

Instructions and FAQs for Hospitalist Practices

If you are a hospitalist practice, or if you have dedicated hospitalists in your group, we invite you to complete the applicable portions of this survey, which is a collaboration between the Medical Group Management Association (MGMA) and the Society of Hospital Medicine (SHM).

The survey for hospitalist practices consists of the following components:

- The MGMA Physician Compensation and Production Survey – ***Medical Practice Information Section***
- The MGMA Physician Compensation and Production Survey – ***Physician Compensation and Production Matrix Section***
- The MGMA Physician Compensation and Production Survey – ***Management Compensation Matrix Section***
- The SHM and MGMA ***Supplemental Hospital Medicine Questionnaire***

Here is some additional information to help you complete each of these survey components correctly.

General Information

- **Why should I commit the time and effort to complete this survey?**

This collaboration between SHM and MGMA will result in a single, integrated resource that will provide the most accurate and comprehensive information yet on the state of hospital medicine across the country. Having credible information about what hospitalists earn, how hard they work, and how their practices operate will benefit you personally, as well as benefitting SHM and MGMA, their respective members, the healthcare industry, and those involved in public policy and research. The survey information will be used by a wide variety of individuals and organizations to make many decisions about resource allocation and practice constructs which will ultimately affect both patient care and provider satisfaction. Your participation helps to ensure that our results represent reality accurately.

The direct benefits to you as a participant include:

- A free electronic version of the survey results
- A series of free online reports including a Dashboard Report comparing your submitted data to last year's data set and an Interactive Report which allows you to graph select data cuts
- A free Custom Ranking Report to help you quickly identify improvement opportunities within your group
- Significant discounts on other MGMA report products
- The opportunity to obtain custom data analysis from MGMA and/or SHM

- **What is a hospitalist?**

According to the Society of Hospital Medicine, a hospitalist is a physician who specializes in the practice of hospital medicine. Hospital medicine is a medical specialty dedicated to the delivery of comprehensive medical care to hospitalized patients.

For more information about the definition of ‘hospitalist’ and ‘hospital medicine’ please visit www.hospitalmedicine.org/hmdef.

- **What is a hospitalist practice?**

The term “hospitalist practice” is used throughout the supplemental survey, and applies to both single-specialty hospitalist-only groups *and* to groups of dedicated hospitalists practicing within a larger organization such as a multi-specialty medical group or an integrated delivery system. If you are larger organization that includes hospitalists as well as other types of providers, please answer the following questions *only as they relate to the hospitalists* in your organization.

For example, Question #1 is “In what year was your hospitalist practice started?” Please provide the year that dedicated hospitalists were first employed in your organization, not the founding date of the larger organization.

- **Why is this survey different for hospitalist practices?**

MGMA and SHM have agreed to combine their survey efforts to conduct a single integrated survey of hospitalist practices, and wish to collect additional information over and above that contained in the standard MGMA Physician Compensation and Production Survey instrument. This is being accomplished by adding a supplemental questionnaire for hospitalist practices to the basic survey.

For practices that have historically participated only in the MGMA survey, this means that in addition to the typical Physician Compensation and Production Survey sections, there is now an additional supplemental section for hospitalist practices.

For practices that have historically participated only in the SHM survey, this means that you should complete the applicable MGMA Physician Compensation and Production Survey sections, along with the SHM supplemental questionnaire.

For practices that have traditionally participated in both surveys, you will now only need to participate in a single survey and provide the requested information once.

- **How do I access the supplemental hospital medicine questionnaire?**

You should be sure to answer “Yes” to Question 21 in the Medical Practice Information section of the survey. Answering “Yes” to this question will automatically trigger the supplemental questionnaire to appear at the end of the survey.

- **Who should complete this survey instrument?**

It may be necessary to involve more than one person in completing this survey for hospitalist practices, since the individual who traditionally completes the MGMA Physician Compensation and Production Survey may not have the necessary knowledge of the hospitalist practice’s operations to complete the supplemental questionnaire – especially in large multi-specialty medical groups or integrated delivery systems.

