

DATE: April 17, 2006

TO: Michigan Medical Group Management Association Members
Michigan State Medical Society Members
The Rehmann Group Healthcare Management Advisors Clients and Contacts

SUBJECT: 2006 Medical Practice Staff Wage and Salary Survey

Dear Valued Member, Client or Contact:

Enclosed, you will find the questionnaire for the 2006 Medical Practice Staff Wage and Salary Survey. The Michigan Medical Group Management Association (MMGMA), Michigan State Medical Society (MSMS) and The Rehmann Group Healthcare Management Advisors (TRG-HMA) have again collaborated to conduct this annual survey on behalf of our members, medical practice clients, and contacts. We anticipate that the survey results will prove helpful in managing your practice. It is only through your participation that the survey will continue to be successful. Before you begin, please take the time to **read all survey materials and instructions to accurately complete the survey.**

Survey responses will be received and compiled by The Rehmann Group Healthcare Management Advisors. All response data will be treated in confidence and results will be reported in summary format. No individual practice's response data will be identifiable through the survey results. Please provide your name and contact information on the survey questionnaire so that you may be contacted if any questions arise regarding your survey responses. In consideration of your time and effort, those practices that (1) submit a completed survey response by 5/26/06 and (2) provide the required contact and mailing information, will receive **one** free copy of the final Survey Report. Those practices that opt to manually complete the survey and submit it by mail (response deadline 5/26/06) must include a \$50.00 payment to cover costs associated with data review and database posting. **This fee is waived for all practices that submit their survey response online (see A – Preferred, below).** Non-participants may purchase the Survey Report for \$180.00 following its distribution to survey participants.

If survey mailings are directed to multiple persons within your practice, it is requested that the practice organization submit only one (1) survey response. For your convenience, the survey response can be submitted in either of the following ways:

- (A) **PREFERRED: Complete and submit your survey response online via the Internet at <http://survey.rehmann.com/hc2006>**, as it enables direct posting of your response data to the survey database. Your use of this online survey response method is strongly recommended.
- (B) **ALTERNATIVE: Manually and legibly complete the survey documents and return them by mail (to: The Rehmann Group – Attn: W & S Survey Response – 5800 Gratiot, P.O. Box 2025 – Saginaw, MI 48605) along with a check, made payable to “The Rehmann Group” in the amount of \$50.00. Any mailed / manual survey responses submitted without the required \$50.00 fee will be returned to the sender and will not be included in the survey response database.**

If you have questions as you complete the questionnaire, contact Donald McAnelly at The Rehmann Group - Healthcare Management Advisors (phone = 989-799-9580 / email at dmcanell@rehmann.com).

Please note that all survey responses MUST be RECEIVED by 5:00 p.m. on 5/26/06

Sincerely,



Charles Dobis, CMPE
President, MMGMA

Kevin A. Kelly
Executive Director, MSMS

Donald J. McAnelly, CPA
Principal, TRG-HMA

**Michigan Medical Group Management Association
Michigan State Medical Society
The Rehmann Group Healthcare Management Advisors
2006 Medical Practice Staff Wage and Salary Survey**

INTRODUCTION

Enclosed, please find the 2006 Medical Practice Staff Wage and Salary Survey materials. The survey is jointly sponsored and conducted by the Michigan Medical Group Management Association, the Michigan State Medical Society, and The Rehmann Group Healthcare Management Advisors. As the success of the survey is dependent upon our receipt of an adequate quantity of accurate survey responses, you are asked to carefully review all survey instructions and to use due care in completing the survey. This will aid us to compile and report the greatest amount of meaningful information for your use. Thank you for your time and effort in compiling and returning a complete and accurate survey response.

GENERAL INSTRUCTIONS

If multiple survey mailings are directed to persons within your practice, it is requested that your practice organization submit only **one** survey response. For your convenience, you may respond by (A) completing the survey via the Internet (go to <http://survey.rehmann.com/hc2006>) or by (B) mailing the manually completed survey documents. **You are strongly encouraged to utilize the online response tool.** The 2006 online survey response tool has been further refined to ensure compatibility with a greater number of web browser applications.

It is critical that you complete all survey data fields as completely and accurately as possible. The wage data portion of this survey has been designed to focus on medical practice staff and executive administration employees, excluding physicians. **Please note: Subcontracted staff personnel wage data should NOT be included in your survey response.** Response data should represent your practice's staffing and wage rates **as of January 1, 2006**.

