

## Boston Medical Center

### Survey Descriptions

Surveys	Description	Data Effective Date
SullivanCotter: 2020 Physician Compensation and Productivity Survey Report	Includes data from 818 health care organizations representing 243,957 physicians, PhDs, advanced practice clinicians, and medical group executives. Data effective as of January 1, 2020.	1/1/2020
SullivanCotter: 2020 Medical Group Compensation and Productivity Survey Report	Includes data from 308 medical groups representing 170,953 providers. Data effective as of January 1, 2020.	1/1/2020
Medical Group Management Association (MGMA): 2020 Provider Compensation and Production Survey <sup>1</sup>	Includes data from 6,398 medical practices representing 168,783 physicians and non-physician providers. Data effective as of January 1, 2020.	1/1/2020

Updating	<p>TCC data points have been updated to December 31, 2021 assuming a 2.0% growth rate. This is a standard technique in compensation analysis.</p> <p>Due to the COVID-19 pandemic, productivity may not accurately represent the market in the 2021 survey editions. Based on SullivanCotter's analyses, the following one-time adjustments have been made to the 2020 survey editions to approximate the 2021 market:</p> <ul style="list-style-type: none"> <li>• 2.0% for TCC per wRVU.</li> <li>• 1.0% for TCC to collections.</li> <li>• 2.0% for TCC to patient.</li> </ul>
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2021 Physician Fee Schedule Adjustments
<p><b>As of January 1, 2021, CMS increased office visit wRVU values as part of its final 2021 Physician Fee Schedule rule. Boston Medical Center has chosen to use 2021 wRVU values for compensation plan administration purposes. Due to a lag in survey reporting (2020 surveys are based on 2019 data and do not align with the changes in Medicare reimbursement), the 2020 survey data have been adjusted to estimate changes in wRVUs, Medicare reimbursement and physician compensation resulting from the 2021 Physician Fee Schedule rule. Specialty-specific market data adjustments have been made to staff physician TCC, wRVUs, collections, TCC per wRVU, TCC to collections and collections per wRVU.</b></p>

<sup>1</sup>Data are proprietary and are owned by MGMA. Employee/officer/client may not publish the data, create any tools with the data, or use the data in any other manner without first obtaining MGMA's prior written permission.

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Allergy and Immunology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	336	\$266,612	\$332,876	\$398,068	\$509,438
Chief - National	27	\$315,720	\$383,057	\$489,514	\$650,438
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	253	\$292,023	\$351,759	\$412,496	\$543,473
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	306	\$283,054	\$351,847	\$482,925	\$737,792
<b>National Average - Staff MD</b>	<b>895</b>	<b>\$280,563</b>	<b>\$345,494</b>	<b>\$431,163</b>	<b>\$596,901</b>
<b>Regional Average - Staff MD</b>	<b>161</b>	<b>\$258,581</b>	<b>\$328,326</b>	<b>\$503,832</b>	<b>\$643,817</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	26	\$144,221	\$197,789	\$247,236	--
Assistant Professor - National	111	\$176,156	\$205,000	\$244,145	--
Associate Professor - National	49	\$186,457	\$231,784	\$286,382	--
Professor - National	49	\$225,603	\$281,231	\$352,311	--
Chief - National	17	\$236,934	\$260,628	\$349,221	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	80	\$176,896	\$207,182	\$263,755	\$313,724
Instructor - National		--	--	--	--
Assistant Professor - National	42	\$174,456	\$189,892	\$246,798	\$271,150
Associate Professor - National	17	\$185,146	\$216,654	\$288,529	\$397,009
Professor - National	14	\$185,922	\$243,493	\$323,967	\$372,664
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>80</b>	<b>\$176,896</b>	<b>\$207,182</b>	<b>\$263,755</b>	<b>\$313,724</b>
<b>National Average - Instructor</b>	<b>26</b>	<b>\$144,221</b>	<b>\$197,789</b>	<b>\$247,236</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>153</b>	<b>\$175,306</b>	<b>\$197,446</b>	<b>\$245,472</b>	<b>\$271,150</b>
<b>National Average - Associate Professor</b>	<b>66</b>	<b>\$185,802</b>	<b>\$224,219</b>	<b>\$287,456</b>	<b>\$397,009</b>
<b>National Average - Professor</b>	<b>63</b>	<b>\$205,763</b>	<b>\$262,362</b>	<b>\$338,139</b>	<b>\$372,664</b>
<b>National Average - Division Chair/Chief</b>	<b>17</b>	<b>\$236,934</b>	<b>\$260,628</b>	<b>\$349,221</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Allergy and Immunology

For SullivanCotter-MG, used Allergy and Immunology

For MGMA, used Allergy/Immunology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Anesthesiology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	5,323	\$358,997	\$425,106	\$497,530	\$574,344
Chief - National	83	\$445,208	\$509,859	\$582,469	\$625,828
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	3,939	\$378,541	\$435,980	\$509,835	\$601,555
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	3,325	\$405,316	\$485,455	\$554,270	\$663,251
<b>National Average - Staff MD</b>	<b>12,587</b>	<b>\$380,951</b>	<b>\$448,847</b>	<b>\$520,545</b>	<b>\$613,050</b>
<b>Regional Average - Staff MD</b>	<b>3,431</b>	<b>\$337,512</b>	<b>\$417,851</b>	<b>\$485,148</b>	<b>\$561,667</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	369	\$296,683	\$356,432	\$421,331	--
Assistant Professor - National	2,481	\$347,160	\$389,397	\$443,994	--
Associate Professor - National	943	\$378,065	\$424,422	\$475,929	--
Professor - National	622	\$386,306	\$442,964	\$494,472	--
Chief - National	118	\$407,939	\$455,326	\$513,014	--
Department Chair - National	76	\$578,944	\$652,085	\$757,160	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	1,666	\$358,632	\$409,187	\$480,516	\$544,228
Instructor - National	62	\$307,901	\$382,861	\$426,904	\$504,880
Assistant Professor - National	825	\$357,952	\$396,525	\$451,627	\$519,851
Associate Professor - National	318	\$384,889	\$429,572	\$493,865	\$551,790
Professor - National	191	\$402,521	\$461,176	\$526,028	\$636,307
Division Chair/Chief - National	31	\$413,654	\$492,781	\$520,469	\$572,544
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>1,666</b>	<b>\$358,632</b>	<b>\$409,187</b>	<b>\$480,516</b>	<b>\$544,228</b>
<b>National Average - Instructor</b>	<b>431</b>	<b>\$302,292</b>	<b>\$369,647</b>	<b>\$424,118</b>	<b>\$504,880</b>
<b>National Average - Assistant Professor</b>	<b>3,306</b>	<b>\$352,556</b>	<b>\$392,961</b>	<b>\$447,811</b>	<b>\$519,851</b>
<b>National Average - Associate Professor</b>	<b>1,261</b>	<b>\$381,477</b>	<b>\$426,997</b>	<b>\$484,897</b>	<b>\$551,790</b>
<b>National Average - Professor</b>	<b>813</b>	<b>\$394,414</b>	<b>\$452,070</b>	<b>\$510,250</b>	<b>\$636,307</b>
<b>National Average - Division Chair/Chief</b>	<b>149</b>	<b>\$410,797</b>	<b>\$474,054</b>	<b>\$516,742</b>	<b>\$572,544</b>
<b>National Average - Department Chair</b>	<b>76</b>	<b>\$578,944</b>	<b>\$652,085</b>	<b>\$757,160</b>	<b>--</b>

For SullivanCotter-Phys, used Anesthesiology

For SullivanCotter-MG, used Anesthesiology

For MGMA, used Anesthesiology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Cardiology - Cardiac Imaging (Echo, CT, MRI, Nuclear)				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	188	\$398,534	\$513,526	\$695,307	\$871,668
Chief - National	5	\$698,229	\$723,906	\$744,412	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	111	\$417,797	\$508,802	\$675,446	\$856,198
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	--	--	--	--	--
<b>National Average - Staff MD</b>	<b>299</b>	<b>\$408,166</b>	<b>\$511,164</b>	<b>\$685,377</b>	<b>\$863,933</b>
<b>Regional Average - Staff MD</b>	<b>60</b>	<b>\$342,750</b>	<b>\$437,476</b>	<b>\$487,783</b>	<b>\$772,444</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	--	--	--	--	--
Assistant Professor - National	--	--	--	--	--
Associate Professor - National	--	--	--	--	--
Professor - National	--	--	--	--	--
Chief - National	--	--	--	--	--
Department Chair - National	--	--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	--	--	--	--	--
Assistant Professor - National	--	--	--	--	--
Associate Professor - National	--	--	--	--	--
Professor - National	--	--	--	--	--
Division Chair/Chief - National	--	--	--	--	--
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	--	--	--	--	--
<b>National Average - Instructor</b>	--	--	--	--	--
<b>National Average - Assistant Professor</b>	--	--	--	--	--
<b>National Average - Associate Professor</b>	--	--	--	--	--
<b>National Average - Professor</b>	--	--	--	--	--
<b>National Average - Division Chair/Chief</b>	--	--	--	--	--
<b>National Average - Department Chair</b>	--	--	--	--	--

For SullivanCotter-Phys, used Cardiology - Cardiac Imaging (Echo, CT, MRI, Nuclear)  
For SullivanCotter-MG, used Cardiology - Cardiac Imaging (Echo, CT, MRI, Nuclear)  
For MGMA, no match

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Cardiology - Invasive - Interventional				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,413	\$501,007	\$631,662	\$780,440	\$971,144
Chief - National	64	\$650,929	\$834,118	\$1,115,804	\$1,366,676
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,016	\$534,235	\$656,700	\$812,069	\$1,033,590
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,441	\$569,725	\$714,293	\$881,865	\$1,091,142
<b>National Average - Staff MD</b>	<b>3,870</b>	<b>\$534,989</b>	<b>\$667,552</b>	<b>\$824,791</b>	<b>\$1,031,959</b>
<b>Regional Average - Staff MD</b>	<b>842</b>	<b>\$436,819</b>	<b>\$561,386</b>	<b>\$689,738</b>	<b>\$815,389</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	37	\$284,321	\$382,185	\$470,778	--
Assistant Professor - National	429	\$331,708	\$396,608	\$513,014	--
Associate Professor - National	296	\$383,216	\$468,718	\$571,733	--
Professor - National	258	\$370,854	\$454,296	\$563,492	--
Chief - National	23	\$617,060	\$721,105	\$1,054,873	--
Department Chair - National	9	\$563,492	\$710,803	\$927,135	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	174	\$412,060	\$483,532	\$594,272	\$754,402
Instructor - National		--	--	--	--
Assistant Professor - National	62	\$385,284	\$433,830	\$567,694	\$642,691
Associate Professor - National	45	\$426,192	\$503,503	\$619,521	\$884,385
Professor - National	48	\$453,141	\$504,756	\$584,311	\$701,884
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>174</b>	<b>\$412,060</b>	<b>\$483,532</b>	<b>\$594,272</b>	<b>\$754,402</b>
<b>National Average - Instructor</b>	<b>37</b>	<b>\$284,321</b>	<b>\$382,185</b>	<b>\$470,778</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>491</b>	<b>\$358,496</b>	<b>\$415,219</b>	<b>\$540,354</b>	<b>\$642,691</b>
<b>National Average - Associate Professor</b>	<b>341</b>	<b>\$404,704</b>	<b>\$486,111</b>	<b>\$595,627</b>	<b>\$884,385</b>
<b>National Average - Professor</b>	<b>306</b>	<b>\$411,998</b>	<b>\$479,526</b>	<b>\$573,902</b>	<b>\$701,884</b>
<b>National Average - Division Chair/Chief</b>	<b>23</b>	<b>\$617,060</b>	<b>\$721,105</b>	<b>\$1,054,873</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>9</b>	<b>\$563,492</b>	<b>\$710,803</b>	<b>\$927,135</b>	<b>--</b>

For SullivanCotter-Phys, used Cardiology - Invasive - Interventional

For SullivanCotter-MG, used Cardiology - Invasive - Interventional

For MGMA, used Cardiology: Invasive-Interventional

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Cardiology - Invasive - Noninterventional				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	360	\$502,181	\$599,189	\$741,985	\$903,328
Chief - National	11	\$700,418	\$830,239	\$1,019,880	\$1,370,704
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	200	\$541,965	\$619,353	\$729,618	\$838,125
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	733	\$540,956	\$625,823	\$757,000	\$969,235
<b>National Average - Staff MD</b>	<b>1,293</b>	<b>\$528,367</b>	<b>\$614,788</b>	<b>\$742,868</b>	<b>\$903,563</b>
<b>Regional Average - Staff MD</b>	<b>147</b>	<b>\$457,195</b>	<b>\$529,789</b>	<b>\$621,087</b>	<b>\$779,742</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	25	\$207,060	\$267,839	\$334,799	--
Assistant Professor - National	180	\$324,497	\$367,763	\$454,296	--
Associate Professor - National	82	\$354,371	\$412,060	\$524,346	--
Professor - National	85	\$331,708	\$445,025	\$555,251	--
Chief - National	10	\$480,050	\$621,180	\$675,778	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	84	\$334,799	\$428,399	\$566,926	\$724,641
Instructor - National		--	--	--	--
Assistant Professor - National	27	\$294,970	\$346,913	\$424,889	\$517,658
Associate Professor - National	23	\$339,668	\$493,234	\$726,919	\$826,452
Professor - National	13	\$309,073	\$389,302	\$490,102	\$576,798
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>84</b>	<b>\$334,799</b>	<b>\$428,399</b>	<b>\$566,926</b>	<b>\$724,641</b>
<b>National Average - Instructor</b>	<b>25</b>	<b>\$207,060</b>	<b>\$267,839</b>	<b>\$334,799</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>207</b>	<b>\$309,734</b>	<b>\$357,338</b>	<b>\$439,593</b>	<b>\$517,658</b>
<b>National Average - Associate Professor</b>	<b>105</b>	<b>\$347,020</b>	<b>\$452,647</b>	<b>\$625,633</b>	<b>\$826,452</b>
<b>National Average - Professor</b>	<b>98</b>	<b>\$320,391</b>	<b>\$417,164</b>	<b>\$522,677</b>	<b>\$576,798</b>
<b>National Average - Division Chair/Chief</b>	<b>10</b>	<b>\$480,050</b>	<b>\$621,180</b>	<b>\$675,778</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Cardiology - Invasive - Noninterventional

For SullivanCotter-MG, used Cardiology - Invasive - Noninterventional

For MGMA, used Cardiology: Invasive

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Cardiovascular Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	450	\$568,181	\$745,761	\$923,098	\$1,079,338
Chief - National	30	\$918,441	\$1,085,631	\$1,453,311	\$1,825,902
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	286	\$642,135	\$817,956	\$981,761	\$1,175,888
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	499	\$642,411	\$817,193	\$973,817	\$1,189,232
<b>National Average - Staff MD</b>	<b>1,235</b>	<b>\$617,576</b>	<b>\$793,637</b>	<b>\$959,559</b>	<b>\$1,148,153</b>
<b>Regional Average - Staff MD</b>	<b>259</b>	<b>\$590,783</b>	<b>\$799,628</b>	<b>\$940,014</b>	<b>\$1,110,513</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	28	\$167,914	\$290,502	\$396,608	--
Assistant Professor - National	323	\$386,306	\$471,808	\$606,758	--
Associate Professor - National	232	\$537,738	\$654,145	\$865,326	--
Professor - National	245	\$542,889	\$773,642	\$1,046,632	--
Chief - National	65	\$760,250	\$951,858	\$1,362,888	--
Department Chair - National	29	\$966,280	\$1,176,431	\$2,416,731	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	160	\$498,505	\$680,495	\$857,217	\$1,061,159
Instructor - National		--	--	--	--
Assistant Professor - National	59	\$412,060	\$531,107	\$649,103	\$832,566
Associate Professor - National	34	\$564,810	\$686,527	\$778,181	\$977,894
Professor - National	43	\$679,053	\$845,703	\$1,045,509	\$1,185,907
Division Chair/Chief - National	10	\$760,558	\$897,348	\$1,067,293	\$1,316,138
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>160</b>	<b>\$498,505</b>	<b>\$680,495</b>	<b>\$857,217</b>	<b>\$1,061,159</b>
<b>National Average - Instructor</b>	<b>28</b>	<b>\$167,914</b>	<b>\$290,502</b>	<b>\$396,608</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>382</b>	<b>\$399,183</b>	<b>\$501,458</b>	<b>\$627,931</b>	<b>\$832,566</b>
<b>National Average - Associate Professor</b>	<b>266</b>	<b>\$551,274</b>	<b>\$670,336</b>	<b>\$821,754</b>	<b>\$977,894</b>
<b>National Average - Professor</b>	<b>288</b>	<b>\$610,971</b>	<b>\$809,673</b>	<b>\$1,046,071</b>	<b>\$1,185,907</b>
<b>National Average - Division Chair/Chief</b>	<b>75</b>	<b>\$760,404</b>	<b>\$924,603</b>	<b>\$1,215,091</b>	<b>\$1,316,138</b>
<b>National Average - Department Chair</b>	<b>29</b>	<b>\$966,280</b>	<b>\$1,176,431</b>	<b>\$2,416,731</b>	<b>--</b>

For SullivanCotter-Phys, used Cardiovascular Surgery

For SullivanCotter-MG, used Cardiovascular Surgery

For MGMA, used Surgery: Cardiovascular

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Colon and Rectal Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	260	\$358,071	\$435,555	\$507,885	\$632,083
Chief - National	21	\$496,555	\$620,498	\$728,280	\$942,594
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	188	\$380,036	\$445,555	\$559,707	\$697,281
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	171	\$380,376	\$461,460	\$549,998	\$655,178
<b>National Average - Staff MD</b>	<b>619</b>	<b>\$372,828</b>	<b>\$447,523</b>	<b>\$539,197</b>	<b>\$661,514</b>
<b>Regional Average - Staff MD</b>	<b>162</b>	<b>\$363,266</b>	<b>\$445,371</b>	<b>\$517,696</b>	<b>\$674,334</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	103	\$341,775	\$404,477	\$506,860	\$613,989
Instructor - National		--	--	--	--
Assistant Professor - National	43	\$300,461	\$355,566	\$446,994	\$533,767
Associate Professor - National	37	\$362,334	\$392,010	\$485,963	\$561,410
Professor - National	13	\$450,879	\$515,075	\$607,444	\$684,468
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>103</b>	<b>\$341,775</b>	<b>\$404,477</b>	<b>\$506,860</b>	<b>\$613,989</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>43</b>	<b>\$300,461</b>	<b>\$355,566</b>	<b>\$446,994</b>	<b>\$533,767</b>
<b>National Average - Associate Professor</b>	<b>37</b>	<b>\$362,334</b>	<b>\$392,010</b>	<b>\$485,963</b>	<b>\$561,410</b>
<b>National Average - Professor</b>	<b>13</b>	<b>\$450,879</b>	<b>\$515,075</b>	<b>\$607,444</b>	<b>\$684,468</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Colon and Rectal Surgery

For SullivanCotter-MG, used Colon and Rectal Surgery

For MGMA, used Surgery: Colon and Rectal



# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Dermatology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,102	\$363,486	\$461,506	\$573,438	\$715,748
Chief - National	30	\$491,586	\$613,579	\$704,892	\$1,015,845
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	836	\$391,369	\$486,771	\$593,859	\$757,427
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	612	\$409,260	\$500,784	\$636,393	\$854,850
<b>National Average - Staff MD</b>	<b>2,550</b>	<b>\$388,038</b>	<b>\$483,020</b>	<b>\$601,230</b>	<b>\$776,008</b>
<b>Regional Average - Staff MD</b>	<b>654</b>	<b>\$323,007</b>	<b>\$414,961</b>	<b>\$519,967</b>	<b>\$657,114</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	62	\$240,025	\$310,075	\$372,914	--
Assistant Professor - National	413	\$257,537	\$310,075	\$386,306	--
Associate Professor - National	210	\$298,743	\$368,794	\$473,869	--
Professor - National	193	\$310,075	\$397,638	\$500,653	--
Chief - National	11	\$349,221	\$402,788	\$435,753	--
Department Chair - National	57	\$493,442	\$597,487	\$743,768	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	233	\$267,833	\$327,698	\$416,351	\$562,272
Instructor - National		--	--	--	--
Assistant Professor - National	101	\$247,525	\$291,567	\$354,090	\$443,028
Associate Professor - National	54	\$301,596	\$374,278	\$482,177	\$673,022
Professor - National	42	\$317,811	\$377,276	\$465,286	\$575,367
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>233</b>	<b>\$267,833</b>	<b>\$327,698</b>	<b>\$416,351</b>	<b>\$562,272</b>
<b>National Average - Instructor</b>	<b>62</b>	<b>\$240,025</b>	<b>\$310,075</b>	<b>\$372,914</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>514</b>	<b>\$252,531</b>	<b>\$300,821</b>	<b>\$370,198</b>	<b>\$443,028</b>
<b>National Average - Associate Professor</b>	<b>264</b>	<b>\$300,170</b>	<b>\$371,536</b>	<b>\$478,023</b>	<b>\$673,022</b>
<b>National Average - Professor</b>	<b>235</b>	<b>\$313,943</b>	<b>\$387,457</b>	<b>\$482,970</b>	<b>\$575,367</b>
<b>National Average - Division Chair/Chief</b>	<b>11</b>	<b>\$349,221</b>	<b>\$402,788</b>	<b>\$435,753</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>57</b>	<b>\$493,442</b>	<b>\$597,487</b>	<b>\$743,768</b>	<b>--</b>

