

Hospital Executive Compensation Report 2020



TCS Total Compensation Solutions
www.total-comp.com

2020 HOSPITAL EXECUTIVE COMPENSATION REPORT

**Data Effective: January 1, 2020
Data Published: May 2020**

**Number of Hospitals: 1,465
Number of Job Titles: 28
Number of Employees Reported: 4,807**

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2020 Hospital Executive Compensation Report

Introduction

Welcome to the third edition of Total Compensation Solutions' (TCS) *Hospital Executive Compensation Report*. TCS has been publishing a not-for-profit compensation survey for the last 17 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 *2020 Hospital Executive Compensation Report* gathers and reports compensation data on 28 executive and director-level positions found in 1,465 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.

At the time of this report being published, the United States and the rest of the world is in the middle of the COVID-19 virus pandemic. As you know, this pandemic has put tremendous stress on hospitals and healthcare workers around the world. It has also put healthcare workers on the frontline of this pandemic where they and their families are being exposed to the virus on a daily basis. Furthermore, the US economy has been basically shutdown and approximately 30 million Americans have lost their jobs which means the majority of these workers have also lost their healthcare coverage. This is a critical time for hospitals and the larger healthcare industry. Therefore, it may be more important than ever for organizations to have an awareness of the competitive external market to help retain high performing executives and attract qualified candidates for executive level positions in the healthcare industry.

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 report on the primary compensation elements listed above as well as the differentiating factors (geographic location and revenue). All of these factors have an impact on compensation plans in hospitals and healthcare institutions. 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.

2020 Hospital Executive Compensation Report

Introduction - continued

This report is divided into four sections as described below:

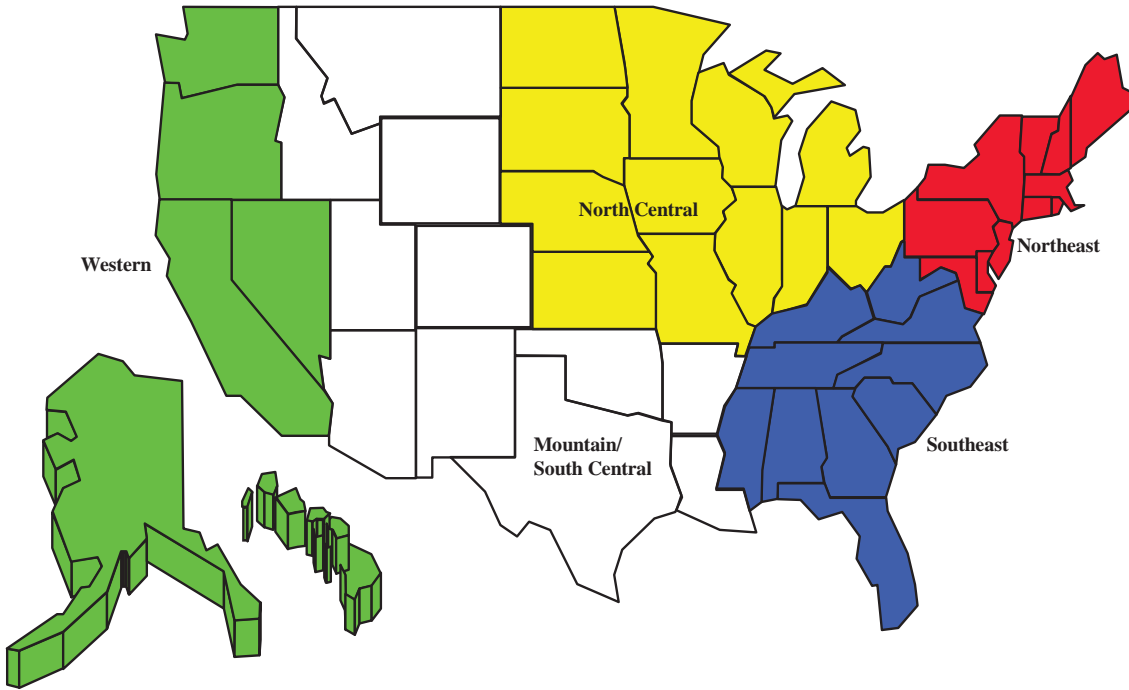
Section I	Executive Summary	Provides an introduction of the report and its overall objective which is to present an alternative source of data for not-for-profit hospitals, our methodology, hospital demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2020</u> for 28 survey positions/roles based on national, regional, and metropolitan geographic criteria, as well as 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 or Paul Gavejian pgavejian@total-comp.com

Demographics of Hospitals in the Report

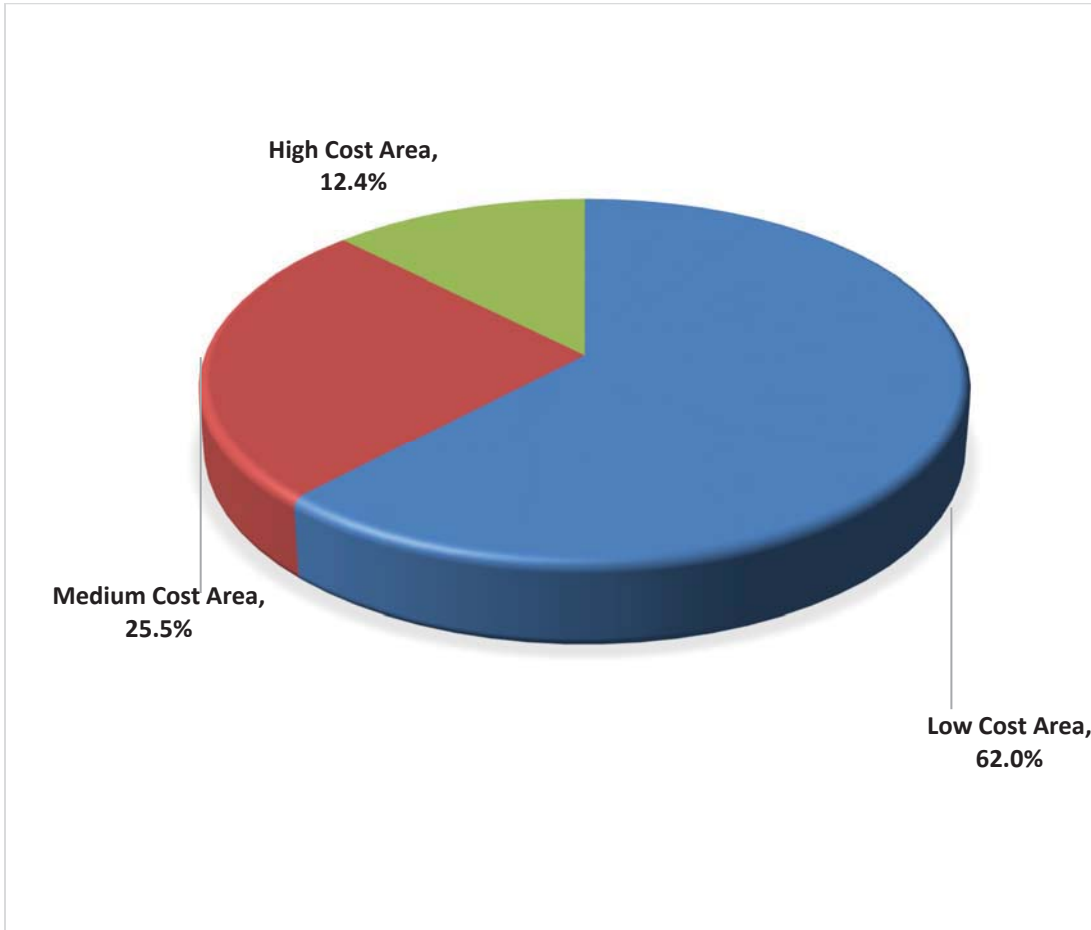
Geographic Breakdown of Hospitals in the Report