Medical practice staff member position descriptions are provided within these survey materials. Review the position descriptions and determine the **best match** between each staff position within your practice and those listed in the position description materials. If a practice employee performs job duties that coincide with more than one listed position, report that staff member's information in the **one** listed position that **best describes** the employee's primary duties. Similarly, a Medical Specialties Listing appears within this survey packet. Report all medical specialties information using **only** the options identified on this Medical Specialty Listing.

Detailed instructions for completion of this survey are found on pages 8 and 9 of this packet. Please refer to the instructions as you complete your survey response.

--- BEGIN SURVEY RESPONSES HERE ---

**MMGMA / MSMS / The Rehmann Group Healthcare Management Advisors
2006 Medical Practice Staff Wage and Salary Survey**

General Information

1. Our practice is a (or persons within our practice are): *PLEASE CHECK ANY and ALL THAT APPLY*
___ Member(s) of MMGMA ___ Member(s) of MSMS ___ Client(s) or Contact(s) of The Rehmann Group
2. Name of the practice/organization: _____

Survey respondent information (for follow-up contact, if needed):
Name: _____ Title: _____
Phone: _____ Fax: _____ Email: _____
Street Address, City, State, and Zip: _____
3. Identify the practice's primary office location: City _____ County _____ Zip _____

19. Does the practice provide group health insurance for **full-time** non-physician employees? ___ Yes ___ No

If "yes", please identify the employer-paid premiums cost (per full-time employee) below. *Example – If the "Employee Only" monthly health insurance premiums are \$240 per employee and the practice pays \$120 of that premium, your response on the "For Employee Only" line would be: (A) 50% and (B) \$120. A practice paying the same \$120 in monthly premiums for employees requiring "Employee & Family" coverage costing \$600 per month would then enter (A) 20% and (B) \$120 on the "For Employee & Family" line.*

<u>Health Insurance Coverage</u>	<u>Per-Employee Health Ins. Premiums Paid by the Practice (Employer)</u>	
For Employee Only	% of total premium (A): _____	Premium \$ per month (B): _____
For Employee & 1 Dependent	% of total premium (A): _____	Premium \$ per month (B): _____
For Employee & Family	% of total premium (A): _____	Premium \$ per month (B): _____

20. Does the practice provide group health insurance for **part-time** non-physician employees? ___ Yes ___ No

21. Approximate % increase in group health insurance premiums in the last policy renewal period = _____%

22. Identify changes, if any, that have occurred with your practice's employee health coverage in the last year:
____ Reduced benefit levels ___ Increased employee premium copay ___ Changed insurance plans

23. Does the practice make long-term disability insurance available to its employees? ___ Yes ___ No

If "Yes:" ___ Fully Employer Paid ___ Employer & Employee Paid ___ Fully Employee Paid

24. Does the practice make short-term disability insurance available to its employees? ___ Yes ___ No

If "Yes:" ___ Fully Employer Paid ___ Employer & Employee Paid ___ Fully Employee Paid

25. Does the practice make life insurance available to its employees? ___ Yes ___ No

If "Yes:" ___ Fully Employer Paid ___ Employer & Employee Paid ___ Fully Employee Paid

26. Does the practice make long-term care insurance available to its employees? ___ Yes ___ No

If "Yes:" ___ Fully Employer Paid ___ Employer & Employee Paid ___ Fully Employee Paid

27. Does the practice make any employee benefits available to its **part-time** employees? ___ Yes ___ No

Paid Time Off:

28. Does the practice offer **paid** leave time (of any kind) to **full-time** staff employees? ___ Yes ___ No

29. Does the practice offer **paid** leave time (of any kind) to **part-time** staff employees? ___ Yes ___ No

*If Q28 **and** Q29 are answered "No," skip to Q35. If Q28 **or** Q29 are answered "Yes," please proceed to Q30.*

30. Paid leave time, as offered by the practice, is provided / structured as (choose the one **best** answer):

____ (A) Paid vacation time, with separate paid personal, sick and/or disability time

____ (B) Paid time off ("PTO"), with all paid leave (vac/personal/sick) included in the earned benefit accrual

If Q30 is answered (A), please answer Q31, then skip Q32. If Q30 is answered (B), skip Q31 and answer Q32.

