

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Allergy & Immunology		209,100	4	1.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.4	3	Surplus: 1	3	
Two Mature HMO	1.5	3	Surplus: 1	4	
Adjusted FTE	1.4	3	Surplus: 1	3	
GMENAC	0.8	2	Surplus: 2	2	
Kaiser Portland	1.7	4	Adequate 0	4	
7 Kaiser Plans	1.2	3	Surplus: 1	3	
GHC Seattle	1.1	2	Surplus: 2	3	
Three HMOs					
Goodman	1.3	3	Surplus: 1	3	
Hicks & Glenn					
Solucient	1.7	4	Adequate 0	4	
Average Requirement	1.3	3	Surplus: 1	3	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Anesthesiology		209,100	32	15.3	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	14.0	29	Surplus: 3	33	
Two Mature HMO	9.7	20	Surplus: 12	23	
Adjusted FTE	9.1	19	Surplus: 13	22	
GMENAC	8.9	19	Surplus: 13	21	
Kaiser Portland	5.9	12	Surplus: 20	14	
7 Kaiser Plans	3.9	8	Surplus: 24	9	
GHC Seattle	9.0	19	Surplus: 13	21	
Three HMOs					
Goodman	7.0	15	Surplus: 17	17	
Hicks & Glenn					
Solucient					
Average Requirement	7.6	16	Surplus: 16	18	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Cardiovascular Diseases		209,100	20	9.6	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	7.5	16	Surplus: 4	18	
Two Mature HMO	5.4	11	Surplus: 9	13	
Adjusted FTE	5.0	10	Surplus: 10	12	
GMENAC	3.1	6	Surplus: 14	7	
Kaiser Portland	3.0	6	Surplus: 14	7	
7 Kaiser Plans	1.8	4	Surplus: 16	4	
GHC Seattle	2.9	6	Surplus: 14	7	
Three HMOs					
Goodman	3.6	8	Surplus: 12	9	
Hicks & Glenn	2.6	5	Surplus: 15	6	
Solucient	4.2	9	Surplus: 11	10	
Average Requirement	3.5	7	Surplus: 13	8	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Dermatology		209,100	4	1.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	3.7	8	Deficit: -4	9	
Two Mature HMO	2.8	6	Deficit: -2	7	
Adjusted FTE	2.6	5	Deficit: -1	6	
GMENAC	2.8	6	Deficit: -2	7	
Kaiser Portland	2.5	5	Deficit: -1	6	
7 Kaiser Plans	2.4	5	Deficit: -1	6	
GHC Seattle	2.6	5	Deficit: -1	6	
Three HMOs	1.6	3	Surplus: 1	4	
Goodman	1.4	3	Surplus: 1	3	
Hicks & Glenn	2.1	4	Adequate 0	5	
Solucient	3.1	7	Deficit: -3	7	
Average Requirement	2.4	5	Deficit: -1	6	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Emergency Medicine		209,100	18	8.6	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	10.5	22	Deficit: -4	25	
Two Mature HMO	5.5	12	Surplus: 6	13	
Adjusted FTE	5.2	11	Surplus: 7	12	
GMENAC	5.4	11	Surplus: 7	13	
Kaiser Portland	6.7	14	Surplus: 4	16	
7 Kaiser Plans	5.3	11	Surplus: 7	13	
GHC Seattle					
Three HMOs					
Goodman	2.7	6	Surplus: 12	6	
Hicks & Glenn					
Solucient	12.4	26	Deficit: -8	29	
Average Requirement	6.2	13	Surplus: 5	15	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Endocrinology, Diabetes & Metabolism		209,100	3	1.4	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.8	4	Deficit: -1	4	
Two Mature HMO	1.1	2	Surplus: 1	3	
Adjusted FTE	1.0	2	Surplus: 1	2	
GMENAC	0.8	2	Surplus: 1	2	
Kaiser Portland	0.9	2	Surplus: 1	2	
7 Kaiser Plans	1.1	2	Surplus: 1	3	
GHC Seattle					
Three HMOs	0.6	1	Surplus: 2	1	
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	0.9	2	Surplus: 1	2	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Family Practice		209,100	54	25.8	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	31.5	66	Deficit: -12	75	
Two Mature HMO	45.6	95	Deficit: -41	108	
Adjusted FTE	42.6	89	Deficit: -35	101	
GMENAC	25.2	53	Surplus: 1	60	
Kaiser Portland	16.7	35	Surplus: 19	40	
7 Kaiser Plans	11.0	23	Surplus: 31	26	
GHC Seattle					
Three HMOs	9.2	19	Surplus: 35	22	
Goodman					
Hicks & Glenn	16.2	34	Surplus: 20	38	
Solucient	22.5	47	Surplus: 7	53	
Average Requirement	23.6	49	Surplus: 5	56	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Gastroenterology		209,100	6	2.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	4.2	9	Deficit: -3	10	
Two Mature HMO	3.1	6	Adequate 0	7	
Adjusted FTE					
GMENAC	3.2	7	Deficit: -1	8	
Kaiser Portland	1.7	4	Surplus: 2	4	
7 Kaiser Plans	1.7	4	Surplus: 2	4	
GHC Seattle					
Three HMOs					
Goodman	1.3	3	Surplus: 3	3	
Hicks & Glenn					
