,161 | 54.82% | \$10,258 | 16.95% | \$157,143 | 49.41% |
| 31 - 60 Days | \$37,827 | 13.19% | \$11,890 | 19.65% | \$44,919 | 14.12% |
| 61 - 90 Days | \$9,993 | 3.49% | \$5,255 | 8.68% | \$13,320 | 4.19% |
| 91 - 120 Days | \$16,282 | 5.68% | \$5,003 | 8.27% | \$20,773 | 6.53% |
| > 120 Days | \$65,423 | 22.82% | \$28,113 | 46.45% | \$81,900 | 25.75% |
| Total | \$286,685 | 100% | \$60,519 | 100% | \$318,055 | 100% |

| 4-9 FTE | Insurance Balance | | Patient Balance | | Total Balance | |
|---------------|-------------------|-------------|-----------------|-------------|------------------|-------------|
| | Dollar Amount | Percent | Dollar Amount | Percent | Dollar Amount | Percent |
| 21 Practices | | | | | | |
| 0 - 30 Days | \$117,895 | 70.87% | \$11,608 | 37.84% | \$128,820 | 66.59% |
| 31 - 60 Days | \$19,111 | 11.49% | \$4,880 | 15.91% | \$23,417 | 12.10% |
| 61 - 90 Days | \$7,190 | 4.32% | \$2,975 | 9.70% | \$9,815 | 5.07% |
| 91 - 120 Days | \$7,447 | 4.48% | \$3,229 | 10.53% | \$9,859 | 5.10% |
| > 120 Days | \$14,702 | 8.84% | \$7,985 | 26.03% | \$21,546 | 11.14% |
| Total | \$166,345 | 100% | \$30,677 | 100% | \$193,457 | 100% |

| 10+ FTE | Insurance Balance | | Patient Balance | | Total Balance | |
|---------------|-------------------|-------------|-----------------|-------------|------------------|-------------|
| | Dollar Amount | Percent | Dollar Amount | Percent | Dollar Amount | Percent |
| 21 Practices | | | | | | |
| 0 - 30 Days | \$139,845 | 68.55% | \$10,538 | 23.93% | \$149,856 | 61.01% |
| 31 - 60 Days | \$25,526 | 12.51% | \$7,759 | 17.62% | \$32,897 | 13.39% |
| 61 - 90 Days | \$10,338 | 5.07% | \$4,670 | 10.61% | \$14,594 | 5.94% |
| 91 - 120 Days | \$6,404 | 3.14% | \$6,202 | 14.08% | \$12,295 | 5.01% |
| > 120 Days | \$21,887 | 10.73% | \$14,865 | 33.76% | \$35,970 | 14.64% |
| Total | \$203,999 | 100% | \$44,034 | 100% | \$245,612 | 100% |

