		2	008 Actual		2015 Projected
Physician Specialty		Population	Physicians	/100k	Population
Allergy & Immunology		518,565	3	0.6	575,484
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	1.4	7	Deficit:	-4	8
Two Mature HMO	1.5	8	Deficit:	-5	9
Adjusted FTE	1.4	7	Deficit:	-4	8
GMENAC	0.8	4	Deficit:	-1	5
Kaiser Portland	1.7	9	Deficit:	-6	10
7 Kaiser Plans	1.2	6	Deficit:	-3	7
GHC Seattle	1.1	6	Deficit:	-3	6
Three HMOs					
Goodman	1.3	7	Deficit:	-4	7
Hicks & Glenn					
Solucient	1.7	9	Deficit:	-6	10
Average Requirement	1.3	7	Deficit:	-4	7

			2	2008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population
Anest	thesiology		518,565	26	5.0	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	14.0	73	Deficit:	-47	81
	Two Mature HMO	9.7	50	Deficit:	-24	56
	Adjusted FTE	9.1	47	Deficit:	-21	52
	GMENAC	8.9	46	Deficit:	-20	51
	Kaiser Portland	5.9	31	Deficit:	-5	34
	7 Kaiser Plans	3.9	20	Surplus:	6	22
	GHC Seattle	9.0	47	Deficit:	-21	52
	Three HMOs					
	Goodman	7.0	36	Deficit:	-10	40
	Hicks & Glenn					
	Solucient					
	Average Requirement	7.6	39	Deficit:	-13	44

			2	008 Actual		2015 Projected
Physician Specialt	У		Population	Physicians	/100k 3.7	Population
Cardiovascular Di	seases		518,565	19		575,484
Nationa Standa	l Physician ds*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
AMA		7.5	39	Deficit:	-20	43
Two Ma	ture HMO	5.4	28	Deficit:	-9	31
Adjuste	d FTE	5.0	26	Deficit:	-7	29
GMENA	AC .	3.1	16	Surplus:	3	18
	Portland	3.0	16	Surplus:	3	17
7 Kaise	r Plans	1.8	9	Surplus:	10	10
GHC S	eattle	2.9	15	Surplus:	4	17
Three H	IMOs					
Goodm	an	3.6	19	Adequate	0	21
Hicks &	Glenn	2.6	13	Surplus:	6	15
Solucie	nt	4.2	22	Deficit:	-3	24
Average	e Requirement	3.5	18	Surplus:	1	20

			2	008 Actual		2015 Projected
Physici	Physician Specialty		Population	Physicians	/100k	Population
Derma	tology		518,565	15	2.9	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	3.7	19	Deficit:	-4	21
	Two Mature HMO	2.8	15	Adequate	0	16
	Adjusted FTE	2.6	13	Surplus:	2	15
	GMENAC	2.8	15	Adequate	0	16
	Kaiser Portland	2.5	13	Surplus:	2	14
	7 Kaiser Plans	2.4	12	Surplus:	3	14
	GHC Seattle	2.6	13	Surplus:	2	15
	Three HMOs	1.6	8	Surplus:	7	9
	Goodman	1.4	7	Surplus:	8	8
	Hicks & Glenn	2.1	11	Surplus:	4	12
	Solucient	3.1	16	Deficit:	-1	18
	Average Requirement	2.4	12	Surplus:	3	14

			2	008 Actual		2015 Projected
Physicia	n Specialty		Population	Physicians	/100k 11.0	Population
Emerge	ncy Medicine		518,565	57		575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	10.5	54	Surplus:	3	60
	Two Mature HMO	5.5	29	Surplus:	28	32
	Adjusted FTE	5.2	27	Surplus:	30	30
	GMENAC	5.4	28	Surplus:	29	31
	Kaiser Portland	6.7	35	Surplus:	22	39
	7 Kaiser Plans	5.3	27	Surplus:	30	31
	GHC Seattle					
	Three HMOs					
	Goodman	2.7	14	Surplus:	43	16
	Hicks & Glenn					
	Solucient	12.4	64	Deficit:	-7	71
	Average Requirement	6.2	32	Surplus:	25	36