31. Report the number of paid vacation, personal and sick/disability time **hours** earned **annually** by a **full-time non-physician staff employee** at the following employment service length intervals:

At initiation of employment: Vacation _____ hours Personal _____ hours Sick/Disability _____ hours

At 12 months employment: Vacation _____ hours Personal _____ hours Sick/Disability _____ hours

At 5 years employment: Vacation _____ hours Personal _____ hours Sick/Disability _____ hours

At 10 years employment: Vacation _____ hours Personal _____ hours Sick/Disability _____ hours

32. Report the number of paid time off ("PTO" – inclusive of all paid leave) **hours** earned **annually** by a **full-time non-physician staff employee** at the following employment service length intervals:

At initiation of employment PTO _____ hours *At 5 years employment:* PTO _____ hours

At 12 months employment: PTO _____ hours *At 10 years employment:* PTO _____ hours

33. Can employees "carry over" earned but unused paid leave time from one year to a next? ___ Yes ___ No

34. Are employees allowed to receive pay for earned but unused paid leave time? ___ Yes ___ No

Other Items:

35. Does the practice make a uniform allowance available to uniformed employees? ___ Yes ___ No

 If "Yes:" ___ Fully Employer Paid ___ Employer & Employee Paid

36. Does the practice make a tuition allowance available to its employees? ___ Yes ___ No

 If "Yes:" ___ Fully Employer Paid ___ Employer & Employee Paid

37. Please share suggestions for improvement of the MMGMA/MSMS/TRG-HMA Wage & Salary Survey tool:

PLEASE ADVANCE TO THE WAGE & SALARY DATA (EXCEL SPREADSHEET) PORTION OF THE SURVEY (Pg. 10). PROVIDE REQUESTED WAGE AND RELATED DATA FOR THE NON-PHYSICIAN / NON-SENIOR MANAGEMENT EMPLOYEES OF YOUR PRACTICE. CONTINUE TO NEXT PAGE ----- > (Pg. 5 of 10)

**MMGMA / MSMS / The Rehmann Group Healthcare Management Advisors
2006 Medical Practice Staff Wage and Salary Survey**

Medical Specialty Listing

1.A	Allergy/Immunology	22.A	Ophthalmology (General)
2.A	Anesthesiology (General)	22.B	Ophthalmology (Subspecialty)
2.B	Anesthesiology (Subspecialty)	23.A	Orthopedic Surgery (General)
3.A	Cardiology (Invasive)	23.B	Orthopedic Surgery (Subspecialty)
3.B	Cardiology (Noninvasive)	24.A	Otorhinolaryngology (General)
3.C	Cardiology (Subspecialty – Other)	24.B	Otorhinolaryngology (Subspecialty)
4.A	Critical Care/Intensivist	25.A	Pathology
5.A	Dentistry	26.A	Pediatrics (General)
6.A	Dermatology	26.B	Pediatrics (Subspecialty)
7.A	Emergency Medicine	27.A	Physiatry (Physical Med & Rehab)
8.A	Endocrinology/Metabolism	28.A	Podiatry
9.A	Family Practice (With OB)	29.A	Psychiatry (General)
9.B	Family Practice (Without OB)	29.B	Psychiatry (Subspecialty)
10.A	Gastroenterology	30.A	Pulmonary Medicine (General)
11.A	Genetics	30.B	Pulmonary Medicine (Critical Care)
12.A	Geriatrics	31.A	Radiation Oncology
13.A	Hematology/Oncology	32.A	Radiology (Diagnostic-Invasive)
14.A	Infectious Disease	32.B	Radiology (Diagnostic-Noninvasive)
15.A	Internal Medicine	33.A	Rheumatology
16.A	Neonatal Medicine	34.A	Surgery (General)
17.A	Nephrology	34.B	Surgery (Cardiovascular)
18.A	Neurology	34.D	Surgery (Neurological)
19.A	Nuclear Medicine	34.E	Surgery (Plastic/Reconstructive)
20.A	Obstetrics/Gynecology	34.G	Surgery (Thoracic)
20.B	Gynecology (General)	34.H	Surgery (Vascular)
20.C	Gynecology (Subspecialty)	34.I	Surgery (Other Subspecialty)
20.D	Maternal and Fetal Medicine	35.A	Urology (General)
20.E	Reproductive Endocrinology	35.B	Urology (Subspecialty)
21.A	Occupational Medicine	99.A	Other / Not Listed Here

POSITION DESCRIPTIONS LISTING

Management

01. **Site / Department Manager:** Mid-level manager with responsibility for implementation of policies/procedures of the group/practice. Oversees purchases, service agreements, and other business information. Develops, implements and reports results to the physician group. Reports to an Administrator or Senior Practice Manager. May or may not be responsible for hiring, supervising, disciplining, and firing staff.

