



Advancing High Performance Health

2019/2020 Resource Guide



Visit amga.org for ordering information.

Where Health Care's Best Get Better

Health care's best come to AMGA for the support, education, resources, advocacy, and networking they need to succeed. Representing many of the nation's most prestigious integrated systems of care, we have the insight and expertise to truly advance the way patients experience health care. This guide is a handy reference for some of our most valued resources.

More than 175,000 physicians practice in our member organizations, delivering care to one in three Americans. AMGA is the national voice promoting awareness of our members' recognized excellence in the delivery of coordinated, high-quality, high-value care. With our members, we are leading the transformation of health care in America because we believe in the power of healthier communities. Join us!

Visit amga.org for resource ordering information.

Magazines and Newsletters

These publications are complimentary benefits for AMGA members.

Group Practice Journal



The flagship publication of AMGA has offered dynamic business solutions to physician leaders and administrators of every medical group in the country for over 65 years. Penned by healthcare professionals from the trenches of modern medicine, articles empower readers to create meaningful change initiatives at their organizations.

2019

***Non-member Print or Digital Edition:
\$146/year, \$291/2 years***

2020

***Non-member Print or Digital Edition:
\$153/year, \$456/2 years***

E-Publications

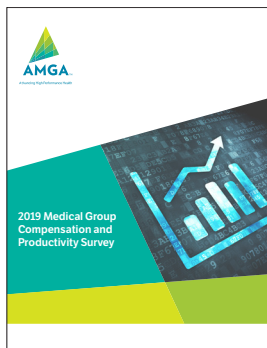
AMGA Advocacy ENews: weekly update of policy, politics, legislation, and regulations affecting medical groups

Inside AMGA: monthly newsletter on current happenings at AMGA and its members

AMGA Foundation Connector: monthly newsletter featuring updates on AMGA Foundation's signature programs: the Acclaim Award, Best Practices Learning Collaboratives, and national campaigns, including Diabetes: Together 2 Goal®

Data/Statistical Resources

AMGA 2019 Medical Group Compensation and Productivity Survey



NEW!

This indispensable resource provides compensation and productivity data from healthcare providers throughout the U.S., including 143 specialties, 27 other healthcare provider positions, and 39 executive and leadership positions. The data reflects responses from 272 medical groups, representing more than 117,000 providers.

Now in its 32nd year, the nationally recognized survey includes data on compensation, net collections, work RVUs, and compensation-to-productivity ratios, and breaks out data by specialty, group size, and geographic region. Other data include panel sizes, gross productivity, fringe benefits and benefits expense-to-compensation ratios, patient visits, compensation for experienced new hires and new residents or fellows, and compensation and productivity for academic facilities, as well as for nurse practitioner and physician assistant subspecialties. New section includes data on call pay and provider benefits.

Online Database

AMGA also offers a web-based service that contains an online searchable version of the survey data, as well as downloadable pdfs of the entire survey. This website features data search and export functions for medical and surgical specialties, mid-levels, administrative positions, and more. For physicians and mid-levels, you can select various cuts of compensation, productivity, and work RVU data by region, size of group, academic/non-academic, etc., and export to Excel, CSV, or MS Access. The AMGA Online Compensation and Productivity Survey is a one-year, subscription-based service. The searchable portion of the 2007–2018 surveys can be obtained for a separate add-on price.

Visit amga.org for pricing information.

AMGA 2019 Medical Group Operations and Finance Survey



In AMGA's expanded survey, data is specific to operational and financial aspects of independent medical groups and integrated health systems, representing more than 15,000 providers nationwide. The expansion of survey content from previous years reflects the evolving models of care, including information about access, revenue cycle, and key operational issues, in addition to new levels of detail on staffing and expenses by specialty and group type. As medical groups shift from volume-based to value-based care, our hope is to provide a more complete picture of the current market. Data is delineated in a variety of ways, with a focus on the comparison of independent medical group and integrated health system data. Metrics are reported per physician FTE, per provider FTE, and per 10,000 wRVUs.

Member/Non-member provider organizations: \$500/\$1,000

Member/Non-member non-provider organizations: \$2,500/\$5,000

Available as PDF only.

AMGA 2018 Provider Benefits Survey



Returning for the first time since 2014, this survey offers a comprehensive look into how healthcare organizations are approaching benefits offerings to providers and how they compare with one another across the country. The data reflects responses from 83 organizations across 34 states, in addition to 2018 benefits package information from AMGA's 2018 Medical Group Compensation and Productivity survey. The results provide benchmarks on retirement plans and 401(k)s, profit sharing, medical insurance, time off, cafeteria plans, income protection, and professional development options. The survey information is a valuable resource for understanding trends in the industry, which can then be used to attract and retain provider talent.

