

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Anesthesiology</b>	<b>249,398</b>	<b>12</b>	<b>4.8</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	14.0	35	Deficit: -23	35
Two Mature HMO	9.7	24	Deficit: -12	24
Adjusted FTE	9.1	23	Deficit: -11	23
GMENAC	8.9	22	Deficit: -10	22
Kaiser Portland	5.9	15	Deficit: -3	15
7 Kaiser Plans	3.9	10	Surplus: 2	10
GHC Seattle	9.0	22	Deficit: -10	22
Three HMOs				
Goodman	7.0	17	Deficit: -5	17
Hicks & Glenn				
Solucient				
Average Requirement	7.6	19	Deficit: -7	19

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Cardiovascular Diseases</b>	<b>249,398</b>	<b>5</b>	<b>2.0</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	7.5	19	Deficit: -14	19
Two Mature HMO	5.4	13	Deficit: -8	13
Adjusted FTE	5.0	12	Deficit: -7	12
GMENAC	3.1	8	Deficit: -3	8
Kaiser Portland	3.0	7	Deficit: -2	7
7 Kaiser Plans	1.8	4	Surplus: 1	4
GHC Seattle	2.9	7	Deficit: -2	7
Three HMOs				
Goodman	3.6	9	Deficit: -4	9
Hicks & Glenn	2.6	6	Deficit: -1	6
Solucient	4.2	11	Deficit: -6	11
Average Requirement	3.5	9	Deficit: -4	9

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Dermatology</b>	<b>249,398</b>	<b>2</b>	<b>0.8</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	3.7	9	Deficit: -7	9
Two Mature HMO	2.8	7	Deficit: -5	7
Adjusted FTE	2.6	6	Deficit: -4	6
GMENAC	2.8	7	Deficit: -5	7
Kaiser Portland	2.5	6	Deficit: -4	6
7 Kaiser Plans	2.4	6	Deficit: -4	6
GHC Seattle	2.6	6	Deficit: -4	6
Three HMOs	1.6	4	Deficit: -2	4
Goodman	1.4	3	Deficit: -1	3
Hicks & Glenn	2.1	5	Deficit: -3	5
Solucient	3.1	8	Deficit: -6	8
Average Requirement	2.4	6	Deficit: -4	6

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Emergency Medicine</b>	<b>249,398</b>	<b>24</b>	<b>9.6</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	10.5	26	Deficit: -2	26
Two Mature HMO	5.5	14	Surplus: 10	14
Adjusted FTE	5.2	13	Surplus: 11	13
GMENAC	5.4	13	Surplus: 11	13
Kaiser Portland	6.7	17	Surplus: 7	17
7 Kaiser Plans	5.3	13	Surplus: 11	13
GHC Seattle				
Three HMOs				
Goodman	2.7	7	Surplus: 17	7
Hicks & Glenn				
Solucient	12.4	31	Deficit: -7	31
Average Requirement	6.2	15	Surplus: 9	15

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
<b>Family Practice</b>		<b>249,398</b>	<b>80</b>	<b>32.1</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	31.5	79	Surplus: 1	79	
Two Mature HMO	45.6	114	Deficit: -34	114	
Adjusted FTE	42.6	106	Deficit: -26	106	
GMENAC	25.2	63	Surplus: 17	63	
Kaiser Portland	16.7	42	Surplus: 38	42	
7 Kaiser Plans	11.0	27	Surplus: 53	27	
GHC Seattle					
Three HMOs	9.2	23	Surplus: 57	23	
Goodman					
Hicks & Glenn	16.2	40	Surplus: 40	40	
Solucient	22.5	56	Surplus: 24	56	
Average Requirement	23.6	59	Surplus: 21	59	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
<b>Gastroenterology</b>		<b>249,398</b>	<b>3</b>	<b>1.2</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	4.2	10	Deficit: -7	10	
Two Mature HMO	3.1	8	Deficit: -5	8	
Adjusted FTE					
GMENAC	3.2	8	Deficit: -5	8	
Kaiser Portland	1.7	4	Deficit: -1	4	
7 Kaiser Plans	1.7	4	Deficit: -1	4	
GHC Seattle					
Three HMOs					
Goodman	1.3	3	Adequate 0	3	
Hicks & Glenn					
Solucient	3.5	9	Deficit: -6	9	
Average Requirement	2.4	6	Deficit: -3	6	