			2	008 Actual		2015 Projected
Physic	Physician Specialty		Population	Physicians	/100k	Population
Endoc	rinology, Diabetes & Me	etabolism	518,565	1	0.2	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	1.8	9	Deficit:	-8	10
	Two Mature HMO	1.1	6	Deficit:	-5	6
	Adjusted FTE	1.0	5	Deficit:	-4	6
	GMENAC	0.8	4	Deficit:	-3	5
	Kaiser Portland	0.9	5	Deficit:	-4	5
	7 Kaiser Plans	1.1	6	Deficit:	-5	6
	GHC Seattle					
	Three HMOs	0.6	3	Deficit:	-2	3
	Goodman					
	Hicks & Glenn					
	Solucient					
	Average Requirement	0.9	5	Deficit:	-4	5

		2	008 Actual		2015 Projected
Physician Specialty		Population	Physicians	/100k	Population
Family Practice		518,565	121	23.3	575,484
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	31.5	163	Deficit:	-42	181
Two Mature HMO	45.6	236	Deficit:	-115	262
Adjusted FTE	42.6	221	Deficit:	-100	245
GMENAC	25.2	131	Deficit:	-10	145
Kaiser Portland	16.7	87	Surplus:	34	96
7 Kaiser Plans	11.0	57	Surplus:	64	63
GHC Seattle					
Three HMOs	9.2	48	Surplus:	73	53
Goodman					
Hicks & Glenn	16.2	84	Surplus:	37	93
Solucient	22.5	117	Surplus:	4	130
Average Requirement	23.6	122	Deficit:	-1	136

			2	008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population
Gastro	penterology		518,565	7	1.3	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	4.2	22	Deficit:	-15	24
	Two Mature HMO	3.1	16	Deficit:	-9	18
	Adjusted FTE					
	GMENAC	3.2	17	Deficit:	-10	18
	Kaiser Portland	1.7	9	Deficit:	-2	10
	7 Kaiser Plans	1.7	9	Deficit:	-2	10
	GHC Seattle					
	Three HMOs					
	Goodman	1.3	7	Adequate	0	7
	Hicks & Glenn					
	Solucient	3.5	18	Deficit:	-11	20
	Average Requirement	2.4	12	Deficit:	-5	14

			2	2008 Actual		2015 Projected
Physician Specialty		Po	pulation	Physicians	/100k 21.6	Population
Internal Medicine		5	518,565	112		575,484
National Phy Standards*	sician Standa Phys/100,000 Pc	i iiy	sician Need	Statu	S	Physician Need
AMA	53	.1	275	Deficit:	-163	306
Two Mature	HMO 21	.4	111	Surplus:	1	123
Adjusted FTE	20	.0	104	Surplus:	8	115
GMENAC	28	.8	149	Deficit:	-37	166
Kaiser Portla	nd 28	.1	146	Deficit:	-34	162
7 Kaiser Plar	ns 30	.3	157	Deficit:	-45	174
GHC Seattle						
Three HMOs	16	.7	87	Surplus:	25	96
Goodman						
Hicks & Glen	ın 11	.3	59	Surplus:	53	65
Solucient	19	.0	99	Surplus:	13	109
Average Rec	quirement 22	.0	114	Deficit:	-2	127

			2	2008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population
Nephr	rology		518,565	9	1.7	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	2.6	13	Deficit:	-4	15
	Two Mature HMO	1.4	7	Surplus:	2	8
	Adjusted FTE	1.3	7	Surplus:	2	7
	GMENAC	1.1	6	Surplus:	3	6
	Kaiser Portland	0.8	4	Surplus:	5	5
	7 Kaiser Plans	0.7	4	Surplus:	5	4
	GHC Seattle	0.9	5	Surplus:	4	5
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient	0.7	4	Surplus:	5	4
	Average Requirement	1.0	5	Surplus:	4	6

