



Hazel Hawkins
MEMORIAL HOSPITAL



Provider Needs Assessment

Hazel Hawkins Memorial Hospital

May 25, 2021



- Hazel Hawkins Memorial Hospital engaged ADAMS to prepare a provider needs assessment compliant with Stark Physician Recruitment Exception as established by the various phases and amendments to the Stark Law.
 - Define Stark Service Area
 - Identify current providers in market
 - Determine estimated retirements/attrition related to current providers
 - Establish market demand for providers by specialty
 - Recommend recruitment plan for Hazel Hawkins Memorial Hospital



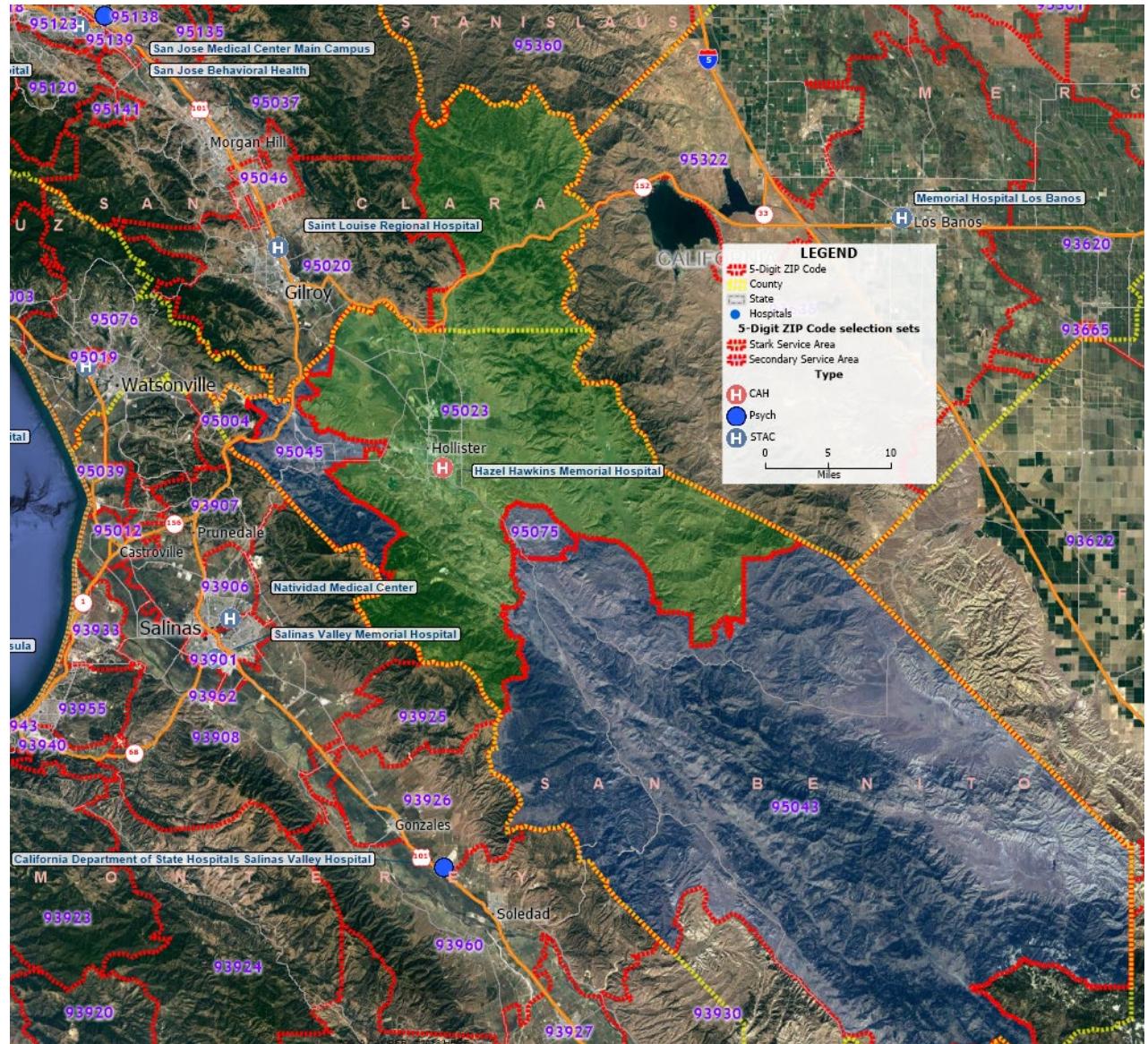
Hazel Hawkins
MEMORIAL HOSPITAL



Market Assessment



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- CMS defines Stark Service Area as those contiguous zip codes where a facility derives the top 75% of IP Discharges.
- For Hazel Hawkins zip code 95023 comprises 83-84% of inpatient discharges.