Region	Number	Percentage
Northeast	406	27.7%
Southeast	265	18.1%
North Central	447	30.5%
Mountain/South Central	195	13.3%
Western	152	10.4%
Total	1,465	100.0%

Demographics of Hospitals - continued

Cost of Labor Areas for Hospitals in Report

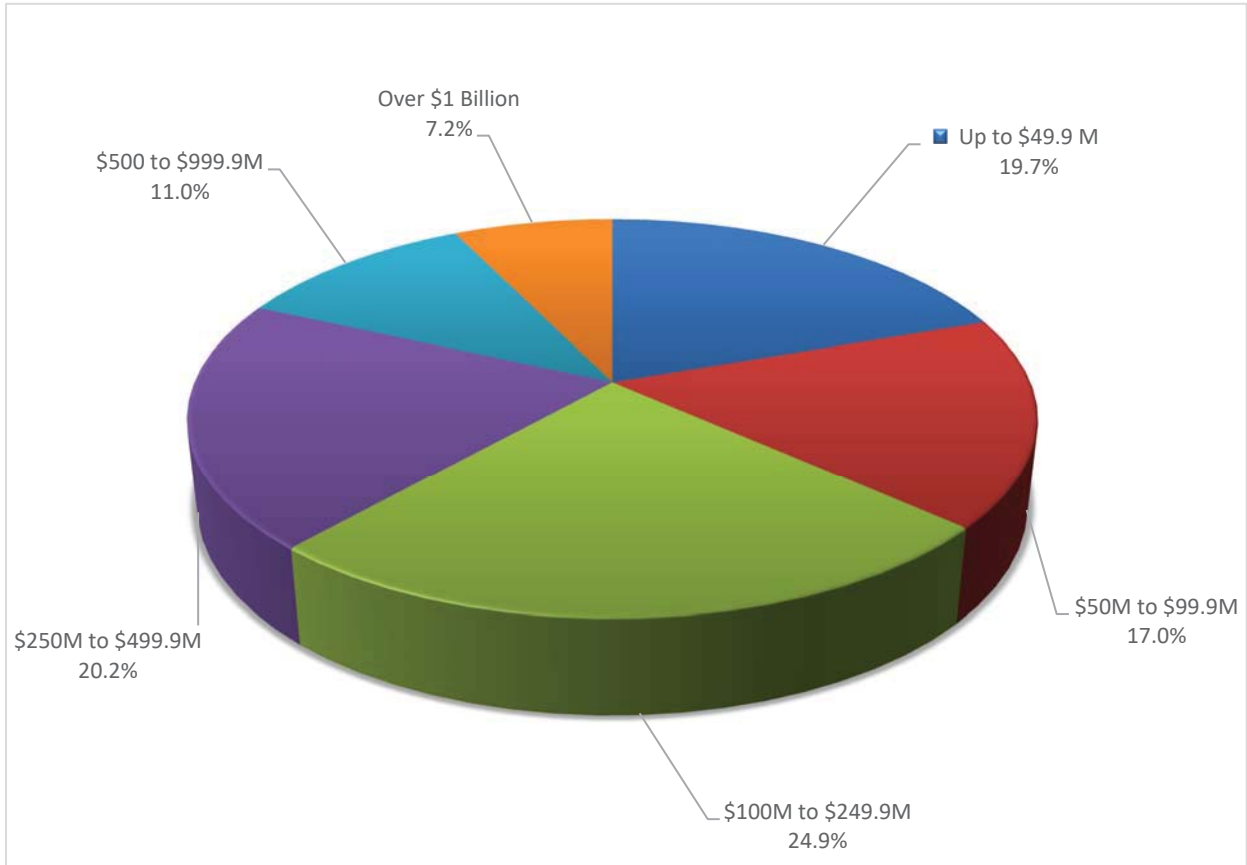


Industry	Number	Percent
High Cost of Labor Areas	182	12.4%
Medium Cost of Labor Areas	374	25.5%
Low Cost of Labor Areas	909	62.0%
Total	1,465	100.0%

2020 Hospital Executive Compensation Report

Demographics of Hospitals – continued

Revenue Size Breakdown of Hospitals in Report



Revenue	Number	Percent
Up to \$49.9 Million	288	19.7%
\$50 Million to \$99.9 Million	249	17.0%
\$100 Million to \$249.9 Million	365	24.9%
\$250 Million to \$499.9 Million	296	20.2%
\$500 Million to \$1 Billion	161	11.0%
Over \$1 Billion	106	7.2%
Total	1,465	100.0%

COMPENSATION ANALYSIS

TCS uses a three-page display for each of the job titles that includes summary statistics for the national report sample, high/medium/low cost of labor areas, revenue size and a regional breakdown of hospitals in the report. When there was a sufficient amount of data, we also report the compensation data for seven major metropolitan areas. The *2020 Hospital Executive Compensation Report* includes compensation data on 1,465 hospitals, 28 executive and director-level positions/roles and 4,807 employees.

