

# Hospital Executive Compensation Report 2019



**TCS** Total Compensation Solutions  
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# **2019 HOSPITAL EXECUTIVE COMPENSATION REPORT**

**Data Effective: January 1, 2019  
Data Published: April, 2019**

**Number of Hospitals: 1,345  
Number of Job Titles: 25  
Number of Employees Reported: 4,559**

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# 2019 Hospital Executive Compensation Report

## **Introduction**

Welcome to the second edition of Total Compensation Solutions' (TCS) *Hospital Executive Compensation Report*. TCS has been publishing a not-for-profit compensation survey for the last 16 years and during that time we observed that hospital executive compensation was not typical of what we saw in the general not-for-profit sector. Therefore, in 2018, we decided to create a hospital executive compensation report using the format that we have developed for our not –for-profit clients. The *2019 Hospital Executive Compensation Report* gathers and reports compensation data on 25 executive and director-level positions found in 1,345 hospitals.

In this report, we looked at the various compensation elements reported in IRS Form 990: base salary, bonus, other income, retirement, non-taxable benefits and from those elements looked at total cash compensation (base salary plus annual bonus) and total remuneration (total cash compensation plus retirement, non-taxable benefits and other income) for each job title.

TCS collects this data to capture a total rewards picture for hospital executives in the not-for-profit sector. We are confident that you will find this report to be a valuable resource for evaluating compensation in the competitive market for hospitals.

In 2018, the US saw the economy stay relatively strong until the fourth quarter. At that point, we saw the stock market dip significantly until the end of the year. We also saw the start of a partial government shutdown that lasted over a month. Currently, the Trump administration is discussing taking legal action to declare the Affordable Care Act unconstitutional. Their actions could have the effect of approximately 20 million Americans losing their healthcare which could impact hospitals around the country, especially at emergency rooms. If large numbers of Americans lose their healthcare this will put greater stress on hospitals and the executives who run those institutions. Therefore, it is vital that organizations have an awareness of the competitive external market to help retain high performing executives and attract qualified candidates for executive level positions.

**Introduction - continued**

In this report, TCS reviews the compensation elements which are relevant to successful management of executive pay programs at hospitals. The elements that comprise Total Remuneration include:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Retirement
- Health and Welfare Benefits and
- Other Income.

There are also significant differences in pay practices dependent upon two factors:

- Geographic location, and
- Revenue Size

This report is designed to address the primary topics listed above as well as the differentiating factors. All of these factors have an impact on compensation plans among hospitals. By completing this research and a study of the factors impacting compensation, TCS can help hospitals explain and justify their compensation policies and practices.

This survey is conducted using rigid standards and statistical methods developed by TCS. We gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all of our surveys. This is a process for: compiling data; screening data; preparing micro- and macro-reports that allow survey analysts to review single organization data, for match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final survey report and ensure its accuracy.

## 2019 Hospital Executive Compensation Report

### **Introduction - continued**

This report is divided into four sections as described below:

Section I	Executive Summary	Provides an introduction of the report and its overall objective to present an alternative source of data for not-for-profit hospitals, our methodology, hospital demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2019</u> for 25 survey positions based on national, geographic location, and revenue size groupings.
Section III	Geographic Breakdown	Defines the various geographic cuts used in this report: Regional and Cost of Labor Areas
Section IV	Reference	Defines and explains terms used in this report and provides technical notes on report use.

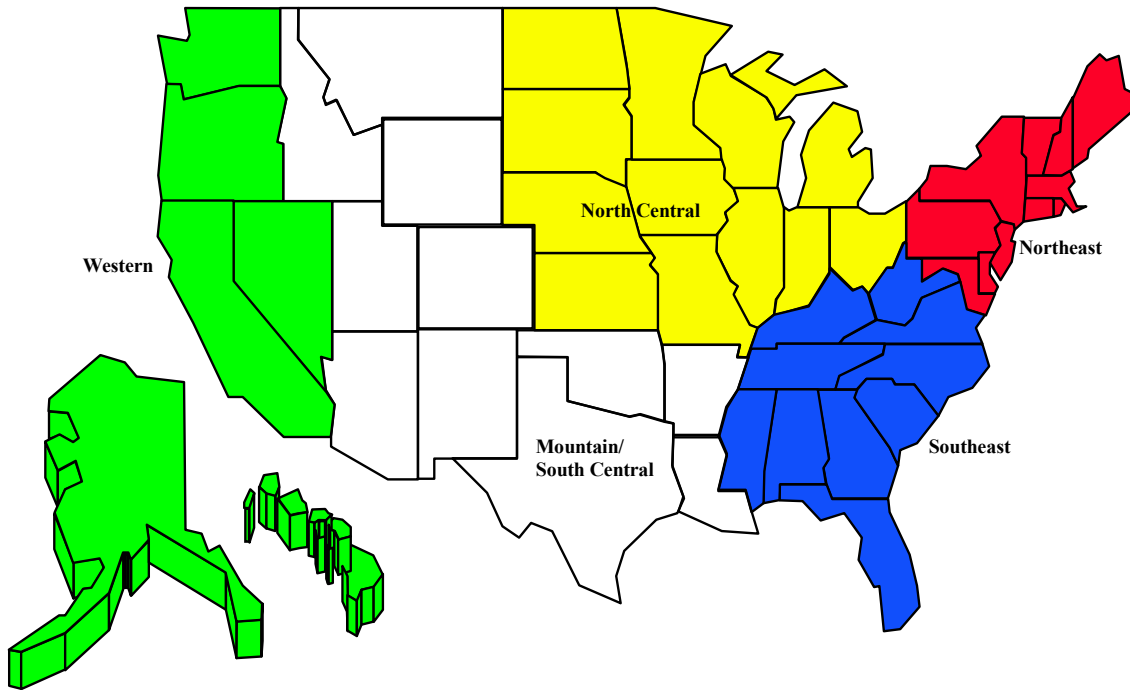
TCS is pleased to present this report on compensation practices for the hospital industry. We believe that this report provides an accurate assessment of pay practices among US hospitals.