PHYSICIAN PRODUCTIVITY PER FTE PHYSICIAN

| All Groups - 59 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|---|-------|-------------|---------------|-------------|---------------|---------------|
| E&M Services (Office Visits and Consults) | | | | | | |
| Annual Total # of New Patient Visits | 57 | 949 | 664 | 881 | 1,062 | 1,220 |
| Annual Total # of Established Patient Visits | 57 | 2,306 | 1,443 | 2,118 | 2,580 | 3,289 |
| Annual Total # of Patient Consult Visits | 48 | 408 | 190 | 352 | 577 | 708 |
| Annual Total # of No Charge Pre/Post Op Visits | 49 | 382 | 258 | 332 | 468 | 607 |
| Annual Total of E&M Visits | 57 | 3,927 | 2,739 | 3,577 | 4,406 | 5,859 |
| Office-Based Procedures | | | | | | |
| Total # of Office Procedures (Including Balloons) | 48 | 1,482 | 847 | 1,148 | 1,853 | 3,071 |
| Office Procedures (Including Balloons) per E&M Visit | 48 | 0.466 | 0.199 | 0.338 | 0.537 | 1.015 |
| Total # of Balloons ONLY (CPT 31295-31297) | 42 | 23 | 6 | 11 | 26 | 50 |
| Balloons ONLY (CPT 31295-31297) per E&M Visit | 42 | 0.007 | 0.001 | 0.003 | 0.007 | 0.018 |
| Ancillary Codes Only | | | | | | |
| Allergy | 41 | 5,750 | 1,399 | 3,083 | 7,529 | 16,491 |
| Allergy per E&M Visit | 41 | 1.737 | 0.423 | 0.649 | 1.768 | 4.662 |
| Audiology | 46 | 1,863 | 1,112 | 1,696 | 2,333 | 3,300 |
| Audiology per E&M Visit | 46 | 0.541 | 0.357 | 0.512 | 0.646 | 0.837 |
| In Office CT Scans | 35 | 474 | 72 | 116 | 161 | 374 |
| In Office CT Scans per E&M Visit | 35 | 0.103 | 0.018 | 0.033 | 0.052 | 0.104 |
| Gross Charges and Collections | | | | | | |
| Physician Annual Gross Charges | 56 | \$2,406,837 | \$1,812,990 | \$2,207,720 | \$2,948,229 | \$3,597,349 |
| Physician Annual Gross Charges per E&M Visit | 56 | \$706 | \$500 | \$651 | \$840 | \$1,046 |
| Physician Annual Net Payments (Receipts) | 56 | \$1,086,117 | \$863,088 | \$1,066,860 | \$1,272,459 | \$1,519,144 |
| Physician Annual Net Payments per E&M Visit | 56 | \$320 | \$231 | \$296 | \$369 | \$485 |
| Physician Total Annual Practice Compensation (All Prof Sources) | 46 | \$494,915 | \$381,347 | \$456,542 | \$555,229 | \$773,176 |
| Physician Total Annual Practice Compensation per E&M Visit | 46 | \$141 | \$109 | \$136 | \$157 | \$200 |

PHYSICIAN PRODUCTIVITY PER FTE PHYSICIAN (CON'T)

| 1-3 FTE - 17 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|---|-------|-------------|---------------|-------------|---------------|---------------|
| E&M Services (Office Visits and Consults) | | | | | | |
| Annual Total # of New Patient Visits | 17 | 1,209 | 630 | 994 | 1,214 | 2,417 |
| Annual Total # of Established Patient Visits | 17 | 2,933 | 1,113 | 1,974 | 4,258 | 6,319 |
| Annual Total # of Patient Consult Visits | 11 | 263 | 75 | 180 | 308 | 361 |
| Annual Total # of No Charge Pre/Post Op Visits | 11 | 438 | 302 | 390 | 509 | 633 |
| Annual Total of E&M Visits | 17 | 4,596 | 2,283 | 3,577 | 6,600 | 9,164 |
| Office-Based Procedures (Place of Service 11) | | | | | | |
| Total # of Office Procedures (Including Balloons) | 12 | 927 | 101 | 517 | 1,276 | 2,546 |
| Office Procedures (Including Balloons) per E&M Visit | 12 | 0.312 | 0.034 | 0.109 | 0.571 | 0.862 |
| Total # of Balloons ONLY (31295-31297) | 9 | 24 | 7 | 12 | 23 | 59 |
| Balloons ONLY (31295-31297) per E&M Visit | 9 | 0.006 | 0.001 | 0.004 | 0.006 | 0.014 |
| Ancillary Codes Only | | | | | | |
| Allergy | 7 | 8,676 | 2,610 | 4,563 | 12,283 | 20,697 |
| Allergy per E&M Visit | 7 | 2.503 | 0.470 | 1.455 | 3.215 | 6.106 |
| Audiology | 11 | 2,046 | 817 | 1,210 | 2,277 | 3,738 |
| Audiology per E&M Visit | 11 | 0.609 | 0.345 | 0.567 | 0.736 | 0.916 |
| In Office CT Scans | 5 | 1,038 | 86 | 116 | 450 | 2,865 |
| In Office CT Scans per E&M Visit | 5 | 0.262 | 0.029 | 0.051 | 0.126 | 0.709 |
| Gross Charges and Collections | | | | | | |
| Physician Annual Gross Charges | 17 | \$2,299,666 | \$1,404,309 | \$1,947,500 | \$3,171,473 | \$4,119,369 |
| Physician Annual Gross Charges per E&M Visit | 17 | \$709 | \$342 | \$625 | \$995 | \$1,398 |
| Physician Annual Net Payments (Receipts) | 17 | \$1,100,580 | \$776,565 | \$1,041,996 | \$1,375,600 | \$1,696,547 |
| Physician Annual Net Payments per E&M Visit | 17 | \$337 | \$169 | \$279 | \$467 | \$540 |
| Physician Total Annual Practice Compensation (All Professional Sources) | 10 | \$525,558 | \$324,250 | \$406,541 | \$711,153 | \$929,342 |
| Physician Total Annual Practice Compensation per E&M Visit | 10 | \$157 | \$101 | \$146 | \$172 | \$277 |