Please ensure that the individual completing the supplemental hospital medicine questionnaire has *detailed knowledge* of the operations of the hospitalist practice. If you are a hospital administrator or a medical practice executive who is not directly involved in the operation of the hospitalist practice, you may wish to delegate the completion of the supplemental questionnaire to the hospitalist practice’s physician leader or practice administrator.

- **What if our group has hospitalist practices at multiple locations (such as a management company or multi-hospital integrated delivery system)?**

If your organization is a large entity with multiple hospitalist practices in different locations (such as a multi-state hospitalist management company or large multi-hospital integrated delivery system), please complete a *separate survey for each hospitalist practice*. We have made it easier for you to do this by developing a version of the survey that enables you to download data for multiple practices from your internal data sets into a single survey instrument that can be submitted via e-mail. This version of this supplemental survey is available by calling MGMA Survey Operations at 1.877.275.6462, ext 1895.

- **Where can I find instructions on completing the Practice Information, Physician Matrix and Management Matrix sections of the survey?**

MGMA has provided a detailed Guide included in each survey instrument. Please refer to the Guide for detailed instructions for these standard MGMA survey sections, along with answers to additional FAQs.

Medical Practice Information Section

- **What is my “practice type” (Medical Practice Information, Question 2)**

Hospitalist-only groups should select “Single Specialty” even if they include a combination internal medicine, family practice, med-peds and/or pediatric hospitalists, and then select “Hospitalist” as the specialty for Question 3.

Multi-specialty groups that have groups of dedicated hospitalists practicing within them should choose the applicable multispecialty practice type.

- **My hospitalist practice is part of an academic clinical science department (Medical Practice Information, Question 7). Should I take this survey, or instead participate in MGMA’s Academic Practice Compensation and Production Survey?**

Because this is the first year for our combined survey effort and we hope to collect comprehensive information on all types of hospitalist practices, we encourage you to participate in this survey *for the hospitalist practice only, this year*. In future years we plan to incorporate the supplemental hospital medicine questionnaire into the Academic Practice survey, and you can plan to complete that survey instead.

- **My hospitalist practice is owned by a hospital or other legal entity. How do I answer Question 10 in the Medical Practice Information section?**

Please provide the legal organization of the entity that owns your practice.

- **The options for Question 11 about majority ownership in the Medical Practice Information section are different from the employment model options in the old SHM survey, and I'm not quite sure which one to choose.**

If, on the SHM survey, you previously answered "Hospital or hospital managed corporation" for the employment model of your practice, you should now select "Hospital/integrated delivery system (IDS)".

If, on the SHM survey, you previously answered "Local hospitalist-only group" you should now select "Physicians", assuming your practice is owned by some or all of the physicians in your group. If there are other owners, you should choose the most applicable category or select "Other".

If, on the SHM survey, you previously answered "Multi-state hospitalist-only group or hospitalist management company" you should now select "MSO or PPMC".

If, on the SHM survey, you previously answered "Emergency physician or intensivist medical group" you should now select either "Physicians" or "MSO/PPMC" as applicable.

If, on the SHM survey, you previously answered "University or medical school" you should now select "University or medical school".

- **I don't understand Question 15 about ancillary service revenues in the Medical Practice Information section. How should I answer this?**

Ancillary service revenues relate to non-physician revenue items such as the technical components of services like lab and x-ray provided in the office setting. This will not typically be applicable for hospitalists and you should generally answer 0%.

Physician Compensation and Production Section

- **We don't have all of this information for each provider. What should I do?**

Keep in mind that only those few fields that have an asterisk (*) next to the question number are required fields; all other fields are optional. Please answer only the questions for which you have reliable information reasonably available.

- **We have nocturnists in our hospitalist practice but I don't see an option under Specialty (Question 2) for nocturnists. How can I make sure these individuals are correctly identified?**

Please select the appropriate specialty from the specialty list, and then where it says "If 'Other', specify:" please write in "Nocturnist".