If you have any questions on this report or would like to provide additional feedback on this survey, please call our offices at (914) 730-7300 or email your questions to Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com) or Paul Gavejian [pgavejian@total-comp.com](mailto:pgavejian@total-comp.com)

# 2019 Hospital Executive Compensation Report

## Demographics of Hospitals in the Report

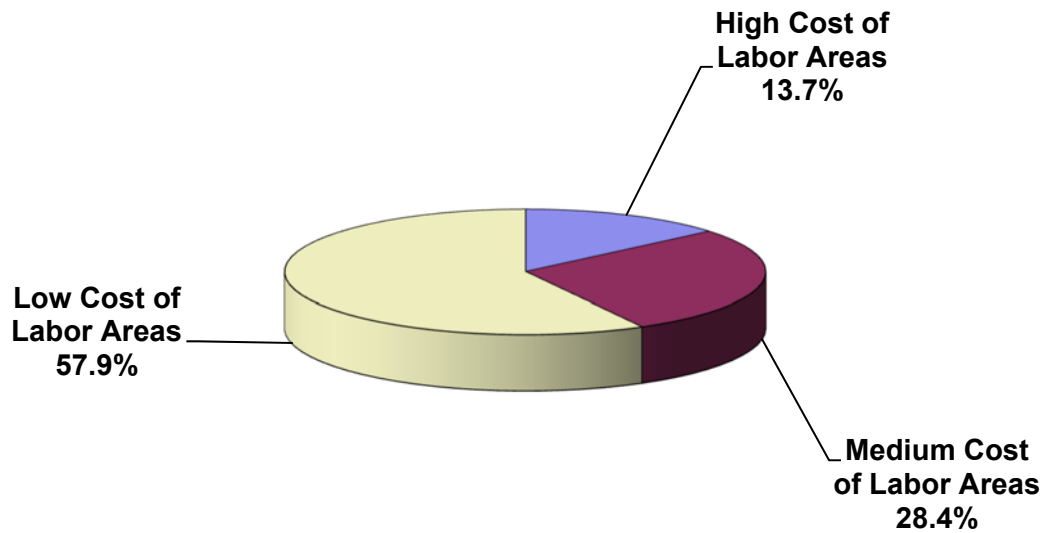
### Geographic Breakdown of Hospitals in the Report



Region	Number	Percentage
Northeast	405	30.1%
Southeast	255	19.0%
North Central	374	27.8%
Mountain/South Central	162	12.0%
Western	149	11.1%
<b>Total</b>	<b>1,345</b>	<b>100.0%</b>

**Demographics of Hospitals - continued**

**Cost of Labor Areas for Hospitals in Report**



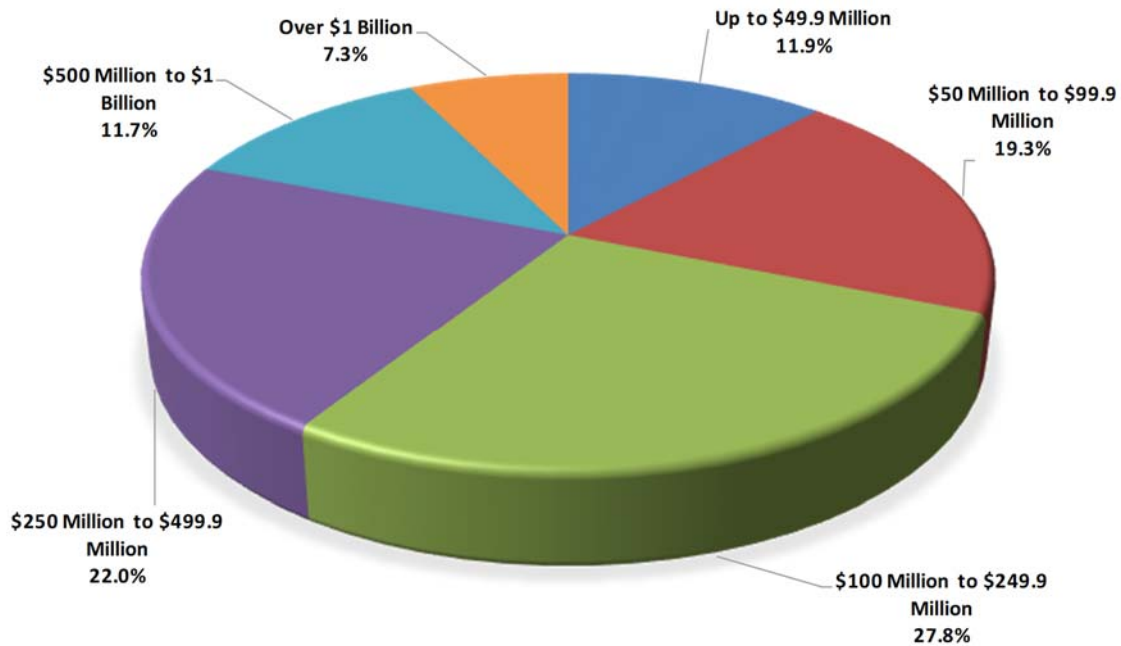
Industry	Number	Percent
High Cost of Labor Areas	184	13.7%
Medium Cost of Labor Areas	382	28.4%
Low Cost of Labor Areas	779	57.9%
<b>Total</b>	<b>1,345</b>	<b>100.0%</b>



## 2019 Hospital Executive Compensation Report

### Demographics of Hospitals – continued

#### Revenue Size Breakdown of Hospitals in Report



Revenue	Number	Percent
Up to \$49.9 Million	160	11.9%
\$50 Million to \$99.9 Million	260	19.3%
\$100 Million to \$249.9 Million	374	27.8%
\$250 Million to \$499.9 Million	296	22.0%
\$500 Million to \$1 Billion	157	11.7%
Over \$1 Billion	98	7.3%
<b>Total</b>	<b>1,345</b>	<b>100.0%</b>