For SullivanCotter-Phys, used Dermatology

For SullivanCotter-MG, used Dermatology

For MGMA, used Dermatology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Emergency Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	4,649	\$311,920	\$365,518	\$413,449	\$483,739
Chief - National	90	\$359,506	\$398,979	\$496,855	\$648,635
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	3,106	\$334,139	\$381,530	\$430,788	\$505,633
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	2,098	\$325,918	\$377,146	\$429,285	\$495,306
<b>National Average - Staff MD</b>	<b>9,853</b>	<b>\$323,992</b>	<b>\$374,731</b>	<b>\$424,507</b>	<b>\$494,893</b>
<b>Regional Average - Staff MD</b>	<b>3,048</b>	<b>\$310,794</b>	<b>\$347,933</b>	<b>\$390,870</b>	<b>\$450,240</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	376	\$226,633	\$291,532	\$344,070	--
Assistant Professor - National	2,248	\$275,050	\$306,985	\$344,070	--
Associate Professor - National	820	\$305,954	\$332,738	\$371,884	--
Professor - National	394	\$322,437	\$361,582	\$406,909	--
Chief - National	30	\$330,678	\$373,944	\$428,542	--
Department Chair - National	73	\$497,562	\$614,999	\$703,592	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	1,263	\$282,220	\$324,458	\$367,806	\$421,567
Instructor - National	107	\$257,756	\$302,485	\$360,271	\$402,913
Assistant Professor - National	573	\$276,558	\$308,516	\$346,400	\$380,135
Associate Professor - National	259	\$303,200	\$337,305	\$376,579	\$406,791
Professor - National	120	\$337,910	\$376,730	\$426,405	\$526,665
Division Chair/Chief - National	11	\$333,238	\$436,975	\$494,505	\$568,080
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>1,263</b>	<b>\$282,220</b>	<b>\$324,458</b>	<b>\$367,806</b>	<b>\$421,567</b>
<b>National Average - Instructor</b>	<b>483</b>	<b>\$242,195</b>	<b>\$297,009</b>	<b>\$352,171</b>	<b>\$402,913</b>
<b>National Average - Assistant Professor</b>	<b>2,821</b>	<b>\$275,804</b>	<b>\$307,751</b>	<b>\$345,235</b>	<b>\$380,135</b>
<b>National Average - Associate Professor</b>	<b>1,079</b>	<b>\$304,577</b>	<b>\$335,022</b>	<b>\$374,232</b>	<b>\$406,791</b>
<b>National Average - Professor</b>	<b>514</b>	<b>\$330,174</b>	<b>\$369,156</b>	<b>\$416,657</b>	<b>\$526,665</b>
<b>National Average - Division Chair/Chief</b>	<b>41</b>	<b>\$331,958</b>	<b>\$405,460</b>	<b>\$461,524</b>	<b>\$568,080</b>
<b>National Average - Department Chair</b>	<b>73</b>	<b>\$497,562</b>	<b>\$614,999</b>	<b>\$703,592</b>	<b>--</b>

For SullivanCotter-Phys, used Emergency Medicine

For SullivanCotter-MG, used Emergency Medicine

For MGMA, used Emergency Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Endocrinology and Metabolism				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,333	\$242,524	\$283,365	\$328,753	\$389,586
Chief - National	53	\$315,787	\$361,725	\$427,073	\$599,766
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	878	\$259,983	\$297,169	\$347,083	\$403,415
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	754	\$249,997	\$292,959	\$347,955	\$419,191
<b>National Average - Staff MD</b>	<b>2,965</b>	<b>\$250,835</b>	<b>\$291,164</b>	<b>\$341,264</b>	<b>\$404,064</b>
<b>Regional Average - Staff MD</b>	<b>887</b>	<b>\$237,171</b>	<b>\$273,011</b>	<b>\$320,268</b>	<b>\$393,262</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	66	\$124,648	\$158,643	\$213,241	--
Assistant Professor - National	483	\$174,095	\$192,638	\$227,663	--
Associate Professor - National	283	\$197,789	\$221,482	\$253,417	--
Professor - National	293	\$232,814	\$275,050	\$336,859	--
Chief - National	57	\$269,899	\$312,135	\$347,160	--
Department Chair - National	9	\$245,176	\$405,879	\$784,974	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	348	\$180,857	\$213,051	\$268,295	\$335,225
Instructor - National		--	--	--	--
Assistant Professor - National	154	\$173,577	\$190,190	\$224,045	\$258,791
Associate Professor - National	72	\$184,079	\$211,683	\$246,743	\$285,066
Professor - National	80	\$217,378	\$268,075	\$314,007	\$379,585
Division Chair/Chief - National	16	\$298,872	\$340,389	\$352,859	\$427,255
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>348</b>	<b>\$180,857</b>	<b>\$213,051</b>	<b>\$268,295</b>	<b>\$335,225</b>
<b>National Average - Instructor</b>	<b>66</b>	<b>\$124,648</b>	<b>\$158,643</b>	<b>\$213,241</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>637</b>	<b>\$173,836</b>	<b>\$191,414</b>	<b>\$225,854</b>	<b>\$258,791</b>
<b>National Average - Associate Professor</b>	<b>355</b>	<b>\$190,934</b>	<b>\$216,583</b>	<b>\$250,080</b>	<b>\$285,066</b>
<b>National Average - Professor</b>	<b>373</b>	<b>\$225,096</b>	<b>\$271,563</b>	<b>\$325,433</b>	<b>\$379,585</b>
<b>National Average - Division Chair/Chief</b>	<b>73</b>	<b>\$284,386</b>	<b>\$326,262</b>	<b>\$350,010</b>	<b>\$427,255</b>
<b>National Average - Department Chair</b>	<b>9</b>	<b>\$245,176</b>	<b>\$405,879</b>	<b>\$784,974</b>	<b>--</b>

For SullivanCotter-Phys, used Endocrinology and Metabolism

For SullivanCotter-MG, used Endocrinology and Metabolism

For MGMA, used Endocrinology/Metabolism

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Family Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	13,718	\$243,006	\$283,838	\$348,270	\$411,872
Chief - National	382	\$277,583	\$313,379	\$367,782	\$431,404
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	10,217	\$253,591	\$296,673	\$364,730	\$423,208
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	8,848	\$239,361	\$281,116	\$338,684	\$415,615
<b>National Average - Staff MD</b>	<b>32,783</b>	<b>\$245,319</b>	<b>\$287,209</b>	<b>\$350,561</b>	<b>\$416,898</b>
<b>Regional Average - Staff MD</b>	<b>5,756</b>	<b>\$225,626</b>	<b>\$264,895</b>	<b>\$321,373</b>	<b>\$401,149</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	188	\$205,000	\$222,512	\$262,688	--
Assistant Professor - National	1,617	\$198,819	\$220,452	\$251,356	--
Associate Professor - National	595	\$211,181	\$233,844	\$260,628	--
Professor - National	311	\$226,633	\$252,387	\$286,382	--
Chief - National	27	\$218,392	\$245,176	\$287,412	--
Department Chair - National	96	\$310,075	\$362,613	\$417,211	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	709	\$195,778	\$225,549	\$262,515	\$329,398
Instructor - National	53	\$187,951	\$216,331	\$226,633	\$252,220
Assistant Professor - National	268	\$180,247	\$206,031	\$226,038	\$251,768
Associate Professor - National	118	\$204,112	\$231,996	\$258,227	\$281,943
Professor - National	56	\$220,939	\$250,631	\$275,692	\$373,107
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>709</b>	<b>\$195,778</b>	<b>\$225,549</b>	<b>\$262,515</b>	<b>\$329,398</b>
<b>National Average - Instructor</b>	<b>241</b>	<b>\$196,476</b>	<b>\$219,422</b>	<b>\$244,661</b>	<b>\$252,220</b>
<b>National Average - Assistant Professor</b>	<b>1,885</b>	<b>\$189,533</b>	<b>\$213,242</b>	<b>\$238,697</b>	<b>\$251,768</b>
<b>National Average - Associate Professor</b>	<b>713</b>	<b>\$207,647</b>	<b>\$232,920</b>	<b>\$259,428</b>	<b>\$281,943</b>
<b>National Average - Professor</b>	<b>367</b>	<b>\$223,786</b>	<b>\$251,509</b>	<b>\$281,037</b>	<b>\$373,107</b>
<b>National Average - Division Chair/Chief</b>	<b>27</b>	<b>\$218,392</b>	<b>\$245,176</b>	<b>\$287,412</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>96</b>	<b>\$310,075</b>	<b>\$362,613</b>	<b>\$417,211</b>	<b>--</b>

For SullivanCotter-Phys, used Family Medicine

For SullivanCotter-MG, used Family Medicine

For MGMA, used Family Medicine (without OB)

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Family Medicine With Obstetrics				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	656	\$245,937	\$282,759	\$332,141	\$396,081
Chief - National	27	\$279,212	\$295,613	\$348,787	\$465,424
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	469	\$255,791	\$297,187	\$358,254	\$426,248
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	604	\$231,188	\$284,512	\$350,872	\$434,989
<b>National Average - Staff MD</b>	<b>1,729</b>	<b>\$244,305</b>	<b>\$288,153</b>	<b>\$347,089</b>	<b>\$419,106</b>
<b>Regional Average - Staff MD</b>	<b>68</b>	<b>\$243,312</b>	<b>\$278,641</b>	<b>\$317,551</b>	<b>\$345,023</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	124	\$187,868	\$222,538	\$241,812	\$283,951
Instructor - National		--	--	--	--
Assistant Professor - National	67	\$192,109	\$215,812	\$234,298	\$246,365
Associate Professor - National	14	\$113,561	\$208,892	\$252,188	\$280,675
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>124</b>	<b>\$187,868</b>	<b>\$222,538</b>	<b>\$241,812</b>	<b>\$283,951</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>	<b>67</b>	<b>\$192,109</b>	<b>\$215,812</b>	<b>\$234,298</b>	<b>\$246,365</b>
<b>National Average - Associate Professor</b>	<b>14</b>	<b>\$113,561</b>	<b>\$208,892</b>	<b>\$252,188</b>	<b>\$280,675</b>
<b>National Average - Professor</b>		--	--	--	--
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Family Medicine With Obstetrics

For SullivanCotter-MG, used Family Medicine With Obstetrics

For MGMA, used Family Medicine (with OB)

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Gastroenterology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	2,277	\$390,017	\$518,639	\$633,000	\$761,883
Chief - National	77	\$531,496	\$624,240	\$721,892	\$868,136
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,638	\$439,694	\$556,093	\$641,306	\$810,644
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,542	\$459,270	\$556,368	\$706,410	\$919,486
<b>National Average - Staff MD</b>	<b>5,457</b>	<b>\$429,660</b>	<b>\$543,700</b>	<b>\$660,239</b>	<b>\$830,671</b>
<b>Regional Average - Staff MD</b>	<b>1,454</b>	<b>\$374,550</b>	<b>\$495,242</b>	<b>\$618,302</b>	<b>\$756,392</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	116	\$134,950	\$247,236	\$349,221	--
Assistant Professor - National	878	\$283,291	\$329,648	\$396,608	--
Associate Professor - National	433	\$323,467	\$383,216	\$465,628	--
Professor - National	456	\$342,010	\$411,030	\$513,014	--
Chief - National	58	\$436,783	\$515,075	\$573,793	--
Department Chair - National	12	\$528,467	\$651,054	\$845,753	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	509	\$299,071	\$357,257	\$430,974	\$515,487
Instructor - National		--	--	--	--
Assistant Professor - National	236	\$286,216	\$329,440	\$390,556	\$459,875
Associate Professor - National	112	\$326,080	\$394,854	\$455,524	\$509,405
Professor - National	119	\$309,972	\$384,520	\$472,677	\$567,097
Division Chair/Chief - National	12	\$455,586	\$512,272	\$539,890	\$627,364
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>509</b>	<b>\$299,071</b>	<b>\$357,257</b>	<b>\$430,974</b>	<b>\$515,487</b>
<b>National Average - Instructor</b>	<b>116</b>	<b>\$134,950</b>	<b>\$247,236</b>	<b>\$349,221</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>1,114</b>	<b>\$284,754</b>	<b>\$329,544</b>	<b>\$393,582</b>	<b>\$459,875</b>
<b>National Average - Associate Professor</b>	<b>545</b>	<b>\$324,774</b>	<b>\$389,035</b>	<b>\$460,576</b>	<b>\$509,405</b>
<b>National Average - Professor</b>	<b>575</b>	<b>\$325,991</b>	<b>\$397,775</b>	<b>\$492,846</b>	<b>\$567,097</b>
<b>National Average - Division Chair/Chief</b>	<b>70</b>	<b>\$446,185</b>	<b>\$513,674</b>	<b>\$556,842</b>	<b>\$627,364</b>
<b>National Average - Department Chair</b>	<b>12</b>	<b>\$528,467</b>	<b>\$651,054</b>	<b>\$845,753</b>	<b>--</b>

For SullivanCotter-Phys, used Gastroenterology

For SullivanCotter-MG, used Gastroenterology

For MGMA, used Gastroenterology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	General Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	2,731	\$351,260	\$422,471	\$522,757	\$658,121
Chief - National	113	\$448,857	\$536,880	\$626,233	\$837,137
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,875	\$383,992	\$456,081	\$553,366	\$686,261
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	2,078	\$380,189	\$455,356	\$564,042	\$704,789
<b>National Average - Staff MD</b>	<b>6,684</b>	<b>\$371,814</b>	<b>\$444,636</b>	<b>\$546,722</b>	<b>\$683,057</b>
<b>Regional Average - Staff MD</b>	<b>1,343</b>	<b>\$342,705</b>	<b>\$407,861</b>	<b>\$498,272</b>	<b>\$636,263</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	52	\$91,683	\$249,296	\$467,688	--
Assistant Professor - National	838	\$309,045	\$361,582	\$442,964	--
Associate Professor - National	388	\$364,673	\$425,452	\$536,708	--
Professor - National	345	\$380,125	\$489,321	\$619,120	--
Chief - National	57	\$486,231	\$574,823	\$671,657	--
Department Chair - National	35	\$654,145	\$813,818	\$1,024,999	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	338	\$330,060	\$400,184	\$508,507	\$627,173
Instructor - National		--	--	--	--
Assistant Professor - National	125	\$309,045	\$355,496	\$424,230	\$498,696
Associate Professor - National	70	\$383,394	\$418,699	\$493,202	\$598,238
Professor - National	41	\$400,184	\$469,750	\$573,421	\$657,742
Division Chair/Chief - National	12	\$607,946	\$652,131	\$728,135	\$840,296
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>338</b>	<b>\$330,060</b>	<b>\$400,184</b>	<b>\$508,507</b>	<b>\$627,173</b>
<b>National Average - Instructor</b>	<b>52</b>	<b>\$91,683</b>	<b>\$249,296</b>	<b>\$467,688</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>963</b>	<b>\$309,045</b>	<b>\$358,539</b>	<b>\$433,597</b>	<b>\$498,696</b>
<b>National Average - Associate Professor</b>	<b>458</b>	<b>\$374,034</b>	<b>\$422,076</b>	<b>\$514,955</b>	<b>\$598,238</b>
<b>National Average - Professor</b>	<b>386</b>	<b>\$390,155</b>	<b>\$479,536</b>	<b>\$596,271</b>	<b>\$657,742</b>
<b>National Average - Division Chair/Chief</b>	<b>69</b>	<b>\$547,089</b>	<b>\$613,477</b>	<b>\$699,896</b>	<b>\$840,296</b>
<b>National Average - Department Chair</b>	<b>35</b>	<b>\$654,145</b>	<b>\$813,818</b>	<b>\$1,024,999</b>	<b>--</b>

For SullivanCotter-Phys, used General Surgery

For SullivanCotter-MG, used General Surgery

For MGMA, used Surgery: General

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Geriatrics				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	794	\$217,210	\$254,773	\$320,803	\$379,820
Chief - National	40	\$271,680	\$311,894	\$407,700	\$503,638
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	501	\$236,395	\$277,577	\$356,022	\$399,801
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	262	\$216,695	\$255,916	\$300,382	\$369,838
<b>National Average - Staff MD</b>	<b>1,557</b>	<b>\$223,433</b>	<b>\$262,755</b>	<b>\$325,736</b>	<b>\$383,153</b>
<b>Regional Average - Staff MD</b>	<b>478</b>	<b>\$205,636</b>	<b>\$244,362</b>	<b>\$273,697</b>	<b>\$324,725</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	31	\$159,673	\$191,608	\$220,452	--
Assistant Professor - National	305	\$186,457	\$203,970	\$224,573	--
Associate Professor - National	178	\$207,060	\$229,723	\$253,417	--
Professor - National	129	\$244,145	\$268,869	\$316,256	--
Chief - National	36	\$275,050	\$321,407	\$352,311	--
Department Chair - National	7	\$343,040	\$384,246	\$459,447	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	183	\$183,855	\$211,683	\$244,894	\$289,507
Instructor - National		--	--	--	--
Assistant Professor - National	86	\$176,483	\$195,728	\$216,440	\$234,840
Associate Professor - National	40	\$180,478	\$226,023	\$249,313	\$282,658
Professor - National	34	\$197,948	\$247,953	\$285,524	\$330,931
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>183</b>	<b>\$183,855</b>	<b>\$211,683</b>	<b>\$244,894</b>	<b>\$289,507</b>
<b>National Average - Instructor</b>	<b>31</b>	<b>\$159,673</b>	<b>\$191,608</b>	<b>\$220,452</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>391</b>	<b>\$181,470</b>	<b>\$199,849</b>	<b>\$220,507</b>	<b>\$234,840</b>
<b>National Average - Associate Professor</b>	<b>218</b>	<b>\$193,769</b>	<b>\$227,873</b>	<b>\$251,365</b>	<b>\$282,658</b>
<b>National Average - Professor</b>	<b>163</b>	<b>\$221,047</b>	<b>\$258,411</b>	<b>\$300,890</b>	<b>\$330,931</b>
<b>National Average - Division Chair/Chief</b>	<b>36</b>	<b>\$275,050</b>	<b>\$321,407</b>	<b>\$352,311</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>7</b>	<b>\$343,040</b>	<b>\$384,246</b>	<b>\$459,447</b>	<b>--</b>

For SullivanCotter-Phys, used Geriatrics

For SullivanCotter-MG, used Geriatrics

For MGMA, used Geriatrics



# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Hospitalist - Internal Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	9,253	\$265,530	\$299,670	\$350,073	\$416,982
Chief - National	160	\$322,318	\$361,847	\$432,126	\$546,644
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	6,857	\$279,831	\$316,780	\$369,533	\$438,193
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	5,968	\$279,840	\$319,826	\$369,602	\$432,227
<b>National Average - Staff MD</b>	<b>22,078</b>	<b>\$275,067</b>	<b>\$312,092</b>	<b>\$363,069</b>	<b>\$429,134</b>
<b>Regional Average - Staff MD</b>	<b>5,057</b>	<b>\$256,474</b>	<b>\$285,935</b>	<b>\$318,157</b>	<b>\$366,469</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	496	\$208,090	\$232,814	\$262,688	--
Assistant Professor - National	2,060	\$227,663	\$251,356	\$287,412	--
Associate Professor - National	302	\$247,236	\$274,020	\$319,346	--
Professor - National	102	\$274,020	\$300,804	\$360,552	--
Chief - National	37	\$306,985	\$355,402	\$417,211	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	1,331	\$226,932	\$254,929	\$289,369	\$345,674
Instructor - National	190	\$215,004	\$236,399	\$259,184	\$290,867
Assistant Professor - National	815	\$223,691	\$251,072	\$280,015	\$326,788
Associate Professor - National	121	\$246,570	\$275,925	\$302,239	\$389,126
Professor - National	31	\$267,892	\$298,622	\$387,679	\$503,079
Division Chair/Chief - National	10	\$310,870	\$356,694	\$399,768	\$444,090
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>1,331</b>	<b>\$226,932</b>	<b>\$254,929</b>	<b>\$289,369</b>	<b>\$345,674</b>
<b>National Average - Instructor</b>	<b>686</b>	<b>\$211,547</b>	<b>\$234,607</b>	<b>\$260,936</b>	<b>\$290,867</b>
<b>National Average - Assistant Professor</b>	<b>2,875</b>	<b>\$225,677</b>	<b>\$251,214</b>	<b>\$283,714</b>	<b>\$326,788</b>
<b>National Average - Associate Professor</b>	<b>423</b>	<b>\$246,903</b>	<b>\$274,973</b>	<b>\$310,793</b>	<b>\$389,126</b>
<b>National Average - Professor</b>	<b>133</b>	<b>\$270,956</b>	<b>\$299,713</b>	<b>\$374,116</b>	<b>\$503,079</b>
<b>National Average - Division Chair/Chief</b>	<b>47</b>	<b>\$308,928</b>	<b>\$356,048</b>	<b>\$408,490</b>	<b>\$444,090</b>
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Hospitalist - Internal Medicine

For SullivanCotter-MG, used Hospitalist - Internal Medicine

For MGMA, used Hospitalist: Internal Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Infectious Disease				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,179	\$216,837	\$268,655	\$328,570	\$422,285
Chief - National	69	\$304,244	\$351,062	\$421,679	\$552,300
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	652	\$254,133	\$299,679	\$381,531	\$474,241
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	543	\$259,141	\$301,379	\$362,093	\$466,242
<b>National Average - Staff MD</b>	<b>2,374</b>	<b>\$243,370</b>	<b>\$289,904</b>	<b>\$357,398</b>	<b>\$454,256</b>
<b>Regional Average - Staff MD</b>	<b>739</b>	<b>\$225,312</b>	<b>\$264,299</b>	<b>\$328,683</b>	<b>\$438,391</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	92	\$125,678	\$166,884	\$196,759	--
Assistant Professor - National	728	\$167,914	\$188,517	\$217,362	--
Associate Professor - National	452	\$195,728	\$220,452	\$256,507	--
Professor - National	456	\$244,145	\$276,080	\$322,437	--
Chief - National	68	\$295,653	\$330,678	\$367,763	--
Department Chair - National	16	\$373,944	\$469,748	\$688,140	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	537	\$173,474	\$204,777	\$256,608	\$310,935
Instructor - National	10	\$88,196	\$132,636	\$164,215	\$198,053
Assistant Professor - National	222	\$162,430	\$181,434	\$202,908	\$235,769
Associate Professor - National	138	\$192,529	\$212,302	\$247,683	\$286,826
Professor - National	125	\$220,899	\$257,484	\$308,174	\$354,813
Division Chair/Chief - National	16	\$273,453	\$307,857	\$349,881	\$428,465
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>537</b>	<b>\$173,474</b>	<b>\$204,777</b>	<b>\$256,608</b>	<b>\$310,935</b>
<b>National Average - Instructor</b>	<b>102</b>	<b>\$106,937</b>	<b>\$149,760</b>	<b>\$180,487</b>	<b>\$198,053</b>
<b>National Average - Assistant Professor</b>	<b>950</b>	<b>\$165,172</b>	<b>\$184,976</b>	<b>\$210,135</b>	<b>\$235,769</b>
<b>National Average - Associate Professor</b>	<b>590</b>	<b>\$194,129</b>	<b>\$216,377</b>	<b>\$252,095</b>	<b>\$286,826</b>
<b>National Average - Professor</b>	<b>581</b>	<b>\$232,522</b>	<b>\$266,782</b>	<b>\$315,306</b>	<b>\$354,813</b>
<b>National Average - Division Chair/Chief</b>	<b>84</b>	<b>\$284,553</b>	<b>\$319,268</b>	<b>\$358,822</b>	<b>\$428,465</b>
<b>National Average - Department Chair</b>	<b>16</b>	<b>\$373,944</b>	<b>\$469,748</b>	<b>\$688,140</b>	<b>--</b>