- **We have NPs and/or PAs in our hospitalist practice but I don't see an option under Specialty (Question 2) for NPs or PAs specializing in hospital medicine. How can I make sure these individuals are correctly identified?**

Please select "Nurse Practitioner" or "Physician Assistant" from the specialty list, and then where it says "If 'Other', specify:" please write in "Hospital Medicine".

- **None of the compensation methods shown for Question 7 adequately describe the way the hospitalists in our practice are compensated.**

If the hospitalist is compensated via straight salary, per diem, shift rate or hourly rate, please select "100% straight/guaranteed salary".

If the hospitalist is compensated completely based on production or via a portion of fixed (salary/shift/hourly) and a portion production (e.g., wRVUs, collections, case rate), please select the applicable "production-based share of practice comp pool" option.

If the hospitalist is compensated with a combination of fixed, production and performance incentive components, or in some other manner not identified, please select "Other, please specify" and describe your method briefly in the provided field.

- **The hospitalists in my practice work a variable schedule that doesn't easily translate to weeks worked per year. How should I answer Question 16?**

If your practice uses a fixed rotating block schedule that doesn't track with weeks (e.g., 10 days on and 10 days off) or a variable schedule in which the days worked varies from week to week, please divide the total shifts or work periods worked by the provider during the year by 7 to calculate the weeks worked per year.

- **In the Physician Compensation and Production section, I'm not sure how to determine the "Level of TC" in Question 19.**

Hospitalists will almost never have a technical component (TC) to their charges and collections, since they work in the hospital or another facility setting where the institution bills for the technical component. An exception to this rule might be, for example, hospitalists who are employed by a multi-specialty medical group, who also spend a portion of their time caring for patients in a private office setting and bill for the technical component of any laboratory, radiology or surgical procedures provided in the office.

- **I'm not sure how to answer Question 29 in the Physician Compensation and Production section.**

Generally speaking, you should answer "No" if the NPs and/or PAs in your practice always bill separately for their professional services under their own provider numbers. You should answer "Yes" if the NPs and/or PAs in your practice provide some or all of their services as shared services billed by the collaborating or supervising physician, or if their services (even if provided independently) are billed to certain non-Medicare payors under the collaborating or supervising physician's provider number and attributed to the physician in Questions 17 - 28.

Management Compensation Section

- **We've never had to provide this information before. Is this required?**

No, this section is optional. However, we encourage you to participate in this section if possible. If you choose to participate, keep in mind that only the employee tracking code, position title and compensation amount are required fields.

- **The hospitalist physician leader(s) for this practice work both clinically and administratively. Should this person(s) be included in the Physician Compensation and Production section, or the Management Compensation section?**

You should always include the hospitalist physician leader(s) in the Physician Compensation and Production section unless they are 100% administrative with no clinical duties (in which case they should be reported only in the Management Compensation section). If the physician leader(s) spend 50% or more of their time on administrative duties, you should ALSO include them in the Management Compensation section. Be sure to use the same Employee Tracking Code for each individual in both sections.

- **One or more of our management staff works only part of the time for the hospitalist practice, and spends the rest of their time doing unrelated work for the multi-specialty group or hospital. Should we include these people in the Management Compensation section?**

Generally, yes. Such individuals should be identified as "Centralized Staff Positions" in Question 3.

SHM/MGMA Hospital Medicine Supplemental Survey Section

- **We're a multi-specialty medical group or integrated delivery system and we've never had to provide this information before. Is this required?**

No, this section is optional. However, we encourage you to participate in this section if you are a hospitalist practice or if you have dedicated hospitalists in your group, so that we can provide the most comprehensive information possible about the state of hospital medicine practice nationally. Please be sure your answers in this section pertain ONLY to the hospitalist portion of your practice, not to the entire multi-specialty group or system.

For Additional Help

- **I have questions about this survey that haven't been answered here. How can I get some additional help?**

The MGMA Survey Operations Department team will be happy to help you. Please call toll-free to 877-275-6462, ext. 1895 or e-mail surveys@mgma.com.