Non-management – Secretarial and/or Support Services

02. **Secretary/Administrative Assistant:** Performs general secretarial duties such as typing from copy, rough draft or Dictaphone machines. Performs clerical work requiring good knowledge of policies and procedures. Answers phones; makes appointments; maintains, distributes and keeps financial and other records and files.
03. **Medical Records Transcriber:** Transcribes recorded dictation for physicians. Includes dictation relating to medical, surgical and radiological reports, physicals, progress notes, surgical procedures, consultation, patient histories, and discharge summaries. Requires knowledge of medical terminology and medical record methods.
04. **Receptionist:** Greets patients or others arriving for appointments. Obtains information, answers questions, and provides assistance or **directions** as appropriate. Notifies clinical staff of patient's arrival. Checks to assure all records needed are available. Answers telephones. May schedule visits and make appointments.
05. **Appointment Secretary:** Assesses patient's appointment needs. Schedules, changes, cancels or confirms appointments as appropriate. Schedules tests, procedures, or surgeries as requested. Processes appropriate forms, questionnaires, and instructions to patients, as needed.
06. **HMO/Managed Care Referral Coordinator:** Handles all issues related to HMOs, including implementing enrollment requirements, verifying benefit coverage, and coordinating referrals to specialists.
07. **Cashier/Charge Entry:** Enters appointment charges into computer system, collects patient co-pays and balances, posts payments, and makes deposits.
08. **Patient Accounts Billing:** Responsible for billing, follow-up, and collection of patient accounts.
09. **Insurance Billing:** Responsible for insurance verification, billing, claims follow-up, and collection of insurance accounts.
10. **Coding Specialist:** Assigns appropriate diagnostic codes using ICD-9 system to patient reports and charts. Records all diagnostic procedures and assigns appropriate procedure codes.
11. **Bookkeeper/Accounting Clerk:** Prepares disbursement checks, processes payroll and payroll tax returns, posts journal entries, and reconciles bank statements and other accounts. May produce balance sheets and income statements.
12. **Medical Records Clerk:** Files charts and sends charts out upon request. Keeps medical records in correct filing order. Coordinates all paperwork related to the medical record.
13. **Surgery/Test Scheduler:** Maintains and updates information on physician's surgery schedule. Schedules, coordinates, and reschedules patient surgery appointments. Relays necessary messages to staff and physicians.
14. **Medical/Clinical Office Generalist:** Associated with a small practice setting, performs an array of clinical and/or front office duties (appointment scheduling, telephone reception, patient greeting, practice billing, clinical assistance, etc.)
15. **Maintenance Staff:** Responsible for building maintenance, cleaning, etc.

Non-Management – Clinical

16. **Medical Technologist (MT), ASCP:** Performs a variety of microscopic, chemical, and bacterial tests to obtain data for use in diagnosis and treatment of disease. Performs routine and special laboratory tests in accordance with written requisition of physician. Requires college degree and ASCP.
17. **Medical Laboratory Technician (MLT), ASCP:** Conducts routine tests in clinical labs for use in treatment and diagnosis of disease; **prepares** sterile media for use in growing bacterial cultures. Keeps detailed records of tests performed and reports lab findings to authorized personnel. Graduation from a technical school either as an MLT or ASCP certification is required.
18. **Laboratory Aide:** Cleans laboratory equipment, prepares simple stains, solutions and culture media following established formulas and procedures. May perform simple tests under close supervision. Keeps records and performs minor repairs to equipment.

Non-Management – Clinical (cont.)