For SullivanCotter-Phys, used Infectious Disease

For SullivanCotter-MG, used Infectious Disease

For MGMA, used Infectious Disease

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Internal Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	9,363	\$243,974	\$290,134	\$356,955	\$426,724
Chief - National	373	\$284,120	\$329,802	\$395,248	\$497,534
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	6,741	\$256,528	\$305,752	\$370,702	\$443,806
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	5,803	\$248,125	\$299,637	\$359,617	\$446,338
<b>National Average - Staff MD</b>	<b>21,907</b>	<b>\$249,542</b>	<b>\$298,508</b>	<b>\$362,425</b>	<b>\$438,956</b>
<b>Regional Average - Staff MD</b>	<b>5,768</b>	<b>\$233,154</b>	<b>\$280,477</b>	<b>\$347,970</b>	<b>\$430,045</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	497	\$167,914	\$211,181	\$258,568	--
Assistant Professor - National	2,661	\$200,879	\$228,693	\$270,929	--
Associate Professor - National	917	\$221,482	\$251,356	\$292,562	--
Professor - National	708	\$246,206	\$282,261	\$343,040	--
Chief - National	79	\$262,688	\$319,346	\$356,432	--
Department Chair - National	29	\$378,065	\$514,045	\$622,210	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	1,415	\$204,590	\$238,092	\$291,945	\$360,778
Instructor - National	82	\$185,396	\$205,307	\$225,685	\$251,659
Assistant Professor - National	521	\$196,001	\$219,370	\$260,394	\$292,521
Associate Professor - National	213	\$214,459	\$237,024	\$277,744	\$327,585
Professor - National	174	\$231,687	\$264,739	\$326,944	\$412,677
Division Chair/Chief - National	25	\$207,705	\$282,049	\$320,261	\$435,695
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>1,415</b>	<b>\$204,590</b>	<b>\$238,092</b>	<b>\$291,945</b>	<b>\$360,778</b>
<b>National Average - Instructor</b>	<b>579</b>	<b>\$176,655</b>	<b>\$208,244</b>	<b>\$242,127</b>	<b>\$251,659</b>
<b>National Average - Assistant Professor</b>	<b>3,182</b>	<b>\$198,440</b>	<b>\$224,032</b>	<b>\$265,662</b>	<b>\$292,521</b>
<b>National Average - Associate Professor</b>	<b>1,130</b>	<b>\$217,971</b>	<b>\$244,190</b>	<b>\$285,153</b>	<b>\$327,585</b>
<b>National Average - Professor</b>	<b>882</b>	<b>\$238,947</b>	<b>\$273,500</b>	<b>\$334,992</b>	<b>\$412,677</b>
<b>National Average - Division Chair/Chief</b>	<b>104</b>	<b>\$235,197</b>	<b>\$300,698</b>	<b>\$338,347</b>	<b>\$435,695</b>
<b>National Average - Department Chair</b>	<b>29</b>	<b>\$378,065</b>	<b>\$514,045</b>	<b>\$622,210</b>	<b>--</b>

For SullivanCotter-Phys, used Internal Medicine

For SullivanCotter-MG, used Internal Medicine

For MGMA, used Internal Medicine: General

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Nephrology and Hypertension				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	912	\$263,674	\$352,453	\$421,292	\$500,372
Chief - National	48	\$363,940	\$427,624	\$519,087	\$618,118
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	593	\$310,415	\$387,379	\$442,387	\$550,171
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	580	\$322,966	\$393,094	\$480,126	\$627,447
<b>National Average - Staff MD</b>	<b>2,085</b>	<b>\$299,018</b>	<b>\$377,642</b>	<b>\$447,935</b>	<b>\$559,330</b>
<b>Regional Average - Staff MD</b>	<b>572</b>	<b>\$261,755</b>	<b>\$318,899</b>	<b>\$385,681</b>	<b>\$472,661</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	65	\$114,347	\$178,216	\$209,120	--
Assistant Professor - National	643	\$195,728	\$223,542	\$267,839	--
Associate Professor - National	386	\$238,995	\$268,869	\$320,376	--
Professor - National	321	\$270,929	\$322,437	\$393,517	--
Chief - National	59	\$333,768	\$395,577	\$473,869	--
Department Chair - National	14	\$414,120	\$564,522	\$824,120	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	452	\$208,509	\$257,983	\$320,026	\$396,675
Instructor - National		--	--	--	--
Assistant Professor - National	191	\$190,243	\$216,452	\$257,537	\$320,180
Associate Professor - National	120	\$235,625	\$269,733	\$319,462	\$361,288
Professor - National	109	\$267,005	\$311,733	\$388,933	\$436,169
Division Chair/Chief - National	11	\$318,934	\$383,344	\$404,278	\$538,121
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>452</b>	<b>\$208,509</b>	<b>\$257,983</b>	<b>\$320,026</b>	<b>\$396,675</b>
<b>National Average - Instructor</b>	<b>65</b>	<b>\$114,347</b>	<b>\$178,216</b>	<b>\$209,120</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>834</b>	<b>\$192,986</b>	<b>\$219,997</b>	<b>\$262,688</b>	<b>\$320,180</b>
<b>National Average - Associate Professor</b>	<b>506</b>	<b>\$237,310</b>	<b>\$269,301</b>	<b>\$319,919</b>	<b>\$361,288</b>
<b>National Average - Professor</b>	<b>430</b>	<b>\$268,967</b>	<b>\$317,085</b>	<b>\$391,225</b>	<b>\$436,169</b>
<b>National Average - Division Chair/Chief</b>	<b>70</b>	<b>\$326,351</b>	<b>\$389,461</b>	<b>\$439,074</b>	<b>\$538,121</b>
<b>National Average - Department Chair</b>	<b>14</b>	<b>\$414,120</b>	<b>\$564,522</b>	<b>\$824,120</b>	<b>--</b>

For SullivanCotter-Phys, used Nephrology and Hypertension

For SullivanCotter-MG, used Nephrology and Hypertension

For MGMA, used Nephrology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Neurological Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,012	\$624,416	\$783,513	\$966,050	\$1,252,158
Chief - National	61	\$896,807	\$1,113,650	\$1,508,580	\$1,773,123
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	633	\$709,180	\$850,433	\$1,064,145	\$1,411,253
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	656	\$731,263	\$905,535	\$1,154,531	\$1,433,607
<b>National Average - Staff MD</b>	<b>2,301</b>	<b>\$688,286</b>	<b>\$846,494</b>	<b>\$1,061,575</b>	<b>\$1,365,673</b>
<b>Regional Average - Staff MD</b>	<b>678</b>	<b>\$620,295</b>	<b>\$780,134</b>	<b>\$992,376</b>	<b>\$1,362,406</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	39	\$83,442	\$128,769	\$412,060	--
Assistant Professor - National	514	\$479,020	\$608,818	\$764,371	--
Associate Professor - National	279	\$570,703	\$727,286	\$945,677	--
Professor - National	357	\$589,246	\$772,612	\$1,001,305	--
Chief - National	26	\$709,773	\$818,969	\$979,672	--
Department Chair - National	77	\$993,064	\$1,138,315	\$1,472,084	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	325	\$577,510	\$755,981	\$963,822	\$1,218,506
Instructor - National		--	--	--	--
Assistant Professor - National	110	\$537,847	\$679,200	\$821,668	\$1,010,629
Associate Professor - National	69	\$571,128	\$776,550	\$1,008,383	\$1,250,348
Professor - National	102	\$630,333	\$785,953	\$966,362	\$1,146,688
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>325</b>	<b>\$577,510</b>	<b>\$755,981</b>	<b>\$963,822</b>	<b>\$1,218,506</b>
<b>National Average - Instructor</b>	<b>39</b>	<b>\$83,442</b>	<b>\$128,769</b>	<b>\$412,060</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>624</b>	<b>\$508,434</b>	<b>\$644,009</b>	<b>\$793,020</b>	<b>\$1,010,629</b>
<b>National Average - Associate Professor</b>	<b>348</b>	<b>\$570,916</b>	<b>\$751,918</b>	<b>\$977,030</b>	<b>\$1,250,348</b>
<b>National Average - Professor</b>	<b>459</b>	<b>\$609,790</b>	<b>\$779,283</b>	<b>\$983,834</b>	<b>\$1,146,688</b>
<b>National Average - Division Chair/Chief</b>	<b>26</b>	<b>\$709,773</b>	<b>\$818,969</b>	<b>\$979,672</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>77</b>	<b>\$993,064</b>	<b>\$1,138,315</b>	<b>\$1,472,084</b>	<b>--</b>

For SullivanCotter-Phys, used Neurological Surgery

For SullivanCotter-MG, used Neurological Surgery

For MGMA, used Surgery: Neurological

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Neurology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	2,747	\$258,338	\$312,953	\$367,283	\$463,295
Chief - National	100	\$331,768	\$368,690	\$428,361	\$535,974
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,916	\$277,369	\$335,468	\$393,404	\$506,626
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,684	\$289,298	\$347,368	\$426,066	\$571,286
<b>National Average - Staff MD</b>	<b>6,347</b>	<b>\$275,002</b>	<b>\$331,930</b>	<b>\$395,584</b>	<b>\$513,736</b>
<b>Regional Average - Staff MD</b>	<b>1,767</b>	<b>\$255,812</b>	<b>\$303,032</b>	<b>\$368,994</b>	<b>\$458,031</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	182	\$92,713	\$161,733	\$213,241	--
Assistant Professor - National	1,590	\$200,879	\$230,753	\$278,140	--
Associate Professor - National	810	\$221,482	\$249,296	\$298,743	--
Professor - National	741	\$253,417	\$293,593	\$355,402	--
Chief - National	158	\$277,110	\$323,467	\$378,065	--
Department Chair - National	94	\$458,417	\$521,256	\$621,180	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	730	\$209,006	\$244,137	\$298,771	\$363,750
Instructor - National	22	\$113,316	\$183,936	\$215,585	\$237,507
Assistant Professor - National	304	\$193,922	\$221,320	\$259,363	\$311,243
Associate Professor - National	166	\$221,616	\$245,805	\$286,154	\$344,503
Professor - National	141	\$255,849	\$291,324	\$326,706	\$429,697
Division Chair/Chief - National	10	\$330,999	\$342,905	\$382,490	\$406,118
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>730</b>	<b>\$209,006</b>	<b>\$244,137</b>	<b>\$298,771</b>	<b>\$363,750</b>
<b>National Average - Instructor</b>	<b>204</b>	<b>\$103,015</b>	<b>\$172,835</b>	<b>\$214,413</b>	<b>\$237,507</b>
<b>National Average - Assistant Professor</b>	<b>1,894</b>	<b>\$197,401</b>	<b>\$226,037</b>	<b>\$268,752</b>	<b>\$311,243</b>
<b>National Average - Associate Professor</b>	<b>976</b>	<b>\$221,549</b>	<b>\$247,551</b>	<b>\$292,449</b>	<b>\$344,503</b>
<b>National Average - Professor</b>	<b>882</b>	<b>\$254,633</b>	<b>\$292,459</b>	<b>\$341,054</b>	<b>\$429,697</b>
<b>National Average - Division Chair/Chief</b>	<b>168</b>	<b>\$304,055</b>	<b>\$333,186</b>	<b>\$380,278</b>	<b>\$406,118</b>
<b>National Average - Department Chair</b>	<b>94</b>	<b>\$458,417</b>	<b>\$521,256</b>	<b>\$621,180</b>	<b>--</b>

For SullivanCotter-Phys, used Neurology

For SullivanCotter-MG, used Neurology

For MGMA, used Neurology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Neurology - Neuromuscular				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	45	\$242,770	\$285,072	\$353,363	\$448,861
Chief - National		--	--	--	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	14	\$318,020	\$346,023	\$364,570	\$466,806
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	24	\$228,453	\$289,947	\$396,895	\$477,239
<b>National Average - Staff MD</b>	<b>83</b>	<b>\$263,081</b>	<b>\$307,014</b>	<b>\$371,609</b>	<b>\$464,302</b>
<b>Regional Average - Staff MD</b>	<b>15</b>	<b>\$211,364</b>	<b>\$262,219</b>	<b>\$468,607</b>	<b>\$490,379</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	88	\$202,081	\$249,571	\$288,377	\$348,713
Instructor - National		--	--	--	--
Assistant Professor - National	26	\$190,203	\$201,162	\$233,083	\$269,846
Associate Professor - National	21	\$214,022	\$248,171	\$269,408	\$292,146
Professor - National	34	\$242,876	\$280,509	\$319,939	\$351,772
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>88</b>	<b>\$202,081</b>	<b>\$249,571</b>	<b>\$288,377</b>	<b>\$348,713</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>26</b>	<b>\$190,203</b>	<b>\$201,162</b>	<b>\$233,083</b>	<b>\$269,846</b>
<b>National Average - Associate Professor</b>	<b>21</b>	<b>\$214,022</b>	<b>\$248,171</b>	<b>\$269,408</b>	<b>\$292,146</b>
<b>National Average - Professor</b>	<b>34</b>	<b>\$242,876</b>	<b>\$280,509</b>	<b>\$319,939</b>	<b>\$351,772</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Neurology - Neuromuscular

For SullivanCotter-MG, used Neurology - Neuromuscular

For MGMA, used Neurology: Neuromuscular

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Obstetrics/Gynecology - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	4,596	\$295,218	\$358,509	\$440,248	\$551,921
Chief - National	109	\$357,931	\$409,896	\$496,128	\$642,682
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	3,330	\$318,435	\$378,812	\$461,760	\$575,170
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	3,553	\$303,728	\$369,397	\$453,701	\$577,824
<b>National Average - Staff MD</b>	<b>11,479</b>	<b>\$305,794</b>	<b>\$368,906</b>	<b>\$451,903</b>	<b>\$568,305</b>
<b>Regional Average - Staff MD</b>	<b>2,436</b>	<b>\$286,802</b>	<b>\$345,594</b>	<b>\$415,494</b>	<b>\$530,504</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	167	\$196,759	\$247,236	\$309,045	--
Assistant Professor - National	1,258	\$240,025	\$275,050	\$340,979	--
Associate Professor - National	360	\$267,839	\$314,196	\$384,246	--
Professor - National	200	\$287,412	\$342,010	\$436,783	--
Chief - National	61	\$323,467	\$353,341	\$428,542	--
Department Chair - National	44	\$519,195	\$583,065	\$721,105	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	608	\$253,438	\$298,244	\$365,838	\$430,298
Instructor - National	40	\$209,690	\$252,228	\$313,265	\$341,636
Assistant Professor - National	318	\$243,831	\$275,626	\$326,474	\$378,595
Associate Professor - National	77	\$273,339	\$326,274	\$376,598	\$444,002
Professor - National	46	\$293,615	\$354,758	\$413,310	\$540,978
Division Chair/Chief - National	--	--	--	--	--
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>608</b>	<b>\$253,438</b>	<b>\$298,244</b>	<b>\$365,838</b>	<b>\$430,298</b>
<b>National Average - Instructor</b>	<b>207</b>	<b>\$203,225</b>	<b>\$249,732</b>	<b>\$311,155</b>	<b>\$341,636</b>
<b>National Average - Assistant Professor</b>	<b>1,576</b>	<b>\$241,928</b>	<b>\$275,338</b>	<b>\$333,727</b>	<b>\$378,595</b>
<b>National Average - Associate Professor</b>	<b>437</b>	<b>\$270,589</b>	<b>\$320,235</b>	<b>\$380,422</b>	<b>\$444,002</b>
<b>National Average - Professor</b>	<b>246</b>	<b>\$290,514</b>	<b>\$348,384</b>	<b>\$425,047</b>	<b>\$540,978</b>
<b>National Average - Division Chair/Chief</b>	<b>61</b>	<b>\$323,467</b>	<b>\$353,341</b>	<b>\$428,542</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>44</b>	<b>\$519,195</b>	<b>\$583,065</b>	<b>\$721,105</b>	<b>--</b>

For SullivanCotter-Phys, used Obstetrics/Gynecology - General

For SullivanCotter-MG, used Obstetrics/Gynecology - General

For MGMA, used Obstetrics/Gynecology: General



# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Obstetrics/Gynecology - Maternal and Fetal Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	713	\$388,713	\$468,648	\$572,789	\$765,981
Chief - National	36	\$540,944	\$634,052	\$851,627	\$1,012,564
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	488	\$416,576	\$492,034	\$608,073	\$778,222
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	318	\$417,731	\$514,743	\$653,020	\$844,305
<b>National Average - Staff MD</b>	<b>1,519</b>	<b>\$407,673</b>	<b>\$491,808</b>	<b>\$611,294</b>	<b>\$796,169</b>
<b>Regional Average - Staff MD</b>	<b>380</b>	<b>\$356,147</b>	<b>\$457,027</b>	<b>\$535,251</b>	<b>\$668,725</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	29	\$194,698	\$338,919	\$424,422	--
Assistant Professor - National	344	\$311,105	\$367,763	\$438,844	--
Associate Professor - National	170	\$370,854	\$432,663	\$508,894	--
Professor - National	156	\$378,065	\$447,085	\$536,708	--
Chief - National	38	\$420,301	\$458,417	\$528,467	--
Department Chair - National	27	\$600,577	\$652,085	\$753,039	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	251	\$355,227	\$410,590	\$499,263	\$571,709
Instructor - National		--	--	--	--
Assistant Professor - National	118	\$336,049	\$370,696	\$412,111	\$460,887
Associate Professor - National	59	\$391,932	\$451,297	\$512,074	\$628,316
Professor - National	56	\$396,108	\$450,011	\$539,909	\$568,658
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>251</b>	<b>\$355,227</b>	<b>\$410,590</b>	<b>\$499,263</b>	<b>\$571,709</b>
<b>National Average - Instructor</b>	<b>29</b>	<b>\$194,698</b>	<b>\$338,919</b>	<b>\$424,422</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>462</b>	<b>\$323,577</b>	<b>\$369,230</b>	<b>\$425,478</b>	<b>\$460,887</b>
<b>National Average - Associate Professor</b>	<b>229</b>	<b>\$381,393</b>	<b>\$441,980</b>	<b>\$510,484</b>	<b>\$628,316</b>
<b>National Average - Professor</b>	<b>212</b>	<b>\$387,087</b>	<b>\$448,548</b>	<b>\$538,309</b>	<b>\$568,658</b>
<b>National Average - Division Chair/Chief</b>	<b>38</b>	<b>\$420,301</b>	<b>\$458,417</b>	<b>\$528,467</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>27</b>	<b>\$600,577</b>	<b>\$652,085</b>	<b>\$753,039</b>	<b>--</b>

For SullivanCotter-Phys, used Obstetrics/Gynecology - Maternal and Fetal Medicine

For SullivanCotter-MG, used Obstetrics/Gynecology - Maternal and Fetal Medicine

For MGMA, used OB/GYN: Maternal and Fetal Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

		Obstetrics/Gynecology - Reproductive Endocrinology and Infertility				
Total Cash Compensation (TCC) Effective December 31, 2021		n	25th	50th	75th	90th
<b>TCC</b>						
<i>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</i>						
Staff MD - National*	195	\$277,009	\$361,908	\$489,608	\$662,657	
Chief - National	14	\$497,051	\$696,131	\$918,543	\$1,337,154	
<i>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</i>						
Staff MD - National*	104	\$355,821	\$464,358	\$589,684	\$708,155	
<i>MGMA 2020 Provider Compensation and Production Survey</i>						
Staff MD - National*	36	\$385,420	\$464,815	\$612,969	\$931,749	
<b>National Average - Staff MD</b>		<b>335</b>	<b>\$339,417</b>	<b>\$430,360</b>	<b>\$564,087</b>	<b>\$767,520</b>
<b>Regional Average - Staff MD</b>		<b>144</b>	<b>\$283,649</b>	<b>\$391,363</b>	<b>\$506,166</b>	<b>\$680,733</b>
<b>Total Cash Compensation (TCC) - Academic</b>						
<i>AAMC 2021 Report on Medical School Faculty Salaries</i>						
All Faculty - National		--	--	--	--	
Instructor - National	6	\$95,804	\$211,181	\$526,406	--	
Assistant Professor - National	93	\$260,628	\$317,286	\$411,030	--	
Associate Professor - National	54	\$350,251	\$423,391	\$805,577	--	
Professor - National	60	\$313,165	\$394,547	\$464,597	--	
Chief - National	15	\$348,191	\$394,547	\$432,663	--	
Department Chair - National	13	\$564,522	\$619,120	\$849,873	--	
<i>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</i>						
All Faculty - National	67	\$286,382	\$346,731	\$404,565	\$469,924	
Instructor - National		--	--	--	--	
Assistant Professor - National	23	\$259,221	\$301,401	\$350,426	\$393,850	
Associate Professor - National	16	\$267,267	\$352,177	\$419,251	\$464,708	
Professor - National	17	\$306,915	\$380,521	\$416,033	\$447,988	
Division Chair/Chief - National		--	--	--	--	
Department Chair - National		--	--	--	--	
<b>National Average - All Faculty</b>		<b>67</b>	<b>\$286,382</b>	<b>\$346,731</b>	<b>\$404,565</b>	<b>\$469,924</b>
<b>National Average - Instructor</b>		<b>6</b>	<b>\$95,804</b>	<b>\$211,181</b>	<b>\$526,406</b>	<b>--</b>
<b>National Average - Assistant Professor</b>		<b>116</b>	<b>\$259,925</b>	<b>\$309,344</b>	<b>\$380,728</b>	<b>\$393,850</b>
<b>National Average - Associate Professor</b>		<b>70</b>	<b>\$308,759</b>	<b>\$387,784</b>	<b>\$612,414</b>	<b>\$464,708</b>
<b>National Average - Professor</b>		<b>77</b>	<b>\$310,040</b>	<b>\$387,534</b>	<b>\$440,315</b>	<b>\$447,988</b>
<b>National Average - Division Chair/Chief</b>		<b>15</b>	<b>\$348,191</b>	<b>\$394,547</b>	<b>\$432,663</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>13</b>	<b>\$564,522</b>	<b>\$619,120</b>	<b>\$849,873</b>	<b>--</b>