Member/Non-member provider organizations: \$500/\$1,000

Member/Non-member non-provider organizations: \$2,000/\$2,500

Available as PDF only.

AMGA 2017 Medical Group Executive and Leadership Compensation Survey



This survey includes traditional management positions as well as physician leadership positions including CMOs, chairs, and medical directors; new positions, including clinic manager, which is divided into three levels based on number of provider FTEs at the clinic location, as well as VP of Pharmacy Services; a section on the prevalence of benefits for C-suite executives, including short-term incentives (STI), long-term incentives (LTI), employment contracts and other perquisites; and an earned bonus-to-base ratio for each position indicating incentive pay earned as a percentage of base compensation. Previous editions available.

Data for 2019 is now in the AMGA 2019 Medical Group Compensation and Productivity Survey (see page 3)

Member/Non-member provider organizations: \$200/\$400

Member/Non-member non-provider organizations: \$1,000/\$2,000

Available as PDF only.

AMGA Analytics

AMGA offers robust resources for data analysis and clinical translation. We assist members in improving population health, using comparative benchmarking to discover opportunities and predictive analytics to identify high-risk patients. We drive discovery and sharing of best practices, and we help members translate them into practice.

- **Collaborative for Performance Excellence (CPX):** This collaborative will enable AMGA members to use data and advanced analytics to achieve success in preparing for risk-based contracts and driving clinical and operational efficiency. CPX is designed to work with most EHRs and extract clinical, claims, and administrative data. Leveraging the industry's strongest clinical and claims analytics platform, it offers insights that allow you to benchmark against other high-performing organizations, and give you proven ways to identify and replicate best practices from other members. The collaborative is exclusively available to AMGA members.
- **Data Support:** We create measure specifications and collect benchmarking data from members for AMGA Foundation initiatives: Best Practices Collaboratives and the Chronic Care Challenge national campaigns, Measure Up/Pressure Down (hypertension) and Together 2 Goal (type 2 diabetes). We also provide data management and analysis for other AMGA initiatives, including the AMGA Risk Survey.
- **Research and Translation:** Together with AMGA members and other health services researchers, we study ways to improve population health at lower overall cost, enhance the healthcare experience for patients, and increase provider and staff satisfaction. With access to unique longitudinal clinical data and the ability to work directly with the AMGA member organizations, complemented by our expertise in qualitative methods, AMGA Analytics is uniquely positioned for the dissemination and implementation of key research findings, with rigorous evaluation.
- **Quality Measurement:** Together with OptumLabs, AMGA Analytics is supporting the National Quality Forum's new "measure incubator." We are working with NQF to make it easier and more efficient to develop more meaningful measures for external accountability, as well as robust measures that can be used internally to manage care and cost.

Contact AMGA for more information.

Find out how you can use your organization's data to create high performance health.

amga.org/analytics

email: ***analytics@amga.org***

Best Practices and Tools

AMGA Solutions Library

In the AMGA Solutions Library, you can find a wealth of resources to help you achieve high performance. The AMGA Solutions Library contains member best practices and other strategies for successful medical group operations in a concise format, highlighting key takeaways from conferences, regional meetings, and webinars, as well as articles from *Group Practice Journal*, whitepapers, best practice case studies, and other tools and resources. Searchable by topic, keyword, and resource type, the library makes finding proven best practices to put into action just a click away.

Most resources are free to AMGA members.

Start finding solutions today at amga.org/solutions.



Clinical Best Practices

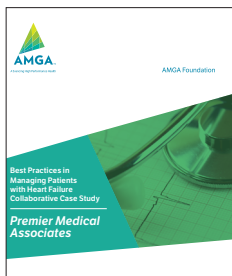
Adult Immunization



AMGA partnered with Optum and Pfizer Inc. to develop *Adult Immunization Best Practices Case Studies* from initiatives that demonstrated improved vaccination rates, particularly among patients with a high risk for complications related to pneumococcal disease and influenza.

Participating groups: Austin Regional Clinic, Ballard Health (Wellmont Medical Associates), CentraCare Health, Central California Health Care, Cleveland Clinic, Community Physician Network, Hattiesburg Clinic, Intermountain Healthcare, The Iowa Clinic, Kelsey-Seybold Clinic, Lahey Health, Mercy Clinics – East Communities, Methodist Physicians Clinic, North Mississippi Medical Clinics, Norton Medical Group, Ochsner Clinic, Olmsted Medical Center, OU Physicians, Palo Alto Medical Foundation, The Polyclinic, Premier Medical Associates, Prevea Health, Quincy Medical Foundation, Riverside Medical Group, Sanford Health, Scripps Medical Foundation, Sentara Medical Group, Springfield Clinic, Summit Medical Group, SwedishAmerican Health System, ThedaCare, UMass Memorial Medical Group, UnityPoint Accountable Care, UPMC Susquehanna Health Medical Group, USMD Holdings, Utica Park Clinic, Watson Clinic, Western Montana Clinic, and Westmed Medical Group.