The first page of the compensation data format reports the position code, job title, financial statistics and cost of labor cuts. The compensation data is shown in a display of statistics including: annual base salary, annual bonus paid, total cash compensation, other income, retirement, non-taxable benefits and total remuneration as well as the number of organizations, the number of employees, the weighted average, the average, and the 25th, 50th, and 75th percentiles of all compiled data.

The second page of the display or *peer group page* provides the same statistical array based upon six revenue cuts. This analysis is used to show if there is a difference in pay practices among different revenue groups. The six revenue groups are:

- Up to \$49.9 Million
- \$50.0 Million to \$99.9 Million
- \$100.0 Million to \$249.9 Million
- \$250.0 Million to \$499.9 Million
- \$500.0 Million to \$1 Billion
- Over \$1 Billion

The third page of the display or *peer group page* provides the same statistical array based upon five regional cuts. This analysis is used to show if there is a difference in pay practices among different regional areas across the United States. The five regional groups are:

- Northeast
- Southeast
- North Central
- South Central/Mountain
- Western

TCS included a fourth page in the compensation data display with seven major metro areas cuts when there was sufficient geographic coverage. This analysis is used to show the difference in pay practices in these US metro areas. The seven major metro areas are:

COMPENSATION ANALYSIS (cont.)

- Atlanta, Marietta & Decatur Ga.
- Chicago, IL.
- Dallas / Fort Worth, TX
- Los Angeles, Long Beach & Anaheim, Ca.
- New York City (All Five Boroughs)
- San Francisco, Oakland & Palo Alto, Ca.
- Washington DC, Arlington Va. & Baltimore, Md.

TCS publishes data based on minimum job match criteria to ensure meaningful statistical analysis without compromising the confidentiality of data supplied by hospitals. Our data suppression procedure requires:

- A minimum of three companies must report data to display any single data element. If three organizations provide data, then the weighted average, average, and 50th percentile statistics are displayed
- At least four organizations must provide data to display all percentiles (25th, 50th, and 75th) as well as the weighted average and average statistics

004 Top Financial Executive

Finance Data:	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	644	645	394.9	394.1	74.9	184.4	424.1
All Companies - National	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Annual Base Salary (\$000s)	644	645	318.1	318.2	197.5	277.5	397.7
Actual Bonus %	453	454	19.8	19.8	10.4	17.9	26.1
Actual Bonus Paid (\$000s)	453	454	79.7	79.7	24.9	57.1	101.0
Total Cash Compensation (TCC) (\$000s)	644	645	374.2	374.3	213.0	312.6	467.9
Other Income (\$000s)	463	464	40.7	40.6	1.9	11.9	34.3
Retirement (\$000s)	590	591	36.5	36.3	8.1	15.7	35.7
Non-taxable Benefits (\$000s)	623	624	19.3	19.3	11.2	18.8	26.2
Total Remuneration (\$000s)	644	645	455.6	455.4	240.1	364.8	560.0
High Cost Areas (110% and Above of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	104	104	685.7	685.7	165.1	329.8	630.7
Annual Base Salary (\$000s)	104	104	432.1	432.1	277.7	419.8	535.3
Actual Bonus %	76	76	27.1	27.1	15.3	23.6	33.4
Actual Bonus Paid (\$000s)	76	76	134.1	134.1	57.9	103.1	144.8
Total Cash Compensation (TCC) (\$000s)	104	104	530.1	530.1	343.2	489.4	646.4
Other Income (\$000s)	84	84	53.3	53.3	3.7	20.0	59.7
Retirement (\$000s)	97	97	47.9	47.9	11.0	22.6	44.5
Non-taxable Benefits (\$000s)	103	103	20.6	20.6	13.9	21.3	27.5
Total Remuneration (\$000s)	104	104	638.2	638.2	376.4	561.4	764.6
Medium Cost Areas (100% to 109.9% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	148	149	496.5	493.7	129.6	250.8	512.1
Annual Base Salary (\$000s)	148	149	362.9	363.7	249.3	318.6	423.9
Actual Bonus %	118	119	23.2	23.2	13.5	21.7	29.2
Actual Bonus Paid (\$000s)	118	119	100.4	100.8	38.4	67.8	117.3
Total Cash Compensation (TCC) (\$000s)	148	149	443.1	444.0	271.8	364.4	514.7
Other Income (\$000s)	113	114	67.3	67.2	2.9	24.0	54.5
Retirement (\$000s)	135	136	45.6	44.9	10.8	18.4	52.6
Non-taxable Benefits (\$000s)	145	146	21.3	21.3	13.5	20.7	28.7
Total Remuneration (\$000s)	148	149	557.1	557.2	312.4	460.5	645.7
Low Cost Areas (Below 100% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	392	392	279.1	279.1	60.2	130.2	344.4
Annual Base Salary (\$000s)	392	392	270.9	270.9	177.7	239.4	336.7
Actual Bonus %	259	259	16.2	16.2	8.2	14.6	22.3
Actual Bonus Paid (\$000s)	259	259	54.1	54.1	16.8	39.0	76.6
Total Cash Compensation (TCC) (\$000s)	392	392	306.6	306.6	186.5	247.6	387.2
Other Income (\$000s)	266	266	25.3	25.3	1.5	7.9	22.7
Retirement (\$000s)	358	358	29.9	29.9	7.1	13.0	27.1
Non-taxable Benefits (\$000s)	375	375	18.2	18.2	10.0	18.3	24.7
Total Remuneration (\$000s)	392	392	368.5	368.5	214.3	293.6	447.2