PHYSICIAN PRODUCTIVITY PER FTE PHYSICIAN (CON'T)

| 4-9 FTE - 21 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|---|-------|-------------|---------------|-------------|---------------|---------------|
| E&M Services (Office Visits and Consults) | | | | | | |
| Annual Total # of New Patient Visits | 19 | 754 | 575 | 714 | 954 | 1,054 |
| Annual Total # of Established Patient Visits | 19 | 1,915 | 1,405 | 1,625 | 2,546 | 3,118 |
| Annual Total # of Patient Consult Visits | 17 | 402 | 285 | 453 | 575 | 622 |
| Annual Total # of No Charge Pre/Post Op Visits | 18 | 381 | 213 | 324 | 489 | 626 |
| Annual Total of E&M Visits | 19 | 3,390 | 2,567 | 2,839 | 4,268 | 5,001 |
| Office-Based Procedures (Place of Service 11) | | | | | | |
| Total # of Office Procedures (Including Balloons) | 17 | 1,582 | 959 | 1,359 | 1,605 | 2,329 |
| Office Procedures (Including Balloons) per E&M Visit | 17 | 0.576 | 0.277 | 0.400 | 0.538 | 1.125 |
| Total # of Balloons ONLY (31295-31297) | 13 | 21 | 6 | 11 | 34 | 53 |
| Balloons ONLY (31295-31297) per E&M Visit | 13 | 0.008 | 0.002 | 0.002 | 0.007 | 0.024 |
| Ancillary Codes Only | | | | | | |
| Allergy | 16 | 5,184 | 1,089 | 3,089 | 5,788 | 15,180 |
| Allergy per E&M Visit | 16 | 1.865 | 0.235 | 0.766 | 1.768 | 4.533 |
| Audiology | 17 | 1,980 | 1,219 | 1,751 | 2,582 | 3,291 |
| Audiology per E&M Visit | 17 | 0.614 | 0.409 | 0.560 | 0.693 | 0.896 |
| In Office CT Scans | 10 | 324 | 79 | 118 | 159 | 375 |
| In Office CT Scans per E&M Visit | 10 | 0.073 | 0.023 | 0.040 | 0.061 | 0.102 |
| Gross Charges and Collections | | | | | | |
| Physician Annual Gross Charges | 18 | \$2,193,196 | \$1,612,931 | \$2,121,039 | \$2,535,507 | \$3,165,578 |
| Physician Annual Gross Charges per E&M Visit | 18 | \$701 | \$494 | \$629 | \$780 | \$902 |
| Physician Annual Net Payments (Receipts) | 18 | \$978,656 | \$781,285 | \$930,528 | \$1,176,752 | \$1,362,454 |
| Physician Annual Net Payments per E&M Visit | 18 | \$318 | \$236 | \$278 | \$314 | \$468 |
| Physician Total Annual Practice Compensation (All Prof Sources) | 16 | \$438,438 | \$345,940 | \$405,391 | \$494,112 | \$608,140 |
| Physician Total Annual Practice Compensation per E&M Visit | 16 | \$135 | \$105 | \$136 | \$154 | \$165 |