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Infectious Disease</b>	<b>249,398</b>	<b>1</b>	<b>0.4</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	2.2	5	Deficit: -4	5
Two Mature HMO	0.7	2	Deficit: -1	2
Adjusted FTE	0.6	1	Adequate 0	1
GMENAC	0.9	2	Deficit: -1	2
Kaiser Portland	1.2	3	Deficit: -2	3
7 Kaiser Plans	0.7	2	Deficit: -1	2
GHC Seattle	0.6	1	Adequate 0	1
Three HMOs				
Goodman				
Hicks & Glenn				
Solucient				
Average Requirement	0.8	2	Deficit: -1	2

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Internal Medicine</b>	<b>249,398</b>	<b>64</b>	<b>25.7</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	53.1	132	Deficit: -68	132
Two Mature HMO	21.4	53	Surplus: 11	53
Adjusted FTE	20.0	50	Surplus: 14	50
GMENAC	28.8	72	Deficit: -8	72
Kaiser Portland	28.1	70	Deficit: -6	70
7 Kaiser Plans	30.3	76	Deficit: -12	76
GHC Seattle				
Three HMOs	16.7	42	Surplus: 22	42
Goodman				
Hicks & Glenn	11.3	28	Surplus: 36	28
Solucient	19.0	47	Surplus: 17	47
Average Requirement	22.0	55	Surplus: 9	55

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Nephrology</b>	<b>249,398</b>	<b>1</b>	<b>0.4</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	2.6	6	Deficit: -5	6
Two Mature HMO	1.4	3	Deficit: -2	3
Adjusted FTE	1.3	3	Deficit: -2	3
GMENAC	1.1	3	Deficit: -2	3
Kaiser Portland	0.8	2	Deficit: -1	2
7 Kaiser Plans	0.7	2	Deficit: -1	2
GHC Seattle	0.9	2	Deficit: -1	2
Three HMOs				
Goodman				
Hicks & Glenn				
Solucient	0.7	2	Deficit: -1	2
Average Requirement	1.0	2	Deficit: -1	2

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Neurology</b>	<b>249,398</b>	<b>3</b>	<b>1.2</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	5.0	12	Deficit: -9	12
Two Mature HMO	2.4	6	Deficit: -3	6
Adjusted FTE	2.3	6	Deficit: -3	6
GMENAC	3.3	8	Deficit: -5	8
Kaiser Portland	1.3	3	Adequate 0	3
7 Kaiser Plans	1.7	4	Deficit: -1	4
GHC Seattle	1.2	3	Adequate 0	3
Three HMOs				
Goodman	2.1	5	Deficit: -2	5
Hicks & Glenn	1.4	3	Adequate 0	3
Solucient	1.8	4	Deficit: -1	4
Average Requirement	1.9	5	Deficit: -2	5

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>OB/GYN</b>		<b>249,398</b>	<b>25</b>	<b>10.0</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	14.1	35	Deficit: -10		35
Two Mature HMO	12.1	30	Deficit: -5		30
Adjusted FTE	11.3	28	Deficit: -3		28
GMENAC	9.9	25	Adequate 0		25
Kaiser Portland	11.6	29	Deficit: -4		29
7 Kaiser Plans	11.5	29	Deficit: -4		29
GHC Seattle	10.0	25	Adequate 0		25
Three HMOs	8.8	22	Surplus: 3		22
Goodman	8.4	21	Surplus: 4		21
Hicks & Glenn	8.0	20	Surplus: 5		20
Solucient	10.2	25	Adequate 0		25
Average Requirement	10.2	25	Adequate 0		25