004 Top Financial Executive

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue: Over \$1 Billion							
Revenue (\$000,000s)	54	54	2,056.7	2,056.7	1,207.3	1,471.0	2,030.1
Annual Base Salary (\$000s)	54	54	605.3	605.3	493.2	572.8	718.5
Total Cash Compensation (TCC) (\$000s)	54	54	798.3	798.3	562.2	721.6	961.7
Retirement (\$000s)	53	53	89.4	89.4	19.1	67.2	126.6
Non-taxable Benefits (\$000s)	54	54	21.2	21.2	12.4	20.7	28.1
Total Remuneration (\$000s)	54	54	1,020.7	1,020.7	671.3	931.1	1,185.2
Revenue: \$500M to \$1 Billion							
Revenue (\$000,000s)	85	86	675.3	672.5	563.9	625.3	764.2
Annual Base Salary (\$000s)	85	86	441.4	443.7	354.8	438.4	529.9
Total Cash Compensation (TCC) (\$000s)	85	86	537.8	540.5	434.0	528.4	625.3
Retirement (\$000s)	84	85	79.1	78.4	17.9	43.3	86.5
Non-taxable Benefits (\$000s)	85	86	20.1	20.2	13.9	19.5	25.7
Total Remuneration (\$000s)	85	86	703.0	704.8	527.5	683.8	835.9
Revenue: \$250M to \$499.9M							
Revenue (\$000,000s)	133	133	350.0	350.0	286.0	342.0	399.4
Annual Base Salary (\$000s)	133	133	354.3	354.3	288.4	351.5	417.8
Total Cash Compensation (TCC) (\$000s)	133	133	417.7	417.7	337.4	410.5	486.6
Retirement (\$000s)	125	125	35.2	35.2	11.3	19.1	42.8
Non-taxable Benefits (\$000s)	129	129	21.9	21.9	14.4	22.0	28.0
Total Remuneration (\$000s)	133	133	496.6	496.6	382.9	478.3	568.2
Revenue: \$100M to \$249.9M							
Revenue (\$000,000s)	179	179	159.4	159.4	121.3	155.2	188.3
Annual Base Salary (\$000s)	179	179	274.5	274.5	216.2	261.5	310.1
Total Cash Compensation (TCC) (\$000s)	179	179	309.6	309.6	230.8	284.4	356.3
Retirement (\$000s)	160	160	21.9	21.9	8.1	13.8	25.8
Non-taxable Benefits (\$000s)	171	171	18.6	18.6	10.5	18.4	26.1
Total Remuneration (\$000s)	179	179	361.6	361.6	254.7	317.3	432.4
Revenue: \$50M to \$99.9M							
Revenue (\$000,000s)	108	108	69.6	69.6	59.1	67.6	78.9
Annual Base Salary (\$000s)	108	108	212.9	212.9	164.7	194.9	226.8
Total Cash Compensation (TCC) (\$000s)	108	108	231.8	231.8	171.2	204.9	238.5
Retirement (\$000s)	95	95	15.8	15.8	6.4	9.2	15.7
Non-taxable Benefits (\$000s)	104	104	18.1	18.1	10.3	18.6	24.3
Total Remuneration (\$000s)	108	108	270.7	270.7	199.9	235.3	278.4
Revenue: Up to \$49.9 M							
Revenue (\$000,000s)	85	85	34.7	34.7	28.9	35.9	44.1
Annual Base Salary (\$000s)	85	85	180.0	180.0	146.0	171.9	196.8
Total Cash Compensation (TCC) (\$000s)	85	85	188.3	188.3	151.9	176.9	207.7
Retirement (\$000s)	73	73	9.6	9.6	4.9	6.8	12.8
Non-taxable Benefits (\$000s)	80	80	15.9	15.9	7.9	16.3	23.0
Total Remuneration (\$000s)	85	85	214.7	214.7	173.8	203.4	228.9

004 Top Financial Executive

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Northeast Region							
Revenue (\$000,000s)	197	197	390.6	390.6	101.7	189.2	389.1
Annual Base Salary (\$000s)	197	197	353.5	353.5	232.8	312.1	438.7
Total Cash Compensation (TCC) (\$000s)	197	197	415.7	415.7	238.6	356.9	503.8
Retirement (\$000s)	176	176	29.3	29.3	9.0	15.9	29.7
Non-taxable Benefits (\$000s)	190	190	19.5	19.5	10.3	18.6	27.9
Total Remuneration (\$000s)	197	197	491.2	491.2	264.6	404.0	593.3
Southeast Region							
Revenue (\$000,000s)	103	103	389.3	389.3	83.2	225.5	536.3
Annual Base Salary (\$000s)	103	103	326.8	326.8	199.0	299.4	413.7
Total Cash Compensation (TCC) (\$000s)	103	103	384.3	384.3	217.6	326.5	491.6
Retirement (\$000s)	99	99	36.1	36.1	8.3	18.0	36.0
Non-taxable Benefits (\$000s)	99	99	17.7	17.7	10.8	18.0	23.4
Total Remuneration (\$000s)	103	103	471.5	471.5	244.8	385.7	645.0
North Central Region							
Revenue (\$000,000s)	184	185	358.8	355.8	62.5	139.5	384.9
Annual Base Salary (\$000s)	184	185	284.4	284.6	180.5	245.2	350.3
Total Cash Compensation (TCC) (\$000s)	184	185	326.7	326.8	186.5	262.5	420.4
Retirement (\$000s)	169	170	43.9	43.3	7.4	12.9	36.1
Non-taxable Benefits (\$000s)	179	180	20.2	20.2	12.4	20.9	26.5
Total Remuneration (\$000s)	184	185	412.0	411.2	218.7	307.1	525.2
South Central /Mountain Region							
Revenue (\$000,000s)	88	88	313.5	313.5	68.5	178.5	347.4
Annual Base Salary (\$000s)	88	88	267.6	267.6	178.9	238.9	325.1
Total Cash Compensation (TCC) (\$000s)	88	88	316.0	316.0	194.5	247.6	377.7
Retirement (\$000s)	79	79	25.4	25.4	7.4	12.9	28.3
Non-taxable Benefits (\$000s)	84	84	18.3	18.3	10.5	17.5	24.9
Total Remuneration (\$000s)	88	88	375.7	375.7	212.1	290.8	442.9
Western							
Revenue (\$000,000s)	72	72	606.8	606.8	93.8	304.7	625.7
Annual Base Salary (\$000s)	72	72	357.3	357.3	222.0	314.6	448.4
Total Cash Compensation (TCC) (\$000s)	72	72	439.2	439.2	238.8	398.9	529.9
Retirement (\$000s)	67	67	50.2	50.2	10.7	18.6	49.4
Non-taxable Benefits (\$000s)	71	71	20.0	20.0	12.3	19.5	26.0
Total Remuneration (\$000s)	72	72	545.0	545.0	289.8	468.5	666.8