		2	008 Actual		2015 Projected
Physician Specialty		Population	Physicians	/100k 1.3	Population 575,484
Neurological Surgery		518,565	7		
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	1.9	10	Deficit:	-3	11
Two Mature HMO	1.1	6	Surplus:	1	6
Adjusted FTE	1.0	5	Surplus:	2	6
GMENAC	1.1	6	Surplus:	1	6
Kaiser Portland	1.4	7	Adequate	0	8
7 Kaiser Plans					
GHC Seattle	0.4	2	Surplus:	5	2
Three HMOs					
Goodman	0.7	4	Surplus:	3	4
Hicks & Glenn					
Solucient					
Average Requirement	1.0	5	Surplus:	2	6

			2	008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population 575,484
Neurology	Neurology		518,565	12	2.3	
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
_	AMA	5.0	26	Deficit:	-14	29
_	Two Mature HMO	2.4	12	Adequate	0	14
_	Adjusted FTE	2.3	12	Adequate	0	13
_	GMENAC	3.3	17	Deficit:	-5	19
_	Kaiser Portland	1.3	7	Surplus:	5	7
_	7 Kaiser Plans	1.7	9	Surplus:	3	10
_	GHC Seattle	1.2	6	Surplus:	6	7
_	Three HMOs					
_	Goodman	2.1	11	Surplus:	1	12
_	Hicks & Glenn	1.4	7	Surplus:	5	8
_	Solucient	1.8	9	Surplus:	3	10
_	Average Requirement	1.9	10	Surplus:	2	11

			2	2008 Actual		2015 Projected
Physician	Specialty		Population	Physicians	/100k	Population
OB/GYN			518,565	39	7.5	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
•	AMA	14.1	73	Deficit:	-34	81
-	Two Mature HMO	12.1	63	Deficit:	-24	70
-	Adjusted FTE	11.3	59	Deficit:	-20	65
=	GMENAC	9.9	51	Deficit:	-12	57
-	Kaiser Portland	11.6	60	Deficit:	-21	67
-	7 Kaiser Plans	11.5	60	Deficit:	-21	66
-	GHC Seattle	10.0	52	Deficit:	-13	58
-	Three HMOs	8.8	46	Deficit:	-7	51
-	Goodman	8.4	44	Deficit:	-5	48
-	Hicks & Glenn	8.0	41	Deficit:	-2	46
-	Solucient	10.2	53	Deficit:	-14	59
-	Average Requirement	10.2	53	Deficit:	-14	59

		2	2008 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physicians	/100k	Population
Opthalmology		518,565	17	3.3	575,484
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	6.0	31	Deficit:	-14	35
Two Mature HMO	5.9	31	Deficit:	-14	34
Adjusted FTE	5.5	29	Deficit:	-12	32
GMENAC	4.6	24	Deficit:	-7	26
Kaiser Portland	2.4	12	Surplus:	5	14
7 Kaiser Plans	3.1	16	Surplus:	1	18
GHC Seattle	5.0	26	Deficit:	-9	29
Three HMOs					
Goodman	3.5	18	Deficit:	-1	20
Hicks & Glenn	3.2	17	Adequate	0	18
Solucient	4.7	24	Deficit:	-7	27
Average Requirement	4.2	22	Deficit:	-5	24