For SullivanCotter-Phys, used Obstetrics/Gynecology - Reproductive Endocrinology  
For SullivanCotter-MG, used Obstetrics/Gynecology - Reproductive Endocrinology  
For MGMA, used OB/GYN: Reproductive Endocrinology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Obstetrics/Gynecology - Urogynecology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	201	\$342,328	\$404,340	\$493,335	\$606,816
Chief - National	13	\$387,070	\$472,994	\$638,543	\$771,295
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	159	\$388,534	\$435,153	\$548,339	\$652,572
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	114	\$355,295	\$420,870	\$505,471	\$607,449
<b>National Average - Staff MD</b>	<b>474</b>	<b>\$362,052</b>	<b>\$420,121</b>	<b>\$515,715</b>	<b>\$622,279</b>
<b>Regional Average - Staff MD</b>	<b>124</b>	<b>\$332,806</b>	<b>\$382,271</b>	<b>\$475,856</b>	<b>\$572,569</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	82	\$295,686	\$339,027	\$375,318	\$417,350
Instructor - National		--	--	--	--
Assistant Professor - National	33	\$249,899	\$307,783	\$336,087	\$379,331
Associate Professor - National	18	\$335,159	\$354,865	\$386,774	\$573,525
Professor - National	22	\$318,433	\$360,298	\$403,254	\$475,682
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>82</b>	<b>\$295,686</b>	<b>\$339,027</b>	<b>\$375,318</b>	<b>\$417,350</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>33</b>	<b>\$249,899</b>	<b>\$307,783</b>	<b>\$336,087</b>	<b>\$379,331</b>
<b>National Average - Associate Professor</b>	<b>18</b>	<b>\$335,159</b>	<b>\$354,865</b>	<b>\$386,774</b>	<b>\$573,525</b>
<b>National Average - Professor</b>	<b>22</b>	<b>\$318,433</b>	<b>\$360,298</b>	<b>\$403,254</b>	<b>\$475,682</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Obstetrics/Gynecology - Urogynecology

For SullivanCotter-MG, used Obstetrics/Gynecology - Urogynecology

For MGMA, used OB/GYN: Urogynecology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Oncology - Hematology and Oncology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	3,207	\$311,174	\$421,841	\$523,224	\$656,113
Chief - National	105	\$487,033	\$556,611	\$692,991	\$802,729
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	2,033	\$334,189	\$466,676	\$567,455	\$765,406
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,275	\$437,333	\$523,224	\$662,308	\$847,877
<b>National Average - Staff MD</b>	<b>6,515</b>	<b>\$360,899</b>	<b>\$470,580</b>	<b>\$584,329</b>	<b>\$756,465</b>
<b>Regional Average - Staff MD</b>	<b>1,717</b>	<b>\$353,816</b>	<b>\$436,322</b>	<b>\$567,319</b>	<b>\$718,926</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	141	\$165,854	\$219,422	\$283,291	--
Assistant Professor - National	1,330	\$227,663	\$261,658	\$333,768	--
Associate Professor - National	750	\$277,110	\$318,316	\$395,577	--
Professor - National	816	\$323,467	\$393,517	\$480,050	--
Chief - National	74	\$405,879	\$475,929	\$572,763	--
Department Chair - National	21	\$594,396	\$689,170	\$866,356	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	731	\$258,392	\$314,789	\$398,038	\$504,731
Instructor - National	14	\$123,168	\$161,501	\$212,590	\$261,314
Assistant Professor - National	302	\$233,073	\$272,035	\$329,856	\$420,791
Associate Professor - National	197	\$279,757	\$323,233	\$375,371	\$438,813
Professor - National	186	\$316,439	\$388,420	\$465,667	\$562,621
Division Chair/Chief - National	17	\$404,851	\$508,220	\$569,679	\$795,891
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>731</b>	<b>\$258,392</b>	<b>\$314,789</b>	<b>\$398,038</b>	<b>\$504,731</b>
<b>National Average - Instructor</b>	<b>155</b>	<b>\$144,511</b>	<b>\$190,462</b>	<b>\$247,941</b>	<b>\$261,314</b>
<b>National Average - Assistant Professor</b>	<b>1,632</b>	<b>\$230,368</b>	<b>\$266,847</b>	<b>\$331,812</b>	<b>\$420,791</b>
<b>National Average - Associate Professor</b>	<b>947</b>	<b>\$278,434</b>	<b>\$320,775</b>	<b>\$385,474</b>	<b>\$438,813</b>
<b>National Average - Professor</b>	<b>1,002</b>	<b>\$319,953</b>	<b>\$390,969</b>	<b>\$472,859</b>	<b>\$562,621</b>
<b>National Average - Division Chair/Chief</b>	<b>91</b>	<b>\$405,365</b>	<b>\$492,075</b>	<b>\$571,221</b>	<b>\$795,891</b>
<b>National Average - Department Chair</b>	<b>21</b>	<b>\$594,396</b>	<b>\$689,170</b>	<b>\$866,356</b>	<b>--</b>

For SullivanCotter-Phys, used Oncology - Hematology and Oncology

For SullivanCotter-MG, used Oncology - Hematology and Oncology

For MGMA, used Hematology/Oncology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Ophthalmology - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<i>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</i>					
Staff MD - National*	813	\$309,696	\$408,107	\$498,598	\$632,530
Chief - National	31	\$451,993	\$543,326	\$786,663	\$843,541
<i>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</i>					
Staff MD - National*	594	\$349,587	\$439,678	\$530,739	\$661,355
<i>MGMA 2020 Provider Compensation and Production Survey</i>					
Staff MD - National*	532	\$313,865	\$399,853	\$515,799	\$673,938
<b>National Average - Staff MD</b>	<b>1,939</b>	<b>\$324,383</b>	<b>\$415,879</b>	<b>\$515,045</b>	<b>\$655,941</b>
<b>Regional Average - Staff MD</b>	<b>477</b>	<b>\$303,888</b>	<b>\$382,760</b>	<b>\$477,858</b>	<b>\$602,856</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<i>AAMC 2021 Report on Medical School Faculty Salaries</i>					
All Faculty - National		--	--	--	--
Instructor - National	148	\$51,507	\$70,050	\$128,769	--
Assistant Professor - National	700	\$231,784	\$282,261	\$349,221	--
Associate Professor - National	383	\$270,929	\$347,160	\$463,567	--
Professor - National	396	\$300,804	\$390,427	\$519,195	--
Chief - National	35	\$386,306	\$470,778	\$606,758	--
Department Chair - National	70	\$563,492	\$663,416	\$809,698	--
<i>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</i>					
All Faculty - National	219	\$220,593	\$299,374	\$395,203	\$515,075
Instructor - National		--	--	--	--
Assistant Professor - National	90	\$219,277	\$281,145	\$332,328	\$443,356
Associate Professor - National	43	\$239,312	\$342,988	\$411,456	\$639,620
Professor - National	28	\$311,155	\$375,543	\$498,906	\$636,379
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>219</b>	<b>\$220,593</b>	<b>\$299,374</b>	<b>\$395,203</b>	<b>\$515,075</b>
<b>National Average - Instructor</b>	<b>148</b>	<b>\$51,507</b>	<b>\$70,050</b>	<b>\$128,769</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>790</b>	<b>\$225,531</b>	<b>\$281,703</b>	<b>\$340,775</b>	<b>\$443,356</b>
<b>National Average - Associate Professor</b>	<b>426</b>	<b>\$255,121</b>	<b>\$345,074</b>	<b>\$437,512</b>	<b>\$639,620</b>
<b>National Average - Professor</b>	<b>424</b>	<b>\$305,980</b>	<b>\$382,985</b>	<b>\$509,051</b>	<b>\$636,379</b>
<b>National Average - Division Chair/Chief</b>	<b>35</b>	<b>\$386,306</b>	<b>\$470,778</b>	<b>\$606,758</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>70</b>	<b>\$563,492</b>	<b>\$663,416</b>	<b>\$809,698</b>	<b>--</b>

For SullivanCotter-Phys, used Ophthalmology - General

For SullivanCotter-MG, used Ophthalmology - General

For MGMA, used Ophthalmology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Ophthalmology - Neuro-Ophthalmology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	6	\$277,865	\$317,385	\$384,218	--
Chief - National		--	--	--	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	5	\$316,535	\$341,401	\$401,116	--
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*		--	--	--	--
<b>National Average - Staff MD</b>	<b>11</b>	<b>\$297,200</b>	<b>\$329,393</b>	<b>\$392,667</b>	<b>--</b>
<b>Regional Average - Staff MD</b>		--	--	--	--
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	18	\$231,717	\$307,801	\$371,825	\$421,669
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>18</b>	<b>\$231,717</b>	<b>\$307,801</b>	<b>\$371,825</b>	<b>\$421,669</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>		--	--	--	--
<b>National Average - Associate Professor</b>		--	--	--	--
<b>National Average - Professor</b>		--	--	--	--
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Ophthalmology - Neuro-Ophthalmology

For SullivanCotter-MG, used Ophthalmology - Neuro-Ophthalmology

For MGMA, no match

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Ophthalmology - Oculoplastic Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	39	\$352,615	\$413,622	\$486,372	\$565,037
Chief - National		--	--	--	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	32	\$399,620	\$444,634	\$484,866	\$539,882
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	18	\$349,109	\$416,783	\$474,257	\$520,606
<b>National Average - Staff MD</b>	<b>89</b>	<b>\$367,115</b>	<b>\$425,013</b>	<b>\$481,832</b>	<b>\$541,842</b>
<b>Regional Average - Staff MD</b>		--	--	--	--
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	32	\$284,694	\$408,879	\$514,576	\$652,003
Instructor - National		--	--	--	--
Assistant Professor - National	12	\$238,923	\$346,873	\$440,267	\$508,119
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>32</b>	<b>\$284,694</b>	<b>\$408,879</b>	<b>\$514,576</b>	<b>\$652,003</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>	<b>12</b>	<b>\$238,923</b>	<b>\$346,873</b>	<b>\$440,267</b>	<b>\$508,119</b>
<b>National Average - Associate Professor</b>		--	--	--	--
<b>National Average - Professor</b>		--	--	--	--
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Ophthalmology - Oculoplastic Surgery

For SullivanCotter-MG, used Ophthalmology - Oculoplastic Surgery

For MGMA, used Ophthalmology: Oculoplastic and Reconstructive Surgery

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Ophthalmology - Refractive Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<i>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</i>					
Staff MD - National*		--	--	--	--
Chief - National		--	--	--	--
<i>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</i>					
Staff MD - National*		--	--	--	--
<i>MGMA 2020 Provider Compensation and Production Survey</i>					
Staff MD - National*	31	\$373,440	\$435,073	\$554,577	\$938,958
<b>National Average - Staff MD</b>	<b>31</b>	<b>\$373,440</b>	<b>\$435,073</b>	<b>\$554,577</b>	<b>\$938,958</b>
<b>Regional Average - Staff MD</b>		--	--	--	--
<b>Total Cash Compensation (TCC) - Academic</b>					
<i>AAMC 2021 Report on Medical School Faculty Salaries</i>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<i>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</i>					
All Faculty - National	46	\$312,712	\$393,263	\$571,695	\$680,356
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National	13	\$278,704	\$503,191	\$577,037	\$710,855
Professor - National	20	\$324,765	\$393,263	\$548,657	\$626,596
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>46</b>	<b>\$312,712</b>	<b>\$393,263</b>	<b>\$571,695</b>	<b>\$680,356</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>		--	--	--	--
<b>National Average - Associate Professor</b>	<b>13</b>	<b>\$278,704</b>	<b>\$503,191</b>	<b>\$577,037</b>	<b>\$710,855</b>
<b>National Average - Professor</b>	<b>20</b>	<b>\$324,765</b>	<b>\$393,263</b>	<b>\$548,657</b>	<b>\$626,596</b>
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, no match

For SullivanCotter-MG, no match

For MGMA, used Ophthalmology: Corneal and Refractive Surgery



# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Ophthalmology - Vitreoretinal Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	132	\$485,233	\$576,943	\$661,415	\$884,473
Chief - National	11	\$701,408	\$777,108	\$837,135	\$936,528
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	112	\$525,036	\$602,179	\$697,510	\$997,311
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	71	\$482,527	\$600,573	\$697,510	\$972,551
<b>National Average - Staff MD</b>	<b>315</b>	<b>\$497,599</b>	<b>\$593,232</b>	<b>\$685,478</b>	<b>\$951,445</b>
<b>Regional Average - Staff MD</b>	<b>69</b>	<b>\$459,809</b>	<b>\$536,678</b>	<b>\$614,646</b>	<b>\$948,582</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	81	\$309,452	\$419,485	\$580,639	\$797,630
Instructor - National		--	--	--	--
Assistant Professor - National	31	\$296,003	\$349,173	\$495,890	\$623,302
Associate Professor - National	23	\$323,367	\$419,485	\$496,404	\$737,370
Professor - National	18	\$381,408	\$518,065	\$727,735	\$923,677
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>81</b>	<b>\$309,452</b>	<b>\$419,485</b>	<b>\$580,639</b>	<b>\$797,630</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>31</b>	<b>\$296,003</b>	<b>\$349,173</b>	<b>\$495,890</b>	<b>\$623,302</b>
<b>National Average - Associate Professor</b>	<b>23</b>	<b>\$323,367</b>	<b>\$419,485</b>	<b>\$496,404</b>	<b>\$737,370</b>
<b>National Average - Professor</b>	<b>18</b>	<b>\$381,408</b>	<b>\$518,065</b>	<b>\$727,735</b>	<b>\$923,677</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Ophthalmology - Vitreoretinal Surgery

For SullivanCotter-MG, used Ophthalmology - Vitreoretinal Surgery

For MGMA, used Ophthalmology: Retina

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Foot and Ankle				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	124	\$396,161	\$524,827	\$698,826	\$883,752
Chief - National	5	\$618,172	\$831,848	\$1,632,064	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	91	\$380,114	\$539,793	\$709,050	\$973,295
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	88	\$428,678	\$643,682	\$789,084	\$920,839
<b>National Average - Staff MD</b>	<b>303</b>	<b>\$401,651</b>	<b>\$569,434</b>	<b>\$732,320</b>	<b>\$925,962</b>
<b>Regional Average - Staff MD</b>	<b>95</b>	<b>\$442,028</b>	<b>\$623,538</b>	<b>\$729,051</b>	<b>\$958,276</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	44	\$393,931	\$445,577	\$522,168	\$794,619
Instructor - National		--	--	--	--
Assistant Professor - National	19	\$351,051	\$433,261	\$466,795	\$526,411
Associate Professor - National	11	\$448,115	\$481,869	\$799,614	\$942,092
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>44</b>	<b>\$393,931</b>	<b>\$445,577</b>	<b>\$522,168</b>	<b>\$794,619</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>	<b>19</b>	<b>\$351,051</b>	<b>\$433,261</b>	<b>\$466,795</b>	<b>\$526,411</b>
<b>National Average - Associate Professor</b>	<b>11</b>	<b>\$448,115</b>	<b>\$481,869</b>	<b>\$799,614</b>	<b>\$942,092</b>
<b>National Average - Professor</b>		--	--	--	--
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Orthopedic Surgery - Foot and Ankle

For SullivanCotter-MG, used Orthopedic Surgery - Foot and Ankle

For MGMA, used Orthopedic Surgery: Foot and Ankle

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,926	\$518,146	\$624,239	\$746,015	\$958,932
Chief - National	48	\$702,497	\$864,420	\$1,058,271	\$1,232,618
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,467	\$549,646	\$646,964	\$770,771	\$1,002,002
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,468	\$531,078	\$642,127	\$792,937	\$1,045,428
<b>National Average - Staff MD</b>	<b>4,861</b>	<b>\$532,957</b>	<b>\$637,777</b>	<b>\$769,908</b>	<b>\$1,002,121</b>
<b>Regional Average - Staff MD</b>	<b>1,047</b>	<b>\$441,100</b>	<b>\$577,987</b>	<b>\$756,533</b>	<b>\$1,032,158</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	43	\$74,171	\$84,472	\$360,552	--
Assistant Professor - National	700	\$379,095	\$470,778	\$634,572	--
Associate Professor - National	310	\$447,085	\$604,698	\$771,582	--
Professor - National	231	\$442,964	\$598,517	\$737,587	--
Chief - National	32	\$637,663	\$859,145	\$1,772,887	--
Department Chair - National	49	\$892,109	\$1,015,727	\$1,188,793	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	153	\$428,662	\$580,539	\$805,232	\$1,037,409
Instructor - National		--	--	--	--
Assistant Professor - National	74	\$410,985	\$486,755	\$709,627	\$854,849
Associate Professor - National	18	\$393,020	\$569,008	\$711,751	\$781,247
Professor - National	15	\$486,742	\$580,539	\$705,652	\$839,742
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>153</b>	<b>\$428,662</b>	<b>\$580,539</b>	<b>\$805,232</b>	<b>\$1,037,409</b>
<b>National Average - Instructor</b>	<b>43</b>	<b>\$74,171</b>	<b>\$84,472</b>	<b>\$360,552</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>774</b>	<b>\$395,040</b>	<b>\$478,767</b>	<b>\$672,100</b>	<b>\$854,849</b>
<b>National Average - Associate Professor</b>	<b>328</b>	<b>\$420,053</b>	<b>\$586,853</b>	<b>\$741,667</b>	<b>\$781,247</b>
<b>National Average - Professor</b>	<b>246</b>	<b>\$464,853</b>	<b>\$589,528</b>	<b>\$721,620</b>	<b>\$839,742</b>
<b>National Average - Division Chair/Chief</b>	<b>32</b>	<b>\$637,663</b>	<b>\$859,145</b>	<b>\$1,772,887</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>49</b>	<b>\$892,109</b>	<b>\$1,015,727</b>	<b>\$1,188,793</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - General

For SullivanCotter-MG, used Orthopedic Surgery - General

For MGMA, used Orthopedic Surgery: General

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Hand				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	208	\$490,607	\$640,697	\$778,825	\$977,009
Chief - National	13	\$758,666	\$863,151	\$910,047	\$1,117,414
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	169	\$506,140	\$662,152	\$851,748	\$998,281
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	203	\$524,087	\$685,945	\$880,489	\$1,078,337
<b>National Average - Staff MD</b>	<b>580</b>	<b>\$506,945</b>	<b>\$662,931</b>	<b>\$837,021</b>	<b>\$1,017,876</b>
<b>Regional Average - Staff MD</b>	<b>159</b>	<b>\$544,966</b>	<b>\$693,296</b>	<b>\$866,580</b>	<b>\$1,063,249</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	75	\$449,647	\$575,983	\$771,681	\$1,070,839
Instructor - National		--	--	--	--
Assistant Professor - National	30	\$422,813	\$476,645	\$565,543	\$638,131
Associate Professor - National	21	\$451,909	\$603,050	\$814,098	\$1,269,438
Professor - National	16	\$568,118	\$711,902	\$860,933	\$1,393,367
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>75</b>	<b>\$449,647</b>	<b>\$575,983</b>	<b>\$771,681</b>	<b>\$1,070,839</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>30</b>	<b>\$422,813</b>	<b>\$476,645</b>	<b>\$565,543</b>	<b>\$638,131</b>
<b>National Average - Associate Professor</b>	<b>21</b>	<b>\$451,909</b>	<b>\$603,050</b>	<b>\$814,098</b>	<b>\$1,269,438</b>
<b>National Average - Professor</b>	<b>16</b>	<b>\$568,118</b>	<b>\$711,902</b>	<b>\$860,933</b>	<b>\$1,393,367</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Hand

For SullivanCotter-MG, used Orthopedic Surgery - Hand

For MGMA, used Orthopedic Surgery: Hand

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Hip and Knee				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	200	\$576,572	\$717,344	\$926,700	\$1,188,905
Chief - National	6	\$884,964	\$911,440	\$1,338,551	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	146	\$616,101	\$763,316	\$939,397	\$1,154,539
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	171	\$571,445	\$785,128	\$996,013	\$1,219,901
<b>National Average - Staff MD</b>	<b>517</b>	<b>\$588,039</b>	<b>\$755,263</b>	<b>\$954,037</b>	<b>\$1,187,782</b>
<b>Regional Average - Staff MD</b>	<b>174</b>	<b>\$583,545</b>	<b>\$706,239</b>	<b>\$955,671</b>	<b>\$1,230,032</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	69	\$456,815	\$556,641	\$814,149	\$1,060,268
Instructor - National		--	--	--	--
Assistant Professor - National	35	\$442,930	\$489,321	\$680,839	\$758,243
Associate Professor - National	15	\$503,288	\$722,867	\$1,037,612	\$1,223,626
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>69</b>	<b>\$456,815</b>	<b>\$556,641</b>	<b>\$814,149</b>	<b>\$1,060,268</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>35</b>	<b>\$442,930</b>	<b>\$489,321</b>	<b>\$680,839</b>	<b>\$758,243</b>
<b>National Average - Associate Professor</b>	<b>15</b>	<b>\$503,288</b>	<b>\$722,867</b>	<b>\$1,037,612</b>	<b>\$1,223,626</b>
<b>National Average - Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Hip and Knee