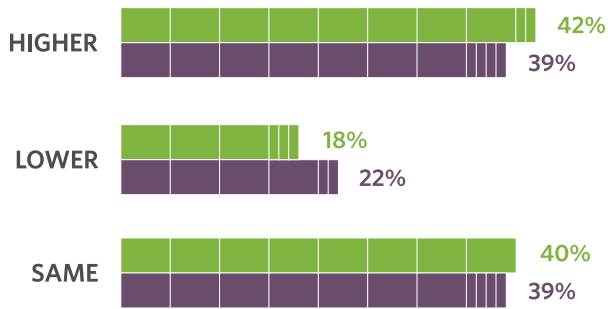
PHYSICIAN PRODUCTIVITY PER FTE PHYSICIAN (CON'T)

| 10+ FTE - 21 Practices | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|---|-------|-------------|---------------|-------------|---------------|---------------|
| E&M Services (Office Visits and Consults) | | | | | | |
| Annual Total # of New Patient Visits | 21 | 915 | 746 | 893 | 973 | 1,167 |
| Annual Total # of Established Patient Visits | 21 | 2,152 | 2,056 | 2,165 | 2,352 | 2,610 |
| Annual Total # of Patient Consult Visits | 20 | 493 | 258 | 477 | 634 | 737 |
| Annual Total # of No Charge Pre/Post Op Visits | 20 | 352 | 244 | 314 | 419 | 487 |
| Annual Total of E&M Visits | 21 | 3,871 | 3,413 | 3,728 | 4,136 | 4,414 |
| Office-Based Procedures (Place of Service 11) | | | | | | |
| Total # of Office Procedures (Including Balloons) | 19 | 1,742 | 984 | 1,370 | 2,089 | 3,355 |
| Office Procedures (Including Balloons) per E&M Visit | 19 | 0.465 | 0.261 | 0.365 | 0.504 | 0.946 |
| Total # of Balloons ONLY (31295-31297) | 20 | 23 | 5 | 10 | 24 | 40 |
| Balloons ONLY (31295-31297) per E&M Visit | 20 | 0.006 | 0.001 | 0.003 | 0.007 | 0.009 |
| Ancillary Codes Only | | | | | | |
| Allergy | 18 | 5,114 | 1,467 | 2,379 | 7,145 | 13,697 |
| Allergy per E&M Visit | 18 | 1.326 | 0.495 | 0.625 | 1.588 | 3.535 |
| Audiology | 18 | 1,640 | 1,271 | 1,696 | 1,913 | 2,878 |
| Audiology per E&M Visit | 18 | 0.430 | 0.291 | 0.466 | 0.548 | 0.693 |
| In Office CT Scans | 20 | 409 | 63 | 107 | 160 | 209 |
| In Office CT Scans per E&M Visit | 20 | 0.079 | 0.017 | 0.030 | 0.042 | 0.053 |
| Gross Charges and Collections | | | | | | |
| Physician Annual Gross Charges | 21 | \$2,676,715 | \$2,237,904 | \$2,539,576 | \$2,950,920 | \$3,465,739 |
| Physician Annual Gross Charges per E&M Visit | 21 | \$708 | \$605 | \$658 | \$839 | \$970 |
| Physician Annual Net Payments (Receipts) | 21 | \$1,166,518 | \$1,005,222 | \$1,147,417 | \$1,307,221 | \$1,412,154 |
| Physician Annual Net Payments per E&M Visit | 21 | \$309 | \$246 | \$316 | \$342 | \$400 |
| Physician Total Annual Practice Compensation (All Prof Sources) | 20 | \$524,776 | \$411,417 | \$457,599 | \$591,727 | \$766,693 |
| Physician Total Annual Practice Compensation per E&M Visit | 20 | \$138 | \$113 | \$132 | \$157 | \$193 |

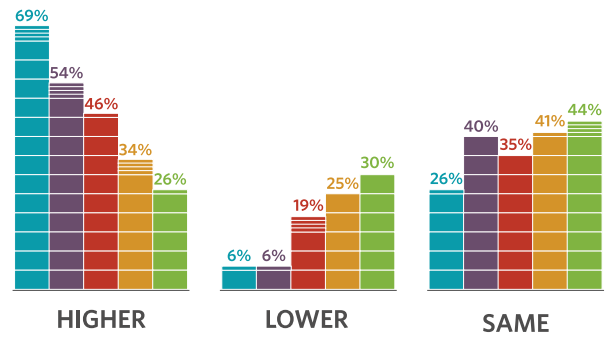
Physician Income (2016 vs. 2015)

Compared with 2015, was your 2016 personal income (salary only) higher, lower or about the same?