Heart Failure



AMGA Foundation partnered with Novartis Pharmaceuticals Corporation to develop the *Heart Failure Best Practices Case Studies*. Participating groups include: Centura Penrose-St. Francis Hospital, Cleveland Clinic, Kelsey-Seybold Clinic, Mercy Clinic East Communities, NorthShore University HealthSystem, OhioHealth Mansfield, Premier Medical Associates, Springfield Clinic, Summit Medical Group, TriHealth, USMD Holdings, Inc., The Valley Hospital, and Watson Clinic.

Rheumatoid Arthritis



AMGA partnered with AbbVie to develop the *Best Practices in Managing Patients with Rheumatoid Arthritis Compendium*. Participating Groups: Advocate Medical Group, Colorado Springs Health Partners, Cornerstone Health Care, Geisinger Health System, Group Health, HealthCare Partners, Kelsey-Seybold Clinic, Ochsner Health System, Premier Medical Associates, Springfield Clinic, Summit Medical Group (NJ), Sutter Medical Group, The Polyclinic, University of Rochester, USMD Holdings, Inc., Virginia Mason Medical Center, Watson Clinic, and Wilmington Health.

Multiple Chronic Conditions

AMGA partnered with Merck Sharp & Dohme Corp. to develop *Best Practices in Managing Patients with Multiple Chronic Conditions Compendium*, which includes case studies of initiatives that have led to improvement in patients with more than one chronic condition. Participating Groups: Advocate Medical Group, Affinity Medical Group, Arch Health Partners, Dartmouth-Hitchcock Physicians, Fletcher Allen Health Care, Intermountain Healthcare, Mercy Clinics, Mercy Medical Group, Novant Medical Group, PriMed Physicians, ThedaCare Physicians, and University of Pittsburgh Medical Center.

COPD

AMGA partnered with Boehringer Ingelheim Pharmaceuticals, Inc. to develop the *Best Practices in Managing Patients with Chronic Obstructive Pulmonary Disease Compendium*, which includes case studies of initiatives that have incorporated the management of chronic obstructive pulmonary disease (COPD) into their chronic care models. Participating Groups: Advocate Physician Partners, DuPage Medical Group, The Everett Clinic, FirstHealth of the Carolinas, Geisinger Health System, Harvard Vanguard Medical Associates, HealthCare Partners, Novant Medical Group, Reliant Medical Group, and University of Michigan Health System.

These Collaborative case studies can be downloaded at amga.org/foundation.

Together2Goal[®]

AMGA Foundation

Provider Toolkit



AMGA Foundation has launched Diabetes: Together 2 Goal[®] to promote the effective management of Type 2 diabetes. Tools and resources were developed to assist organizations in addressing this chronic disease.

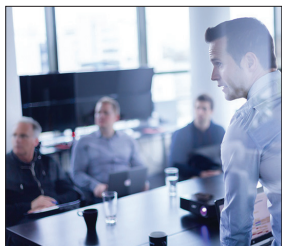
In our free toolkit, you'll find useful tools, tips, and resources to help your organization implement our quality improvement campaigns and get you on the road to achieving the respective campaign goals. The toolkit is organized around "campaign planks" (evidence-based care processes), which are based on learnings from our Best Practices Collaboratives and in consultation with the campaign's committees.

The original Provider Toolkit was created to help you implement best practices and address many of the common challenges associated with effectively managing Type 2 diabetes. We recently released a Toolkit Supplement, intended to support you as you work to refine and hardwire your organization's improvement processes over the course of the campaign extension. This resource includes 10 new, proven, practical tools from campaign participants, as well as four actionable insights from AMGA Analytics.

Available for download at together2goal.com.

Consulting Services

AMGA Consulting



AMGA Consulting can help you achieve your organization's goals for high performance. Whether your challenge is preparing for risk, redesigning provider compensation, optimizing operations and financial performance, aligning your governance structure, or improving the revenue cycle, we provide ongoing support as you shape your strategy and operations to achieve higher performance with improved clinical and financial outcomes.