004 Top Financial Executive

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Atlanta Ga, Marietta Ga, & Decatur, Ga							
Revenue (\$000,000s)	5	5	683.1	683.1	248.3	431.3	1,006.5
Annual Base Salary (\$000s)	5	5	582.1	582.1	359.9	433.4	570.1
Total Cash Compensation (TCC) (\$000s)	5	5	702.5	702.5	462.4	520.9	732.7
Total Remuneration (\$000s)	5	5	869.0	869.0	495.9	577.1	1,389.6
Chicago, IL							
Revenue (\$000,000s)	10	10	427.4	427.4	75.2	197.2	333.4
Annual Base Salary (\$000s)	10	10	410.4	410.4	265.9	335.5	475.4
Total Cash Compensation (TCC) (\$000s)	10	10	491.2	491.2	281.5	400.3	532.1
Total Remuneration (\$000s)	10	10	589.1	589.1	301.3	471.3	582.0
Dallas Fort Worth TX							
Revenue (\$000,000s)	7	7	548.9	548.9	197.4	304.7	841.7
Annual Base Salary (\$000s)	7	7	318.9	318.9	234.4	295.5	341.3
Total Cash Compensation (TCC) (\$000s)	7	7	409.6	409.6	293.6	364.2	386.8
Total Remuneration (\$000s)	7	7	482.4	482.4	324.1	422.1	451.6
Los Angeles, Long Beach & Anaheim							
Revenue (\$000,000s)	5	5	1,224.6	1,224.6	292.7	752.4	1,433.5
Annual Base Salary (\$000s)	5	5	476.0	476.0	271.5	489.0	499.2
Total Cash Compensation (TCC) (\$000s)	5	5	585.4	585.4	355.9	499.2	568.3
Total Remuneration (\$000s)	5	5	774.1	774.1	388.0	550.7	665.0
New York City (All Five Boroughs)							
Revenue (\$000,000s)	18	18	949.3	949.3	150.3	318.7	877.1
Annual Base Salary (\$000s)	18	18	480.2	480.2	300.9	471.6	548.1
Total Cash Compensation (TCC) (\$000s)	18	18	584.5	584.5	349.0	475.6	638.5
Total Remuneration (\$000s)	18	18	696.8	696.8	395.6	568.8	817.5
San Francisco, Oakland, & Palo Alto Ca.							
Revenue (\$000,000s)	5	5	2,451.6	2,451.6	274.6	431.1	1,466.3
Annual Base Salary (\$000s)	5	5	421.0	421.0	234.6	324.6	463.9
Total Cash Compensation (TCC) (\$000s)	5	5	640.5	640.5	301.7	444.2	524.2
Total Remuneration (\$000s)	5	5	782.7	782.7	372.4	555.3	712.5
Washington DC, Arlington Va. & Baltimore Md.							
Revenue (\$000,000s)	8	8	611.6	611.6	130.7	353.4	1,123.1
Annual Base Salary (\$000s)	8	8	446.6	446.6	242.4	457.2	555.7
Total Cash Compensation (TCC) (\$000s)	8	8	587.5	587.5	289.9	550.1	765.0
Total Remuneration (\$000s)	8	8	729.0	729.0	331.5	576.3	932.0

2020 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.

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Geographic Breakdown (cont.)

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

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

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Geographic Breakdown (cont.)

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

Abington, PA	Brighton, CO	Downers Grove, IL	Hillsboro, OR
Albany, NY	Bristol, CT	Doylestown, PA	Hobart, IN
Allen , TX	Brockton, MA	Eagleville, PA	Homer, AK
Allentown, PA	Browns Mills, NJ	Edmonds, WA	Homestead, FL
Annapolis, MD	Burien, WA	Egg Harbor Township, NJ	Honolulu, HI
Apple Valley, CA	Camden, NJ	Elmira, NY	Hudson, NY
Arlington , TX	Canandaigua, NY	Englewood, CO	Hudson, WI
Arlington Heights, IL	Cape May, NJ	Enumclaw, WA	Irving, TX
Arlington, TX	Carson City, NV	Eureka, CA	Ithaca, NY
Atlanta, GA	Cherry Hill, NJ	Evanston, IL	Jasper, GA
Attleboro, MA	Chicago, IL	Fayetteville, GA	Juneau, AK
Aurora, CO	Chicago, IL	Fort Collins, CO	Jupiter, FL
Aurora, IL	Chico, CA	Fort Lauderdale, FL	Kanosha, WI
Austin, TX	Clear Lake , CA	Fort worth, TX	Ketchikan, AK
Baldwin, WI	Clearwater, FL	Fortuna, CA	Kingston, NY
Baltimore, MD	Clovis, CA	Franklin, WI	Kokomo, IN
Banning, CA	Concord, NH	Ft Collins, CO	Landsdale, PA
Beaumont, TX	Conshohocken, PA	Gardner, MA	Langhorne, PA
Bedford, TX	Coral Gables, FL	Gastonia, NC	Lapeer, MI
Bel Air, MD	Dallas, TX	Geneva, NY	Lawrence , MA
Bellevue, WA	Danbury, CT	Gibson City, IL	Lawrenceville, GA
Bethlehem, PA	Dansville, NY	Glan Burnie, MD	Leonardtown, MD
Beverly , MA	Dearborn, MI	Glendale Heights , IL	Lewes, DE
Biddeford, ME	Decatur, GA	Grand Blanc, MI	Lodi, CA
Binghamton, NY	Delano, CA	Gresham, OR	Loma Linda, CA
Boca Raton, FL	Denton, TX	Hanford , CA	Longmont, CO
Boulder, CO	Denver, CO	Harris, NY	Madera, CA
Boynton Beach, FL	Derby, CT	Hartford, CT	Manchester, NH
Bremerton, WA	Detroit, MI	Harvey, IL	Maple Grove, MN
Bridgeton, NJ	Dover, DE	Havre De Grace, MD	Marietta, GA

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Geographic Breakdown (cont.)