**004 Top Financial Executive**

<b>Finance Data:</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Revenue (\$000,000s)	649	650	386.5	386.8	97.1	211.4	430.0
<b>All Companies - National</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Annual Base Salary (\$000s)	649	650	333.1	333.2	220.3	293.9	410.2
Actual Bonus %	494	495	20.5	20.5	9.6	17.7	26.8
Actual Bonus Paid (\$000s)	494	495	86.1	86.1	24.3	55.5	97.4
Total Cash Compensation (TCC) (\$000s)	649	650	398.6	398.8	236.8	337.8	486.9
Other Income (\$000s)	502	502	57.6	57.6	3.9	21.3	55.5
Retirement (\$000s)	594	595	38.8	38.8	9.9	18.0	43.3
Non-taxable Benefits (\$000s)	630	631	19.5	19.5	12.2	19.1	25.9
Total Remuneration (\$000s)	649	650	497.5	497.8	275.0	408.0	606.8
<b>High Cost Areas (110% and Above of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	113	113	677.8	677.8	164.8	334.9	593.5
Annual Base Salary (\$000s)	113	113	443.1	443.1	288.9	409.6	516.3
Actual Bonus %	93	93	27.3	27.3	11.8	21.4	32.2
Actual Bonus Paid (\$000s)	93	93	155.1	155.1	45.6	84.0	149.5
Total Cash Compensation (TCC) (\$000s)	113	113	570.8	570.8	324.4	486.5	639.8
Other Income (\$000s)	95	95	70.7	70.7	3.6	11.3	56.9
Retirement (\$000s)	105	105	45.5	45.5	13.3	22.1	41.0
Non-taxable Benefits (\$000s)	111	111	21.4	21.4	13.2	21.1	27.8
Total Remuneration (\$000s)	113	113	693.5	693.5	389.7	549.1	763.5
<b>Medium Cost Areas (100% to 109.9% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	175	175	415.0	415.0	145.0	271.2	489.9
Annual Base Salary (\$000s)	175	175	352.2	352.2	259.9	321.2	420.0
Actual Bonus %	145	145	22.7	22.7	13.8	19.8	31.3
Actual Bonus Paid (\$000s)	145	145	92.8	92.8	38.9	63.4	104.5
Total Cash Compensation (TCC) (\$000s)	175	175	429.1	429.1	292.3	369.4	509.6
Other Income (\$000s)	141	141	73.9	73.9	12.2	29.8	76.2
Retirement (\$000s)	163	163	48.0	48.0	11.6	20.8	56.0
Non-taxable Benefits (\$000s)	171	171	21.6	21.6	14.2	20.9	27.5
Total Remuneration (\$000s)	175	175	554.5	554.5	352.5	445.0	668.7
<b>Low Cost Areas (Below 100% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	361	362	281.8	282.0	70.4	153.4	351.0
Annual Base Salary (\$000s)	361	362	289.4	289.6	196.7	258.9	363.6
Actual Bonus %	256	257	16.7	16.7	8.1	15.8	22.9
Actual Bonus Paid (\$000s)	256	257	57.3	57.3	18.0	41.6	76.6
Total Cash Compensation (TCC) (\$000s)	361	362	330.1	330.3	209.3	287.3	429.2
Other Income (\$000s)	266	266	44.2	44.2	3.1	18.0	43.7
Retirement (\$000s)	326	327	32.0	32.1	8.8	14.8	38.3
Non-taxable Benefits (\$000s)	348	349	17.8	17.8	10.4	17.8	23.1
Total Remuneration (\$000s)	361	362	408.7	409.0	239.4	338.8	508.1

**004 Top Financial Executive**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Revenue: Over \$1 Billion</b>							
<b>Revenue (\$000,000s)</b>	51	51	1,912.5	1,912.5	1,188.5	1,394.6	1,922.9
Annual Base Salary (\$000s)	51	51	602.7	602.7	484.4	560.7	697.0
Total Cash Compensation (TCC) (\$000s)	51	51	849.0	849.0	546.1	739.1	940.8
Retirement (\$000s)	48	48	91.1	91.1	17.2	31.5	118.1
Non-taxable Benefits (\$000s)	50	50	23.6	23.6	13.0	21.7	29.4
Total Remuneration (\$000s)	51	51	1,099.8	1,099.8	646.3	886.2	1,274.9
<b>Revenue: \$500M to \$1 Billion</b>							
<b>Revenue (\$000,000s)</b>	86	86	677.1	677.1	562.6	656.9	758.3
Annual Base Salary (\$000s)	86	86	427.2	427.2	345.1	427.2	494.4
Total Cash Compensation (TCC) (\$000s)	86	86	539.2	539.2	407.1	533.9	639.6
Retirement (\$000s)	86	86	58.4	58.4	15.9	34.6	82.4
Non-taxable Benefits (\$000s)	86	86	20.0	20.0	12.9	19.1	26.3
Total Remuneration (\$000s)	86	86	680.5	680.5	497.0	663.9	812.0
<b>Revenue: \$250M to \$499.9M</b>							
<b>Revenue (\$000,000s)</b>	146	146	355.6	355.6	297.8	347.8	403.5
Annual Base Salary (\$000s)	146	146	361.1	361.1	287.7	355.7	425.7
Total Cash Compensation (TCC) (\$000s)	146	146	424.0	424.0	329.1	411.1	498.9
Retirement (\$000s)	137	137	40.1	40.1	11.9	22.4	51.3
Non-taxable Benefits (\$000s)	143	143	21.2	21.2	13.7	20.3	26.6
Total Remuneration (\$000s)	146	146	537.2	537.2	376.7	494.9	623.0
<b>Revenue: \$100M to \$249.9M</b>							
<b>Revenue (\$000,000s)</b>	195	196	168.5	168.1	128.8	159.8	207.1
Annual Base Salary (\$000s)	195	196	290.3	290.7	229.2	273.0	320.4
Total Cash Compensation (TCC) (\$000s)	195	196	332.2	332.5	247.1	318.1	375.4
Retirement (\$000s)	176	177	28.3	28.4	9.0	16.1	34.1
Non-taxable Benefits (\$000s)	188	189	18.8	18.9	11.7	19.1	25.9
Total Remuneration (\$000s)	195	196	401.4	402.0	289.5	367.0	465.1
<b>Revenue: \$50M to \$99.9M</b>							
<b>Revenue (\$000,000s)</b>	111	111	74.2	74.2	62.0	71.1	86.7
Annual Base Salary (\$000s)	111	111	238.5	238.5	177.7	217.5	246.3
Total Cash Compensation (TCC) (\$000s)	111	111	255.8	255.8	186.3	223.1	264.8
Retirement (\$000s)	97	97	22.4	22.4	5.8	10.6	19.3
Non-taxable Benefits (\$000s)	105	105	17.4	17.4	9.3	17.8	23.9
Total Remuneration (\$000s)	111	111	313.4	313.4	217.1	252.3	311.4
<b>Revenue: Up to \$49.9 M</b>							
<b>Revenue (\$000,000s)</b>	60	60	38.5	38.5	32.9	40.8	44.0
Annual Base Salary (\$000s)	60	60	215.1	215.1	152.9	183.9	221.1
Total Cash Compensation (TCC) (\$000s)	60	60	233.4	233.4	156.1	189.2	240.4
Retirement (\$000s)	50	50	20.4	20.4	6.6	10.4	18.4
Non-taxable Benefits (\$000s)	58	58	16.5	16.5	9.8	18.4	21.8
Total Remuneration (\$000s)	60	60	280.8	280.8	189.6	209.7	267.0