		2	2008 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physicians	/100k	Population
Orthopedic Surgery		518,565	21	4.0	575,484
National Phys Standards*	sician Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
AMA	8.3	43	Deficit:	-22	48
Two Mature I	HMO 6.8	35	Deficit:	-14	39
Adjusted FTE	6.4	33	Deficit:	-12	37
GMENAC	6.0	31	Deficit:	-10	35
Kaiser Portla	nd 5.9	31	Deficit:	-10	34
7 Kaiser Plan	4.2	22	Deficit:	-1	24
GHC Seattle	6.7	35	Deficit:	-14	39
Three HMOs	3.0	16	Surplus:	5	17
Goodman	5.9	31	Deficit:	-10	34
Hicks & Glen	n 4.2	22	Deficit:	-1	24
Solucient	6.1	32	Deficit:	-11	35
Average Req	uirement 5.5	29	Deficit:	-8	32

			2	2008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population
Otola	ryngology		518,565	7	1.3	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	3.4	18	Deficit:	-11	20
	Two Mature HMO	3.2	17	Deficit:	-10	18
	Adjusted FTE					
	GMENAC	3.2	17	Deficit:	-10	18
	Kaiser Portland	3.4	18	Deficit:	-11	20
	7 Kaiser Plans	2.4	12	Deficit:	-5	14
	GHC Seattle	3.0	16	Deficit:	-9	17
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient					
	Average Requirement	3.0	16	Deficit:	-9	17

			2	008 Actual		2015 Projected
Physician Specialty	Physician Specialty		Population	Physicians	/100k	Population
Pathology			518,565	11	2.1	575,484
National Ph Standards*	nysician I	Standard Phys/100,000 Pop.	Physician Need	Status	S	Physician Need
AMA		6.3	33	Deficit:	-22	36
Two Mature	e HMO	1.9	10	Surplus:	1	11
Adjusted F	TE	1.8	9	Surplus:	2	10
GMENAC		6.4	33	Deficit:	-22	37
Kaiser Port	land	3.3	17	Deficit:	-6	19
7 Kaiser Pl	ans	1.8	9	Surplus:	2	10
GHC Seatt	le					
Three HMC)s					
Goodman		4.1	21	Deficit:	-10	24
Hicks & Gle	enn					
Solucient						
Average Re	equirement	3.2	17	Deficit:	-6	18

			2	008 Actual		2015 Projected
Physician Specialty	Physician Specialty		Population	Physicians	/100k	Population
Pediatrics			518,565	55	10.6	575,484
National Standard	Physician s*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA		24.9	129	Deficit:	-74	143
Two Matu	ıre HMO	16.6	86	Deficit:	-31	96
Adjusted	FTE	15.5	80	Deficit:	-25	89
GMENAC	;	12.4	64	Deficit:	-9	71
Kaiser Po	rtland	11.9	62	Deficit:	-7	68
7 Kaiser	Plans	16.0	83	Deficit:	-28	92
GHC Sea	ttle					
Three HM	1Os	9.8	51	Surplus:	4	56
Goodmar	1					
Hicks & C	alenn	7.6	39	Surplus:	16	44
Solucient		13.9	72	Deficit:	-17	80
Average	Requirement	13.0	67	Deficit:	-12	75

		2	2008 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physicians	/100k	Population
Plastic Surgery		518,565	7	1.3	575,484
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	2.4	12	Deficit:	-5	14
Two Mature HMO					
Adjusted FTE					
GMENAC	1.1	6	Surplus:	1	6
Kaiser Portland	0.3	2	Surplus:	5	2
7 Kaiser Plans					
GHC Seattle	0.4	2	Surplus:	5	2
Three HMOs					
Goodman	1.1	6	Surplus:	1	6
Hicks & Glenn	2.3	12	Deficit:	-5	13
Solucient	2.2	12	Deficit:	-5	13
Average Requireme	ent 1.2	6	Surplus:	1	7