For SullivanCotter-MG, used Orthopedic Surgery - Hip and Knee

For MGMA, used Orthopedic Surgery: Hip and Joint

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Medical				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	76	\$327,742	\$388,316	\$533,722	\$672,123
Chief - National		--	--	--	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	66	\$314,265	\$391,438	\$640,725	\$951,423
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	51	\$231,041	\$336,777	\$541,287	\$679,520
<b>National Average - Staff MD</b>	<b>193</b>	<b>\$291,016</b>	<b>\$372,177</b>	<b>\$571,911</b>	<b>\$767,689</b>
<b>Regional Average - Staff MD</b>	<b>41</b>	<b>\$286,631</b>	<b>\$333,012</b>	<b>\$375,536</b>	<b>\$523,186</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	39	\$259,790	\$308,932	\$410,265	\$572,778
Instructor - National		--	--	--	--
Assistant Professor - National	25	\$252,484	\$281,029	\$476,206	\$574,295
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>39</b>	<b>\$259,790</b>	<b>\$308,932</b>	<b>\$410,265</b>	<b>\$572,778</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>25</b>	<b>\$252,484</b>	<b>\$281,029</b>	<b>\$476,206</b>	<b>\$574,295</b>
<b>National Average - Associate Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Medical

For SullivanCotter-MG, used Orthopedic Surgery - Medical

For MGMA, used Orthopedic (Nonsurgical)

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Oncology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	33	\$560,048	\$601,935	\$730,734	\$854,052
Chief - National	5	\$800,602	\$958,833	\$1,014,575	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	15	\$574,391	\$623,562	\$792,134	\$954,986
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	11	\$508,014	\$585,044	\$610,217	\$886,192
<b>National Average - Staff MD</b>	<b>59</b>	<b>\$547,484</b>	<b>\$603,514</b>	<b>\$711,028</b>	<b>\$898,410</b>
<b>Regional Average - Staff MD</b>	<b>13</b>	<b>\$555,890</b>	<b>\$595,064</b>	<b>\$727,650</b>	<b>--</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	26	\$432,869	\$558,575	\$755,528	\$980,658
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>26</b>	<b>\$432,869</b>	<b>\$558,575</b>	<b>\$755,528</b>	<b>\$980,658</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>		--	--	--	--
<b>National Average - Associate Professor</b>		--	--	--	--
<b>National Average - Professor</b>		--	--	--	--
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Orthopedic Surgery - Oncology

For SullivanCotter-MG, used Orthopedic Surgery - Oncology

For MGMA, used Orthopedic Surgery: Oncology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Shoulder and Elbow				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	13	\$749,383	\$966,214	\$1,675,128	\$1,815,475
Chief - National		--	--	--	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	8	\$1,009,278	\$1,362,899	\$1,693,210	--
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	20	\$530,598	\$690,106	\$923,987	\$1,100,504
<b>National Average - Staff MD</b>	<b>41</b>	<b>\$763,086</b>	<b>\$1,006,406</b>	<b>\$1,430,775</b>	<b>\$1,457,990</b>
<b>Regional Average - Staff MD</b>	<b>8</b>	<b>\$838,862</b>	<b>\$1,214,504</b>	<b>\$1,693,210</b>	<b>--</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	11	\$401,050	\$506,902	\$781,738	\$889,091
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>11</b>	<b>\$401,050</b>	<b>\$506,902</b>	<b>\$781,738</b>	<b>\$889,091</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Associate Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Shoulder and Elbow

For SullivanCotter-MG, used Orthopedic Surgery - Shoulder and Elbow

For MGMA, used Orthopedic Surgery: Shoulder/Elbow



# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Spine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	172	\$651,048	\$815,595	\$1,079,085	\$1,339,872
Chief - National	18	\$882,831	\$1,117,804	\$1,497,212	\$2,223,729
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	111	\$666,560	\$854,499	\$1,114,193	\$1,333,739
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	172	\$691,146	\$866,722	\$1,164,284	\$1,460,774
<b>National Average - Staff MD</b>	<b>455</b>	<b>\$669,585</b>	<b>\$845,605</b>	<b>\$1,119,187</b>	<b>\$1,378,128</b>
<b>Regional Average - Staff MD</b>	<b>118</b>	<b>\$564,724</b>	<b>\$849,510</b>	<b>\$1,086,834</b>	<b>\$1,392,861</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	59	\$600,069	\$803,938	\$994,835	\$1,292,921
Instructor - National		--	--	--	--
Assistant Professor - National	24	\$510,124	\$770,678	\$989,418	\$1,366,039
Associate Professor - National	10	\$655,876	\$763,400	\$914,694	\$1,006,022
Professor - National	19	\$621,776	\$813,818	\$1,131,310	\$1,514,402
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>59</b>	<b>\$600,069</b>	<b>\$803,938</b>	<b>\$994,835</b>	<b>\$1,292,921</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>24</b>	<b>\$510,124</b>	<b>\$770,678</b>	<b>\$989,418</b>	<b>\$1,366,039</b>
<b>National Average - Associate Professor</b>	<b>10</b>	<b>\$655,876</b>	<b>\$763,400</b>	<b>\$914,694</b>	<b>\$1,006,022</b>
<b>National Average - Professor</b>	<b>19</b>	<b>\$621,776</b>	<b>\$813,818</b>	<b>\$1,131,310</b>	<b>\$1,514,402</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Spine

For SullivanCotter-MG, used Orthopedic Surgery - Spine

For MGMA, used Orthopedic Surgery: Spine

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Sports Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	325	\$496,123	\$648,299	\$867,304	\$1,154,282
Chief - National	14	\$967,400	\$1,145,613	\$1,569,592	\$2,260,473
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	229	\$556,639	\$699,262	\$940,034	\$1,240,571
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	279	\$534,012	\$663,678	\$913,967	\$1,174,121
<b>National Average - Staff MD</b>	<b>833</b>	<b>\$528,925</b>	<b>\$670,413</b>	<b>\$907,102</b>	<b>\$1,189,658</b>
<b>Regional Average - Staff MD</b>	<b>281</b>	<b>\$526,937</b>	<b>\$656,493</b>	<b>\$903,362</b>	<b>\$1,189,097</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	15	\$213,241	\$552,160	\$755,100	--
Assistant Professor - National	135	\$394,547	\$511,984	\$721,105	--
Associate Professor - National	83	\$484,170	\$602,637	\$861,205	--
Professor - National	59	\$472,839	\$612,939	\$748,919	--
Chief - National	10	\$685,049	\$733,466	\$1,021,908	--
Department Chair - National	7	\$547,009	\$931,255	\$1,016,758	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	118	\$462,729	\$671,200	\$838,681	\$1,140,645
Instructor - National		--	--	--	--
Assistant Professor - National	48	\$360,552	\$549,425	\$763,885	\$1,042,620
Associate Professor - National	31	\$551,357	\$689,061	\$845,254	\$1,178,066
Professor - National	26	\$500,449	\$736,249	\$844,413	\$1,323,267
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>118</b>	<b>\$462,729</b>	<b>\$671,200</b>	<b>\$838,681</b>	<b>\$1,140,645</b>
<b>National Average - Instructor</b>	<b>15</b>	<b>\$213,241</b>	<b>\$552,160</b>	<b>\$755,100</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>183</b>	<b>\$377,550</b>	<b>\$530,705</b>	<b>\$742,495</b>	<b>\$1,042,620</b>
<b>National Average - Associate Professor</b>	<b>114</b>	<b>\$517,764</b>	<b>\$645,849</b>	<b>\$853,230</b>	<b>\$1,178,066</b>
<b>National Average - Professor</b>	<b>85</b>	<b>\$486,644</b>	<b>\$674,594</b>	<b>\$796,666</b>	<b>\$1,323,267</b>
<b>National Average - Division Chair/Chief</b>	<b>10</b>	<b>\$685,049</b>	<b>\$733,466</b>	<b>\$1,021,908</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>7</b>	<b>\$547,009</b>	<b>\$931,255</b>	<b>\$1,016,758</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Sports Medicine

For SullivanCotter-MG, used Orthopedic Surgery - Sports Medicine

For MGMA, used Orthopedic Surgery: Sports Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Orthopedic Surgery - Trauma				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	181	\$571,076	\$654,141	\$789,855	\$940,478
Chief - National	15	\$759,875	\$958,016	\$1,121,564	\$1,336,933
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	144	\$603,860	\$728,119	\$837,765	\$1,018,989
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	141	\$619,649	\$731,823	\$882,915	\$978,515
<b>National Average - Staff MD</b>	<b>466</b>	<b>\$598,195</b>	<b>\$704,694</b>	<b>\$836,845</b>	<b>\$979,327</b>
<b>Regional Average - Staff MD</b>	<b>166</b>	<b>\$606,133</b>	<b>\$723,993</b>	<b>\$863,888</b>	<b>\$982,476</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	65	\$520,338	\$680,323	\$803,659	\$919,716
Instructor - National		--	--	--	--
Assistant Professor - National	30	\$503,015	\$611,271	\$804,969	\$870,993
Associate Professor - National	17	\$665,949	\$705,771	\$756,428	\$1,009,463
Professor - National	13	\$467,296	\$684,850	\$882,491	\$903,033
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>65</b>	<b>\$520,338</b>	<b>\$680,323</b>	<b>\$803,659</b>	<b>\$919,716</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>30</b>	<b>\$503,015</b>	<b>\$611,271</b>	<b>\$804,969</b>	<b>\$870,993</b>
<b>National Average - Associate Professor</b>	<b>17</b>	<b>\$665,949</b>	<b>\$705,771</b>	<b>\$756,428</b>	<b>\$1,009,463</b>
<b>National Average - Professor</b>	<b>13</b>	<b>\$467,296</b>	<b>\$684,850</b>	<b>\$882,491</b>	<b>\$903,033</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Orthopedic Surgery - Trauma

For SullivanCotter-MG, used Orthopedic Surgery - Trauma

For MGMA, used Orthopedic Surgery: Trauma

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Otolaryngology - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,086	\$391,679	\$477,137	\$569,152	\$735,719
Chief - National	38	\$474,945	\$544,006	\$690,334	\$786,424
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	799	\$419,623	\$497,740	\$590,407	\$731,480
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	842	\$404,988	\$496,351	\$599,979	\$763,387
<b>National Average - Staff MD</b>	<b>2,727</b>	<b>\$405,430</b>	<b>\$490,409</b>	<b>\$586,513</b>	<b>\$743,529</b>
<b>Regional Average - Staff MD</b>	<b>558</b>	<b>\$376,323</b>	<b>\$474,120</b>	<b>\$602,415</b>	<b>\$794,980</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	52	\$73,141	\$82,412	\$294,623	--
Assistant Professor - National	638	\$301,834	\$352,311	\$434,723	--
Associate Professor - National	402	\$374,974	\$437,814	\$568,643	--
Professor - National	301	\$402,788	\$495,502	\$628,391	--
Chief - National	57	\$402,788	\$468,718	\$532,587	--
Department Chair - National	68	\$658,266	\$777,763	\$929,195	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	385	\$321,464	\$394,547	\$509,165	\$692,988
Instructor - National		--	--	--	--
Assistant Professor - National	142	\$287,696	\$332,937	\$382,673	\$456,382
Associate Professor - National	98	\$356,142	\$420,476	\$501,679	\$659,168
Professor - National	92	\$413,200	\$481,788	\$655,416	\$879,185
Division Chair/Chief - National	13	\$381,017	\$421,026	\$498,141	\$558,780
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>385</b>	<b>\$321,464</b>	<b>\$394,547</b>	<b>\$509,165</b>	<b>\$692,988</b>
<b>National Average - Instructor</b>	<b>52</b>	<b>\$73,141</b>	<b>\$82,412</b>	<b>\$294,623</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>780</b>	<b>\$294,765</b>	<b>\$342,624</b>	<b>\$408,698</b>	<b>\$456,382</b>
<b>National Average - Associate Professor</b>	<b>500</b>	<b>\$365,558</b>	<b>\$429,145</b>	<b>\$535,161</b>	<b>\$659,168</b>
<b>National Average - Professor</b>	<b>393</b>	<b>\$407,994</b>	<b>\$488,645</b>	<b>\$641,904</b>	<b>\$879,185</b>
<b>National Average - Division Chair/Chief</b>	<b>70</b>	<b>\$391,903</b>	<b>\$444,872</b>	<b>\$515,364</b>	<b>\$558,780</b>
<b>National Average - Department Chair</b>	<b>68</b>	<b>\$658,266</b>	<b>\$777,763</b>	<b>\$929,195</b>	<b>--</b>

For SullivanCotter-Phys, used Otolaryngology - General

For SullivanCotter-MG, used Otolaryngology - General

For MGMA, used Otorhinolaryngology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pain Medicine - Non-Anesthesiology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	149	\$392,196	\$458,108	\$572,620	\$687,332
Chief - National	14	\$460,386	\$510,126	\$719,329	\$928,185
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	95	\$423,553	\$484,075	\$578,549	\$689,479
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	133	\$422,674	\$518,542	\$659,340	\$883,149
<b>National Average - Staff MD</b>	<b>377</b>	<b>\$412,808</b>	<b>\$486,908</b>	<b>\$603,503</b>	<b>\$753,320</b>
<b>Regional Average - Staff MD</b>	<b>73</b>	<b>\$414,309</b>	<b>\$506,068</b>	<b>\$670,314</b>	<b>\$753,312</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	25	\$407,289	\$445,137	\$630,806	\$731,718
Instructor - National		--	--	--	--
Assistant Professor - National	17	\$394,391	\$445,137	\$651,159	\$747,601
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>25</b>	<b>\$407,289</b>	<b>\$445,137</b>	<b>\$630,806</b>	<b>\$731,718</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>17</b>	<b>\$394,391</b>	<b>\$445,137</b>	<b>\$651,159</b>	<b>\$747,601</b>
<b>National Average - Associate Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pain Medicine - Non-Anesthesiology

For SullivanCotter-MG, used Pain Medicine - Non-Anesthesiology

For MGMA, used Pain Management: Nonanesthesia

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pathology - Surgical				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	52	\$266,499	\$285,244	\$360,414	\$401,779
Chief - National		--	--	--	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	28	\$298,750	\$373,144	\$404,801	\$441,940
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	108	\$466,566	\$487,090	\$487,090	\$495,467
<b>National Average - Staff MD</b>	<b>188</b>	<b>\$343,938</b>	<b>\$381,826</b>	<b>\$417,435</b>	<b>\$446,395</b>
<b>Regional Average - Staff MD</b>	<b>28</b>	<b>\$273,298</b>	<b>\$306,976</b>	<b>\$378,514</b>	<b>\$428,335</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	84	\$231,838	\$264,431	\$321,665	\$363,447
Instructor - National		--	--	--	--
Assistant Professor - National	33	\$225,011	\$231,873	\$253,210	\$276,318
Associate Professor - National	23	\$242,085	\$294,161	\$314,761	\$321,302
Professor - National	26	\$259,832	\$331,380	\$348,465	\$396,035
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>84</b>	<b>\$231,838</b>	<b>\$264,431</b>	<b>\$321,665</b>	<b>\$363,447</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>33</b>	<b>\$225,011</b>	<b>\$231,873</b>	<b>\$253,210</b>	<b>\$276,318</b>
<b>National Average - Associate Professor</b>	<b>23</b>	<b>\$242,085</b>	<b>\$294,161</b>	<b>\$314,761</b>	<b>\$321,302</b>
<b>National Average - Professor</b>	<b>26</b>	<b>\$259,832</b>	<b>\$331,380</b>	<b>\$348,465</b>	<b>\$396,035</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pathology - Surgical

For SullivanCotter-MG, used Pathology - Surgical

For MGMA, used Pathology: Surgical

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Adolescent Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	286	\$194,043	\$228,430	\$271,939	\$302,035
Chief - National	21	\$249,377	\$277,024	\$289,231	\$409,466
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	177	\$210,272	\$248,293	\$293,401	\$317,270
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	156	\$186,726	\$234,741	\$277,596	\$323,415
<b>National Average - Staff MD</b>	<b>619</b>	<b>\$197,014</b>	<b>\$237,155</b>	<b>\$280,979</b>	<b>\$314,240</b>
<b>Regional Average - Staff MD</b>	<b>196</b>	<b>\$170,805</b>	<b>\$206,166</b>	<b>\$254,738</b>	<b>\$287,242</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National	127	\$156,583	\$167,914	\$183,367	--
Associate Professor - National	54	\$177,186	\$193,668	\$208,090	--
Professor - National	41	\$210,150	\$233,844	\$283,291	--
Chief - National	28	\$218,392	\$267,839	\$295,653	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	57	\$163,349	\$192,116	\$230,371	\$277,607
Instructor - National		--	--	--	--
Assistant Professor - National	25	\$152,038	\$162,807	\$178,004	\$198,905
Associate Professor - National	11	\$188,429	\$190,714	\$196,875	\$231,669
Professor - National	14	\$207,067	\$231,162	\$265,183	\$361,006
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>57</b>	<b>\$163,349</b>	<b>\$192,116</b>	<b>\$230,371</b>	<b>\$277,607</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>152</b>	<b>\$154,311</b>	<b>\$165,361</b>	<b>\$180,686</b>	<b>\$198,905</b>
<b>National Average - Associate Professor</b>	<b>65</b>	<b>\$182,808</b>	<b>\$192,191</b>	<b>\$202,483</b>	<b>\$231,669</b>
<b>National Average - Professor</b>	<b>55</b>	<b>\$208,609</b>	<b>\$232,503</b>	<b>\$274,237</b>	<b>\$361,006</b>
<b>National Average - Division Chair/Chief</b>	<b>28</b>	<b>\$218,392</b>	<b>\$267,839</b>	<b>\$295,653</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Adolescent Medicine

For SullivanCotter-MG, used Pediatrics - Adolescent Medicine

For MGMA, used Pediatrics: Adolescent Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Cardiology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	840	\$254,061	\$304,366	\$364,413	\$446,147
Chief - National	27	\$387,132	\$450,805	\$513,999	\$627,095
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	420	\$280,244	\$322,503	\$387,465	\$475,199
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	248	\$297,011	\$357,925	\$438,804	\$523,577
<b>National Average - Staff MD</b>	<b>1,508</b>	<b>\$277,105</b>	<b>\$328,265</b>	<b>\$396,894</b>	<b>\$481,641</b>
<b>Regional Average - Staff MD</b>	<b>290</b>	<b>\$262,838</b>	<b>\$307,339</b>	<b>\$384,114</b>	<b>\$432,730</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	28	\$127,739	\$183,367	\$255,477	--
Assistant Professor - National	464	\$229,723	\$248,266	\$282,261	--
Associate Professor - National	329	\$277,110	\$302,864	\$347,160	--
Professor - National	231	\$352,311	\$397,638	\$450,175	--
Chief - National	45	\$349,221	\$425,452	\$515,075	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	293	\$246,069	\$293,647	\$360,576	\$430,213
Instructor - National		--	--	--	--
Assistant Professor - National	116	\$225,386	\$246,069	\$281,865	\$318,165
Associate Professor - National	100	\$270,456	\$308,388	\$352,752	\$397,766
Professor - National	65	\$331,631	\$378,333	\$456,075	\$515,164
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>293</b>	<b>\$246,069</b>	<b>\$293,647</b>	<b>\$360,576</b>	<b>\$430,213</b>
<b>National Average - Instructor</b>	<b>28</b>	<b>\$127,739</b>	<b>\$183,367</b>	<b>\$255,477</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>580</b>	<b>\$227,555</b>	<b>\$247,168</b>	<b>\$282,063</b>	<b>\$318,165</b>
<b>National Average - Associate Professor</b>	<b>429</b>	<b>\$273,783</b>	<b>\$305,626</b>	<b>\$349,956</b>	<b>\$397,766</b>
<b>National Average - Professor</b>	<b>296</b>	<b>\$341,971</b>	<b>\$387,986</b>	<b>\$453,125</b>	<b>\$515,164</b>
<b>National Average - Division Chair/Chief</b>	<b>45</b>	<b>\$349,221</b>	<b>\$425,452</b>	<b>\$515,075</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Cardiology

For SullivanCotter-MG, used Pediatrics - Cardiology

For MGMA, used Pediatrics: Cardiology



# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Developmental-Behavioral Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	210	\$169,714	\$205,824	\$236,521	\$291,746
Chief - National	29	\$237,203	\$273,706	\$330,828	\$371,439
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	116	\$183,248	\$222,931	\$262,448	\$313,711
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	56	\$175,149	\$205,796	\$246,176	\$280,395
<b>National Average - Staff MD</b>	<b>382</b>	<b>\$176,037</b>	<b>\$211,517</b>	<b>\$248,382</b>	<b>\$295,284</b>
<b>Regional Average - Staff MD</b>	<b>123</b>	<b>\$161,914</b>	<b>\$191,487</b>	<b>\$223,709</b>	<b>\$284,837</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	48	\$154,595	\$174,859	\$209,482	\$262,557
Instructor - National		--	--	--	--
Assistant Professor - National	25	\$141,457	\$164,599	\$174,859	\$202,894
Associate Professor - National		--	--	--	--
Professor - National	10	\$176,316	\$223,517	\$268,810	\$297,139
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>48</b>	<b>\$154,595</b>	<b>\$174,859</b>	<b>\$209,482</b>	<b>\$262,557</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>25</b>	<b>\$141,457</b>	<b>\$164,599</b>	<b>\$174,859</b>	<b>\$202,894</b>
<b>National Average - Associate Professor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Professor</b>	<b>10</b>	<b>\$176,316</b>	<b>\$223,517</b>	<b>\$268,810</b>	<b>\$297,139</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Developmental-Behavioral Medicine