**004 Top Financial Executive**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Northeast Region</b>							
<b>Revenue (\$000,000s)</b>	214	214	366.2	366.2	100.9	202.1	377.1
Annual Base Salary (\$000s)	214	214	361.6	361.6	238.6	319.7	441.8
Total Cash Compensation (TCC) (\$000s)	214	214	433.0	433.0	261.3	365.6	510.9
Retirement (\$000s)	187	187	38.3	38.3	9.2	15.9	33.9
Non-taxable Benefits (\$000s)	206	206	19.9	19.9	11.8	20.3	27.4
Total Remuneration (\$000s)	214	214	526.3	526.3	285.9	434.6	624.5
<b>Southeast Region</b>							
<b>Revenue (\$000,000s)</b>	109	109	374.0	374.0	97.7	205.6	492.7
Annual Base Salary (\$000s)	109	109	330.1	330.1	216.6	286.6	437.9
Total Cash Compensation (TCC) (\$000s)	109	109	392.0	392.0	231.6	324.9	501.4
Retirement (\$000s)	104	104	31.7	31.7	9.1	15.9	33.2
Non-taxable Benefits (\$000s)	107	107	17.9	17.9	11.3	17.6	22.6
Total Remuneration (\$000s)	109	109	473.6	473.6	258.1	396.6	613.2
<b>North Central Region</b>							
<b>Revenue (\$000,000s)</b>	161	161	283.7	283.7	70.3	137.0	358.1
Annual Base Salary (\$000s)	161	161	295.3	295.3	200.6	261.3	370.9
Total Cash Compensation (TCC) (\$000s)	161	161	343.9	343.9	212.2	309.1	429.2
Retirement (\$000s)	152	152	42.2	42.2	10.1	18.1	53.8
Non-taxable Benefits (\$000s)	158	158	19.8	19.8	12.5	19.7	25.3
Total Remuneration (\$000s)	161	161	440.9	440.9	250.6	356.3	537.9
<b>South Central /Mountain Region</b>							
<b>Revenue (\$000,000s)</b>	91	92	348.8	350.0	121.5	239.4	403.4
Annual Base Salary (\$000s)	91	92	299.2	300.1	200.8	270.9	353.9
Total Cash Compensation (TCC) (\$000s)	91	92	356.8	357.7	226.7	327.8	437.4
Retirement (\$000s)	82	83	34.1	34.4	9.4	14.6	45.9
Non-taxable Benefits (\$000s)	88	89	17.4	17.5	11.3	16.3	21.5
Total Remuneration (\$000s)	91	92	465.6	467.4	257.7	375.2	532.1
<b>Western</b>							
<b>Revenue (\$000,000s)</b>	74	74	734.5	734.5	189.2	388.7	645.1
Annual Base Salary (\$000s)	74	74	379.1	379.1	273.9	346.8	431.7
Total Cash Compensation (TCC) (\$000s)	74	74	479.9	479.9	302.7	404.2	542.3
Retirement (\$000s)	69	69	49.2	49.2	13.7	23.9	59.6
Non-taxable Benefits (\$000s)	71	71	22.5	22.5	13.5	22.3	28.4
Total Remuneration (\$000s)	74	74	612.0	612.0	343.3	497.8	640.5

**004 Top Financial Executive**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Atlanta Ga, Marietta Ga, &amp; Decatur, Ga</b>							
<b>Revenue (\$000,000s)</b>	4	4	1,123.0	1,123.0	417.8	860.5	1,565.8
Annual Base Salary (\$000s)	4	4	455.9	455.9	372.9	435.9	518.8
Total Cash Compensation (TCC) (\$000s)	4	4	582.7	582.7	420.6	544.6	706.7
Total Remuneration (\$000s)	4	4	619.7	619.7	458.7	581.5	742.5
<b>Chicago, IL</b>							
<b>Revenue (\$000,000s)</b>	7	7	265.2	265.2	70.5	278.0	304.0
Annual Base Salary (\$000s)	7	7	403.9	403.9	282.5	360.8	507.4
Total Cash Compensation (TCC) (\$000s)	7	7	503.4	503.4	330.8	451.4	580.1
Total Remuneration (\$000s)	7	7	611.8	611.8	380.4	498.8	728.2
<b>Dallas Fort Worth TX</b>							
<b>Revenue (\$000,000s)</b>	12	13	508.6	531.3	234.4	269.2	853.3
Annual Base Salary (\$000s)	12	13	297.4	303.8	213.3	269.5	307.2
Total Cash Compensation (TCC) (\$000s)	12	13	371.7	379.5	264.4	347.3	381.7
Total Remuneration (\$000s)	12	13	451.5	464.1	292.4	385.8	428.9
<b>Los Angeles, Long Beach &amp; Anaheim</b>							
<b>Revenue (\$000,000s)</b>	2	2	--	--	--	--	--
Annual Base Salary (\$000s)	2	2	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	2	2	--	--	--	--	--
Total Remuneration (\$000s)	2	2	--	--	--	--	--
<b>New York City (All Five Boroughs)</b>							
<b>Revenue (\$000,000s)</b>	14	14	1,163.5	1,163.5	233.3	365.8	990.8
Annual Base Salary (\$000s)	14	14	585.9	585.9	410.5	479.3	748.3
Total Cash Compensation (TCC) (\$000s)	14	14	810.0	810.0	410.6	496.2	868.6
Total Remuneration (\$000s)	14	14	933.5	933.5	486.6	550.5	974.4
<b>San Francisco, Oakland, &amp; Palo Alto Ca.</b>							
<b>Revenue (\$000,000s)</b>	6	6	2,097.4	2,097.4	236.7	352.8	1,160.1
Annual Base Salary (\$000s)	6	6	407.2	407.2	248.1	317.4	407.0
Total Cash Compensation (TCC) (\$000s)	6	6	759.5	759.5	295.0	400.5	531.1
Total Remuneration (\$000s)	6	6	1,120.7	1,120.7	361.2	467.6	615.7
<b>Washington DC, Arlington Va. &amp; Baltimore Md.</b>							
<b>Revenue (\$000,000s)</b>	12	12	504.6	504.6	166.0	448.8	532.4
Annual Base Salary (\$000s)	12	12	365.2	365.2	245.1	295.7	418.7
Total Cash Compensation (TCC) (\$000s)	12	12	467.1	467.1	315.7	375.1	530.0
Total Remuneration (\$000s)	12	12	541.8	541.8	345.3	437.9	561.9