AMGA Consulting is your long-term partner on key business issues. Leveraging both the decades of experience from our team members and the benchmark data captured in our market-leading medical group surveys, AMGA Consulting will provide key insight and support to operations improvement, provider compensation plan design, fair-market value assessments and revenue cycle performance improvement. Our expertise in these areas can provide you with keys for executing changes that drive improved performance in your organization.

We will match timely, cost-effective and customized solutions to address the challenges of your organization. Our methodology, industry experience, and adaptable approach provide a foundation to construct effective solutions that match your unique situation and needs.

Make AMGA Consulting your partner for high performance. Visit amgaconsulting.com or contact Fred Horton, President, AMGA Consulting, at 703.838.0033 ext. 381 or fhorton@amgaconsulting.com.

AMGA Provider and Employee Satisfaction Benchmarking Program

Delivering high-performance health to your patients depends on the engagement, commitment, and allegiance of your physicians, other clinicians, and staff. Their satisfaction and their alignment with your organization's mission and goals translate into superior efficiency and a patient experience that nurtures your patients' loyalty to you as their partners in health. Empowered providers and staff are critical to succeeding in today's competitive environment.

The **AMGA Provider and Employee Satisfaction Benchmarking Program** gives you access to national, valid, peer-based benchmarks of satisfaction among your care providers and employees. These unique benchmarks are based on data from participating organizations similar to your own. By using these benchmarks, you can identify opportunities for improvement critical to your highly valuable workforce. Surveys may be customized with additional questions.

AMGA Provider Satisfaction Benchmarking Survey: Multiple dimensions of satisfaction include: Leadership and Communications, Time Spent Working, Quality of Care, Administration, Patient Interactions, Resources, Acceptance by Colleagues, Relationships with Staff, and Compensation. The survey now captures information around provider burnout.

AMGA Employee Satisfaction and Engagement Benchmarking Survey: The important subject areas (dimensions) of the survey include: Employee Engagement, Rewarding Work, Supervision, Growth Opportunities, Personal Relationships, and Pay and Benefits. Also included in the survey and report: Overall Job Satisfaction, How Long the Employee Plans to Stay with the Medical Group, and the Employee's Recommendation of the Medical Group to Others.

***Contact AMGA for prices.
(AMGA members receive substantial discounts.)***

Advocacy Resources

AMGA advocates for priority issues affecting medical groups; promotes policymakers' and lawmakers' awareness of the advantages of practicing in a multispecialty medical group; represents members' interests in related associations and coalitions; and informs and advises members regarding implementation of, and compliance with, enacted and proposed legislation and regulations.

In addition, we promote policymakers' and lawmakers' awareness of medical groups' recognized excellence in delivering high-quality, cost-effective medical services to patients through coordinated care.

Through our efforts, members are assured that their interests are represented before many audiences, including Congress and federal agencies, in addition to other healthcare organizations and interest groups.

We keep members up-to-date on issues important to them—including MACRA and Medicare Advantage—through publications, issue briefs, tools, and other communications, and serve as a resource for questions and concerns.

For more information, visit
amga.org/advocacy



AMGA Career Center

The AMGA Career Center is the premier online career resource connecting employers to the healthcare industry's talented professionals. Post jobs on the AMGA Career Center and tap into a concentrated talent pool of healthcare professionals at a fraction of the cost of commercial boards and newspapers. The AMGA Career Center also is a recruitment portal to the National Healthcare Career Network (NHCN). Post jobs through the exclusive network and reach over 130,000 prescreened TOP "A" talent.

Visit careers.amga.org.

Mailing Lists

Qualified parties may purchase a mailing list for one-time usage. For conditions and details, visit amga.org.

AMGA Executive Contact List (At Clinic Mailing Address)

Order: ZIP Code or Alphabetically by Clinic

Count: Approximately 9,000 Individual Names and Addresses

This list contains the names of the highest ranking physician and administrative executives at AMGA member groups.

Price: \$750 for members

\$1,500 for non-members (prepayment required)

Label Type: Electronic

For more details, contact Christopher Gibbs at 703.838.0033 ext. 362 or cgibbs@amga.org. If you decide to rent the list, please send a sample of the material to be distributed. Prepayment is required.



New Edition Now Available!

The most current salary and
productivity data for medical
groups nationwide!

2019 Medical Group Compensation and Productivity Survey

Also: Updated Interactive Online Compensation Database

Now in its 32nd year, the compensation survey results will assist you in evaluating the competitiveness of compensation levels for your group's physician, clinical, and key administrative staff, and provide you with invaluable insight into the relationship between physician compensation and productivity.

For details, visit [amga.org](https://www.amga.org)



Advancing High-Performance Health

One Prince Street
Alexandria, VA 22314-3318