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

Marlton, NJ	Newnan, GA	Riverside, CA	Urbana, IL
Marshall, MI	Newport , RI	Robbinsdale, MN	Vancouver, WA
Maryville, IL	Oak Park, IL	Rochester, NY	Waconia, MN
Meadowbrook, PA	Oroville, CA	Roseville, CA	Wahiawa, HI
Mechanicsville, VA	Oswego, NY	Sacramento, CA	Waianae, HI
Menomonee Falls, WI	Palos Heights, IL	San Andreas, CA	Wakefield, RI
Merlose Park, IL	Paradise, CA	San Diego, CA	Wallingford, CT
Metarie, LA	Pasco, WA	Saratoga Springs, NY	Warren, MI
Miami Beach, FL	Perryville, MO	Sellersville, PA	Warwick, RI
Miami, FL	Philadelphia, PA	Sidney, MT	Waterbury, CT
Middletown, CT	Pittsfield, MA	Soldotna, AK	Waukesha, WI
Midletown, NY	Placerville, CA	Somers Point, NJ	Wenatchee, WA
Milford, CT	Plant City, FL	Sonora, CA	West Bend, WI
Milford, MA	Plymouth, MA	South Lake Tahoe, CA	WestChester, PA
Milwaukee, WI	Pomona, NJ	Southbridge, MA	Westminser, MD
Minneapolis, MN	Pontiac, MI	Southfield, MI	Willimantic, CT
Monticello, IL	Port Huron, MI	St Albans, VT	Willingboro, NJ
Morris, IL	Portland, OR	St Paul, MN	Williston, ND
Mt Clemens, MI	Poughkeepsie, NY	St Petersburg, FL	Wilmington, DE
Munster, IN	Providence, RI	St. Croix Falls, WI	Woodstock, IL
Naperville, IL	Putnam, CT	St. Paul, MN	Wyandotte, MI
Naples, FL	Racine, WI	Stockbridge, GA	York, ME
Nashua, NH	Rancho Mirage, CA	Stockton, CA	Yreka, CA
New Bedford, MA	Randallstown, MD	Syracuse, NY	Yuba City, CA
New Britain, CT	Redlands, CA	Tacoma, WA	
New Haven, CT	Reno, NV	Tampa, FL	
New London, CT	Renton, WA	Thomaston, GA	
New Orleans, LA	Rhinebeck, NY	Torrington, CT	
Newburgh, NY	Richmond, VA	Tulatin, OR	
Newburyport, MA	Ridgecrest, CA	Upland, CA	

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Geographic Breakdown (cont.)

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

Aberdeen, SD	Atkin, MN	Benson, AZ	Brookfield, MO	Chambersburg, PA	Connersville, IN
Aberdeen, WA	Atkinson, NE	Benton, KY	Brunswick, GA	Charleston, WV	Conway, AR
Abilene, TX	Auburn, IN	Berlin, MD	Bryan , OH	Charlevoix, MI	Conway, SC
Adrian, MI	Auburn, NY	Berlin, NH	Bryan, TX	Charlotte, MI	Cooperstown, NY
Akron, OH	Augusta , GA	Berlin, VT	Buffalo, NY	Charlottesville, VA	Cordele, GA
Alamogordo, NM	Augusta, GA	Berlin, WI	Burkesville, KY	Cherokee, IA	Corning, NY
Alamoso, CO	Aurora, MN	Bethany, OK	Burleson, TX	Chesterfield, MO	Corpus Christi, TX
Albany, GA	Bad Axe, MI	Bethel, AK	Burlington, VT	Chestertown, MD	Corry, PA
Albuquerque, NM	Bangor, ME	Birmingham, AL	Butler, PA	Chillicothe , OH	Cortez, CO
Alexander City, AL	Bar Harbour, ME	Bisbee, AZ	Calais, ME	Chillicothe, MO	Cortland, NY
Allegan, MI	Barnesville, OH	Bismark, ND	Calhoun, GA	Chilton, WI	Corvallis, OR
Alliance, OH	Bartlesville, OK	Black River Falls, WI	Cambridge, NE	Cidra, PR	Coudersport, PA
Alma, GA	Bartow, FL	Blackfoot, ID	Camden, AZ	Cincinnati, OH	Council Bluffs, IA
Alma, MI	Batavia, NY	Blairsville, GA	Cameron, MO	Clare, MI	Covington, GA
Altamonte Springs, FL	Batesville, AR	Blue Earth, MN	Camp Hill, PA	Clarion, PA	Covington, TN
Americus, GA	Batesville, IN	Blue Hill, ME	Canton, IL	Clarkston, WA	Crete, NE
Amsterdam, NY	Baton Rouge, LA	Boise, ID	Canton, OH	Clearfield, PA	Crookston, MN
Anaconda, MT	Battleboror, VT	Boone, NC	Cape Girardeau, MO	Cleburne, TX	Crossett, AR
Anamosa, IA	Bay City, MI	Booneville, MS	Carbondale, IL	Clermont, FL	Crystal City, MO
Anderson, IN	Beatrice, NE	Bowling Green, KY	Carroll, IA	Cleveland, OH	Cullman, AL
Anderson, SC	Beaver Dam, WI	Bowling Green, OH	Carrollton, MO	Colebrook, NH	Culpeper, VA
Angola, IN	Bedford, VA	Bozeman, MT	Carson City, MI	College Station, TX	Cumberland, MD
Anniston, AL	Belfast, MA	Brainard, MN	Carthage, IL	Columbia City, IN	Cumberland, WI
Artesia, NM	Belfast, ME	Branson, MO	Carthage, MO	Columbus, GA	Cynthiana, KY
Asheboro, NC	Bellefontaine, OH	Brattleboro, VT	Carthage, NY	Columbus, MS	Dallas, OR
Asheville, NC	Belleville, IL	Brazil, IN	Casper, WY	Columbus, NC	Dallas, TX
Ashland, KY	Belleville, OH	Breckenridge, MN	Cedar Rapids, IA	Columbus, NE	Dalton, GA
Ashland, WI	Beloit, WI	Breese, IL	Centerville, IA	Columbus, TX	Damariscotta, ME
Atchison, KS	Bend, OR	Bremen, IN	Centerville, IL	Columbus, WI	Danville, AR
Athens, GA	Bennington, VT	Bridgeport, WV	Chadron, NE	Comanche, TX	Danville, KY
Danville, PA	Effingham, IL	Fond Du Lac, WI	Grand Island, NE	Helena, MT	Jamestown, ND
Davenport, IA	El Dorado, KS	Fort Atkinson, WI	Grand Junction, CO	Henderson, KY	Jamestown, NY
Dayton, OH	Elizabethtown, NY	Fort Dodge, IA	Grand Rapids, MI	Henderson, NE	Jasper, IN
Daytona Beach, FL	Elk City, OK	Fort Kent, ME	Grants, NM	Hermiston, OR	Jefferson City, MO
Decatur, IL	Elkhart, IN	Fort Madison, IA	Great Falls, MT	Hiawatha, KS	Jennings, LA
Deer River, MN	Elkin, NC	Fort Smith, AR	Green Bay, WI	Hibbings, MN	Johnson City, TN
Del Norte, CO	Elkins, WV	Fort Wayne, IN	Greenfield, MA	High Point, NC	Jonesboro, AR
Deland, FL	Ellsworth, ME	Franklin, NC	Greensbpro, NC	Hillsboro, IL	Joplin, MO
Dendder, LA	Ellwood City, PA	Fredericksburg, TX	Greenville, NC	Hillsdale, MI	Kalamazoo, MI
Detroit Lakes, MN	Elwood, IN	Freeman, SD	Greenville, OH	Hoisington, KS	Kalispell, MT
Dixon, IL	Emmett, ID	Freeport, IL	Greenville, SC	Holdrege, NE	Kankakee, IL
Dodgeville , WI	Erie, PA	Fremont, OH	Greenville, TN	Holland, MI	Kansas City, MO
Donalsville, GA	Eugene, OR	Gainseville, FL	Grinnell, IA	Hopedale, IL	Kaysville, UT
Douglas, GA	Evansville, IN	Gallipolis, OH	Grove City, PA	Hopkinsville, KY	Kearney, NE
Dover, OH	Fairbury, NE	Gallup , NM	Grundy, VA	Hornell, NY	Keene, NH
Driggs, ID	Fairfax , MO	Garden City, KS	Hagerstown, MD	Hot Springs, VA	Kerrville, TX
DuBois, PA	Fairfield, IL	Gaylord, MI	Hamilton, MT	Houlton, ME	Keyser, WV
Dubuque, IA	Fairhope, AL	Glasgow, KY	Hamilton, NY	Huntington, WV	Killeen, TX
Duluth, MN	Falls City, NE	Glen Dale, WV	Hannibal, MO	Huntington, IN	Kingman, AZ
Duncan, OK	Fargo, ND	Glencoe, MN	Hanover, PA	Huntsville, TX	Kingstree, SC
Dunedin, FL	Farmington , ME	Glens Falls, NY	Harrisburg, IL	Hutchinson, KS	Kinston, NC
Dunkirk , NY	Farmville , VA	Glenwood Springs, CO	Harrisburg, PA	Hutchinson, MN	Kittanning, PA
Easley, SC	Fayetteville, AR	Gloversville, NY	Harrison, AR	Ida Grove, IA	Klamath Falls, OR
East Liverpool, OH	Fayetteville, NC	Goldsboro, NC	Harrisonburg , VA	Indiana, PA	Knoxville, IA
East Stroudsburg, PA	Fergus Falls, MN	Gonzales, LA	Harrodsburg, KY	Indianapolis, IN	Knoxville, TN
Easton, MD	Findlay, OH	Gooding, ID	Hartford, KY	Iron River, MI	La Grande, OR
Eaton Rapids, MI	Fishers, IN	Goshen, IN	Hastings, NE	Irving, NY	La Junta, CO
Eau Claire, WI	Fisherville, VA	Grafton, ND	Havre, MT	Jackson, MI	Laconia, NH
Edgerton, WI	Flagstaff, AZ	Grand Forks, ND	Hawkinsville, GA	Jackson, MS	Lafayette, IN
Edgewood, KY	Florence, SC	Grand Haven, MI	Hazelton, PA	Jacksonville, FL	Lafayette, LA