## 2019 Hospital Executive Compensation Report

### **Geographic Breakdown**

In this report, we provide geographic breakouts of the compensation data: by five regional cuts and by three cost of labor designations.

#### **States Included in the Five Regional Cuts**

Northeast	Southeast	North Central	S. Central/Mountain	Western
Connecticut	Alabama	Illinois	Arizona	Alaska
Delaware	Florida	Indiana	Arkansas	California
Maine	Georgia	Iowa	Colorado	Hawaii
Maryland	Kentucky	Kansas	Idaho	Nevada
Massachusetts	Mississippi	Michigan	Louisiana	Oregon
New Hampshire	North Carolina	Minnesota	Montana	Washington
New Jersey	South Carolina	Missouri	New Mexico	
New York	Tennessee	Nebraska	Oklahoma	
Pennsylvania	Virginia	North Dakota	Texas	
Rhode Island	West Virginia	Ohio	Utah	
Vermont		South Dakota	Wyoming	
Washington DC		Wisconsin		

#### **Cost of Labor Cities**

We report the compensation data by three costs of labor cuts:

1. High cost of labor cities are 110% and above of the national average.
2. Medium cost of labor cities are between 100% and 109.9% of the national average
3. Low cost of labor cities are below 100% of the national average.

The tables on the following pages list every city included in this report and where they fall within the cost of labor designations.

## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### High Cost of Labor Cities (110% and above of national average)

Anaheim, CA	Gaithersburg, MD	Neptune, NJ	Sleepy Hollow, NY
Arcadia, CA	Glendale, CA	New Brunswick, NJ	Smithtown, NY
Arlington, VA	Greenbrae, CA	New York City, NY	South Weymouth, MA
Bakersfield, CA	Greenport, NY	Newark, NJ	Southampton, NY
Belleville, CA	Hackensack, NY	Newport Beach, CA	St. Helena, CA
Bethesda, MD	Hamilton, NJ	North Bergen, NJ	Stamford, CT
Bethpage, NY	Hayward, CA	Norwalk, CT	Stanford, CA
Boston, MA	Houston, TX	Nyack, NY	Staten Island, NY
Bridgeport, CT	Jamaica, NY	Oakland, CA	Teaneck, NJ
Brighton, MA	Jersey City, NJ	Oceanside, NY	Toms River, NJ
Bronx, NY	La Plata, MD	Olney, MD	Torrance, CA
Bronxville, NY	Lake Jackson, TX	Orange, CA	Trenton, NJ
Brooklyn, NY	Lanham, MD	Palo Alto, CA	Valencia, CA
Burlington, MA	Laurel, MD	Pasadena, CA	Valhalla, NY
Cambridge, MA	Livingston, NJ	Patchogue, NY	Van Nuys, CA
Carmel, NY	Long Beach, CA	Peapack, NJ	Ventura, CA
Clinton, MD	Long Branch, NJ	Perth Amboy, NJ	Washington, DC
Concord, MA	Los Angeles, CA	Pomona, CA	West Islip, NY
Cortlandt Manor, NY	Lowell, MA	Port Jefferson, NY	Westbury, NY
Covina, CA	Malden, MA	Prince Frederick, MD	White Plains, NY
Duarte, CA	Medford, MA	Rahway, NJ	Whittier, CA
Elizabeth, NJ	Middlebury, VA	Ridgewood, NJ	Winchester, CA
Englewood, NJ	Milton, MA	Riverhead, NY	Yonkers, NY
Falls Church, VA	Mineola, NY	Rockville Center, NY	
Flemington, NJ	Mission Viejo, CA	San Francisco, CA	
Flushing, NY	Montebello, CA	Santa Barbara, CA	
Fort Washington, MD	Monterey, CA	Santa Rosa, CA	
Frederick, MD	Mountainside, NJ	Seattle, WA	
Freehold, NJ	Napa, CA	Silver Spring, MD	
Fullerton, CA	Needham, MA	Simi Valley, CA	

## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### Medium Cost of Labor Cities (100% to 109.9% of national average)