19. **Ultrasound Technician:** Performs diagnostic sonographic examinations. Schedules and coordinates tests and prepares and **maintains** operational logs. Records test results and updates patient records for referring physicians. Is responsible for equipment maintenance and calibration, and ordering and maintaining necessary supplies.
20. **CT/Nuclear Medicine Technician:** Assists patients into position for operation of equipment for computerized tomography or nuclear medicine. Requires a diploma from a radiological technology school. Must be certified by the AART and the State of Michigan.
21. **Radio logic Technologist (RT):** Provides technical skills involving radiology and fluoroscopy; takes and may develop radiographs of **various** parts of the body to assist physician in detection of foreign bodies and diagnosis for disease or injury. Must be certified by the AART.
22. **Mammography Techs:** Responsible for performing mammography procedures.
23. **Physical Therapist:** Under the direction of a physician, provides physical therapy to the patient. May work independently, **but** uses the modalities required for the patient's condition as prescribed by the physician. Must have a degree in physical therapy.
24. **Physical Therapy Aide:** Under the direction of physical therapist performs routine supportive tasks associated with the provision of physical therapy services to facilitate patient's attainment of maximum potential. Duties include assisting with **transfers** and positioning patients. Requires a high school education.
25. **Audiologist:** Tests, evaluates, and prescribes treatment for hearing disorders. Dispenses hearing aides. Conducts rehabilitation therapy for patients, including auditory training. Assists in instructing patients and their families in rehabilitation procedures.
26. **Certified Ophthalmic Assistant (COA):** Performs the duties of a Certified Ophthalmic Assistant. Usually certified by JCAHPO as a **Certified** Ophthalmic Assistant.
27. **Certified Ophthalmic Technician (COT):** Performs the duties of a Certified Ophthalmic Technician. Usually certified by JCAHPO as a Certified Ophthalmic Technician.
28. **Optician:** Assists patients with spectacle frame and lense selection as well as analysis, adjustment and/or repair.
29. **Ophthalmic Assistant:** Responsible for assisting in the care, treatment, and education of optometry patients.
30. **Surgical Technician:** Assists the surgeon in preparing for operations, during operations, and post-operatively. May be a Certified Surgical Technician (CST).
31. **Estheticians:** Licensed Skin Care Specialists who treat the facial skin to maintain and improve its appearance.
32. **Occupational Therapist:** Help people improve their ability to perform tasks in their daily living and working environments. They work with individuals who have conditions that are mentally, physically, developmentally, or emotionally disabling.

Nursing and Clinical Assistants

33. **Registered Nurse – Clinical (RN):** Renders professional nursing care within the scope of licensure within a clinical setting of a physician's office. Prepares equipment and assists physician during examination and treatments. Administers prescribed medications, changes dressing, cleans wounds and monitors patient's vital signs. Observes and maintains record on patient's care, condition, reaction, and progress. May perform telephone triage. Must be state licensed and a graduate of a Registered Nurse program.
34. **Registered Nurse – Surgical (RN):** Renders professional nursing care within the scope of licensure within an ambulatory surgery center of hospital environment. Prepares equipment and assists physician during examination and treatments. Administers prescribed medications, changes dressing, cleans wounds and monitors patient's vital signs. Observes and maintains record on patient's care, condition, reaction, and progress. May perform telephone triage. Must be state licensed and a graduate of a Registered Nurse program.
35. **Surgical Facility Administrator (RN):** This is generally the top clinical management position in freestanding ambulatory surgery facilities. This person (usually a Registered Nurse, (RN)) is responsible for the day to day operation of the facility including staffing, development and application of policies and procedures and effective utilization of clinical and financial resources.
36. **Licensed Professional Nurse (LPN):** Performs assigned nursing procedures within scope of licensure. Takes and records patient's vital signs and collects specimens for analysis. Dresses wounds and administers prescribed medications and procedures, utilizing a variety of medical equipment, when necessary. May also perform Medical Assistant duties. Must be state licensed.

Nursing and Clinical Assistants (cont.)

37. **Certified Medical Assistant:** Under the direction of a physician or mid-level provider, prepares treatment rooms, assists physician with materials, instruments, and equipment during exam. Sterilizes and cleans instruments, maintains inventory of supplies, takes vitals, blood pressure, pulse and temperature, and completes the paperwork for lab tests, x-rays, and referrals. Must be a graduate of a technical school medical assistant program or have related job experience, and must have formal recognized national certification credentials.
38. **Medical Assistant:** Performs duties of Certified Medical Assistant. Must be a graduate of a technical school medical assistant program or have related job experience.