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Geographic Breakdown (cont.)

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

Lake Charles, LA	Little Rock, AR	McCook, NE	Montrose, CO	North Platte, NE	Palm Coast, FL
Lake City, IA	Lockport, NY	McKees Rocks, PA	Morehead, KY	North Vernon, IN	Paola, KS
Lake Village , AR	London, OH	McPherson, KS	Morgantown, NC	North Wilkesboro, NC	Pargould, AR
Lakeland, FL	Louisville, KY	Meadville, PA	Morgantown, WV	Norton, VA	Park Falls, WI
Lancaster, NH	Lubbock, TX	Medford, OR	Morris, MN	Norwalk, OH	Park Rapids, MN
Lancaster, OH	Lufkin, TX	Medford, WI	Morrisville, VT	Norwich, NY	Parker, AZ
Lancaster, PA	Lumberton, NC	Medina, NY	Moscow, ID	Oakes, ND	Parkersburg, WV
Lansing, MI	Lynchburg, VA	Memphis, TN	Mount Vernon, OH	Oconto Falls, WI	Parkston, SD
Las Cruces, NM	Machas, ME	Meridian, MS	Mountain Home, AR	Ogdensburg, NY	Parsons, KS
Laurinburg, NC	Macon, GA	Merion, KY	Mountain View, MO	Oklahoma City, OK	Pekin, IL
Laurium, MI	Madison, IN	Miamisburg, OH	Mt Vernon, KY	Olathe, KS	Pella, IA
Layton, UT	Madison, SD	Middleburg Heights, OH	Muncy, PA	Olean, NY	Pendleton, OR
Leavenworth, KS	Madisonville, KY	Midland, MI	Murfeesboro, TN	Olive Branch, MS	Pensacola, FL
Lebanon, MO	MaGee, MS	Millenocket, ME	Murphy, NC	Olney, IL	Peoria, IL
Lebanon, NH	Manchester, KY	Mission , TX	Muscataine, IA	Omaha, NE	Perry, FL
Lebanon, PA	Manitowoc, WI	Missoula, MT	Napoleon, OH	Onamia, MN	Peru, IL
Lees Summit, MO	Manning, IA	Missouri Valley, IA	Nashville, TN	Onawa, IA	Peterborough, NH
Leesburg, FL	Marietta, OH	Mitchell, SD	Nebraska City, NE	Oneida, NY	Petoskey, MI
Lenoir, NC	Marion, IN	Moab, UT	Neillsville, WI	Oneill, NE	Phoenix, AZ
Levelland, TX	Marlette, MI	Mobile, AL	Neigh, NE	Orange City, Fl	Pickens, SC
Lewisburg, PA	Marshall , TX	Mobridge, SD	Neosho, MO	Oregon, OH	Pigeon, MI
Lewiston, ME	Marshall, MN	Monongahela, PA	Nephi, UT	Orlando, FL	Pikeville, KY
Lewistown, MT	Marshall, MO	Monroe , WI	New Castle, PA	Osage Beach, MO	Pinehurst, NC
Lexington, KY	Martinsburg, WV	Monroe, LA	New London, NH	Oshkosh, WI	Pittsburg , KS
Libby, MT	Maryland Heights, MD	Monroe, WI	New London, WI	Overland Park, KS	Pittsburgh, PA
Liberal, KS	Marysville, KS	Montgomery, AL	Newark, OH	Owensboro, KY	Pittsfield, ME
Lincoln, NE	Mattoon, IL	Montgomery, WV	Newton, KS	Owosso, MI	Plainview, TX
Lindale, TX	Maumee, OH	Monticello, AR	Niagara Falls, NY	Oxford, MS	Platte, SD
Litchfield, IL	Mauston, WI	Monticello, KY	Norfolk, VA	Oxford, OH	Platteville, WI
Little Falls, NY	McConnellsburg, PA	Montour Falls, NY	North Conway, NH	Page, AZ	Plattsburgh, NY