Demographic Summary Hazel Hawkins Memorial Hospital													
Population	2010			2021			2026			2031			
	Stark Service Area	California	USA										
Under 15 Years	11,943	7,628,102	61,227,213	11,906	7,399,005	60,636,741	11,850	7,363,923	60,582,464	11,817	7,315,975	60,475,393	
15-17 Years	2,699	1,666,938	12,954,254	2,613	1,555,311	12,807,865	2,639	1,587,633	13,195,551	2,640	1,589,063	13,373,441	
18-44 Years	17,734	14,423,538	112,806,642	20,736	14,928,986	117,896,018	21,438	14,924,695	119,107,091	22,269	14,992,898	120,440,138	
45-64 Years	12,115	9,288,864	81,489,445	13,885	9,802,776	83,160,732	14,239	9,916,279	82,644,583	14,691	10,047,071	82,616,604	
65-74 Years	2,481	2,275,336	21,713,429	4,471	3,555,807	33,408,314	5,395	4,164,719	39,512,957	6,423	4,790,394	45,573,014	
75-84 Years	1,462	1,370,210	13,061,122	2,074	1,760,129	16,368,076	2,644	2,039,141	18,402,423	3,132	2,271,126	20,122,502	
85+	616	600,968	5,493,433	839	738,032	6,668,294	859	760,885	7,129,280	907	794,604	7,569,094	
Total	49,050	37,253,956	308,745,538	56,524	39,740,046	330,946,040	59,064	40,757,275	340,574,349	61,878	41,801,131	350,170,186	
% over Age 65	9.3%	11.4%	13.0%	13.1%	15.2%	17.1%	15.1%	17.1%	19.1%	16.9%	18.8%	20.9%	
Average HH Income				\$ 121,064	\$ 120,852	\$ 96,765	\$ 135,752	\$ 135,653	\$ 107,191	\$ 152,222	\$ 152,267	\$ 118,740	
Households	14,580	12,577,498	116,716,292	17,048	13,390,592	125,732,798	17,866	13,725,357	129,630,515	18,718	14,076,884	133,282,914	
Growth Rate													
Population	Stark Service Area												
	Area	California	USA										
Under 15 Years		0.0%	-0.3%		-0.1%	-0.1%		-0.1%	0.0%		-0.1%	-0.2%	-0.1%
15-17 Years		-0.3%	-0.6%		-0.1%	0.2%		0.4%	0.6%		0.0%	-0.1%	0.2%
18-44 Years		1.4%	0.3%		0.4%	0.7%		0.0%	0.2%		1.0%	0.2%	0.3%
45-64 Years		1.2%	0.5%		0.2%	0.5%		0.2%	-0.1%		0.9%	0.4%	0.0%
65-74 Years		5.5%	4.1%		4.0%	3.8%		3.2%	3.4%		4.7%	3.7%	3.7%
75-84 Years		3.2%	2.3%		2.1%	5.0%		3.0%	2.4%		4.1%	2.6%	2.2%
85+		2.8%	1.9%		1.8%	0.5%		0.6%	1.3%		1.7%	1.2%	1.6%
Total		1.3%	0.6%		0.6%	0.9%		0.5%	0.6%		0.9%	0.5%	0.6%
% over Age 65		3.1%	2.7%		2.5%	2.9%		2.3%	2.3%		2.3%	1.9%	1.8%
Average HH Income						2.3%		2.3%	2.1%		2.3%	2.3%	2.1%
Households		1.4%	0.6%		0.7%	0.9%		0.5%	0.6%		0.9%	0.5%	0.6%

Source: Spotlight & ADAMS

- Population growth in the Service Area is slightly higher than the state and national averages.
- The fastest growing component of the population is over age 65.