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>Ophthalmology</b>		<b>249,398</b>	<b>5</b>	<b>2.0</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	6.0	15	Deficit: -10		15
Two Mature HMO	5.9	15	Deficit: -10		15
Adjusted FTE	5.5	14	Deficit: -9		14
GMENAC	4.6	11	Deficit: -6		11
Kaiser Portland	2.4	6	Deficit: -1		6
7 Kaiser Plans	3.1	8	Deficit: -3		8
GHC Seattle	5.0	12	Deficit: -7		12
Three HMOs					
Goodman	3.5	9	Deficit: -4		9
Hicks & Glenn	3.2	8	Deficit: -3		8
Solucient	4.7	12	Deficit: -7		12
Average Requirement	4.2	10	Deficit: -5		10

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>Orthopedic Surgery</b>		<b>249,398</b>	<b>10</b>	<b>4.0</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	8.3	21	Deficit: -11		21
Two Mature HMO	6.8	17	Deficit: -7		17
Adjusted FTE	6.4	16	Deficit: -6		16
GMENAC	6.0	15	Deficit: -5		15
Kaiser Portland	5.9	15	Deficit: -5		15
7 Kaiser Plans	4.2	10	Adequate 0		10
GHC Seattle	6.7	17	Deficit: -7		17
Three HMOs	3.0	7	Surplus: 3		7
Goodman	5.9	15	Deficit: -5		15
Hicks & Glenn	4.2	10	Adequate 0		10
Solucient	6.1	15	Deficit: -5		15
Average Requirement	5.5	14	Deficit: -4		14

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>Otolaryngology</b>		<b>249,398</b>	<b>4</b>	<b>1.6</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	3.4	8	Deficit: -4		8
Two Mature HMO	3.2	8	Deficit: -4		8
Adjusted FTE					
GMENAC	3.2	8	Deficit: -4		8
Kaiser Portland	3.4	8	Deficit: -4		8
7 Kaiser Plans	2.4	6	Deficit: -2		6
GHC Seattle	3.0	7	Deficit: -3		7
Three HMOs					
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	3.0	7	Deficit: -3		7

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>Pathology</b>		<b>249,398</b>	<b>4</b>	<b>1.6</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	6.3	16	Deficit: -12		16
Two Mature HMO	1.9	5	Deficit: -1		5
Adjusted FTE	1.8	4	Adequate 0		4
GMENAC	6.4	16	Deficit: -12		16
Kaiser Portland	3.3	8	Deficit: -4		8
7 Kaiser Plans	1.8	4	Adequate 0		4
GHC Seattle					
Three HMOs					
Goodman	4.1	10	Deficit: -6		10
Hicks & Glenn					
Solucient					
Average Requirement	3.2	8	Deficit: -4		8

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>Pediatrics</b>		<b>249,398</b>	<b>27</b>	<b>10.8</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	24.9	62	Deficit: -35		62
Two Mature HMO	16.6	41	Deficit: -14		41
Adjusted FTE	15.5	39	Deficit: -12		39
GMENAC	12.4	31	Deficit: -4		31
Kaiser Portland	11.9	30	Deficit: -3		30
7 Kaiser Plans	16.0	40	Deficit: -13		40
GHC Seattle					
Three HMOs	9.8	24	Surplus: 3		24
Goodman					
Hicks & Glenn	7.6	19	Surplus: 8		19
Solucient	13.9	35	Deficit: -8		35
Average Requirement	13.0	32	Deficit: -5		32



## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Psychiatry</b>	<b>249,398</b>	<b>19</b>	<b>7.6</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	13.6	34	Deficit: -15	34
Two Mature HMO	7.7	19	Adequate 0	19
Adjusted FTE	7.2	18	Surplus: 1	18
GMENAC	15.4	38	Deficit: -19	38
Kaiser Portland	5.2	13	Surplus: 6	13
7 Kaiser Plans	4.1	10	Surplus: 9	10
GHC Seattle				
Three HMOs				
Goodman	7.2	18	Surplus: 1	18
Hicks & Glenn	3.9	10	Surplus: 9	10
Solucient	5.7	14	Surplus: 5	14
Average Requirement	7.1	18	Surplus: 1	18