By Gender: ■ Women ■ Men

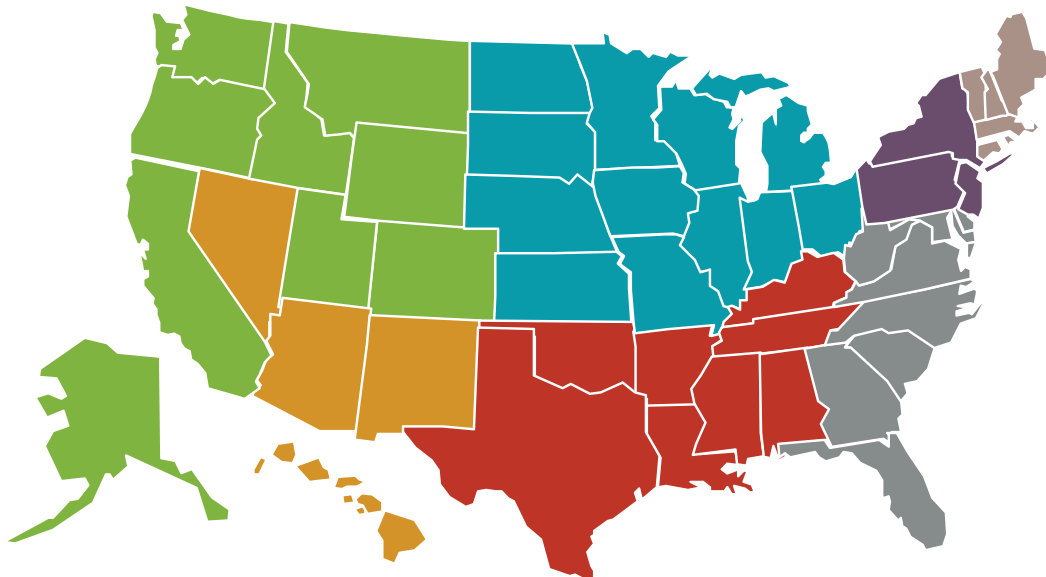


By Years in Practice: ■ 1 to 5 ■ 6 to 10 ■ 11 to 15 ■ 16 to 20 ■ > 21



Average Starting Salary for Physicians Following Training by Region

N=48 Practices



\$258,333
New England
(N=3)

\$216,667
Mid Atlantic
(N=6)

\$230,375
South Atlantic
(N=14)

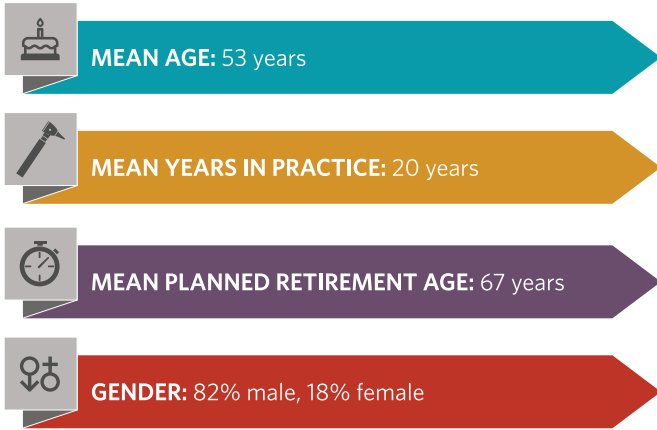
\$231,429
Northwest
(N=7)

\$250,000
Southwest
(N=1)

