

Supplemental Online Content

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eMethods.

This supplemental material has been provided by the authors to give readers additional information about their work.

eMethods.

SELECTED QUESTIONS FROM THE HEALTH SYSTEM PHYSICIAN ORGANIZATION LEADER SURVEY INSTRUMENT

1. Does your physician organization measure, report, and/or provide financial incentives to **primary care physicians** on their individual performance for any of the following performance areas?

- “**Measure**” means your organization *tracks* physician performance in this area.
- “**Report**” means your organization provides *scorecards or other types of performance reports* to physicians.
- “**Financial incentive**” means your organization includes the performance area in its *variable compensation* for physicians

Performance Area (Primary Care Physicians)	Measure	Report	Provide Financial Incentive	Do Not Measure, Report, or Financially Incentivize
Productivity (e.g., patient visits, charges, encounter data submissions, or RVUs (FFS))	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Panel size (e.g., number of patients in a panel)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical quality of care (e.g., HEDIS, Medicare Star measures)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient experience or satisfaction (e.g., CAHPS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient utilization of resources (e.g., reducing inpatient days)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access (e.g., accepting new patients, extended hours)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total cost of care (e.g., shared savings payments)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HCC/RAF coding*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (if yes, please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*HCC=Hierarchical Condition Category. RAF=Risk Adjustment Factor. Used to adjust Medicare payments

2. Does your physician organization measure, report, and/or provide financial incentives to some or all **specialty care physicians** on their individual performance for any of the following performance areas?

- “**Measure**” means your organization *tracks* physician performance in this area.
- “**Report**” means your organization provides *scorecards or other types of performance reports* to physicians.
- “**Financial incentive**” means your organization includes the performance area in *variable compensation* for physicians.

Performance Area (Specialty Care Physicians)	Measure	Report	Provide Financial Incentive	Do Not Measure, Report, or Financially Incentivize
Productivity (e.g., patient visits, charges, encounter data submissions, or RVUs (FFS))	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Panel size (e.g., number of patients in a panel)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical quality of care (e.g., HEDIS, Medicare Star measures)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient experience or satisfaction (e.g., CAHPS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient utilization of resources (e.g., reducing inpatient days)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access (e.g., accepting new patients, extended hours)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total cost of care (e.g., shared savings payments)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HCC/RAF coding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (if yes, please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*HCC=Hierarchical Condition Category. RAF=Risk Adjustment Factor. Used to adjust Medicare payments

3. For a typical **primary care physician** in your organization, what are the three top easiest actions he/she could do to increase his/her compensation? *List them in order, with Action 1 being the easiest.*

Action—Primary Care Physicians
Action #1
Action #2
Action #3

4. For a typical **specialty care physician** in your organization, what are the three top easiest actions he/she could do to increase his/her compensation? *List them in order, with Action 1 being the easiest.*

Action—Specialty Physicians
Action #1
Action #2
Action #3

SELECTED QUESTIONS FROM HEALTH SYSTEM PHYSICIAN ORGANIZATION LEADER SEMI-STRUCTURED INTERVIEW GUIDE

1. **How are your primary care physicians paid?** (*meaning: Is their compensation primarily based on salary, capitation, or something else?*)

2. **For a typical primary care physician in your organization, how much of their compensation falls into the following categories?** (*probe: do family medicine physicians and internal medicine physicians have same compensation approach?*)

Base salary	%
Capitation	%
Fee-for-service (e.g., RVUs, productivity)	%
Performance-based incentives (e.g., bonuses or penalties based on quality, patient experience, utilization of resources, etc.)	%
Profit sharing	%
Other (if yes, please specify): _____	%
TOTAL (should add to 100%)	

3. **How are your specialty care physicians paid?** (*meaning Is their compensation primarily based on salary, capitation, or something else?*)

4. **For a typical specialty care physician in your organization, how much of their compensation falls into the following categories?**

Base salary	%
Capitation	%
Fee-for-service (e.g., RVUs, productivity)	%
Performance-based incentives (e.g., bonuses or penalties based on quality, patient experience, utilization of resources, etc.)	%
Profit sharing	%
Other (if yes, please specify): _____	%
TOTAL (should add to 100%)	

5. **What share of your physician organization's total revenues do you estimate come from the following sources?** (*interviewer: should add to 100%*)

Fee-for-service _____

Capitation _____

Other sources _____