For SullivanCotter-MG, used Pediatrics - Developmental-Behavioral Medicine

For MGMA, used Pediatrics: Child Development

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Emergency Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	690	\$242,788	\$286,121	\$327,846	\$363,209
Chief - National	22	\$351,232	\$412,277	\$445,660	\$477,476
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	294	\$294,238	\$328,142	\$359,167	\$395,748
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	133	\$245,613	\$291,434	\$334,560	\$366,217
<b>National Average - Staff MD</b>	<b>1,117</b>	<b>\$260,880</b>	<b>\$301,899</b>	<b>\$340,524</b>	<b>\$375,058</b>
<b>Regional Average - Staff MD</b>	<b>352</b>	<b>\$255,076</b>	<b>\$296,859</b>	<b>\$337,714</b>	<b>\$380,628</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	49	\$183,367	\$209,120	\$254,447	--
Assistant Professor - National	458	\$213,241	\$238,995	\$272,990	--
Associate Professor - National	197	\$256,507	\$275,050	\$310,075	--
Professor - National	109	\$297,713	\$320,376	\$356,432	--
Chief - National	27	\$334,799	\$400,728	\$458,417	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	244	\$223,219	\$266,171	\$314,074	\$353,882
Instructor - National	31	\$185,659	\$209,559	\$240,053	\$265,497
Assistant Professor - National	124	\$220,370	\$243,730	\$285,617	\$323,433
Associate Professor - National	55	\$265,476	\$279,603	\$333,661	\$370,729
Professor - National	28	\$303,825	\$330,659	\$361,388	\$409,608
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>244</b>	<b>\$223,219</b>	<b>\$266,171</b>	<b>\$314,074</b>	<b>\$353,882</b>
<b>National Average - Instructor</b>	<b>80</b>	<b>\$184,513</b>	<b>\$209,340</b>	<b>\$247,250</b>	<b>\$265,497</b>
<b>National Average - Assistant Professor</b>	<b>582</b>	<b>\$216,806</b>	<b>\$241,363</b>	<b>\$279,304</b>	<b>\$323,433</b>
<b>National Average - Associate Professor</b>	<b>252</b>	<b>\$260,992</b>	<b>\$277,327</b>	<b>\$321,868</b>	<b>\$370,729</b>
<b>National Average - Professor</b>	<b>137</b>	<b>\$300,769</b>	<b>\$325,518</b>	<b>\$358,910</b>	<b>\$409,608</b>
<b>National Average - Division Chair/Chief</b>	<b>27</b>	<b>\$334,799</b>	<b>\$400,728</b>	<b>\$458,417</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Emergency Medicine

For SullivanCotter-MG, used Pediatrics - Emergency Medicine

For MGMA, used Pediatrics: Emergency Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Endocrinology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	455	\$184,251	\$208,250	\$236,874	\$277,681
Chief - National	34	\$259,895	\$291,227	\$327,941	\$429,517
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	203	\$202,445	\$226,027	\$261,126	\$312,861
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	129	\$198,108	\$221,883	\$263,222	\$293,156
<b>National Average - Staff MD</b>	<b>787</b>	<b>\$194,935</b>	<b>\$218,720</b>	<b>\$253,741</b>	<b>\$294,566</b>
<b>Regional Average - Staff MD</b>	<b>235</b>	<b>\$178,974</b>	<b>\$209,066</b>	<b>\$238,941</b>	<b>\$281,960</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	15	\$109,196	\$135,980	\$145,251	--
Assistant Professor - National	244	\$159,673	\$172,035	\$189,548	--
Associate Professor - National	142	\$185,427	\$197,789	\$225,603	--
Professor - National	89	\$230,753	\$253,417	\$289,472	--
Chief - National	39	\$247,236	\$279,171	\$310,075	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	145	\$164,154	\$185,490	\$222,911	\$269,162
Instructor - National		--	--	--	--
Assistant Professor - National	60	\$153,830	\$171,723	\$184,952	\$198,815
Associate Professor - National	37	\$184,940	\$196,631	\$217,817	\$238,797
Professor - National	30	\$204,439	\$238,898	\$275,292	\$335,757
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>145</b>	<b>\$164,154</b>	<b>\$185,490</b>	<b>\$222,911</b>	<b>\$269,162</b>
<b>National Average - Instructor</b>	<b>15</b>	<b>\$109,196</b>	<b>\$135,980</b>	<b>\$145,251</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>304</b>	<b>\$156,752</b>	<b>\$171,879</b>	<b>\$187,250</b>	<b>\$198,815</b>
<b>National Average - Associate Professor</b>	<b>179</b>	<b>\$185,184</b>	<b>\$197,210</b>	<b>\$221,710</b>	<b>\$238,797</b>
<b>National Average - Professor</b>	<b>119</b>	<b>\$217,596</b>	<b>\$246,158</b>	<b>\$282,382</b>	<b>\$335,757</b>
<b>National Average - Division Chair/Chief</b>	<b>39</b>	<b>\$247,236</b>	<b>\$279,171</b>	<b>\$310,075</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Endocrinology

For SullivanCotter-MG, used Pediatrics - Endocrinology

For MGMA, used Pediatrics: Endocrinology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Gastroenterology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	545	\$229,778	\$266,754	\$316,510	\$378,735
Chief - National	30	\$346,161	\$370,546	\$454,540	\$527,414
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	260	\$248,769	\$295,116	\$356,993	\$414,715
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	179	\$255,012	\$298,102	\$371,190	\$449,129
<b>National Average - Staff MD</b>	<b>984</b>	<b>\$244,520</b>	<b>\$286,657</b>	<b>\$348,231</b>	<b>\$414,193</b>
<b>Regional Average - Staff MD</b>	<b>316</b>	<b>\$225,207</b>	<b>\$268,735</b>	<b>\$316,600</b>	<b>\$384,634</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	22	\$156,583	\$179,246	\$208,090	--
Assistant Professor - National	321	\$198,819	\$216,331	\$237,965	--
Associate Professor - National	178	\$236,934	\$258,568	\$297,713	--
Professor - National	107	\$287,412	\$328,618	\$379,095	--
Chief - National	41	\$320,376	\$350,251	\$396,608	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	180	\$206,984	\$238,736	\$287,634	\$350,025
Instructor - National		--	--	--	--
Assistant Professor - National	86	\$188,457	\$211,493	\$229,822	\$265,202
Associate Professor - National	51	\$238,359	\$254,951	\$286,374	\$309,328
Professor - National	32	\$280,638	\$332,227	\$354,253	\$423,438
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>180</b>	<b>\$206,984</b>	<b>\$238,736</b>	<b>\$287,634</b>	<b>\$350,025</b>
<b>National Average - Instructor</b>	<b>22</b>	<b>\$156,583</b>	<b>\$179,246</b>	<b>\$208,090</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>407</b>	<b>\$193,638</b>	<b>\$213,912</b>	<b>\$233,894</b>	<b>\$265,202</b>
<b>National Average - Associate Professor</b>	<b>229</b>	<b>\$237,647</b>	<b>\$256,760</b>	<b>\$292,044</b>	<b>\$309,328</b>
<b>National Average - Professor</b>	<b>139</b>	<b>\$284,025</b>	<b>\$330,423</b>	<b>\$366,674</b>	<b>\$423,438</b>
<b>National Average - Division Chair/Chief</b>	<b>41</b>	<b>\$320,376</b>	<b>\$350,251</b>	<b>\$396,608</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Gastroenterology

For SullivanCotter-MG, used Pediatrics - Gastroenterology

For MGMA, used Pediatrics: Gastroenterology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	6,007	\$205,231	\$249,962	\$303,837	\$361,948
Chief - National	166	\$256,941	\$300,793	\$343,317	\$396,493
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	3,830	\$230,628	\$269,616	\$316,891	\$370,536
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	3,935	\$196,256	\$241,798	\$295,157	\$375,885
<b>National Average - Staff MD</b>	<b>13,772</b>	<b>\$210,705</b>	<b>\$253,792</b>	<b>\$305,295</b>	<b>\$369,456</b>
<b>Regional Average - Staff MD</b>	<b>2,952</b>	<b>\$195,454</b>	<b>\$235,528</b>	<b>\$283,671</b>	<b>\$345,641</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	89	\$137,010	\$164,824	\$211,181	--
Assistant Professor - National	1,291	\$162,764	\$182,336	\$213,241	--
Associate Professor - National	552	\$183,367	\$208,090	\$251,356	--
Professor - National	374	\$222,512	\$256,507	\$309,045	--
Chief - National	61	\$232,814	\$269,899	\$315,226	--
Department Chair - National	29	\$423,391	\$554,220	\$613,969	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	526	\$159,963	\$189,257	\$245,818	\$296,276
Instructor - National	29	\$128,427	\$137,966	\$153,473	\$162,440
Assistant Professor - National	241	\$154,191	\$169,776	\$200,977	\$248,708
Associate Professor - National	90	\$176,653	\$199,999	\$262,957	\$334,155
Professor - National	54	\$216,012	\$240,239	\$293,364	\$421,148
Division Chair/Chief - National	14	\$216,396	\$241,744	\$283,287	\$346,634
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>526</b>	<b>\$159,963</b>	<b>\$189,257</b>	<b>\$245,818</b>	<b>\$296,276</b>
<b>National Average - Instructor</b>	<b>118</b>	<b>\$132,719</b>	<b>\$151,395</b>	<b>\$182,327</b>	<b>\$162,440</b>
<b>National Average - Assistant Professor</b>	<b>1,532</b>	<b>\$158,478</b>	<b>\$176,056</b>	<b>\$207,109</b>	<b>\$248,708</b>
<b>National Average - Associate Professor</b>	<b>642</b>	<b>\$180,010</b>	<b>\$204,045</b>	<b>\$257,157</b>	<b>\$334,155</b>
<b>National Average - Professor</b>	<b>428</b>	<b>\$219,262</b>	<b>\$248,373</b>	<b>\$301,205</b>	<b>\$421,148</b>
<b>National Average - Division Chair/Chief</b>	<b>75</b>	<b>\$224,605</b>	<b>\$255,822</b>	<b>\$299,257</b>	<b>\$346,634</b>
<b>National Average - Department Chair</b>	<b>29</b>	<b>\$423,391</b>	<b>\$554,220</b>	<b>\$613,969</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - General

For SullivanCotter-MG, used Pediatrics - General

For MGMA, used Pediatrics: General

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Hematology and Oncology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<i>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</i>					
Staff MD - National*	805	\$198,836	\$240,287	\$290,308	\$334,233
Chief - National	28	\$426,063	\$454,641	\$509,764	\$579,783
<i>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</i>					
Staff MD - National*	259	\$232,374	\$265,302	\$311,424	\$350,601
<i>MGMA 2020 Provider Compensation and Production Survey</i>					
Staff MD - National*	200	\$223,480	\$255,176	\$293,750	\$339,431
<b>National Average - Staff MD</b>	<b>1,264</b>	<b>\$218,230</b>	<b>\$253,588</b>	<b>\$298,494</b>	<b>\$341,422</b>
<b>Regional Average - Staff MD</b>	<b>314</b>	<b>\$200,252</b>	<b>\$234,891</b>	<b>\$266,753</b>	<b>\$329,385</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<i>AAMC 2021 Report on Medical School Faculty Salaries</i>					
All Faculty - National		--	--	--	--
Instructor - National	38	\$118,467	\$131,859	\$156,583	--
Assistant Professor - National	464	\$167,914	\$181,306	\$200,879	--
Associate Professor - National	262	\$207,060	\$226,633	\$247,236	--
Professor - National	233	\$259,598	\$297,713	\$339,949	--
Chief - National	57	\$287,412	\$339,949	\$414,120	--
Department Chair - National	5	\$415,150	\$533,617	\$567,612	--
<i>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</i>					
All Faculty - National	230	\$172,673	\$206,980	\$248,011	\$300,599
Instructor - National	10	\$137,886	\$152,291	\$160,588	\$213,558
Assistant Professor - National	105	\$161,362	\$178,156	\$197,202	\$219,787
Associate Professor - National	57	\$205,023	\$218,800	\$243,844	\$275,106
Professor - National	52	\$250,557	\$276,304	\$314,962	\$482,388
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>230</b>	<b>\$172,673</b>	<b>\$206,980</b>	<b>\$248,011</b>	<b>\$300,599</b>
<b>National Average - Instructor</b>	<b>48</b>	<b>\$128,177</b>	<b>\$142,075</b>	<b>\$158,586</b>	<b>\$213,558</b>
<b>National Average - Assistant Professor</b>	<b>569</b>	<b>\$164,638</b>	<b>\$179,731</b>	<b>\$199,041</b>	<b>\$219,787</b>
<b>National Average - Associate Professor</b>	<b>319</b>	<b>\$206,042</b>	<b>\$222,717</b>	<b>\$245,540</b>	<b>\$275,106</b>
<b>National Average - Professor</b>	<b>285</b>	<b>\$255,078</b>	<b>\$287,009</b>	<b>\$327,456</b>	<b>\$482,388</b>
<b>National Average - Division Chair/Chief</b>	<b>57</b>	<b>\$287,412</b>	<b>\$339,949</b>	<b>\$414,120</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>5</b>	<b>\$415,150</b>	<b>\$533,617</b>	<b>\$567,612</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Hematology and Oncology

For SullivanCotter-MG, used Pediatrics - Hematology and Oncology

For MGMA, used Pediatrics: Hematology/Oncology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Hospitalist				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,670	\$176,868	\$204,609	\$234,539	\$283,763
Chief - National	39	\$260,884	\$288,963	\$340,092	\$490,545
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	895	\$190,324	\$221,305	\$259,855	\$326,401
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	442	\$200,280	\$233,310	\$276,905	\$322,312
<b>National Average - Staff MD</b>	<b>3,007</b>	<b>\$189,157</b>	<b>\$219,741</b>	<b>\$257,100</b>	<b>\$310,825</b>
<b>Regional Average - Staff MD</b>	<b>531</b>	<b>\$189,019</b>	<b>\$209,351</b>	<b>\$238,791</b>	<b>\$268,329</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	145	\$160,703	\$175,125	\$207,060	--
Assistant Professor - National	562	\$172,035	\$187,487	\$214,271	--
Associate Professor - National	194	\$198,819	\$218,392	\$256,507	--
Professor - National	56	\$227,663	\$274,020	\$299,774	--
Chief - National	35	\$238,995	\$267,839	\$328,618	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	341	\$172,447	\$195,364	\$233,939	\$285,566
Instructor - National	64	\$161,732	\$176,158	\$196,934	\$227,357
Assistant Professor - National	175	\$169,298	\$184,790	\$213,277	\$264,558
Associate Professor - National	66	\$198,999	\$211,685	\$271,180	\$310,704
Professor - National	24	\$211,392	\$242,325	\$297,827	\$410,449
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>341</b>	<b>\$172,447</b>	<b>\$195,364</b>	<b>\$233,939</b>	<b>\$285,566</b>
<b>National Average - Instructor</b>	<b>209</b>	<b>\$161,218</b>	<b>\$175,642</b>	<b>\$201,997</b>	<b>\$227,357</b>
<b>National Average - Assistant Professor</b>	<b>737</b>	<b>\$170,667</b>	<b>\$186,139</b>	<b>\$213,774</b>	<b>\$264,558</b>
<b>National Average - Associate Professor</b>	<b>260</b>	<b>\$198,909</b>	<b>\$215,039</b>	<b>\$263,844</b>	<b>\$310,704</b>
<b>National Average - Professor</b>	<b>80</b>	<b>\$219,528</b>	<b>\$258,173</b>	<b>\$298,801</b>	<b>\$410,449</b>
<b>National Average - Division Chair/Chief</b>	<b>35</b>	<b>\$238,995</b>	<b>\$267,839</b>	<b>\$328,618</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Hospitalist

For SullivanCotter-MG, used Pediatrics - Hospitalist

For MGMA, used Pediatrics: Hospitalist

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Infectious Disease				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	261	\$171,295	\$200,947	\$247,860	\$311,904
Chief - National	29	\$251,298	\$293,393	\$352,823	\$427,206
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	90	\$195,693	\$233,940	\$315,359	\$375,259
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	53	\$191,166	\$228,321	\$268,189	\$395,834
<b>National Average - Staff MD</b>	<b>404</b>	<b>\$186,051</b>	<b>\$221,069</b>	<b>\$277,136</b>	<b>\$360,999</b>
<b>Regional Average - Staff MD</b>	<b>118</b>	<b>\$176,685</b>	<b>\$200,468</b>	<b>\$235,558</b>	<b>\$297,869</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	14	\$103,015	\$120,527	\$146,281	--
Assistant Professor - National	180	\$150,402	\$164,824	\$181,306	--
Associate Professor - National	114	\$180,276	\$192,638	\$216,331	--
Professor - National	142	\$224,573	\$258,568	\$289,472	--
Chief - National	44	\$237,965	\$280,201	\$329,648	--
Department Chair - National	7	\$366,733	\$493,442	\$571,733	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	101	\$156,503	\$185,908	\$245,387	\$323,443
Instructor - National		--	--	--	--
Assistant Professor - National	34	\$147,037	\$156,503	\$173,832	\$200,555
Associate Professor - National	19	\$165,155	\$177,753	\$203,370	\$229,534
Professor - National	34	\$220,301	\$247,720	\$286,982	\$414,007
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>101</b>	<b>\$156,503</b>	<b>\$185,908</b>	<b>\$245,387</b>	<b>\$323,443</b>
<b>National Average - Instructor</b>	<b>14</b>	<b>\$103,015</b>	<b>\$120,527</b>	<b>\$146,281</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>214</b>	<b>\$148,720</b>	<b>\$160,664</b>	<b>\$177,569</b>	<b>\$200,555</b>
<b>National Average - Associate Professor</b>	<b>133</b>	<b>\$172,716</b>	<b>\$185,196</b>	<b>\$209,851</b>	<b>\$229,534</b>
<b>National Average - Professor</b>	<b>176</b>	<b>\$222,437</b>	<b>\$253,144</b>	<b>\$288,227</b>	<b>\$414,007</b>
<b>National Average - Division Chair/Chief</b>	<b>44</b>	<b>\$237,965</b>	<b>\$280,201</b>	<b>\$329,648</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>7</b>	<b>\$366,733</b>	<b>\$493,442</b>	<b>\$571,733</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Infectious Disease

For SullivanCotter-MG, used Pediatrics - Infectious Disease

For MGMA, used Pediatrics: Infectious Disease



# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Neonatal-Perinatal Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,818	\$244,494	\$302,164	\$361,634	\$433,218
Chief - National	41	\$393,349	\$442,624	\$500,432	\$601,691
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	893	\$266,809	\$322,004	\$386,835	\$470,427
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	436	\$284,617	\$352,428	\$425,513	\$590,880
<b>National Average - Staff MD</b>	<b>3,147</b>	<b>\$265,307</b>	<b>\$325,532</b>	<b>\$391,327</b>	<b>\$498,175</b>
<b>Regional Average - Staff MD</b>	<b>797</b>	<b>\$254,118</b>	<b>\$306,034</b>	<b>\$355,824</b>	<b>\$424,241</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	76	\$193,668	\$234,874	\$290,502	--
Assistant Professor - National	718	\$230,753	\$258,568	\$308,015	--
Associate Professor - National	331	\$271,959	\$304,924	\$347,160	--
Professor - National	268	\$302,864	\$352,311	\$406,909	--
Chief - National	53	\$349,221	\$402,788	\$473,869	--
Department Chair - National	12	\$459,447	\$539,798	\$630,451	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	361	\$258,856	\$317,822	\$381,655	\$452,103
Instructor - National		--	--	--	--
Assistant Professor - National	170	\$235,079	\$272,896	\$346,101	\$382,609
Associate Professor - National	90	\$292,453	\$337,267	\$400,216	\$445,708
Professor - National	72	\$319,109	\$359,275	\$421,294	\$505,406
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>361</b>	<b>\$258,856</b>	<b>\$317,822</b>	<b>\$381,655</b>	<b>\$452,103</b>
<b>National Average - Instructor</b>	<b>76</b>	<b>\$193,668</b>	<b>\$234,874</b>	<b>\$290,502</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>888</b>	<b>\$232,916</b>	<b>\$265,732</b>	<b>\$327,058</b>	<b>\$382,609</b>
<b>National Average - Associate Professor</b>	<b>421</b>	<b>\$282,206</b>	<b>\$321,096</b>	<b>\$373,688</b>	<b>\$445,708</b>
<b>National Average - Professor</b>	<b>340</b>	<b>\$310,987</b>	<b>\$355,793</b>	<b>\$414,102</b>	<b>\$505,406</b>
<b>National Average - Division Chair/Chief</b>	<b>53</b>	<b>\$349,221</b>	<b>\$402,788</b>	<b>\$473,869</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>12</b>	<b>\$459,447</b>	<b>\$539,798</b>	<b>\$630,451</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Neonatal-Perinatal Medicine

For SullivanCotter-MG, used Pediatrics - Neonatal-Perinatal Medicine

For MGMA, used Pediatrics: Neonatal Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Neurology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	519	\$218,172	\$249,498	\$286,110	\$335,592
Chief - National	31	\$289,764	\$367,679	\$424,218	\$462,438
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	226	\$244,901	\$279,084	\$328,257	\$370,817
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	168	\$238,168	\$278,979	\$331,393	\$377,300
<b>National Average - Staff MD</b>	<b>913</b>	<b>\$233,747</b>	<b>\$269,187</b>	<b>\$315,253</b>	<b>\$361,236</b>
<b>Regional Average - Staff MD</b>	<b>235</b>	<b>\$216,016</b>	<b>\$251,656</b>	<b>\$307,847</b>	<b>\$358,820</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	25	\$128,769	\$172,035	\$209,120	--
Assistant Professor - National	336	\$199,849	\$214,271	\$234,874	--
Associate Professor - National	154	\$228,693	\$249,296	\$274,020	--
Professor - National	110	\$248,266	\$282,261	\$322,437	--
Chief - National	30	\$272,990	\$328,618	\$425,452	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	207	\$203,437	\$229,105	\$262,302	\$298,842
Instructor - National		--	--	--	--
Assistant Professor - National	105	\$190,600	\$213,274	\$233,572	\$260,778
Associate Professor - National	47	\$216,331	\$234,507	\$260,458	\$282,872
Professor - National	37	\$252,956	\$275,928	\$310,188	\$334,635
Division Chair/Chief - National	11	\$272,990	\$295,943	\$351,695	\$461,284
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>207</b>	<b>\$203,437</b>	<b>\$229,105</b>	<b>\$262,302</b>	<b>\$298,842</b>
<b>National Average - Instructor</b>	<b>25</b>	<b>\$128,769</b>	<b>\$172,035</b>	<b>\$209,120</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>441</b>	<b>\$195,225</b>	<b>\$213,773</b>	<b>\$234,223</b>	<b>\$260,778</b>
<b>National Average - Associate Professor</b>	<b>201</b>	<b>\$222,512</b>	<b>\$241,902</b>	<b>\$267,239</b>	<b>\$282,872</b>
<b>National Average - Professor</b>	<b>147</b>	<b>\$250,611</b>	<b>\$279,095</b>	<b>\$316,313</b>	<b>\$334,635</b>
<b>National Average - Division Chair/Chief</b>	<b>41</b>	<b>\$272,990</b>	<b>\$312,281</b>	<b>\$388,574</b>	<b>\$461,284</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Neurology