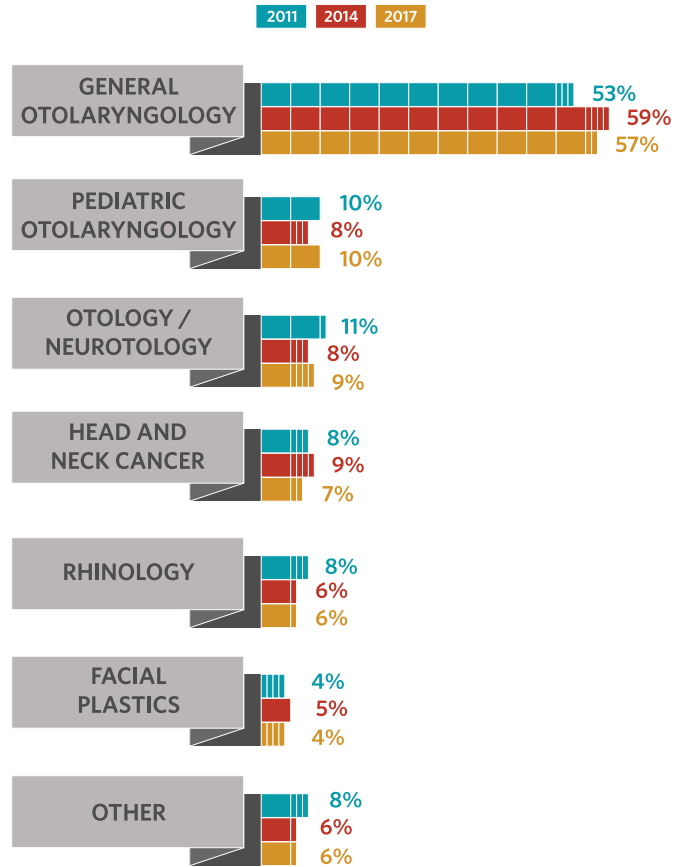
\$230,375
North Central
(N=8)

\$228,333
South Central
(N=9)

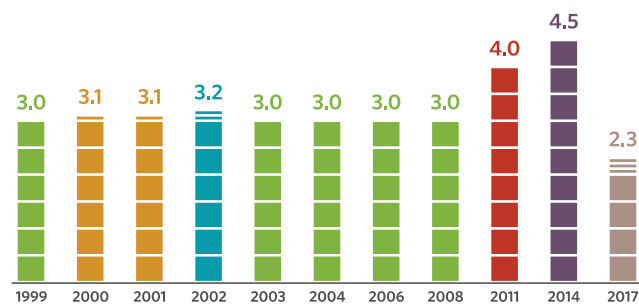
Physician Profile



Primary Area of Specialization



Number of Physicians in Office



STARTING SALARY & PHYSICIAN PROFILE

| | Count | Mean | 25 percentile | Median | 75 percentile | 90 percentile |
|--------------------|-------|-----------|---------------|-----------|---------------|---------------|
| All Groups | 48 | \$226,281 | \$180,000 | \$220,000 | \$250,000 | \$300,000 |
| 1-3 FTE Physicians | 7 | \$280,000 | \$235,000 | \$250,000 | \$325,000 | \$366,000 |
| 4-9 FTE Physicians | 20 | \$226,150 | \$180,000 | \$245,000 | \$252,500 | \$300,000 |
| 10+ FTE Physicians | 21 | \$208,500 | \$175,000 | \$200,000 | \$225,000 | \$275,000 |

PAY MORE FOR FELLOWSHIP TRAINED PHYSICIAN?

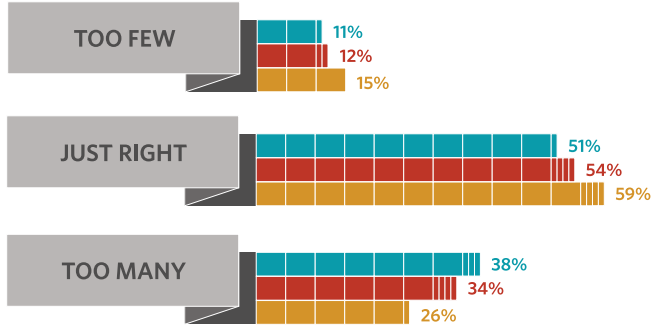
| | Count | Yes Percent | No Percent |
|-------------------|-------|-------------|------------|
| All Groups | 51 | 25% | 75% |
| 1-3 FTE Physician | 12 | 17% | 83% |
| 4-9 FTE Physician | 19 | 37% | 63% |
| 10+ FTE Physician | 20 | 20% | 80% |