			2	008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population
Psychiatry		518	518,565	32	6.2	575,484
National Phys Standards*	sician St. Phys/100,00	andard 00 Pop.	Physician Need	Status	S	Physician Need
AMA		13.6	71	Deficit:	-39	78
Two Mature H	НМО	7.7	40	Deficit:	-8	44
Adjusted FTE		7.2	37	Deficit:	-5	41
GMENAC		15.4	80	Deficit:	-48	89
Kaiser Portla	nd	5.2	27	Surplus:	5	30
7 Kaiser Plan	S	4.1	21	Surplus:	11	24
GHC Seattle						
Three HMOs						
Goodman		7.2	37	Deficit:	-5	41
Hicks & Glen	n	3.9	20	Surplus:	12	22
Solucient		5.7	30	Surplus:	2	33
Average Req	uirement	7.1	37	Deficit:	-5	41

			2	008 Actual		2015 Projected
Physic	ian Specialty		Population	Physicians	/100k	Population
Pulmo	nary Diseases		518,565	8	1.5	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	3.5	18	Deficit:	-10	20
	Two Mature HMO	2.0	10	Deficit:	-2	12
	Adjusted FTE	1.9	10	Deficit:	-2	11
	GMENAC	1.4	7	Surplus:	1	8
	Kaiser Portland	1.4	7	Surplus:	1	8
	7 Kaiser Plans	1.0	5	Surplus:	3	6
	GHC Seattle	1.4	7	Surplus:	1	8
	Three HMOs					
	Goodman	1.4	7	Surplus:	1	8
	Hicks & Glenn					
	Solucient	1.3	7	Surplus:	1	7
	Average Requirement	1.5	8	Adequate	0	9

			2	2008 Actual		2015 Projected
Physician	Specialty		Population	Physicians	/100k	Population
Radiology	,		518,565	29	5.6	575,484
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
=	AMA	11.4	59	Deficit:	-30	66
_	Two Mature HMO	13.6	71	Deficit:	-42	78
=	Adjusted FTE	13.7	71	Deficit:	-42	79
_	GMENAC	7.7	40	Deficit:	-11	44
_	Kaiser Portland	8.5	44	Deficit:	-15	49
_	7 Kaiser Plans	4.7	24	Surplus:	5	27
_	GHC Seattle	7.7	40	Deficit:	-11	44
_	Three HMOs					
_	Goodman	8.0	41	Deficit:	-12	46
_	Hicks & Glenn					
_	Solucient					
_	Average Requirement	9.1	47	Deficit:	-18	52

		2	008 Actual		2015 Projected
Physician Specialty		Population	Physicians	/100k	Population
Rheumatology		518,565	2	0.4	575,484
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	1.5	8	Deficit:	-6	9
Two Mature HMO	1.1	6	Deficit:	-4	6
Adjusted FTE	1.0	5	Deficit:	-3	6
GMENAC	0.7	4	Deficit:	-2	4
Kaiser Portland	0.4	2	Adequate	0	2
7 Kaiser Plans	0.7	4	Deficit:	-2	4
GHC Seattle	0.7	4	Deficit:	-2	4
Three HMOs					
Goodman	0.4	2	Adequate	0	2
Hicks & Glenn					
Solucient	1.3	7	Deficit:	-5	8
Average Requirement	0.8	4	Deficit:	-2	5

			2	008 Actual		2015 Projected
Physician Specialty			Population	Physicians	/100k	Population
General Surgery	/	518,565	27	5.2	575,484	
Natio Stand	nal Physician dards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
AMA		12.5	65	Deficit:	-38	72
Two	Mature HMO	9.4	49	Deficit:	-22	54
Adjus	ted FTE	8.8	46	Deficit:	-19	51
GME	NAC	9.7	50	Deficit:	-23	56
Kaise	er Portland	7.0	36	Deficit:	-9	40
7 Kai	ser Plans	6.2	32	Deficit:	-5	36
GHC	Seattle	5.9	31	Deficit:	-4	34
Three	e HMOs	4.2	22	Surplus:	5	24
Good	lman	9.7	50	Deficit:	-23	56
Hicks	& Glenn	4.1	21	Surplus:	6	24
Soluc	cient	6.0	31	Deficit:	-4	35
Avera	age Requirement	7.1	37	Deficit:	-10	41