Other Clinical Professionals

39. **Nurse Practitioner:** Provides **professional** nursing care to patients. May assist a physician or work independently under general supervision. Administers medications and injections as prescribed. May do patient exams and make hospital rounds. Provides patient education. Must have a degree of Master of Science in Nursing and be a graduate of a formal nurse practitioner program. **(Also use this classification for Certified Nurse Midwife and/or Nurse Clinician.)**
40. **Physician Assistant:** Provides **professional** care to patients. May assist physician or work independently under physician supervision. Administers medications and injections as prescribed. Assists physician in surgery rooms; may do patient exams and make hospital rounds. Provides patient education. Is a graduate of a formal physician assistant program.
41. **Certified Registered Nurse Anesthetist:** Provides professional anesthesia services to surgical patients.

Narrative Survey Question Completion - Detailed Instructions

- Q2: Identify full legal name of the practice entity.
- Q3: Identify the name, title, daytime telephone number, fax number, email address and full mailing address of the **one person** that is primarily responsible for completing the survey and who would best serve as the primary contact for clarification of survey responses, if necessary. Consistent with the survey response requirements, **the final Survey Report (one copy per responding practice organization) will be mailed to this individual. Therefore, complete information is required in response to this question.** Indicate the city/township, county, and zip code of the practice's **primary** office location.
- Q4: Indicate the total number of office locations (including primary office location) owned and/or operated by the practice entity. Do not include inpatient care facilities. If **all** practice activities are hospital-based, enter "0".
- Q5: Check any and all descriptors that describe the practice entity (may be more than one).
- Q6: Specify the practice specialty or specialties of the practice entity to which your survey response pertains. Responses should reflect only the medical specialty description(s) or corresponding code(s) found on the enclosed Medical Specialty Listing (page 5). **Use the "Other / Not Listed Here" (Code 99.A) only if a reasonably appropriate medical specialty identifier cannot be identified in this listing.**
- Q7: Indicate the total number of "**full time equivalent**" physicians (MD, DO only). A full-time physician works whatever number of hours the practice considers to be the minimum for a normal workweek. **To compute the FTE of a part-time physician:** divide total hours worked by the physician by the number of hours your practice considers to be a normal workweek. Example: A physician working 30 hours per week compared to a normal physician work week of 40 hours would be 0.75 FTE (30 hours divided by 40 hours). A physician working full-time for three months during a year would be 0.25 FTE. A medical director devoting 50% effort to clinical activity would be 0.50 FTE. ***Do include*** practice physicians such as shareholders/partners, salaried associates, employed and contracted physicians and locum tenens; residents and fellows working at the practice. Include only physicians involved in clinical care. ***Do not include*** full time physician administrators. **Count no individual as more than 1.0 FTE regardless of the number of hours worked.**
- Q8: Indicate the total number of "full time equivalent" other physician providers (all others, excluding MD or DO). Calculate FTEs by same method described in Q7, above.
- Q9: Indicate the total number of "full time equivalent" mid-level providers (PA, NP, CNM, CRNA). Calculate FTEs by same method described in Q7, above.
- Q10: Indicate the total number of "full time equivalent" non-provider employees (include any and all employees, except those identified in Q7, Q8 and Q9, above). Calculate FTEs by the method described in Q7, above.

- Q12: Indicate the average (mean) percentage increase that **was given** to practice organization employees for 2006 (i.e., the most recent wage increase). If no wage increase has been extended to employees in the past 12 months, enter "0%." Also indicate the average (mean) percentage increase that you expect **will be given** to practice organization employees for 2006 (i.e., the next yearly wage revision). If you expect no wage increase to be extended to staff in the next 12 months, enter "0%."
- Q15: Indicate only the **employer-paid** percentage of employee compensation contributed to employee retirement.
- Q19: Note that this question pertains to **full-time** practice organization employees only. Enter the **employer-paid** health insurance premiums data (% of total premium **and** \$ amount of employer-paid premium) for **one employee (not** a total for multiple employees) who receives the specified level of insurance coverage through the practice's employee benefit plan. Examples – If "Employee Only" monthly health insurance premiums are \$240 per employee and the practice pays \$120 of that premium, your response on the "For Employee Only" line would be: (A) 50% and (B) \$120. A practice paying the same \$120 in monthly premiums for employees requiring "Employee & Family" coverage, which costs \$600 per month, would then enter (A) 20% and (B) \$120 on the "For Employee & Family" line.
- Q21: Provide a "best estimate" figure of the practice organization's % increase in the group health insurance premiums expense realized at the last renewal period (i.e., in the past 12 months).