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MEMORIAL HOSPITAL



Provider Supply



Provider	FTE	Age	2021 FTE	2026 FTE	Provider Type	Specialty	ADAMS Specialty Group	ADAMS Specialty
Carota, Benedict MD	1.00	70	1.00	-	Physician	Fam Pract	Primary Care	Family Practice
Friedman, Marni Jonna MD	1.00	50	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Grageda, Marie Claudette Decastro MD	1.00	44	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Jacobs, Lee A DO	1.00	58	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Kheraj, Dilshad M DO	1.00	47	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Mohlashami, Shiva MD	1.00	39	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Percival, Paul John MD	1.00	54	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Tolentino, Arminda MD	1.00	59	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Wang, Daniel Yu MD	1.00	61	1.00	1.00	Physician	Fam Pract	Primary Care	Family Practice
Zhang, HongQing	0.40	56	0.40	0.40	Physician	Fam Pract	Primary Care	Family Practice
Bui, Huong Le PA	1.00	30	1.00	1.00	APP	Fam Pract	Primary Care	Family Practice
Burguillos, Junife PA	1.00	54	1.00	1.00	APP	Fam Pract	Primary Care	Family Practice
Godbou, Joseph PA-C	1.00	53	1.00	1.00	APP	Fam Pract	Primary Care	Family Practice
Hustead, Deborah PA-C	1.00	56	1.00	1.00	APP	Fam Pract	Primary Care	Family Practice
Langford, Roger PA-C	0.80	73	0.80	-	APP	Fam Pract	Primary Care	Family Practice
Tran, Amy PA-C	1.00	30	1.00	1.00	APP	Fam Pract	Primary Care	Family Practice
Tran, Olivia PA	1.00	30	1.00	1.00	APP	Fam Pract	Primary Care	Family Practice
Tremblay, Robert FNP	0.75	68	0.75	0.75	APP	Fam Pract	Primary Care	Family Practice
Kempis, Bernard NP	0.60	39	0.60	0.60	APP	Adult Med	Primary Care	Geriatric Medicine
Aguilar, Holly MD	0.20	50	0.20	0.20	Physician	Hospitalist	Primary Care	Hospitalist
Baseer, Nermeen DO	0.50	33	0.50	0.50	Physician	Hospitalist	Primary Care	Hospitalist
Bath, Harneet MD	0.25	42	0.25	0.25	Physician	Hospitalist	Primary Care	Hospitalist
Huang, Guiqing MD	0.15	54	0.15	0.15	Physician	Hospitalist	Primary Care	Hospitalist
Kody, Edward MD	0.45	64	0.45	0.45	Physician	Hospitalist	Primary Care	Hospitalist
Mehulic, Suarna MD	0.45	51	0.45	0.45	Physician	Hospitalist	Primary Care	Hospitalist
Al-Hasan, Mohammad MD	1.00	54	1.00	1.00	Physician	Internal Medicine	Primary Care	Internal Medicine
Bress, Martin M MD	1.00	75	1.00	-	Physician	Internal Medicine	Primary Care	Internal Medicine
Jiang, Kenneth MD	1.00	53	1.00	1.00	Physician	Int Med	Primary Care	Internal Medicine
Paudel, Sayuj MD	1.00	37	1.00	1.00	Physician	Int Med	Primary Care	Internal Medicine
Sun, Jiwu MD	1.00	55	1.00	1.00	Physician	Int Med	Primary Care	Internal Medicine
Kusumoto, Ray PA-C	1.00	52	1.00	1.00	APP	Int Med	Primary Care	Internal Medicine
Gamboa, Lucie MD	0.60	70	0.60	-	Physician	Peds	Primary Care	Pediatrics
Nguyen Ngo, Hue DO	1.00	60	1.00	1.00	Physician	Peds	Primary Care	Pediatrics
Tolentino-Macareg, Anita MD	1.00	65	1.00	1.00	Physician	Peds	Primary Care	Pediatrics
Bailey, Amy NP	0.60	35	0.60	0.60	APP	Peds	Primary Care	Pediatrics
Spencer, Marie NP	0.80	52	0.80	0.80	APP	Peds	Primary Care	Pediatrics

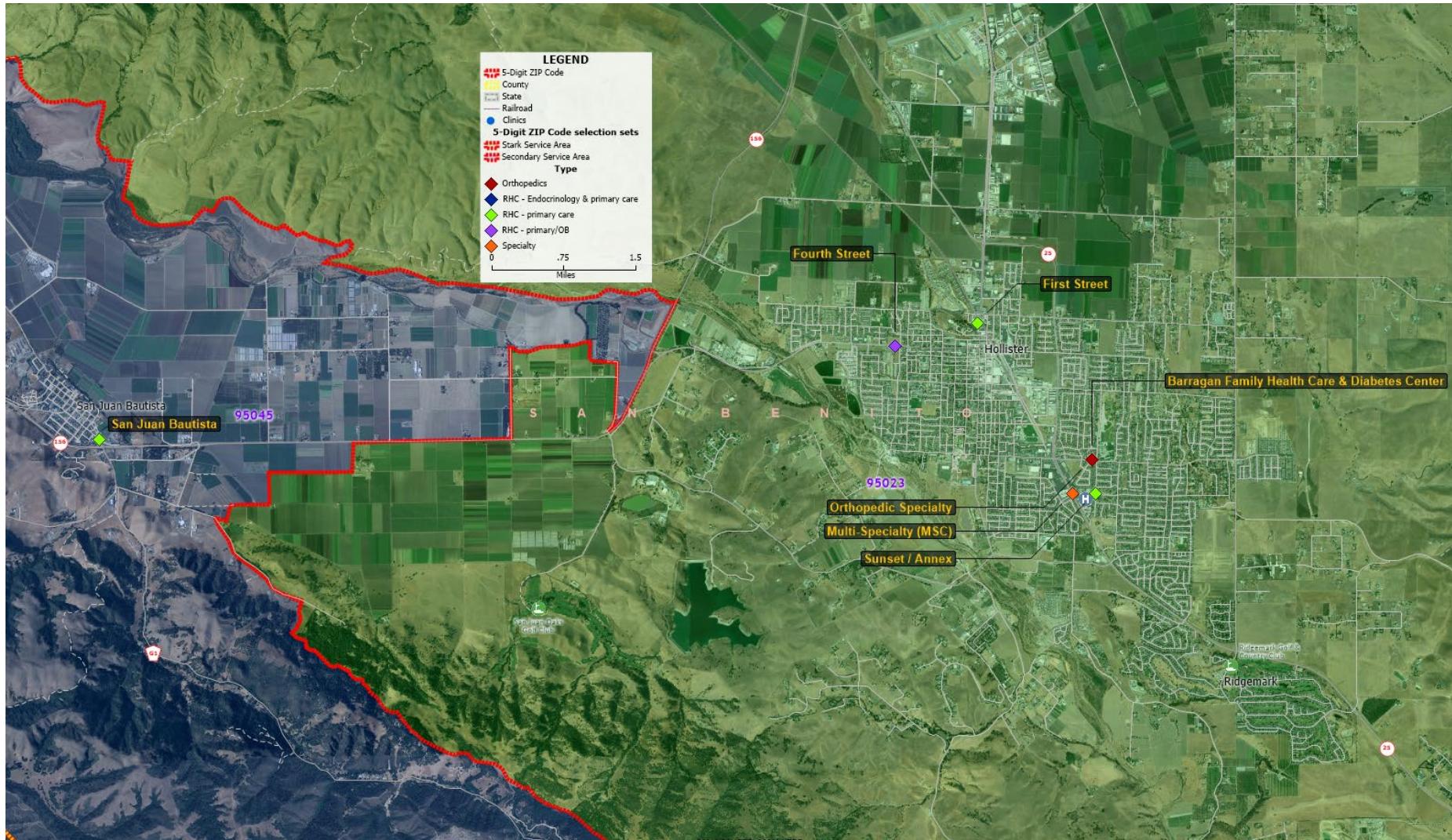
- ADAMS worked with HHMH Staff to compile a complete listing of providers currently providing patient care in the Stark Service Area.
 - Advanced Practice Providers were included in the analysis.