Abington, PA	Bristol, CT	Derby, CT	Glendale, WI
Albany, NY	Brockton, MA	Detroit, MI	Grand Blanc, MI
Allen, TX	Browns Mills, NJ	Dickinson, ND	Hackettstown, NJ
Allentown, PA	Broomfield, CO	Dover, DE	Hanford, CA
Annapolis, MD	Burien, WA	Dover, NH	Harris, NY
Apple Valley, CA	Camden, NJ	Downers Grove, IL	Hartford, CT
Arlington, TX	Canandaigua, NY	Doylestown, PA	Havre De Grace, MD
Arlington Heights, IL	Cape May, NJ	Eagleville, PA	Highland, IL
Arlington Heights, TX	Carrollton, GA	Edmonds, WA	Hillsboro, OR
Atlanta, GA	Carson City, NV	Elk Grove Village, IL	Hobart, IN
Attleboro, MA	Centennial, CO	Elkton, MD	Homer, AK
Aurora, CA	Cherry Hill, NJ	Elmira, NY	Homestead, FL
Austin, TX	Chicago, IL	Englewood, CO	Honolulu, HI
Baldwin, WI	Chico, CA	Enumclaw, WA	Hudson, NY
Baltimore, CT	Clear Lake, CA	Eureka, CA	Hudson, WI
Baltimore, MD	Clearwater, FL	Evanston, IL	Irving, TX
Banning, CA	Clifton Springs, NY	Exeter, NH	Ithaca, NY
Beaumont, TX	Clovis, CA	Farmington Hills, MI	Jasper, GA
Bedford, TX	Concord, NH	Fayetteville, GA	Jupiter, FL
Bel Air, MD	Conshohocken, PA	Flint, MI	Kenosha, WI
Bellevue, WA	Coral Gables, FL	Fort Collins, CO	Kilmamock, VA
Bethlehem, PA	Dallas, TX	Fort Lauderdale, FL	Kingston, NY
Beverly, MA	Danbury, CT	Forth Worth, TX	Kokomo, IN
Biddeford, ME	Dansville, NY	Fortuna, CA	Lansdale, PA
Binghamton, NY	Dearborn, MI	Gardner, MA	Langhorne, PA
Boca Raton, FL	Decatur, GA	Gastonia, NC	Lapeer, MI
Boulder, CO	DeKalb, IL	Geneva, NY	Lawrence, MA
Boynton Beach, FL	Delano, CA	Gibson City, IL	Lawrenceville, GA
Bremerton, WA	Denton, TX	Glan Burnie, MD	Lehighton, PA
Brighton, CO	Denver, CO	Glasgow, MT	Leonardtown, MD



## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### Medium Cost of Labor Cities (100% to 109.9% of national average) – cont.

Lewes, DE	Nashua, NH	Portland, OR	Southbridge, MA	Wheaton, IL
Lodi, CA	New Bedford, MA	Poughkeepsie, NY	Southfield, MI	Willimantic, CT
Loma Linda, CA	New Britain, CT	Providence, RI	St. Albans, VT	Willingboro, NJ
Madera, CA	New Haven, CT	Racine, WI	St. Paul, MN	Williston, ND
Manchester, NH	New London, CT	Rancho Mirage, CA	St. Petersburg, FL	Wilmington, DE
Manchester, CT	New Orleans, LA	Randallstown, MD	Stockbridge, GA	Woodbury, NJ
Maple Grove, MN	Newark, NY	Redlands, CA	Stockton, CA	Woodstock, IL
Marietta, GA	Newburgh, NY	Reedley, CA	Sunnyside, WA	Wyandotte, MI
Marlton, NJ	Newburyport, MA	Reno, NV	Syracuse, NY	York, ME
Marshall, MI	Newnan, GA	Renton, WA	Tacoma, WA	Yreka, CA
Maryville, IL	Newport, RI	Rhinebeck, NY	Tampa, FL	Zephyrhills, FL
Maywood, IL	Norwich, CT	Rice Lake, WI	Tarpon Springs, FL	
McHenry, IL	Oak Park, IL	Richland, WA	Thomaston, GA	
Mechanicsville, VA	Ocoee, FL	Richmond, VA	Torrington, CT	
Menomonee Falls, WI	Oconomowoc, WI	Ridgecrest, CA	Tulatin, OR	
Meriden, CT	Oroville, CA	Riverside, CA	Ukiah, CA	
Melrose Park, IL	Osceola, WI	Robbinsdale, MN	Upland, CA	
Metarie, LA	Oswego, NY	Rochelle, IL	Urbana, IL	
Miami, FL	Palos Heights, IL	Rochester, MN	Vancouver, WA	
Middletown, CT	Paradise, CA	Rochester, NY	Waconia, MN	
Middletown, NY	Pasco, WA	Sacramento, CA	Wakefield, RI	
Milford, CT	Perryville, MD	San Andreus, CA	Wallingford, CT	
Milford, MA	Philadelphia, PA	San Diego, CA	Warren, MI	
Milwaukee, WI	Philipsburg, NJ	Saratoga Springs, NY	Warwick, RI	
Minneapolis, MN	Pittsfield, MA	Sellersville, PA	Waterbury, CT	
Monroe, MI	Placerville, CA	Sidney, MT	Watford City, ND	
Monticello, IL	Plant City, FL	Siler City, NC	Waukesha, WI	
Mt. Clemens, MI	Plymouth, MA	Soldotna, AK	Wenatchee, WA	
Naperville, IN	Pomona, NJ	Somers Point, NJ	Westchester, PA	
Naples, FL	Pontiac, MI	Sonora, CA	Westminister, MD	

## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### Low Cost of Labor Cities (below 100% of national average)