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Pulmonary Diseases</b>	<b>249,398</b>	<b>2</b>	<b>0.8</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	3.5	9	Deficit: -7	9
Two Mature HMO	2.0	5	Deficit: -3	5
Adjusted FTE	1.9	5	Deficit: -3	5
GMENAC	1.4	3	Deficit: -1	3
Kaiser Portland	1.4	3	Deficit: -1	3
7 Kaiser Plans	1.0	2	Adequate 0	2
GHC Seattle	1.4	3	Deficit: -1	3
Three HMOs				
Goodman	1.4	3	Deficit: -1	3
Hicks & Glenn				
Solucient	1.3	3	Deficit: -1	3
Average Requirement	1.5	4	Deficit: -2	4

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>Radiology</b>		<b>249,398</b>	<b>16</b>	<b>6.4</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	11.4	28	Deficit: -12	28	
Two Mature HMO	13.6	34	Deficit: -18	34	
Adjusted FTE	13.7	34	Deficit: -18	34	
GMENAC	7.7	19	Deficit: -3	19	
Kaiser Portland	8.5	21	Deficit: -5	21	
7 Kaiser Plans	4.7	12	Surplus: 4	12	
GHC Seattle	7.7	19	Deficit: -3	19	
Three HMOs					
Goodman	8.0	20	Deficit: -4	20	
Hicks & Glenn					
Solucient					
Average Requirement	9.1	23	Deficit: -7	23	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
<b>General Surgery</b>		<b>249,398</b>	<b>18</b>	<b>7.2</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	12.5	31	Deficit: -13	31	
Two Mature HMO	9.4	23	Deficit: -5	23	
Adjusted FTE	8.8	22	Deficit: -4	22	
GMENAC	9.7	24	Deficit: -6	24	
Kaiser Portland	7.0	17	Surplus: 1	17	
7 Kaiser Plans	6.2	15	Surplus: 3	15	
GHC Seattle	5.9	15	Surplus: 3	15	
Three HMOs	4.2	10	Surplus: 8	10	
Goodman	9.7	24	Deficit: -6	24	
Hicks & Glenn	4.1	10	Surplus: 8	10	
Solucient	6.0	15	Surplus: 3	15	
Average Requirement	7.1	18	Adequate 0	18	

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Thoracic Surgery</b>	<b>249,398</b>	<b>1</b>	<b>0.4</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	1.5	4	Deficit: -3	4
Two Mature HMO				
Adjusted FTE				
GMENAC	0.8	2	Deficit: -1	2
Kaiser Portland	0.1	0	Surplus: 1	0
7 Kaiser Plans				
GHC Seattle				
Three HMOs				
Goodman				
Hicks & Glenn				
Solucient				
Average Requirement	0.5	1	Adequate 0	1

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
<b>Urology</b>	<b>249,398</b>	<b>7</b>	<b>2.8</b>	<b>249,383</b>
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	3.5	9	Deficit: -2	9
Two Mature HMO	3.5	9	Deficit: -2	9
Adjusted FTE	3.3	8	Deficit: -1	8
GMENAC	3.1	8	Deficit: -1	8
Kaiser Portland	3.3	8	Deficit: -1	8
7 Kaiser Plans	2.3	6	Surplus: 1	6
GHC Seattle	2.9	7	Adequate 0	7
Three HMOs				
Goodman	2.6	6	Surplus: 1	6
Hicks & Glenn	1.9	5	Surplus: 2	5
Solucient	2.9	7	Adequate 0	7
Average Requirement	2.9	7	Adequate 0	7

## 9 SCSA Physician Standard Report

Included Counties: Appling, Bleckley, Candler, Dodge, Emanuel, Jeff Davis, Johnson, Laurens, Montgomery, Telfair, Toombs, Treutlen, Wayne, Wheeler, Wilcox

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 328:1480-152. 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.