Provider	FTE	Age	2021 FTE	2026 FTE	Provider Type	Specialty	ADAMS Specialty Group	ADAMS Specialty
Ginsburg, Jerry M.D.	0.50	78	0.50	-	Physician	Cardio	Medical Specialties	Cardiology
Jiang, Joseph MD	0.50	57	0.50	0.50	Physician	Cardiology	Medical Specialties	Cardiology
Klapper, Joseph MD	0.20	56	0.20	0.20	Physician	Cardiology	Medical Specialties	Cardiology
Qayyum, Mohammed MD	0.15	56	0.15	0.15	Physician	Cardiology	Medical Specialties	Cardiology
Koteles, Michael MD	1.00	53	1.00	1.00	Physician	Endocrine	Medical Specialties	Endocrinology
Wang, Aileen MD	1.00	41	1.00	1.00	Physician	Endocrinology	Medical Specialties	Endocrinology
Bi, Luke MD	0.50	48	0.50	0.50	Physician	GI	Medical Specialties	Gastroenterology
Mei, Carol MD	0.20	58	0.20	0.20	Physician	Hem/Onc	Medical Specialties	Hematology/Oncology
Febles, Taynet MD	0.40	46	0.40	0.40	Physician	Inf Disease	Medical Specialties	Infectious Disease
Carrillo, Ray MD	0.05	64	0.05	0.05	Physician	Nephrology	Medical Specialties	Nephrology
Phan, Dennis MD	0.03	47	0.03	0.03	Physician	Nephrology	Medical Specialties	Nephrology
Rever, Barbara MD	0.15	73	0.15	-	Physician	Nephrology	Medical Specialties	Nephrology
Jain, Vivek MD	1.00	50	1.00	1.00	Physician	Neurology	Medical Specialties	Neurology
Malik, Zainab MD	1.00	41	1.00	1.00	Physician	Psychiatry	Medical Specialties	Psychiatry
Mason, Michelle LMFT	1.00	49	1.00	1.00	Physician	LMFT	Medical Specialties	Psychiatry
Gill, Narinder MD	0.40	63	0.40	0.40	Physician	Pulmonary	Medical Specialties	Pulmonology
Sutter, Lorilee MD	0.45	67	0.45	0.45	Physician	Rheumatology	Medical Specialties	Rheumatology