For SullivanCotter-MG, used Pediatrics - Neurology

For MGMA, used Pediatrics: Neurology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Ophthalmology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	148	\$308,391	\$364,939	\$444,666	\$557,178
Chief - National	14	\$370,827	\$464,813	\$639,899	\$840,327
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	63	\$348,450	\$408,589	\$490,230	\$554,374
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	50	\$334,063	\$393,182	\$479,446	\$559,106
<b>National Average - Staff MD</b>	<b>261</b>	<b>\$330,301</b>	<b>\$388,903</b>	<b>\$471,447</b>	<b>\$556,886</b>
<b>Regional Average - Staff MD</b>	<b>37</b>	<b>\$290,669</b>	<b>\$367,758</b>	<b>\$498,211</b>	<b>\$613,740</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	37	\$254,372	\$317,051	\$427,284	\$688,250
Instructor - National		--	--	--	--
Assistant Professor - National	15	\$227,176	\$259,017	\$349,977	\$432,877
Associate Professor - National	11	\$288,784	\$342,139	\$359,940	\$593,643
Professor - National	10	\$296,356	\$427,284	\$690,841	\$703,165
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>37</b>	<b>\$254,372</b>	<b>\$317,051</b>	<b>\$427,284</b>	<b>\$688,250</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>15</b>	<b>\$227,176</b>	<b>\$259,017</b>	<b>\$349,977</b>	<b>\$432,877</b>
<b>National Average - Associate Professor</b>	<b>11</b>	<b>\$288,784</b>	<b>\$342,139</b>	<b>\$359,940</b>	<b>\$593,643</b>
<b>National Average - Professor</b>	<b>10</b>	<b>\$296,356</b>	<b>\$427,284</b>	<b>\$690,841</b>	<b>\$703,165</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Ophthalmology

For SullivanCotter-MG, used Pediatrics - Ophthalmology

For MGMA, used Pediatrics: Ophthalmology

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Pediatrics - Pulmonology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	312	\$207,300	\$238,050	\$286,843	\$346,764
Chief - National	23	\$328,482	\$365,287	\$459,078	\$500,380
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	134	\$224,067	\$268,893	\$316,592	\$379,484
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	85	\$229,194	\$271,183	\$313,886	\$441,416
<b>National Average - Staff MD</b>	<b>531</b>	<b>\$220,187</b>	<b>\$259,375</b>	<b>\$305,774</b>	<b>\$389,221</b>
<b>Regional Average - Staff MD</b>	<b>131</b>	<b>\$214,684</b>	<b>\$245,118</b>	<b>\$288,071</b>	<b>\$338,975</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	7	\$147,311	\$180,276	\$212,211	--
Assistant Professor - National	231	\$179,246	\$192,638	\$219,422	--
Associate Professor - National	130	\$214,271	\$240,025	\$278,140	--
Professor - National	101	\$253,417	\$279,171	\$314,196	--
Chief - National	47	\$263,718	\$310,075	\$369,824	--
Department Chair - National	5	\$488,291	\$567,612	\$753,039	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	129	\$189,276	\$214,971	\$263,892	\$311,883
Instructor - National		--	--	--	--
Assistant Professor - National	51	\$172,859	\$188,803	\$208,320	\$227,217
Associate Professor - National	34	\$206,938	\$219,506	\$260,069	\$285,620
Professor - National	32	\$253,501	\$275,015	\$306,775	\$337,549
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>129</b>	<b>\$189,276</b>	<b>\$214,971</b>	<b>\$263,892</b>	<b>\$311,883</b>
<b>National Average - Instructor</b>	<b>7</b>	<b>\$147,311</b>	<b>\$180,276</b>	<b>\$212,211</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>282</b>	<b>\$176,053</b>	<b>\$190,721</b>	<b>\$213,871</b>	<b>\$227,217</b>
<b>National Average - Associate Professor</b>	<b>164</b>	<b>\$210,605</b>	<b>\$229,766</b>	<b>\$269,105</b>	<b>\$285,620</b>
<b>National Average - Professor</b>	<b>133</b>	<b>\$253,459</b>	<b>\$277,093</b>	<b>\$310,486</b>	<b>\$337,549</b>
<b>National Average - Division Chair/Chief</b>	<b>47</b>	<b>\$263,718</b>	<b>\$310,075</b>	<b>\$369,824</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>5</b>	<b>\$488,291</b>	<b>\$567,612</b>	<b>\$753,039</b>	<b>--</b>

For SullivanCotter-Phys, used Pediatrics - Pulmonology

For SullivanCotter-MG, used Pediatrics - Pulmonology

For MGMA, used Pediatrics: Pulmonology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Plastic and Reconstructive Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	584	\$427,514	\$533,322	\$708,138	\$992,887
Chief - National	44	\$620,809	\$738,339	\$953,841	\$1,231,657
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	401	\$459,737	\$552,889	\$715,021	\$976,582
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	355	\$464,944	\$553,033	\$732,083	\$996,716
<b>National Average - Staff MD</b>	<b>1,340</b>	<b>\$450,732</b>	<b>\$546,415</b>	<b>\$718,414</b>	<b>\$988,728</b>
<b>Regional Average - Staff MD</b>	<b>372</b>	<b>\$442,822</b>	<b>\$531,299</b>	<b>\$782,022</b>	<b>\$1,116,525</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	17	\$90,653	\$328,618	\$379,095	--
Assistant Professor - National	285	\$338,919	\$396,608	\$538,768	--
Associate Professor - National	165	\$423,391	\$528,467	\$718,014	--
Professor - National	138	\$489,321	\$633,542	\$763,341	--
Chief - National	43	\$526,406	\$669,597	\$918,893	--
Department Chair - National	15	\$741,708	\$866,356	\$1,104,320	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	196	\$371,353	\$463,923	\$613,110	\$777,599
Instructor - National		--	--	--	--
Assistant Professor - National	78	\$340,374	\$388,908	\$465,586	\$571,107
Associate Professor - National	48	\$410,770	\$523,043	\$634,711	\$843,566
Professor - National	48	\$424,058	\$579,244	\$707,417	\$821,536
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>196</b>	<b>\$371,353</b>	<b>\$463,923</b>	<b>\$613,110</b>	<b>\$777,599</b>
<b>National Average - Instructor</b>	<b>17</b>	<b>\$90,653</b>	<b>\$328,618</b>	<b>\$379,095</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>363</b>	<b>\$339,647</b>	<b>\$392,758</b>	<b>\$502,177</b>	<b>\$571,107</b>
<b>National Average - Associate Professor</b>	<b>213</b>	<b>\$417,081</b>	<b>\$525,755</b>	<b>\$676,363</b>	<b>\$843,566</b>
<b>National Average - Professor</b>	<b>186</b>	<b>\$456,690</b>	<b>\$606,393</b>	<b>\$735,379</b>	<b>\$821,536</b>
<b>National Average - Division Chair/Chief</b>	<b>43</b>	<b>\$526,406</b>	<b>\$669,597</b>	<b>\$918,893</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>15</b>	<b>\$741,708</b>	<b>\$866,356</b>	<b>\$1,104,320</b>	<b>--</b>

For SullivanCotter-Phys, used Plastic and Reconstructive Surgery

For SullivanCotter-MG, used Plastic and Reconstructive Surgery

For MGMA, used Surgery: Plastic and Reconstruction

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Psychiatry - Child and Adolescent				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	784	\$224,638	\$266,310	\$320,297	\$381,343
Chief - National	45	\$316,573	\$343,748	\$409,377	\$510,055
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	440	\$243,782	\$299,536	\$361,391	\$416,848
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	249	\$271,477	\$316,395	\$368,350	\$431,060
<b>National Average - Staff MD</b>	<b>1,473</b>	<b>\$246,632</b>	<b>\$294,080</b>	<b>\$350,013</b>	<b>\$409,750</b>
<b>Regional Average - Staff MD</b>	<b>462</b>	<b>\$205,914</b>	<b>\$253,421</b>	<b>\$294,679</b>	<b>\$348,399</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	19	\$203,970	\$223,542	\$242,085	--
Assistant Professor - National	398	\$209,120	\$230,753	\$259,598	--
Associate Professor - National	146	\$231,784	\$254,447	\$296,683	--
Professor - National	129	\$253,417	\$296,683	\$350,251	--
Chief - National	27	\$249,296	\$285,351	\$339,949	--
Department Chair - National	16	\$368,794	\$440,904	\$582,034	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	205	\$188,353	\$237,725	\$276,523	\$335,163
Instructor - National	12	\$141,291	\$197,822	\$219,433	\$221,400
Assistant Professor - National	115	\$175,248	\$228,154	\$264,600	\$293,772
Associate Professor - National	43	\$226,976	\$244,590	\$276,023	\$309,926
Professor - National	25	\$238,972	\$295,241	\$353,231	\$403,824
Division Chair/Chief - National	--	--	--	--	--
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>205</b>	<b>\$188,353</b>	<b>\$237,725</b>	<b>\$276,523</b>	<b>\$335,163</b>
<b>National Average - Instructor</b>	<b>31</b>	<b>\$172,631</b>	<b>\$210,682</b>	<b>\$230,759</b>	<b>\$221,400</b>
<b>National Average - Assistant Professor</b>	<b>513</b>	<b>\$192,184</b>	<b>\$229,454</b>	<b>\$262,099</b>	<b>\$293,772</b>
<b>National Average - Associate Professor</b>	<b>189</b>	<b>\$229,380</b>	<b>\$249,519</b>	<b>\$286,353</b>	<b>\$309,926</b>
<b>National Average - Professor</b>	<b>154</b>	<b>\$246,195</b>	<b>\$295,962</b>	<b>\$351,741</b>	<b>\$403,824</b>
<b>National Average - Division Chair/Chief</b>	<b>27</b>	<b>\$249,296</b>	<b>\$285,351</b>	<b>\$339,949</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>16</b>	<b>\$368,794</b>	<b>\$440,904</b>	<b>\$582,034</b>	<b>--</b>

For SullivanCotter-Phys, used Psychiatry - Child and Adolescent

For SullivanCotter-MG, used Psychiatry - Child and Adolescent

For MGMA, used Psychiatry: Child and Adolescent

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Psychiatry - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	2,728	\$221,318	\$267,539	\$326,546	\$382,791
Chief - National	71	\$316,630	\$357,978	\$422,557	\$510,795
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,481	\$241,218	\$292,765	\$356,907	\$412,589
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,303	\$256,528	\$313,142	\$371,451	\$453,311
<b>National Average - Staff MD</b>	<b>5,512</b>	<b>\$239,688</b>	<b>\$291,149</b>	<b>\$351,635</b>	<b>\$416,230</b>
<b>Regional Average - Staff MD</b>	<b>1,941</b>	<b>\$213,582</b>	<b>\$252,192</b>	<b>\$295,680</b>	<b>\$362,653</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	149	\$183,367	\$210,150	\$246,206	--
Assistant Professor - National	1,435	\$210,150	\$233,844	\$270,929	--
Associate Professor - National	537	\$223,542	\$247,236	\$287,412	--
Professor - National	497	\$248,266	\$282,261	\$352,311	--
Chief - National	52	\$268,869	\$316,256	\$382,185	--
Department Chair - National	79	\$392,487	\$473,869	\$569,673	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	730	\$203,309	\$239,961	\$282,738	\$338,837
Instructor - National	16	\$180,009	\$216,476	\$230,329	\$249,697
Assistant Professor - National	355	\$194,728	\$228,716	\$268,611	\$311,021
Associate Professor - National	159	\$212,685	\$246,068	\$288,320	\$336,872
Professor - National	108	\$220,225	\$270,466	\$316,748	\$383,168
Division Chair/Chief - National	17	\$257,250	\$306,971	\$355,623	\$379,510
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>730</b>	<b>\$203,309</b>	<b>\$239,961</b>	<b>\$282,738</b>	<b>\$338,837</b>
<b>National Average - Instructor</b>	<b>165</b>	<b>\$181,688</b>	<b>\$213,313</b>	<b>\$238,268</b>	<b>\$249,697</b>
<b>National Average - Assistant Professor</b>	<b>1,790</b>	<b>\$202,439</b>	<b>\$231,280</b>	<b>\$269,770</b>	<b>\$311,021</b>
<b>National Average - Associate Professor</b>	<b>696</b>	<b>\$218,114</b>	<b>\$246,652</b>	<b>\$287,866</b>	<b>\$336,872</b>
<b>National Average - Professor</b>	<b>605</b>	<b>\$234,246</b>	<b>\$276,364</b>	<b>\$334,530</b>	<b>\$383,168</b>
<b>National Average - Division Chair/Chief</b>	<b>69</b>	<b>\$263,060</b>	<b>\$311,614</b>	<b>\$368,904</b>	<b>\$379,510</b>
<b>National Average - Department Chair</b>	<b>79</b>	<b>\$392,487</b>	<b>\$473,869</b>	<b>\$569,673</b>	<b>--</b>

For SullivanCotter-Phys, used Psychiatry - General

For SullivanCotter-MG, used Psychiatry - General

For MGMA, used Psychiatry: General

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Pulmonology - Critical Care Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,291	\$338,130	\$407,235	\$486,487	\$597,356
Chief - National	51	\$415,202	\$497,671	\$592,417	\$741,520
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	961	\$367,180	\$424,717	\$522,383	\$649,050
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	314	\$396,277	\$456,060	\$560,274	\$688,908
<b>National Average - Staff MD</b>	<b>2,566</b>	<b>\$367,196</b>	<b>\$429,337</b>	<b>\$523,048</b>	<b>\$645,105</b>
<b>Regional Average - Staff MD</b>	<b>705</b>	<b>\$329,889</b>	<b>\$399,090</b>	<b>\$478,417</b>	<b>\$597,993</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	189	\$233,021	\$293,091	\$364,442	\$436,605
Instructor - National		--	--	--	--
Assistant Professor - National	101	\$231,750	\$282,111	\$334,501	\$404,096
Associate Professor - National	41	\$252,527	\$324,085	\$410,613	\$471,839
Professor - National	26	\$241,882	\$321,616	\$390,109	\$466,971
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>189</b>	<b>\$233,021</b>	<b>\$293,091</b>	<b>\$364,442</b>	<b>\$436,605</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>	<b>101</b>	<b>\$231,750</b>	<b>\$282,111</b>	<b>\$334,501</b>	<b>\$404,096</b>
<b>National Average - Associate Professor</b>	<b>41</b>	<b>\$252,527</b>	<b>\$324,085</b>	<b>\$410,613</b>	<b>\$471,839</b>
<b>National Average - Professor</b>	<b>26</b>	<b>\$241,882</b>	<b>\$321,616</b>	<b>\$390,109</b>	<b>\$466,971</b>
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Pulmonology - Critical Care Medicine

For SullivanCotter-MG, used Pulmonology - Critical Care Medicine

For MGMA, used Pulmonary Medicine: Critical Care



# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Pulmonology - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	855	\$262,233	\$347,402	\$455,368	\$601,075
Chief - National	37	\$370,382	\$448,780	\$554,013	\$643,501
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	516	\$294,825	\$384,771	\$501,287	\$667,939
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	498	\$332,691	\$422,657	\$551,249	\$707,781
<b>National Average - Staff MD</b>	<b>1,869</b>	<b>\$296,583</b>	<b>\$384,943</b>	<b>\$502,635</b>	<b>\$658,932</b>
<b>Regional Average - Staff MD</b>	<b>679</b>	<b>\$267,309</b>	<b>\$325,985</b>	<b>\$412,602</b>	<b>\$515,477</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	127	\$157,613	\$205,000	\$257,537	--
Assistant Professor - National	935	\$225,603	\$267,839	\$325,527	--
Associate Professor - National	537	\$250,326	\$293,593	\$353,341	--
Professor - National	426	\$274,020	\$319,346	\$381,155	--
Chief - National	49	\$346,130	\$399,698	\$450,175	--
Department Chair - National	14	\$447,085	\$639,723	\$724,195	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	209	\$222,650	\$270,332	\$352,386	\$466,646
Instructor - National		--	--	--	--
Assistant Professor - National	73	\$216,686	\$253,607	\$288,126	\$343,587
Associate Professor - National	56	\$212,488	\$259,666	\$308,138	\$358,934
Professor - National	45	\$233,218	\$281,278	\$352,928	\$395,557
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>209</b>	<b>\$222,650</b>	<b>\$270,332</b>	<b>\$352,386</b>	<b>\$466,646</b>
<b>National Average - Instructor</b>	<b>127</b>	<b>\$157,613</b>	<b>\$205,000</b>	<b>\$257,537</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>1,008</b>	<b>\$221,145</b>	<b>\$260,723</b>	<b>\$306,827</b>	<b>\$343,587</b>
<b>National Average - Associate Professor</b>	<b>593</b>	<b>\$231,407</b>	<b>\$276,630</b>	<b>\$330,740</b>	<b>\$358,934</b>
<b>National Average - Professor</b>	<b>471</b>	<b>\$253,619</b>	<b>\$300,312</b>	<b>\$367,042</b>	<b>\$395,557</b>
<b>National Average - Division Chair/Chief</b>	<b>49</b>	<b>\$346,130</b>	<b>\$399,698</b>	<b>\$450,175</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>14</b>	<b>\$447,085</b>	<b>\$639,723</b>	<b>\$724,195</b>	<b>--</b>

For SullivanCotter-Phys, used Pulmonology - General

For SullivanCotter-MG, used Pulmonology - General

For MGMA, used Pulmonary Medicine: General

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Radiology - Diagnostic				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	3,734	\$390,267	\$478,301	\$568,058	\$693,433
Chief - National	98	\$450,656	\$544,476	\$676,574	\$746,467
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	2,825	\$416,116	\$507,191	\$602,312	\$737,421
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,831	\$461,033	\$547,771	\$661,126	\$751,902
<b>National Average - Staff MD</b>	<b>8,390</b>	<b>\$422,472</b>	<b>\$511,088</b>	<b>\$610,499</b>	<b>\$727,585</b>
<b>Regional Average - Staff MD</b>	<b>2,429</b>	<b>\$393,008</b>	<b>\$453,144</b>	<b>\$518,169</b>	<b>\$597,940</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	201	\$100,955	\$288,442	\$417,211	--
Assistant Professor - National	1,514	\$356,432	\$394,547	\$450,175	--
Associate Professor - National	673	\$393,517	\$430,602	\$485,200	--
Professor - National	479	\$415,150	\$466,658	\$531,557	--
Chief - National	107	\$428,542	\$468,718	\$521,256	--
Department Chair - National	48	\$659,296	\$737,587	\$817,939	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	1,067	\$370,922	\$419,001	\$466,060	\$516,904
Instructor - National	12	\$292,344	\$341,696	\$419,194	\$511,136
Assistant Professor - National	471	\$370,266	\$406,885	\$442,496	\$483,582
Associate Professor - National	248	\$391,854	\$431,408	\$468,467	\$503,395
Professor - National	177	\$391,915	\$450,536	\$497,442	\$554,377
Division Chair/Chief - National	31	\$431,766	\$508,526	\$567,097	\$611,539
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>1,067</b>	<b>\$370,922</b>	<b>\$419,001</b>	<b>\$466,060</b>	<b>\$516,904</b>
<b>National Average - Instructor</b>	<b>213</b>	<b>\$196,650</b>	<b>\$315,069</b>	<b>\$418,203</b>	<b>\$511,136</b>
<b>National Average - Assistant Professor</b>	<b>1,985</b>	<b>\$363,349</b>	<b>\$400,716</b>	<b>\$446,336</b>	<b>\$483,582</b>
<b>National Average - Associate Professor</b>	<b>921</b>	<b>\$392,686</b>	<b>\$431,005</b>	<b>\$476,834</b>	<b>\$503,395</b>
<b>National Average - Professor</b>	<b>656</b>	<b>\$403,533</b>	<b>\$458,597</b>	<b>\$514,500</b>	<b>\$554,377</b>
<b>National Average - Division Chair/Chief</b>	<b>138</b>	<b>\$430,154</b>	<b>\$488,622</b>	<b>\$544,177</b>	<b>\$611,539</b>
<b>National Average - Department Chair</b>	<b>48</b>	<b>\$659,296</b>	<b>\$737,587</b>	<b>\$817,939</b>	<b>--</b>