		2008 Actual			2015 Projected
Physician Specialty		Population	Physicians	/100k	Population
Thoracic Surgery		518,565	1	0.2	575,484
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
AMA	1.5	8	Deficit:	-7	9
Two Mature HMO					
Adjusted FTE					
GMENAC	0.8	4	Deficit:	-3	5
Kaiser Portland	0.1	1	Adequate	0	1
7 Kaiser Plans					
GHC Seattle					
Three HMOs					
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	0.5	3	Deficit:	-2	3

		2008 Actual			2015 Projected	
Physician Specialty		Population	Physicians	/100k	Population	
Urology		518,565	15	2.9	575,484	
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
•	AMA	3.5	18	Deficit:	-3	20
	Two Mature HMO	3.5	18	Deficit:	-3	20
•	Adjusted FTE	3.3	17	Deficit:	-2	19
	GMENAC	3.1	16	Deficit:	-1	18
•	Kaiser Portland	3.3	17	Deficit:	-2	19
	7 Kaiser Plans	2.3	12	Surplus:	3	13
	GHC Seattle	2.9	15	Adequate	0	17
•	Three HMOs					
	Goodman	2.6	13	Surplus:	2	15
	Hicks & Glenn	1.9	10	Surplus:	5	11
-	Solucient	2.9	15	Adequate	0	16
	Average Requirement	2.9	15	Adequate	0	17

Included Counties: Barrow, Clarke, Elbert, Greene, Jackson, Jasper, Madison, Morgan, Newton, Oconee, Oglethorpe, Walton

Report created by Georgia Board for Physician Workforce, State of Georgia

- *Standards are presented as rates per 100,000 population
- (1) McClendon, B., R.Polizer, E. Christain, and E. Fernandez, 1997. Downsizing the Physician Workforce, Public Health Reports, May/June 112:231-239.
- (2) Graduate Medical Education National Advisory Committee Summary Report. 1981. Pub. No. (HRA) 81-651. Washington: Government Printing Office.
- (3) American Medical Association. 1996. Physician Characteristics and Distribution in the US: 1995/1996. Chicago.
- (4) American Osteopathic Association. 1993. 1994 Yearbook and Directory of Osteopathic Physicians. Chicago.
- (5) Hart, L., E. Wagner, J. Parzada, A.Nelson, and R.Rosenblah. 1997. Physician Staffing Ratios in Staff- Model HMO's: A Cautionary Tale, Health Affairs 16, no. 1:55-70.
- (6) Weiner, J.P. 1994 Forecasting the Effects of Health Reform on U.S. Physician Workforce Requirement. JAMA 272, no. 3:222-230.
- (7) Steinwachs, D., J.P. Weiner, S. Shapiro, et al. 1986. A Comparison of the Requirements for Primary Care Physicians in with Projections Made by the Graduate Medical National Advisory Committee. New England Journal of Medicine 314:217-222.
- (8) Kronick, R., D.C. Goodman, J. Wennberg, and E.Wagner. 1993. The Marketplace in Health Care Reform: The Demographic Limitations of Managed Competition. New England Journal of Medicine 328:1480152. See also, related NAPS Document 04998.
- (9) Vansdow, N.A. The Physician Workforce: Issues for Academic Medical Centers. Forum on the Future of Academic Medicine. December 2, 1996.
- (10) Forte, G.J., Dionne, M., Beaulieu, M., and Salsberg, E. Profile of New York State Physicians. Rensselaer, NY: Center for Health Workforce Studies, School of Public Health, SUNY Albany. April 2001.
- (11) A Review of Physician-to-Population Ratios. Merritt Hawkins & Associates. GMENAC, Goodman (Dec. 11, 1996 JAMA), Hicks & Glenn (1989 Journal of Health Care Management), Solucient (2003).
- (12) American Medical Association. Physician Characteristics and Distribution in the US, 2010 Edition; 2010.