Provider	FTE	Age	2021 FTE	2026 FTE	Provider Type	Specialty	ADAMS Specialty Group	ADAMS Specialty
Gamboa, Edgar MD	0.60	72	0.60	-	Physician	Gen'l Surg	Surgical Specialties	General Surgery
Hsu, E-Kai "Kyle" MD	1.00	42	1.00	1.00	Physician	Surgery	Surgical Specialties	General Surgery
Martinez, Enis M MD	1.00	68	1.00	1.00	Physician	Gen'l Surg	Surgical Specialties	General Surgery
Rondina, Joseph MD	1.00	64	1.00	1.00	Physician	Surgeon	Surgical Specialties	General Surgery
Clark, Carrie NP, RNFA	0.05	36	0.05	0.05	APP	Surgery	Surgical Specialties	General Surgery
Homen, Steve RNFA	0.75	48	0.75	0.75	APP	Surgery	Surgical Specialties	General Surgery
Amin, Zarin DO	1.00	41	1.00	1.00	Physician	OB/GYN	Surgical Specialties	OB/GYN
Armstrong, Ralph DO	1.00	54	1.00	1.00	Physician	OB/GYN	Surgical Specialties	OB/GYN
Barra, Aslam MD	0.75	76	0.75	-	Physician	OB/GYN	Surgical Specialties	OB/GYN
Morgan, Sylvia Lee MD	1.00	73	1.00	-	Physician	OB/GYN	Surgical Specialties	OB/GYN
Peng, Bob	0.40	45	0.40	0.40	Physician	OB/GYN	Surgical Specialties	OB/GYN
Flores, Marcia WHNP	1.00	57	1.00	1.00	APP	Women's Health NP	Surgical Specialties	OB/GYN
Hassler, Monika PA	0.75	69	0.75	0.75	APP	Women's Health	Surgical Specialties	OB/GYN
Sharma, Nazhat Parveen MD	1.00	79	1.00	-	Physician	Ophthalmology	Surgical Specialties	Ophthalmology
Wolff, Robert MD	0.75	64	0.75	0.75	Physician	Ophthalmology	Surgical Specialties	Ophthalmology
Akhbari, Kaveh DPM	0.10	39	0.10	0.10	Physician	Podiatry	Surgical Specialties	Orthopedic Surgery
Alavekios, Damon, MD	1.00	39	1.00	1.00	Physician	Ortho	Surgical Specialties	Orthopedic Surgery
Casparro, Dina DPM	1.00	35	1.00	1.00	Physician	Podiatry	Surgical Specialties	Orthopedic Surgery
Dedini, Russell MD	0.75	53	0.75	0.75	Physician	Ortho	Surgical Specialties	Orthopedic Surgery
Gustafson, G. Allen MD	1.00	76	1.00	-	Physician	Ortho	Surgical Specialties	Orthopedic Surgery
Pompan, Donald C MD	0.25	61	0.25	0.25	Physician	Ortho	Surgical Specialties	Orthopedic Surgery
McBride, Roderick DDS	1.00	64	1.00	1.00	Physician	Oral/Maxillofacial Surgery	Surgical Specialties	Other Surgical Specialties
Vetter, Steven Marc MD	0.20	48	0.20	0.20	Physician	Otolaryngology	Surgical Specialties	Otolaryngology
Apaydin, Aytac MD	0.25	59	0.25	0.25	Physician	Urology	Surgical Specialties	Urology

Provider	FTE	Age	2021 FTE	2026 FTE	Provider Type	Specialty	ADAMS Specialty Group	ADAMS Specialty
Hurtado, Ariel MD	0.15	44	0.15	0.15	Physician	Anesthesiology	Hospital-Based	Anesthesiology
Mathur, Amit	1.00	61	1.00	1.00	Physician	Anesthesiology	Hospital-Based	Anesthesiology
Poonati, Himabindu	1.00	37	1.00	1.00	Physician	Anesthesiology	Hospital-Based	Anesthesiology
Sinha, Anubhav MD	1.00	42	1.00	1.00	Physician	Anesthesiology	Hospital-Based	Anesthesiology
Onuaguluchi, Victor CRNA	1.00	59	1.00	1.00	APP	Nurse Anesthetist	Hospital-Based	Anesthesiology
Bogey, Michael MD	1.00	51	1.00	1.00	Physician	Emergency	Hospital-Based	Emergency
Gerstein, Jared MD	0.15	75	0.15	-	Physician	Emergency	Hospital-Based	Emergency
Ghoreishi, Easa MD	0.25	54	0.25	0.25	Physician	Emergency	Hospital-Based	Emergency
Gladden, Jenifer MD	0.15	62	0.15	0.15	Physician	Emergency	Hospital-Based	Emergency
McLaren, Michael MD	0.50	39	0.50	0.50	Physician	Emergency	Hospital-Based	Emergency
Reyes, David D MD	0.50	58	0.50	0.50	Physician	Emergency	Hospital-Based	Emergency
Church-Mendoza, Ellen PA-C	0.25	53	0.25	0.25	APP	Emergency	Hospital-Based	Emergency
Frazer, Jeffrey PA-C	0.25	42	0.25	0.25	APP	Emergency	Hospital-Based	Emergency
Robinette, Katy PA-C	0.25	36	0.25	0.25	APP	Emergency	Hospital-Based	Emergency
Vera, Joshua PA-C	0.25	39	0.25	0.25	APP	Emergency	Hospital-Based	Emergency
McGinnis, Michael MD	1.00	58	1.00	1.00	Physician	Pathology	Hospital-Based	Pathology
Hosohama, B. Misa MD	0.25	51	0.25	0.25	Physician	Radiology	Hospital-Based	Radiology
Rupp, Richard MD	0.25	49	0.25	0.25	Physician	Radiology	Hospital-Based	Radiology
Stemerman, Amy MD	0.25	46	0.25	0.25	Physician	Radiology	Hospital-Based	Radiology
Zhang, Zachary	0.25	33	0.25	0.25	Physician	Radiology	Hospital-Based	Radiology