Plymouth, IN	Rock Valley, IA	Schenectady, NY	Springfield, IL	Summerville, WV	Union City, TN
Plymouth, NH	Rockford, IL	Scottsbluff, NE	Springfield, MA	Sumter, SC	Uniontown, PA
Portage, WI	Rogers, AR	Scottsdale, AZ	Springfield, MO	Superior, NE	Utica, NY
Portland, ME	Rome, NY	Seaford, DE	Springfield, OH	Susquehanna, PA	Vail, CO
Portsmouth, OH	Roosevelt, UT	Searcy, AR	Springfield, TN	Sweetwater, TN	Van Wert, OH
Potsdam, NY	Roseau, MN	Seneca, KS	Springfield, VT	Tallahassee, FL	Vanville, SC
Pottsville, PA	Roseburg, OR	Seward, NE	Springville, NY	Tallassee, Al	Vero Beach, FL
Powell, WY	Round Rock, TX	Sewickley, PA	St Augustine, FL	Tavares, FL	Vidalia, GA
Prairie du Chien, WI	Rugby, ND	Shawano, WI	St Cloud, MN	Tavernier, FL	Vinton, IA
Prairie Du Sac, WI	Russell Springs, KY	Shenandoah, IA	St Johns , MI	Tawas City, MI	Viroqua, WI
Pratt, KS	Russellville, AL	Sheridan, MI	St Johnsbury, VT	Temple, TX	Wabash, IN
Prescott, AZ	Rutland, VT	Show Low, AZ	St Joseph, MI	Terra Haute, IN	Wabasha, MN
Presque Isle, ME	Safford, AZ	Shreveport, LA	St Joseph, MO	Texarkana, TX	Waco, TX
Prestonburg, KY	Saginaw, MI	Sidney, NE	St Louis, MO	The Villages, FL	Wadena, MN
Princeton , IN	Salem, KY	Sidney, OH	St Mary's , OH	Thomasville, GA	Walton, NY
Pueblo, CO	Salem, OH	Sikeston, MO	St Mary's , PA	Titusville, PA	Warner Robins, GA
Punxsutaweny, PA	Salem, OR	Silverton, OR	St. Louis, MO	Toccoa, GA	Warren, PA
Purcell, OK	Salina, KS	Sioux Center, IA	St. Petersburg, FL	Tomah, WI	Washington, PA
Quincy, IL	Salisbury, MD	Sioux City, IA	State College, PA	Topeka, KS	Waterloo, IA
Randolph, VT	San Angelo , TX	Sioux Falls, SD	Staunton, IL	Towanda, PA	Watertown, NY
Rapid City, SD	San Antonio, TX	Skowhegan, ME	Stayton, OR	Traverse City, MI	Watertown, SD
Reading, PA	San German, PR	Somerset, PA	Steamboat Springs, CO	Trenton, MO	Watertown, WI
Reedsburg, WI	San Juan, PR	South Bend, IN	Stephenville, TX	Trinidad, CO	Waterville, ME
Richland Center, WI	Sandpoint, ID	South Boston, VA	Stevens Point, WI	Troy, NY	Waupaca, WI
Richmond, IN	Sandusky, MI	South Charleston, WV	Stilwell, OK	Tuba City, AZ	Wausau, WI
Ripley, WV	Sandusky, OH	South Hill, VA	Stone Mountain, GA	Tucson, AZ	Wauseon, OH
Roanoke Rapids, NC	Santa Fe, NM	Southaven, MS	Stoughton, WI	Tulsa, OK	Waverly, OH
Roanoke, VA	Saranac Lake, NY	Spokane, WA	Stuart, FL	Tupelo, MS	Wayne, NE
Rochrester, NH	Sault Ste Marie, MI	Spooner, WI	Sturgeon Bay, WI	Tyler, TX	Waynesboro, PA
Rock Island, IL	Savannah, GA	Springerville, AZ	Suffolk, VA	Tyrone, PA	Webster Springs, WV

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Geographic Breakdown (cont.)

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

Weirton, WV	Wolfeboro, NH
Wellsboro, PA	Woodsville, NH
Wellsville, NY	Wyoming, MI
Weslaco, TX	Yakima, WA
West Blanding, UT	Yankton, SD
West Branch, MI	Yerington, NV
West Burlington, IA	Yoakum, TX
West Plains, MO	York, NE
Westfield, MA	York, PA
Weston, WV	Yuma, AZ
Wheeling, VA	Zanesville, OH
Wheeling, WV	
Whitefish, MT	
Whiteville, NC	
Wichita , KS	
Wichita Falls, TX	
Wickenburg, AZ	
Willcox, AZ	
Williamsport, IN	
Williamsport, PA	
Winchester, IN	
Windber, PA	
Windsor, MO	
Windsor, VT	
Winfield, KS	
Winner, SD	
Winona, MN	
Winslow, AZ	
Winston Salem, NC	
Wolf Point, MT	



Total Compensation Solutions is a human resources consulting firm dedicated to *assisting clients in achieving their strategic compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify best practices in the marketplace. Our research spans a variety of topics including:

- 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 or contact Tom Bailey tbailey@total-comp.com or Paul Gavejian pgavejian@total-comp.com at:

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