Survey Wage & Related Data Spreadsheet - Completion Instructions

Take care to enter accurate responses to all applicable data fields on the survey data reporting spreadsheet. Where no data is reportable because a particular position description or job class is not applicable to the practice organization, please enter "0" for # Persons in this Job Class. All Job Class #s and Survey Position Description Titles correlate to those positions listed and described on the "Position Descriptions Listing" document. Report **all** pertinent practice organization positions **using these listed position titles only**. Please note that **subcontracted personnel should NOT be included in your survey response**. Report employee information in the data fields corresponding to the listed position description/job title that **best fits** the positions within your practice organization. If an employee's job duties correspond with those of two or more positions in the "Position Descriptions Listing," report data in the fields corresponding to the **one** listed position description / job title that **best fits** the position in your practice organization.

Persons in this Job Class:

Specify the **number of persons** employed in the position or job class, regardless of full-time, part-time or casual employment status. For purposes of this survey "employed" means those individuals who are directly employed or leased by the practice organization. DO NOT include subcontracted hourly labor/personnel in your survey response.

For each person in the job class up to 10 positions, report their number of years experience, hourly wage and bonus (if any) in the last 12 months. Since you are only reporting on 10 positions, provide data on positions in various years of experience levels.

Years of Experience:

Report the number of years for **any** practice / organization employee that is classified under this position description/job class.

Hourly Wage

Report the hourly rate paid (as of January 1, 2006) to **any** practice / organization employee that is classified under this position description/job class.

Bonus in last 12 months

Report the amount of the bonus paid to any/all employees in this position/job class during the twelve-month period January 1 through December 31.

If you need to report more than 5 positions in a job class, use a separate piece of paper.

Job Class	Position Description Title	Years of Experience	Hourly Wage	Bonus Last 12 Months
MANAGEMENT				
1	Site/Department Manager			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
NON-MANAGEMENT/SECRETARIAL AND/OR SUPPORT SERVICES				
2	Secretary/Administrative Assistant			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
3	Medical Records Transcriber			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
4	Receptionist			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
5	Appointment Secretary			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
6	HMO/Managed Care Referral Coordinator			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
7	Cashier/Charge Entry			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
8	Patient Accounts Billing			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		
9	Insurance Billing			
	# Persons in this job class:	1.		
		2.		
		3.		
		4.		
		5.		

If you need to report more than 5 positions in a job class, use a separate piece of paper.

10 Coding Specialist			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
11 Bookkeeper/Accounting Clerk			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
12 Medical Records Clerk			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
13 Surgery/Test Scheduler			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
14 Medical/Clinical Office Generalist			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
15 Maintenance Staff			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
NON-MANAGEMENT/CLINICAL			
16 Medical Technologist (MT), ASCP			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
17 Medical Laboratory Technician (MLT), ASCP			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
18 Laboratory Aide			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
19 Ultrasound Technician			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		

If you need to report more than 5 positions in a job class, use a separate piece of paper.

20 CT/Nuclear Medicine Technician			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
21 Radio logic Technologist (RT)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
22 Mammography Techs			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
23 Physical Therapist			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
24 Physical Therapy Aide			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
25 Audiologist			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
26 Certified Ophthalmic Assistant (COA)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
27 Certified Ophthalmic Technician (COT)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
28 Optician			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
29 Ophthalmic Assistant			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		

If you need to report more than 5 positions in a job class, use a separate piece of paper.

30 Surgical Technician			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
31 Estheticians			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
32 Occupational Therapists			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
NURSING AND CLINICAL ASSISTANTS			
33 Registered Nurse - Clinical (RN)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
34 Registered Nurse - Surgical (RN)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
35 Surgical Facility Administrator (RN)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
36 Licensed Professional Nurse (LPN)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
37 Certified Medical Assistant (CMA)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
38 Medical Assistant (MA)			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		
OTHER CLINICAL PROFESSIONALS			
39 Nurse Practitioner			
# Persons in this job class:	1.		
	2.		
	3.		
	4.		
	5.		

If you need to report more than 5 positions in a job class, use a separate piece of paper.

	5.			
40	Physician Assistant			
# Persons in this job class:	1.			
	2.			
	3.			
	4.			
	5.			
41	Certified Registered Nurse Anesthetist			
# Persons in this job class:	1.			
	2.			
	3.			
	4.			
	5.			