Provider Supply
Hazel Hawkins Clinic Placement



Clinic	Type	Exam Rooms	Max Providers/Day			Target Exam Rooms 3/MD, 2/APP
			Physician	APP	Other Provider	
First Street	RHC - primary care	7	2	6	1	20
Fourth Street	RHC - primary/OB	7	2	4		14
San Juan Bautista	RHC - primary care	3	1	1		5
Sunset / Annex	RHC - primary care	9	7	3		27
Barragan Family Health Care & Diabetes Center	RHC - Endocrinology & primary care	6	4	2	1	18
Multi-Specialty (MSC)	Specialty	6	6	0		18
Orthopedic Specialty	Orthopedics	6	3	0		9
			44			111
Note: Target Exam Rooms 3/MD, 2/APP, 1 Office for Virtual/Prov						

- Preliminary Review:
 - Exam room needs will be evaluated as part of the Master Plan.
 - Expansion of Virtual Care will impact the types/numbers of rooms needed for providers.



Hazel Hawkins
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Provider Needs Modeling



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	San Benito (SN) County	Trend 	Error Margin	Top U.S. Performers 	California
Clinical Care					
Uninsured	8%		7-9%	6%	8%
Primary care physicians	3,420:1			1,030:1	1,250:1
Dentists	1,900:1			1,210:1	1,150:1
Mental health providers	880:1			270:1	270:1
Preventable hospital stays	<u>3,349</u>			2,565	3,358
Mammography screening	<u>39%</u>			51%	36%
Flu vaccinations	<u>49%</u>			55%	43%
Other primary care providers	2,420:1			620:1	1,480:1

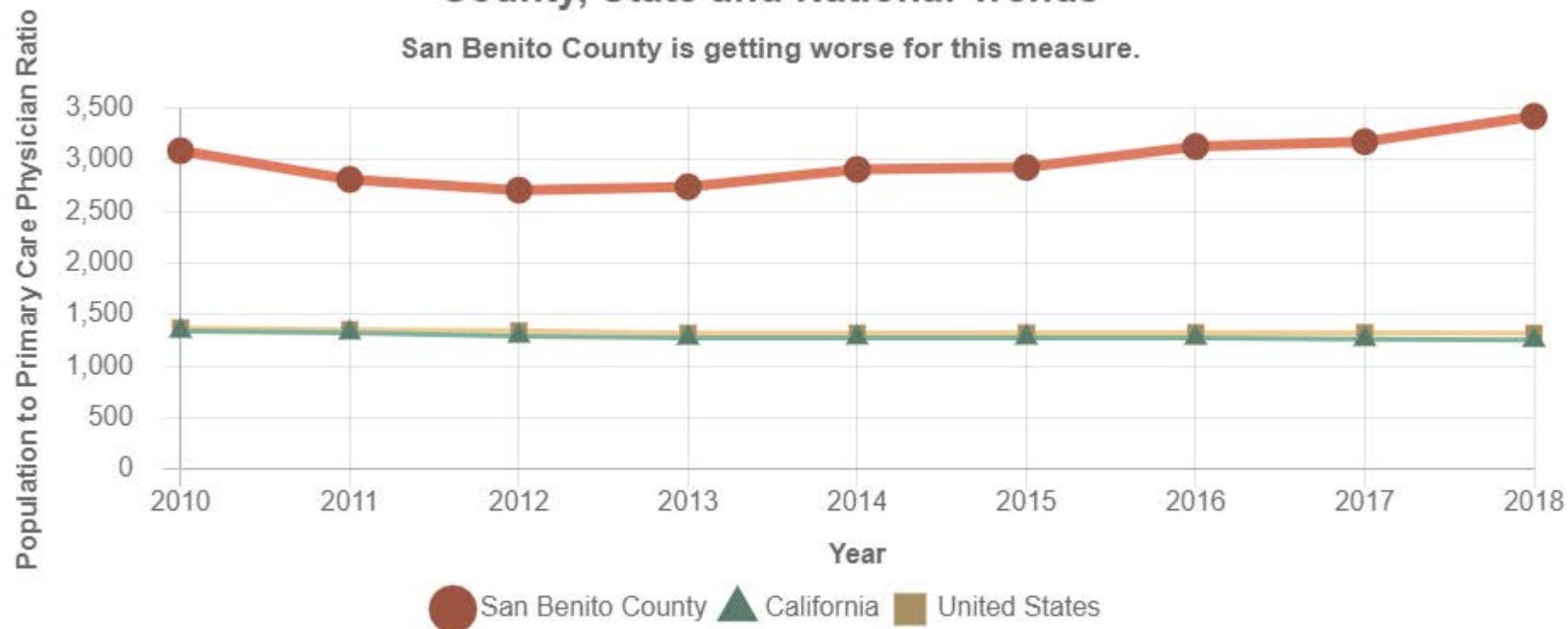
	San Benito (SN) County	Trend 	Error Margin	Top U.S. Performers 	California
Health Behaviors					
Adult smoking			13%		11-15% 16% 11%
Adult obesity			36%		26-46% 26% 24%
Food environment index			9.1		8.7 8.8
Physical inactivity			26%		17-37% 19% 18%
Access to exercise opportunities			66%		91% 93%
Excessive drinking			20%		19-21% 15% 18%
Alcohol-impaired driving deaths			31%		24-39% 11% 29%
Sexually transmitted infections			394.6		161.2 585.3
Teen births			<u>18</u>		16-20 12 17
Frequent physical distress			13%		12-14% 10% 12%
Frequent mental distress			13%		12-14% 12% 11%
Diabetes prevalence			10%		5-17% 8% 9%