Number of Practicing Otolaryngologists by Area

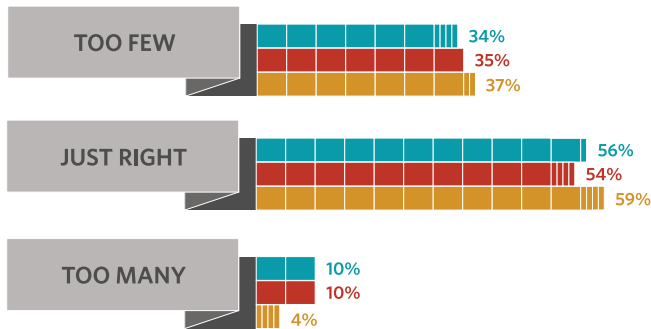
In your opinion, the number of practicing otolaryngologist-head and neck surgeons is too few, just right, or too many?

2011 2014 2017

In the metropolitan area from which you draw patients:

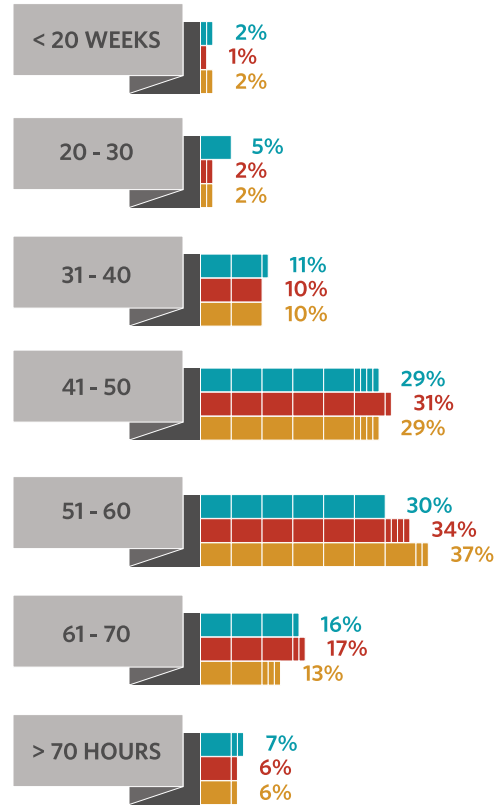


In the United States as a whole:



Total Hours Worked Per Week

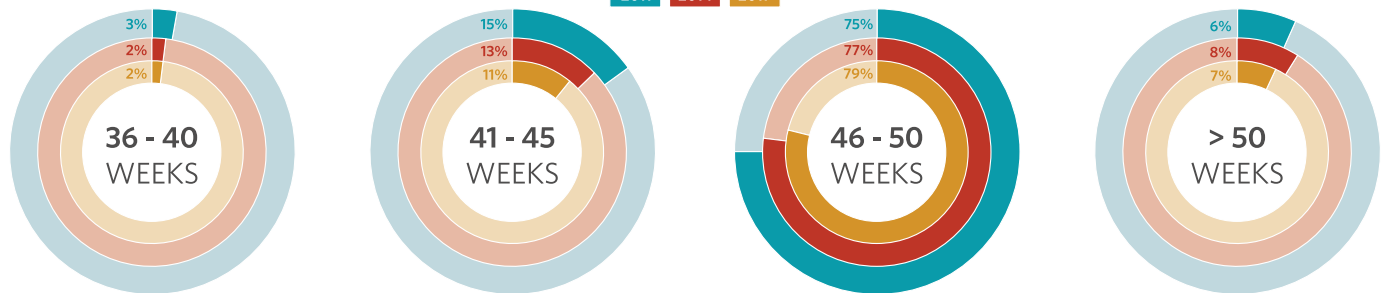
2011 2014 2017



Total Weeks Worked Per Year

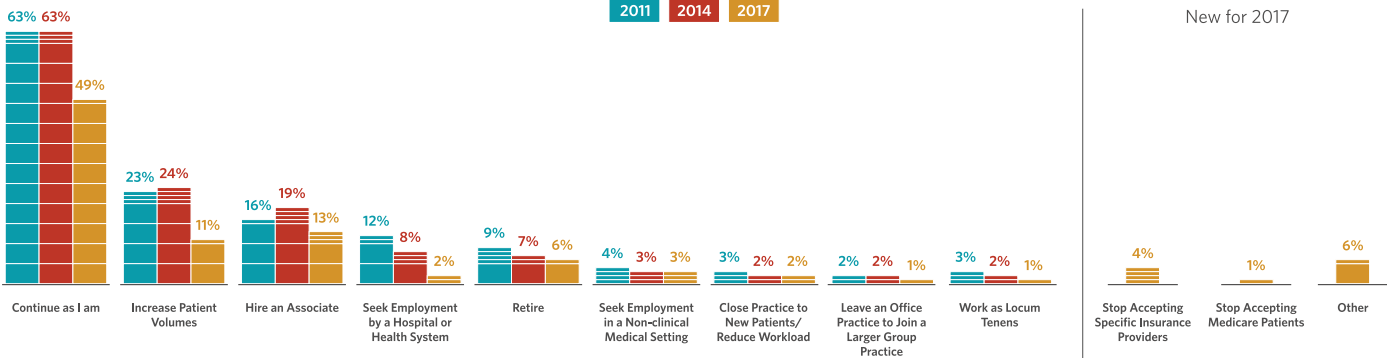
Median: 47 Weeks/Year

2011 2014 2017



Professional Plans in the Next Three Years

2011 2014 2017



Physician Socioeconomic Opinion

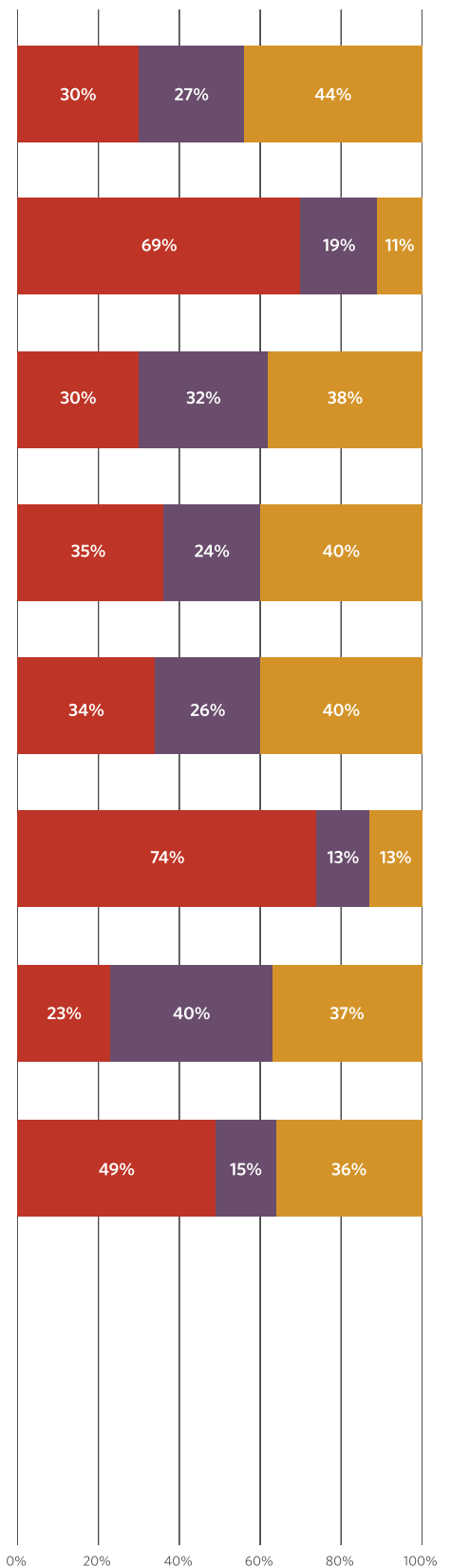
2017 SOCIOECONOMIC OPINIONS

Strongly Agree Somewhat Agree Neutral
Somewhat Disagree Strongly Disagree



2014 SOCIOECONOMIC OPINIONS

Agree Neutral Disagree





**AMERICAN ACADEMY OF
OTOLARYNGOLOGY-
HEAD AND NECK SURGERY**

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