For SullivanCotter-Phys, used Radiology - Diagnostic

For SullivanCotter-MG, used Radiology - Diagnostic

For MGMA, used Radiology: Diagnostic

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Radiology - Interventional				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	764	\$474,276	\$583,464	\$671,975	\$698,837
Chief - National	41	\$634,647	\$683,280	\$689,522	\$792,289
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	574	\$522,270	\$611,351	\$671,975	\$729,267
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	343	\$469,302	\$563,004	\$672,869	\$848,485
<b>National Average - Staff MD</b>	<b>1,681</b>	<b>\$488,616</b>	<b>\$585,940</b>	<b>\$672,273</b>	<b>\$758,863</b>
<b>Regional Average - Staff MD</b>	<b>335</b>	<b>\$438,082</b>	<b>\$521,782</b>	<b>\$604,173</b>	<b>\$714,022</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National	--	--	--	--	--
Instructor - National	26	\$236,934	\$381,155	\$475,929	--
Assistant Professor - National	488	\$387,336	\$433,693	\$493,442	--
Associate Professor - National	223	\$429,572	\$476,959	\$554,220	--
Professor - National	146	\$452,236	\$505,803	\$585,125	--
Chief - National	30	\$507,864	\$581,004	\$622,210	--
Department Chair - National	21	\$609,849	\$680,929	\$764,371	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	178	\$429,308	\$476,639	\$528,724	\$594,139
Instructor - National	--	--	--	--	--
Assistant Professor - National	88	\$415,105	\$451,798	\$489,661	\$536,957
Associate Professor - National	46	\$440,783	\$476,639	\$521,166	\$568,341
Professor - National	26	\$478,838	\$516,466	\$573,734	\$636,984
Division Chair/Chief - National	12	\$547,378	\$578,257	\$634,293	\$692,898
Department Chair - National	--	--	--	--	--
<b>National Average - All Faculty</b>	<b>178</b>	<b>\$429,308</b>	<b>\$476,639</b>	<b>\$528,724</b>	<b>\$594,139</b>
<b>National Average - Instructor</b>	<b>26</b>	<b>\$236,934</b>	<b>\$381,155</b>	<b>\$475,929</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>576</b>	<b>\$401,221</b>	<b>\$442,746</b>	<b>\$491,552</b>	<b>\$536,957</b>
<b>National Average - Associate Professor</b>	<b>269</b>	<b>\$435,178</b>	<b>\$476,799</b>	<b>\$537,693</b>	<b>\$568,341</b>
<b>National Average - Professor</b>	<b>172</b>	<b>\$465,537</b>	<b>\$511,135</b>	<b>\$579,430</b>	<b>\$636,984</b>
<b>National Average - Division Chair/Chief</b>	<b>42</b>	<b>\$527,621</b>	<b>\$579,631</b>	<b>\$628,252</b>	<b>\$692,898</b>
<b>National Average - Department Chair</b>	<b>21</b>	<b>\$609,849</b>	<b>\$680,929</b>	<b>\$764,371</b>	<b>--</b>

For SullivanCotter-Phys, used Radiology - Interventional

For SullivanCotter-MG, used Radiology - Interventional

For MGMA, used Radiology: Interventional

# Boston Medical Center

## Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Radiology - Nuclear Medicine				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	143	\$359,131	\$412,976	\$472,481	\$572,782
Chief - National	10	\$454,239	\$500,999	\$574,691	\$600,587
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	64	\$347,017	\$399,310	\$451,231	\$481,990
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	41	\$349,797	\$424,852	\$475,999	\$588,848
<b>National Average - Staff MD</b>	<b>248</b>	<b>\$351,982</b>	<b>\$412,379</b>	<b>\$466,570</b>	<b>\$547,873</b>
<b>Regional Average - Staff MD</b>	<b>97</b>	<b>\$345,550</b>	<b>\$390,485</b>	<b>\$452,286</b>	<b>\$518,125</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National	89	\$216,331	\$337,889	\$388,366	--
Associate Professor - National	40	\$309,045	\$383,216	\$437,814	--
Professor - National	49	\$343,040	\$395,577	\$467,688	--
Chief - National	11	\$399,698	\$460,477	\$510,954	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	68	\$344,534	\$401,914	\$446,188	\$510,336
Instructor - National		--	--	--	--
Assistant Professor - National	23	\$379,296	\$396,608	\$436,610	\$473,937
Associate Professor - National	17	\$317,624	\$400,778	\$413,717	\$468,223
Professor - National	20	\$334,940	\$400,923	\$468,998	\$511,160
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>68</b>	<b>\$344,534</b>	<b>\$401,914</b>	<b>\$446,188</b>	<b>\$510,336</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>112</b>	<b>\$297,814</b>	<b>\$367,249</b>	<b>\$412,488</b>	<b>\$473,937</b>
<b>National Average - Associate Professor</b>	<b>57</b>	<b>\$313,335</b>	<b>\$391,997</b>	<b>\$425,766</b>	<b>\$468,223</b>
<b>National Average - Professor</b>	<b>69</b>	<b>\$338,990</b>	<b>\$398,250</b>	<b>\$468,343</b>	<b>\$511,160</b>
<b>National Average - Division Chair/Chief</b>	<b>11</b>	<b>\$399,698</b>	<b>\$460,477</b>	<b>\$510,954</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Radiology - Nuclear Medicine

For SullivanCotter-MG, used Radiology - Nuclear Medicine

For MGMA, used Radiology: Nuclear Medicine

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Rheumatology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	924	\$249,838	\$290,110	\$343,292	\$403,865
Chief - National	38	\$285,066	\$360,735	\$485,690	\$580,568
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	667	\$264,655	\$301,876	\$359,974	\$411,198
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	563	\$261,781	\$301,138	\$355,166	\$494,395
<b>National Average - Staff MD</b>	<b>2,154</b>	<b>\$258,758</b>	<b>\$297,708</b>	<b>\$352,811</b>	<b>\$436,486</b>
<b>Regional Average - Staff MD</b>	<b>622</b>	<b>\$239,585</b>	<b>\$281,263</b>	<b>\$333,417</b>	<b>\$526,383</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	41	\$107,136	\$134,950	\$177,186	--
Assistant Professor - National	307	\$178,216	\$198,819	\$230,753	--
Associate Professor - National	176	\$208,090	\$232,814	\$263,718	--
Professor - National	166	\$224,573	\$272,990	\$334,799	--
Chief - National	42	\$264,748	\$297,713	\$326,557	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	227	\$181,386	\$220,286	\$271,699	\$350,467
Instructor - National		--	--	--	--
Assistant Professor - National	92	\$173,183	\$191,168	\$221,225	\$313,647
Associate Professor - National	57	\$194,423	\$226,636	\$257,797	\$337,706
Professor - National	47	\$224,794	\$271,699	\$335,555	\$381,757
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>227</b>	<b>\$181,386</b>	<b>\$220,286</b>	<b>\$271,699</b>	<b>\$350,467</b>
<b>National Average - Instructor</b>	<b>41</b>	<b>\$107,136</b>	<b>\$134,950</b>	<b>\$177,186</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>399</b>	<b>\$175,700</b>	<b>\$194,994</b>	<b>\$225,989</b>	<b>\$313,647</b>
<b>National Average - Associate Professor</b>	<b>233</b>	<b>\$201,257</b>	<b>\$229,725</b>	<b>\$260,758</b>	<b>\$337,706</b>
<b>National Average - Professor</b>	<b>213</b>	<b>\$224,684</b>	<b>\$272,345</b>	<b>\$335,177</b>	<b>\$381,757</b>
<b>National Average - Division Chair/Chief</b>	<b>42</b>	<b>\$264,748</b>	<b>\$297,713</b>	<b>\$326,557</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Rheumatology

For SullivanCotter-MG, used Rheumatology

For MGMA, used Rheumatology

# Boston Medical Center

Detailed Market Data (Adjusted)\*

Total Cash Compensation (TCC) Effective December 31, 2021	Surgical Oncology - General				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	427	\$369,985	\$472,039	\$613,605	\$747,872
Chief - National	24	\$520,219	\$673,645	\$874,716	\$1,226,937
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	228	\$386,797	\$487,285	\$636,118	\$798,118
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	150	\$386,710	\$453,243	\$568,535	\$743,828
<b>National Average - Staff MD</b>	<b>805</b>	<b>\$381,164</b>	<b>\$470,856</b>	<b>\$606,086</b>	<b>\$763,273</b>
<b>Regional Average - Staff MD</b>	<b>297</b>	<b>\$376,695</b>	<b>\$483,137</b>	<b>\$672,832</b>	<b>\$864,617</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	13	\$262,688	\$311,105	\$435,753	--
Assistant Professor - National	248	\$298,743	\$337,889	\$412,060	--
Associate Professor - National	156	\$356,432	\$405,879	\$477,989	--
Professor - National	160	\$386,306	\$488,291	\$622,210	--
Chief - National	41	\$458,417	\$587,185	\$778,793	--
Department Chair - National	22	\$776,733	\$968,341	\$1,154,798	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	144	\$309,579	\$393,529	\$521,397	\$723,943
Instructor - National		--	--	--	--
Assistant Professor - National	51	\$280,208	\$318,732	\$347,140	\$417,200
Associate Professor - National	36	\$301,848	\$386,308	\$461,370	\$619,006
Professor - National	43	\$394,572	\$515,075	\$591,100	\$735,383
Division Chair/Chief - National	10	\$496,532	\$702,201	\$827,628	\$1,080,758
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>144</b>	<b>\$309,579</b>	<b>\$393,529</b>	<b>\$521,397</b>	<b>\$723,943</b>
<b>National Average - Instructor</b>	<b>13</b>	<b>\$262,688</b>	<b>\$311,105</b>	<b>\$435,753</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>299</b>	<b>\$289,476</b>	<b>\$328,311</b>	<b>\$379,600</b>	<b>\$417,200</b>
<b>National Average - Associate Professor</b>	<b>192</b>	<b>\$329,140</b>	<b>\$396,094</b>	<b>\$469,680</b>	<b>\$619,006</b>
<b>National Average - Professor</b>	<b>203</b>	<b>\$390,439</b>	<b>\$501,683</b>	<b>\$606,655</b>	<b>\$735,383</b>
<b>National Average - Division Chair/Chief</b>	<b>51</b>	<b>\$477,475</b>	<b>\$644,693</b>	<b>\$803,211</b>	<b>\$1,080,758</b>
<b>National Average - Department Chair</b>	<b>22</b>	<b>\$776,733</b>	<b>\$968,341</b>	<b>\$1,154,798</b>	<b>--</b>

For SullivanCotter-Phys, used Surgical Oncology - General

For SullivanCotter-MG, used Surgical Oncology - General

For MGMA, used Surgery: Oncology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Thoracic Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	243	\$410,427	\$562,755	\$707,304	\$889,233
Chief - National	17	\$625,731	\$715,795	\$1,505,772	\$2,080,800
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	149	\$459,683	\$594,557	\$730,381	\$850,272
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	200	\$470,481	\$599,756	\$750,777	\$982,274
<b>National Average - Staff MD</b>	<b>592</b>	<b>\$446,864</b>	<b>\$585,689</b>	<b>\$729,487</b>	<b>\$907,260</b>
<b>Regional Average - Staff MD</b>	<b>210</b>	<b>\$411,666</b>	<b>\$538,707</b>	<b>\$720,788</b>	<b>\$905,937</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	78	\$421,396	\$547,679	\$672,733	\$901,418
Instructor - National		--	--	--	--
Assistant Professor - National	32	\$373,368	\$420,430	\$538,849	\$600,385
Associate Professor - National	22	\$537,673	\$651,969	\$813,350	\$1,063,742
Professor - National	18	\$509,872	\$591,054	\$705,376	\$1,020,802
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>78</b>	<b>\$421,396</b>	<b>\$547,679</b>	<b>\$672,733</b>	<b>\$901,418</b>
<b>National Average - Instructor</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>32</b>	<b>\$373,368</b>	<b>\$420,430</b>	<b>\$538,849</b>	<b>\$600,385</b>
<b>National Average - Associate Professor</b>	<b>22</b>	<b>\$537,673</b>	<b>\$651,969</b>	<b>\$813,350</b>	<b>\$1,063,742</b>
<b>National Average - Professor</b>	<b>18</b>	<b>\$509,872</b>	<b>\$591,054</b>	<b>\$705,376</b>	<b>\$1,020,802</b>
<b>National Average - Division Chair/Chief</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>National Average - Department Chair</b>		<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

For SullivanCotter-Phys, used Thoracic Surgery

For SullivanCotter-MG, used Thoracic Surgery

For MGMA, used Surgery: Thoracic (Primary)

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Transplant Surgery - Kidney				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	55	\$364,140	\$427,166	\$506,931	\$640,521
Chief - National	7	\$599,675	\$649,064	\$780,480	--
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	36	\$418,466	\$472,893	\$514,413	\$591,931
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	14	\$381,173	\$441,303	\$540,496	\$841,424
<b>National Average - Staff MD</b>	<b>105</b>	<b>\$387,926</b>	<b>\$447,121</b>	<b>\$520,613</b>	<b>\$691,292</b>
<b>Regional Average - Staff MD</b>	<b>8</b>	<b>\$401,582</b>	<b>\$422,851</b>	<b>\$476,775</b>	<b>--</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	10	\$268,248	\$357,431	\$589,625	\$633,793
Instructor - National		--	--	--	--
Assistant Professor - National		--	--	--	--
Associate Professor - National		--	--	--	--
Professor - National		--	--	--	--
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>10</b>	<b>\$268,248</b>	<b>\$357,431</b>	<b>\$589,625</b>	<b>\$633,793</b>
<b>National Average - Instructor</b>		--	--	--	--
<b>National Average - Assistant Professor</b>		--	--	--	--
<b>National Average - Associate Professor</b>		--	--	--	--
<b>National Average - Professor</b>		--	--	--	--
<b>National Average - Division Chair/Chief</b>		--	--	--	--
<b>National Average - Department Chair</b>		--	--	--	--

For SullivanCotter-Phys, used Transplant Surgery - Kidney

For SullivanCotter-MG, used Transplant Surgery - Kidney

For MGMA, used Surgery: Transplant-Kidney



# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Trauma Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	656	\$415,318	\$466,970	\$541,323	\$637,946
Chief - National	32	\$542,266	\$624,239	\$718,982	\$835,099
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	437	\$443,753	\$511,403	\$635,904	\$760,839
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	379	\$444,198	\$513,087	\$630,166	\$734,562
<b>National Average - Staff MD</b>	<b>1,472</b>	<b>\$434,423</b>	<b>\$497,153</b>	<b>\$602,464</b>	<b>\$711,116</b>
<b>Regional Average - Staff MD</b>	<b>494</b>	<b>\$414,248</b>	<b>\$462,848</b>	<b>\$545,185</b>	<b>\$639,494</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	34	\$142,161	\$350,251	\$443,994	--
Assistant Professor - National	372	\$337,889	\$387,336	\$464,597	--
Associate Professor - National	193	\$403,819	\$454,296	\$515,075	--
Professor - National	154	\$451,205	\$498,592	\$577,914	--
Chief - National	43	\$499,623	\$588,215	\$721,105	--
Department Chair - National	8	\$570,703	\$690,200	\$790,125	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	225	\$376,427	\$458,571	\$534,414	\$591,656
Instructor - National		--	--	--	--
Assistant Professor - National	100	\$345,966	\$390,172	\$461,296	\$515,293
Associate Professor - National	56	\$420,182	\$466,074	\$535,312	\$591,330
Professor - National	53	\$449,496	\$515,834	\$579,931	\$723,522
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>225</b>	<b>\$376,427</b>	<b>\$458,571</b>	<b>\$534,414</b>	<b>\$591,656</b>
<b>National Average - Instructor</b>	<b>34</b>	<b>\$142,161</b>	<b>\$350,251</b>	<b>\$443,994</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>472</b>	<b>\$341,928</b>	<b>\$388,754</b>	<b>\$462,947</b>	<b>\$515,293</b>
<b>National Average - Associate Professor</b>	<b>249</b>	<b>\$412,001</b>	<b>\$460,185</b>	<b>\$525,194</b>	<b>\$591,330</b>
<b>National Average - Professor</b>	<b>207</b>	<b>\$450,351</b>	<b>\$507,213</b>	<b>\$578,923</b>	<b>\$723,522</b>
<b>National Average - Division Chair/Chief</b>	<b>43</b>	<b>\$499,623</b>	<b>\$588,215</b>	<b>\$721,105</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>8</b>	<b>\$570,703</b>	<b>\$690,200</b>	<b>\$790,125</b>	<b>--</b>

For SullivanCotter-Phys, used Trauma Surgery

For SullivanCotter-MG, used Trauma Surgery

For MGMA, used Surgery: Trauma

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Urology				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	1,354	\$417,860	\$501,337	\$600,154	\$738,578
Chief - National	65	\$522,713	\$596,483	\$711,491	\$806,310
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	968	\$445,325	\$527,805	\$617,675	\$754,803
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	1,045	\$438,655	\$537,273	\$649,807	\$827,955
<b>National Average - Staff MD</b>	<b>3,367</b>	<b>\$433,947</b>	<b>\$522,138</b>	<b>\$622,545</b>	<b>\$773,779</b>
<b>Regional Average - Staff MD</b>	<b>798</b>	<b>\$402,469</b>	<b>\$482,650</b>	<b>\$588,387</b>	<b>\$711,040</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	64	\$78,291	\$109,196	\$306,985	--
Assistant Professor - National	507	\$321,407	\$376,005	\$447,085	--
Associate Professor - National	269	\$381,155	\$436,783	\$528,467	--
Professor - National	285	\$421,331	\$508,894	\$668,567	--
Chief - National	33	\$485,200	\$581,004	\$702,562	--
Department Chair - National	53	\$662,386	\$798,366	\$952,888	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	345	\$344,866	\$412,065	\$515,504	\$689,461
Instructor - National		--	--	--	--
Assistant Professor - National	136	\$333,415	\$373,546	\$422,873	\$520,713
Associate Professor - National	69	\$371,512	\$419,617	\$477,968	\$547,390
Professor - National	81	\$443,072	\$522,283	\$648,259	\$757,575
Division Chair/Chief - National		--	--	--	--
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>345</b>	<b>\$344,866</b>	<b>\$412,065</b>	<b>\$515,504</b>	<b>\$689,461</b>
<b>National Average - Instructor</b>	<b>64</b>	<b>\$78,291</b>	<b>\$109,196</b>	<b>\$306,985</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>643</b>	<b>\$327,411</b>	<b>\$374,776</b>	<b>\$434,979</b>	<b>\$520,713</b>
<b>National Average - Associate Professor</b>	<b>338</b>	<b>\$376,334</b>	<b>\$428,200</b>	<b>\$503,218</b>	<b>\$547,390</b>
<b>National Average - Professor</b>	<b>366</b>	<b>\$432,202</b>	<b>\$515,589</b>	<b>\$658,413</b>	<b>\$757,575</b>
<b>National Average - Division Chair/Chief</b>	<b>33</b>	<b>\$485,200</b>	<b>\$581,004</b>	<b>\$702,562</b>	<b>--</b>
<b>National Average - Department Chair</b>	<b>53</b>	<b>\$662,386</b>	<b>\$798,366</b>	<b>\$952,888</b>	<b>--</b>

For SullivanCotter-Phys, used Urology

For SullivanCotter-MG, used Urology

For MGMA, used Urology

# Boston Medical Center

*Detailed Market Data (Adjusted)\**

Total Cash Compensation (TCC) Effective December 31, 2021	Vascular Surgery				
	n	25th	50th	75th	90th
<b>TCC</b>					
<b>SullivanCotter 2020 Physician Compensation and Productivity Survey Report</b>					
Staff MD - National*	706	\$426,342	\$514,138	\$617,036	\$761,363
Chief - National	45	\$566,578	\$667,337	\$853,571	\$1,130,471
<b>SullivanCotter 2020 Medical Group Compensation and Productivity Survey Report</b>					
Staff MD - National*	529	\$472,318	\$551,507	\$663,080	\$812,533
<b>MGMA 2020 Provider Compensation and Production Survey</b>					
Staff MD - National*	532	\$449,445	\$543,162	\$663,517	\$838,474
<b>National Average - Staff MD</b>	<b>1,767</b>	<b>\$449,368</b>	<b>\$536,269</b>	<b>\$647,878</b>	<b>\$804,123</b>
<b>Regional Average - Staff MD</b>	<b>551</b>	<b>\$420,845</b>	<b>\$516,784</b>	<b>\$604,005</b>	<b>\$771,459</b>
<b>Total Cash Compensation (TCC) - Academic</b>					
<b>AAMC 2021 Report on Medical School Faculty Salaries</b>					
All Faculty - National		--	--	--	--
Instructor - National	14	\$354,371	\$387,336	\$415,150	--
Assistant Professor - National	235	\$339,949	\$407,939	\$498,592	--
Associate Professor - National	147	\$421,331	\$475,929	\$571,733	--
Professor - National	129	\$416,180	\$502,713	\$670,627	--
Chief - National	44	\$562,462	\$643,843	\$746,858	--
Department Chair - National	7	\$623,240	\$903,441	\$1,074,446	--
<b>MGMA 2021 Academic Practice Compensation and Production Survey for Faculty and Management</b>					
All Faculty - National	169	\$380,780	\$451,409	\$580,595	\$734,053
Instructor - National		--	--	--	--
Assistant Professor - National	67	\$339,893	\$405,824	\$470,886	\$588,873
Associate Professor - National	44	\$398,497	\$452,447	\$515,283	\$700,789
Professor - National	35	\$458,082	\$533,052	\$728,620	\$851,364
Division Chair/Chief - National	10	\$622,195	\$684,110	\$834,138	\$896,318
Department Chair - National		--	--	--	--
<b>National Average - All Faculty</b>	<b>169</b>	<b>\$380,780</b>	<b>\$451,409</b>	<b>\$580,595</b>	<b>\$734,053</b>
<b>National Average - Instructor</b>	<b>14</b>	<b>\$354,371</b>	<b>\$387,336</b>	<b>\$415,150</b>	<b>--</b>
<b>National Average - Assistant Professor</b>	<b>302</b>	<b>\$339,921</b>	<b>\$406,882</b>	<b>\$484,739</b>	<b>\$588,873</b>
<b>National Average - Associate Professor</b>	<b>191</b>	<b>\$409,914</b>	<b>\$464,188</b>	<b>\$543,508</b>	<b>\$700,789</b>
<b>National Average - Professor</b>	<b>164</b>	<b>\$437,131</b>	<b>\$517,883</b>	<b>\$699,624</b>	<b>\$851,364</b>
<b>National Average - Division Chair/Chief</b>	<b>54</b>	<b>\$592,329</b>	<b>\$663,977</b>	<b>\$790,498</b>	<b>\$896,318</b>
<b>National Average - Department Chair</b>	<b>7</b>	<b>\$623,240</b>	<b>\$903,441</b>	<b>\$1,074,446</b>	<b>--</b>

For SullivanCotter-Phys, used Vascular Surgery

For SullivanCotter-MG, used Vascular Surgery

For MGMA, used Surgery: Vascular (Primary)