- High Level Primary Care analysis shows that the market only is significantly understaffed.

Source: County Health Rankings & Roadmaps

Primary care physicians in San Benito County, CA County, State and National Trends

San Benito County is getting worse for this measure.



Notes:

The data in this table reflect the average population served by a single primary care physician.

Source: County Health Rankings & Roadmaps

- Provider needs models are based on a mixture of population and productivity models for your specific market. Key consideration is given to:
 - Demographics; Age and Sex
 - Uninsured population
- Provider FTEs were compiled with the assistance of the facility to ensure all providers were accounted for:
 - Advanced Practice Providers are accounted for as a percentage of the Physician FTE capacity, based on specialty group.

Specialty Group	Provider Specialty	Provider Demand		APP Supply		Physician Supply		Effective Provider Supply		Expected Provider Retirement	Percent Provider Retirement	Provider Surplus (Shortage)		Recommended Recruitment		
		2021	2026	2021	2026	2021	2026	2021	2026			2021	2026	Physician	APP	
Primary Care	Family Practice	23.1	24.2	7.6	6.8	9.4	8.4	13.2	11.8	(1.40)	-10.6%	(10.0)	(12.4)	3.0	3.0	
Primary Care	Geriatric Medicine	2.0	2.1	0.6	0.6	0.0	0.0	0.3	0.3	-	0.0%	(1.7)	(1.8)	1.0	0.4	
Primary Care	Internal Medicine	17.4	18.1	1.0	1.0	5.0	4.0	5.5	4.5	(1.00)	-18.2%	(11.9)	(13.6)	4.0	4.0	
Primary Care	Pediatrics	10.3	10.7	1.4	1.4	2.6	2.0	3.3	2.7	(0.60)	-18.2%	(7.0)	(8.0)	2.0	2.0	
Primary Care	Hospitalist	2.1	2.2	0.0	0.0	2.0	2.0	2.0	2.0	-	0.0%	(0.1)	(0.2)	0.0	0.0	
Primary Care	Primary Care	54.9	57.4	10.6	9.8	19.0	16.4	24.3	21.3	(3.00)	-12.4%	(30.7)	(36.1)	10.0	9.4	
Medical Specialties	Allergy/Immunology	0.8	0.8	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(0.8)	(0.8)	0.5	0.0	
Medical Specialties	Cardiology	3.0	3.1	0.0	0.0	1.4	0.9	1.4	0.9	(0.50)	-37.0%	(1.6)	(2.2)	1.0	0.0	
Medical Specialties	Dermatology	2.0	2.1	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(2.0)	(2.1)	1.0	0.0	
Medical Specialties	Endocrinology	0.7	0.7	0.0	0.0	2.0	2.0	2.0	2.0	-	0.0%	1.3	1.3	0.0	0.0	
Medical Specialties	Gastroenterology	1.8	1.8	0.0	0.0	0.5	0.5	0.5	0.5	-	0.0%	(1.3)	(1.3)	0.5	0.0	
Medical Specialties	Hematology/Oncology	1.5	1.5	0.0	0.0	0.2	0.2	0.2	0.2	-	0.0%	(1.3)	(1.3)	1.0	0.0	
Medical Specialties	Infectious Disease	0.6	0.6	0.0	0.0	0.4	0.4	0.4	0.4	-	0.0%	(0.2)	(0.2)	0.0	0.0	
Medical Specialties	Nephrology	0.8	0.8	0.0	0.0	0.2	0.1	0.2	0.1	(0.15)	-65.2%	(0.5)	(0.7)	0.0	0.0	
Medical Specialties	Neurology	1.7	1.7	0.0	0.0	1.0	1.0	1.0	1.0	-	0.0%	(0.7)	(0.7)	0.0	0.0	
Medical Specialties	Physical Medicine	1.1	1.2	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(1.1)	(1.2)	0.0	0.0	
Medical Specialties	Psychiatry	7.0	7.3	0.0	0.0	1.0	1.0	1.0	1.0	-	0.0%	(6.0)	(6.3)	1.0	2.0	
Medical Specialties	Pulmonology	1.2	1.2	0.0	0.0	0.4	0.4	0.4	0.4	-	0.0%	(0.8)	(0.8)	0.6	0.0	
Medical Specialties	Radiation Therapy	0.6	0.7	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(0.6)	(0.7)	0.0	0.0	
Medical Specialties	Rheumatology	0.7	0.7	0.0	0.0	0.5	0.5	0.5	0.5	-	0.0%	(0.3)	(0.3)	0.0	0.0	
Medical Specialties	Other Medical Specialties	0.9	0.9	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(0.9)	(0.9)	0.0	0.0	
Medical Specialties	Medical Specialties	24.2	25.3	0.0	0.0	7.5	6.9	7.5	6.9	(0.65)	-8.6%	(16.6)	(18.4)	5.6	2.0	
	SUBTOTAL	79.1	82.7	10.6	9.8	26.5	23.3	31.8	28.2	(3.65)	(47.3)	(54.5)	15.6	11.4		