Aberdeen, SD	Auburn, NY	Blue Hill, ME	Chambersburg, PA	Cordele, GA	Duluth, MN
Aberdeen, WA	Augusta, GA	Boise, ID	Charleston, WV	Corpus Christi, TX	Duncan, OK
Abilene, TX	Bad Axe, MI	Bowling Green, KY	Charlevoix, MI	Corry, PA	Dunn, NC
Abingdon, VA	Bangor, ME	Bozeman, MT	Charlotte, MI	Cortland, NY	Easley, SC
Akron, OH	Bar Harbour, ME	Bradford, PA	Charlottesville, VA	Corvallis, OR	East Liverpool, OH
Alamoso, CO	Bartlesville, OK	Branson, MO	Chesterfield, MO	Cottonwood, AZ	East Stroudsburg, PA
Albany, GA	Batavia, NY	Bridgeport, WV	Chestertown, PA	Coudersport, PA	Easton, MD
Alexander City, AL	Batesville, AR	Brunswick, GA	Chillicothe, MO	Coundil Bluffs, IA	Eden, NC
Allegan, MI	Batesville, IN	Brunswick, ME	Chilton, WI	Covington, TN	Edgewood, KY
Alliance, OH	Baton Rouge, LA	Bryan, OH	Cincinnati, OH	Crystal City, MO	El Dorado, KS
Alma, GA	Battleboro, VT	Buffalo, NY	Clare, MI	Cullman, AL	El Paso, TX
Alma, MI	Bayside, NY	Burkesville, KY	Claremont, NH	Culpepper, VA	Elizabethtown, NY
Americus, GA	Beatrice, NE	Burlington, VT	Clarion, PA	Cumberland, MD	Elk City, OK
Amsterdam, NY	Beaver Dam, WI	Butler, PA	Clarkston, WA	Cynthiana, KY	Elkhart, IN
Anaconda, MT	Bedford, VA	Calais, ME	Clarksville, AR	Dallas, TX	Elkin, NC
Anamosa, IA	Belfast, ME	Calhoun, GA	Clearfield, PA	Dalton, GA	Elkins, WV
Anderson, IN	Belleville, IL	Camden, AZ	Clermont, FL	Damariscotta, ME	Ellsworth, ME
Anderson, SC	Beloit, WI	Cameron, MO	Clinton, IA	Danville, KY	Ellwood City, PA
Angola, IN	Bend, OR	Canton, IL	Coffeyville, KS	Danville, PA	Elwood, IN
Antigo, WI	Bennington, VT	Canton, OH	College Station, TX	Davenport, IA	Erie, PA
Appleton, WI	Benton, AR	Carbondale, IL	Columbia, SC	Dayton, OH	Evansville, IN
Ardmore, OK	Berlin, MD	Carrollton, MO	Columbia City, IN	Daytona Beach, FL	Fairfield, IL
Artesia, NM	Berlin, VT	Carson City, MI	Columbus, GA	Decatur, IL	Falls City, NE
Asheboro, NC	Bethany, OK	Carthage, MO	Columbus, MS	Deer River, MN	Fargo, ND
Asheville, NC	Birmingham, AL	Carthage, NY	Columbus, NE	Deland, FL	Farmington, ME
Ashland, KY	Bisbee, AZ	Casper, WI	Columbus, OH	Detroit Lakes, MN	Farmville, VA
Ashland, WI	Bismark, ND	Cedar Falls, IA	Columbus, WI	Douglas, GA	Fayetteville, AR
Atchison, KS	Black River Falls, WI	Cedar Rapids, IA	Conway, AR	Dover, OH	Fayetteville, NC
Athens, GA	Blairsville, GA	Centerville, IA	Conway, SC	DuBois, PA	Fergus Falls, MN
Atkin, MN	Blue Earth, MN	Centerville, IL	Cooperstown, NY	Dubuque, IA	Fishers, IN

## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### Low Cost of Labor Cities (below 100% of national average) – cont.

Fisherville, VA	Green Bay, WI	Honesdale, PA	Keyser, WV	Lees Summit, MO	Manitowoc, WI
Flagstaff, AZ	Greenfield, MA	Hoopeston, IL	Killeen, TX	Leesburg, FL	Marietta, OH
Fond Du Lac, WI	Greensboro, NC	Hot Springs, AR	Kingman, AZ	Lenoir, NC	Marion, IN
Fort Dodge, IA	Greenville, NC	Huntington, IN	Kingwood, WV	Lewisburg, PA	Marion, VA
Fort Kent, ME	Greenville, SC	Huntington, PA	Kinston, NC	Lewiston, ID	Marlette, MI
Fort Madison, IA	Greenville, TN	Huntington, WV	Kittanning, PA	Lewiston, ME	Marshall, MN
Fort Smith, AR	Grinnell, IA	Huntsville, TX	Klamath Falls, OR	Lewistown, MT	Marshall, MO
Fort Wayne, IN	Grove City, PA	Hutchinson, KS	Knoxville, IA	Lexington, KY	Marshall, TX
Franklin, NC	Grundy, VA	Hutchinson, MN	Knoxville, TN	Libby, MT	Marshalltown, IA
Fredericksburg, TX	Hagerstown, MD	Indiana, PA	La Grande, OR	Liberal, KS	Martins Ferry, OH
Freeport, IL	Hamilton, MT	Indianapolis, IN	La Grange, TX	Lincoln, NE	Martinsburg, WV
Gainesville, GA	Hamilton, NY	Iowa City, IA	La Junta, CO	Linnville, NC	Maryland Heights, OH
Gainesville, FL	Hannibal, MO	Iron River, MI	LaCrosse, WI	Little Falls, MN	Mattoon, IL
Gallipolis, OH	Hanover, PA	Jackson, MS	Ladson, SC	Little Falls, NY	Mauston, WI
Garden City, KS	Harrisburg, IL	Jacksonville, FL	Lafayette, IN	Little Rock, AR	McConnellsburg, PA
Gaylord, MI	Harrisburg, PA	Jamestown, ND	Lafayette, LA	Lockport, NY	McCook, NE
Georgetown, SC	Harrison, AR	Janesville, WI	LaGrange, GA	Long Prairie, MN	McKees Rocks, PA
Glasgow, KY	Harrisonburg, VA	Jasper, IN	Lake Charles, LA	Longview, TX	Medford, OR
Glen Falls, NY	Hastings, NE	Jennings, LA	Lakeland, FL	Louisville, KY	Medford, WI
Glennwood Springs, CO	Havre, MT	Johnson City, TN	Lancaster, NH	Lubbock, TX	Melrose, MN
Gloversville, NY	Hays, KS	Jonesboro, AR	Lancaster, OH	Lufkin, TX	Memphis, TN
Goldsboro, NC	Hazleton, PA	Joplin, MO	Lancaster, PA	Lumberton, NC	Meridian, MS
Gonzales, LA	Helena, MT	Kailua, HI	Lansing, MI	Lynchburg, VA	Merrill, WI
Goshen, IN	Henderson, KY	Kalamazoo, MI	LaPorte, IN	Macon, GA	Miamisburg, OH
Grand Forks, ND	Hendersonville, NC	Kallispell, MT	Laurinburg, NC	Madison, IN	Middlesburg Heights, OH
Grand Island, NE	Hermiston, OR	Kamuela, HI	Laurium, MI	Madison, SD	Midland, MI
Grand Junction, CO	High Point, NC	Kankekee, IL	Leavenworth, KS	Madison, WI	Miles City, MT
Grand Rapids, MI	Holdrege, NE	Kansas City, MO	Lebanon, NH	Madisonville, KY	Milledgeville, GA
Grand Rapids, MN	Holldan, MI	Kearney, NE	Lebanon, PA	Manchester, KY	Mission, TX
Great Falls, MT	Holyoke, MA	Kerrville, TX	Lebanon, OR	Manhattan, KS	Missouri Valley, IA

## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### Low Cost of Labor Cities (below 100% of national average) – cont.