- Note:
 - APP Providers in Primary Care are considered to manage 50% of a Physician's Workload

Specialty Group	Provider Specialty	Provider Demand		APP Supply		Physician Supply		Effective Provider Supply		Expected Provider Retirement	Percent Provider Retirement	Provider Surplus (Shortage)		Recommended Recruitment	
		2021	2026	2021	2026	2021	2026	2021	2026			2021	2026	Physician	APP
Surgical Specialties	Cardiothoracic Surgery	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(0.5)	(0.5)	0.0	0.0
Surgical Specialties	General Surgery	7.1	7.5	0.8	0.8	3.6	3.0	3.8	3.2	(0.60)	-15.8%	(3.3)	(4.3)	2.0	1.0
Surgical Specialties	Neurosurgery	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(1.0)	(1.0)	0.0	0.0
Surgical Specialties	OB/GYN	7.4	7.8	1.8	1.8	4.2	2.4	4.6	2.8	(1.75)	-38.1%	(2.9)	(4.9)	3.0	2.0
Surgical Specialties	Ophthalmology	3.9	4.1	0.0	0.0	1.8	0.8	1.8	0.8	(1.00)	-57.1%	(2.2)	(3.3)	0.0	0.0
Surgical Specialties	Orthopedic Surgery	4.4	4.6	0.0	0.0	4.1	3.1	4.1	3.1	(1.00)	-24.4%	(0.3)	(1.5)	1.0	1.0
Surgical Specialties	Otolaryngology	1.5	1.6	0.0	0.0	0.2	0.2	0.2	0.2	-	0.0%	(1.3)	(1.4)	0.8	0.0
Surgical Specialties	Plastic Surgery	1.1	1.1	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(1.1)	(1.1)	0.0	0.0
Surgical Specialties	Urology	2.2	2.3	0.0	0.0	0.3	0.3	0.3	0.3	-	0.0%	(2.0)	(2.1)	1.0	0.0
Surgical Specialties	Vascular Surgery	0.9	0.9	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0%	(0.9)	(0.9)	0.0	0.0
Surgical Specialties	Other Surgical Specialties	3.0	3.1	0.0	0.0	1.0	1.0	1.0	1.0	-	0.0%	(2.0)	(2.1)	0.0	0.0
Surgical Specialties	Surgical Specialties	33.1	34.6	2.6	2.6	15.1	10.7	15.7	11.3	(4.35)	-27.7%	(17.4)	(23.3)	7.8	4.0
Hospital-Based	Anesthesiology	12.3	12.9	1.0	1.0	3.2	3.2	4.2	4.2	-	0.0%	(8.2)	(8.7)	1.0	1.0
Hospital-Based	Emergency	8.5	8.9	1.0	1.0	2.6	2.4	3.1	2.9	(0.15)	-4.9%	(5.4)	(6.0)	2.3	0.0
Hospital-Based	Radiology	13.0	13.6	0.0	0.0	1.0	1.0	1.0	1.0	-	0.0%	(12.0)	(12.6)	0.0	0.0
Hospital-Based	Pathology	8.3	8.7	0.0	0.0	1.0	1.0	1.0	1.0	-	0.0%	(7.3)	(7.7)	0.0	0.0
Hospital-Based	Hospital-Based	42.2	44.1	2.0	2.0	7.7	7.6	9.2	9.1	(0.15)	-1.6%	(33.0)	(35.0)	3.3	1.0
	SUBTOTAL	75.3	78.7	4.6	4.6	22.8	18.3	24.9	20.4	(4.50)	-14.4%	(50.4)	(58.3)	11.1	5.0
Total	TOTAL, ALL	154.4	161.3	15.1	14.3	49.3	41.5	56.7	48.5	(8.15)	-14.4%	(97.7)	(112.8)	26.7	16.4

NOTE: Blended ratio based upon average of GMENAC and Hicks & Glenn; Where no blended ratio available, other source used as detailed above.