Mitchell, SD	New London, WI	Pargould, AR	Presque Isle, ME	San Angelo, TX	South Hall, VA
Moab, UT	Newark, OH	Park Rapids, MN	Prestonburg, KY	San Antonio, TX	Southaven, MS
Mobile, AL	Newport News, VA	Pekin, IL	Princeton, IN	Sandpoint, ID	Spokane, WA
Mocksville, NC	Niagra Falls, NY	Pella, IA	Pt. Pleasant, WV	Sante Fe, NM	Springfield, MA
Monogahela, PA	Norfolk, VA	Pendleton, OR	Pueblo, CO	Saranac Lake, NY	Springfield, MO
Monroe, LA	North Conway, NH	Pensacola, FL	Quincy, IL	Savannah, GA	Springfield, OH
Monroe, WI	North Platte, NE	Peoria, IL	Randolph, VT	Sayre, PA	Springfield, TN
Montgomery, AL	Norton, VA	Peru, IL	Rapid City, SD	Schenectady, NY	Springfield, VT
Monticello, AR	Norwich, NY	Petoskey, MI	Reading, PA	Scottsbluff, NE	St. Augustine, FL
Montour Falls, NY	Oconto Falls, WI	Phoenix, AZ	Richland Center, WI	Scottsdale, AZ	St. Cloud, MN
Montrose, CO	Ogdensburg, NY	Pierre, SD	Richmond, KY	Seaford, DE	St. Johns, MI
Morehead, KY	Oklahoma City, OK	Pigeon, MI	Richmond, IN	Searcy, AR	St. Johnsbury, VT
Morganton, NC	Olathe, KS	Pikeville, KY	Roanoke, VA	Senandoah, IA	St. Joseph, MI
Morgantown, WV	Olean, NY	Pinehurst, NC	Roanoke Rapids, NC	Seward, NE	St. Joseph, MO
Morris, MN	Olive Branch, MS	Pittsburg, KS	Rock Island, IL	Sewickley, PA	St. Louis, MO
Morrisville, VT	Olney, IL	Pittsburgh, PA	Rockford, IL	Shawano, WI	St. Marys, OH
Moscow, ID	Omaha, NE	Pittsfield, ME	Rockland, ME	Shawnee Mission, KS	St. Marys, PA
Mount Vernon, OH	Oneill, NE	Plainview, TX	Rockledge, FL	Show Low, AZ	State College, PA
Mountain Home, AR	Ontario, OR	Platteville, WI	Rogers, AR	Shreveport, LA	Stayton, OR
Mt. Pleasant, MI	Orange City, FL	Plattsburgh, NY	Rome, NY	Sidney, NE	Steamboat Springs, CO
Mt. Vernon, KY	Oregon, OH	Plymouth, NH	Roosevelt, UT	Sikeston, MO	Stevens Point, WI
Muncy, PA	Osage Beach, MO	Portage, WI	Roseburg, OR	Silverton, OR	Stuart, FL
Murfreesboro, TN	OshKosh, WI	Portland, ME	Round Rock, TX	Sioux Center, IA	Sturgeon Bay, WI
Murphy, NC	Ottawa, IL	Portsmouth, OH	Rumford, ME	Sioux Falls, SD	Suffolk, VA
Murrels Inlet, SC	Overland Park, KS	Potsdam, NY	Rutland, VT	Skowhegan, ME	Sumter, SC
Nampa, ID	Owosso, MI	Pottsville, PA	Safford, AZ	Smithville, MO	Superior, WI
Nashville, TN	Oxford, MS	Powell, WY	Saginaw, MI	Somerset, PA	Sweetwater, TN
Nebraska City, NE	Palm Coast, FL	Prarie Du Sac, WI	Salem, OR	South Bend, IN	Tallahassee, FL
Neosho, MO	Palmer, MA	Pratt, KS	Salina, KS	South Boston, VA	Tavares, FL
New Castle, PA	Paola, KS	Prescott, AZ	Salisbury, MD	South Charleston, WV	Tavernier, FL

## 2019 Hospital Executive Compensation Report

### Geographic Breakdown (cont.)

#### Low Cost of Labor Cities (below 100% of national average) – cont.

Tawas City, MI	Wadena, MN	Williamsport, PA
Temple, TX	Walla Walla, WA	Windber, PA
Terra Haute, IN	Warner Robbins, GA	Windsor, VT
The Dalles, OR	Warren, PA	Winfield, KS
The Villages, FL	Washington, PA	Winona, MN
Thomasville, GA	Waterloo, IA	Winslow, AZ
Toccoa, GA	Watertown, SD	Winston Salem, NC
Toledo, OH	Watertown, NY	Wisconsin Rapids, WI
Tomah, WI	Waterville, ME	Wolfeboro, NH
Topeka, KS	Watervliet, MI	Woodruff, WI
Towanda, PA	Watseka, IL	Woodsville, NH
Traverse City, MI	Wausau, WI	Wyoming, MI
Troy, NY	Waynesboro, PA	Yakima, WA
Troy, PA	Weirton, WV	Yankton, SD
Tucson, AZ	Wellsboro, PA	York, NE
Tulsa, OK	Wellsville, NY	York, PA
Tupelo, MS	Weslaco, TX	Yuma, AZ
Twin Falls, ID	West Branch, MI	Zanesville, OH
Tyler, TX	West Burlington, IA	
Union City, TN	West Plains, MO	
Uniontown, PA	Westfield, MA	
Utica, NY	Weston, WI	
Vail, CO	Weston, WV	
Varnville, SC	Wheeling, WV	
Vero Beach, FL	Wheeling, VA	
Vidalia, GA	Whitefish, MT	
Vinton, IA	Whiteville, NC	
Viroqua, WI	Wichita, KS	
Wabash, IN	Wichita Falls, TX	
Waco, TX	Wilkesboro, NC	



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- Board Compensation
- Executive, Middle Management and Staff Compensation
- Performance Management
- Organization Structure
- Health and Welfare and
- Retirement Benefits

With client interaction, we gather and report information on compensation, personnel practices and benefits and we apply the most effective, market-driven solution to each organization's unique set of circumstances.

TCS is located in Armonk, NY. For more information about Total Compensation Solutions, please visit our Website [www.total-comp.com](http://www.total-comp.com) or contact Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com) or Paul Gavejian [pgavejian@total-comp.com](mailto:pgavejian@total-comp.com) at:

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