Solucient	3.5	7	Deficit: -1	8	
Average Requirement	2.4	5	Surplus: 1	6	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Hematology/Oncology		209,100	1	0.5	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	3.5	7	Deficit: -6	8	
Two Mature HMO	2.5	5	Deficit: -4	6	
Adjusted FTE	2.4	5	Deficit: -4	6	
GMENAC	3.6	8	Deficit: -7	9	
Kaiser Portland	2.3	5	Deficit: -4	5	
7 Kaiser Plans	1.8	4	Deficit: -3	4	
GHC Seattle	1.6	3	Deficit: -2	4	
Three HMOs	2.6	5	Deficit: -4	6	
Goodman	1.2	3	Deficit: -2	3	
Hicks & Glenn					
Solucient	1.1	2	Deficit: -1	3	
Average Requirement	2.1	4	Deficit: -3	5	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Internal Medicine		209,100	55	26.3	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	53.1	111	Deficit: -56	126	
Two Mature HMO	21.4	45	Surplus: 10	51	
Adjusted FTE	20.0	42	Surplus: 13	47	
GMENAC	28.8	60	Deficit: -5	68	
Kaiser Portland	28.1	59	Deficit: -4	67	
7 Kaiser Plans	30.3	63	Deficit: -8	72	
GHC Seattle					
Three HMOs	16.7	35	Surplus: 20	40	
Goodman					
Hicks & Glenn	11.3	24	Surplus: 31	27	
Solucient	19.0	40	Surplus: 15	45	
Average Requirement	22.0	46	Surplus: 9	52	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Status	Population
Nephrology		209,100	2	1.0	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	2.6	5	Deficit: -3	6	
Two Mature HMO	1.4	3	Deficit: -1	3	
Adjusted FTE	1.3	3	Deficit: -1	3	
GMENAC	1.1	2	Adequate 0	3	
Kaiser Portland	0.8	2	Adequate 0	2	
7 Kaiser Plans	0.7	1	Surplus: 1	2	
GHC Seattle	0.9	2	Adequate 0	2	
Three HMOs					
Goodman					
Hicks & Glenn					
Solucient	0.7	2	Adequate 0	2	
Average Requirement	1.0	2	Adequate 0	2	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Status	Population
Neurological Surgery		209,100	4	1.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.9	4	Adequate 0	5	
Two Mature HMO	1.1	2	Surplus: 2	3	
Adjusted FTE	1.0	2	Surplus: 2	2	
GMENAC	1.1	2	Surplus: 2	3	
Kaiser Portland	1.4	3	Surplus: 1	3	
7 Kaiser Plans					
GHC Seattle	0.4	1	Surplus: 3	1	
Three HMOs					
Goodman	0.7	1	Surplus: 3	2	
Hicks & Glenn					
Solucient					
Average Requirement	1.0	2	Surplus: 2	2	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Neurology		209,100	6	2.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	5.0	10	Deficit: -4	12	
Two Mature HMO	2.4	5	Surplus: 1	6	
Adjusted FTE	2.3	5	Surplus: 1	5	
GMENAC	3.3	7	Deficit: -1	8	
Kaiser Portland	1.3	3	Surplus: 3	3	
7 Kaiser Plans	1.7	4	Surplus: 2	4	
GHC Seattle	1.2	3	Surplus: 3	3	
Three HMOs					
Goodman	2.1	4	Surplus: 2	5	
Hicks & Glenn	1.4	3	Surplus: 3	3	
Solucient	1.8	4	Surplus: 2	4	
Average Requirement	1.9	4	Surplus: 2	5	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
OB/GYN		209,100	19	9.1	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	14.1	29	Deficit: -10	33	
Two Mature HMO	12.1	25	Deficit: -6	29	
Adjusted FTE	11.3	24	Deficit: -5	27	
GMENAC	9.9	21	Deficit: -2	23	
Kaiser Portland	11.6	24	Deficit: -5	27	
7 Kaiser Plans	11.5	24	Deficit: -5	27	
GHC Seattle	10.0	21	Deficit: -2	24	
Three HMOs	8.8	18	Surplus: 1	21	
Goodman	8.4	18	Surplus: 1	20	
Hicks & Glenn	8.0	17	Surplus: 2	19	
Solucient	10.2	21	Deficit: -2	24	
Average Requirement	10.2	21	Deficit: -2	24	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Ophthalmology		209,100	6	2.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	6.0	13	Deficit: -7	14	
Two Mature HMO	5.9	12	Deficit: -6	14	
Adjusted FTE	5.5	12	Deficit: -6	13	
GMENAC	4.6	10	Deficit: -4	11	
Kaiser Portland	2.4	5	Surplus: 1	6	
7 Kaiser Plans	3.1	6	Adequate 0	7	
GHC Seattle	5.0	10	Deficit: -4	12	
Three HMOs					
Goodman	3.5	7	Deficit: -1	8	
Hicks & Glenn	3.2	7	Deficit: -1	8	
Solucient	4.7	10	Deficit: -4	11	
Average Requirement	4.2	9	Deficit: -3	10	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Orthopedic Surgery		209,100	14	6.7	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	8.3	17	Deficit: -3	20	
Two Mature HMO	6.8	14	Adequate 0	16	
Adjusted FTE	6.4	13	Surplus: 1	15	
GMENAC	6.0	13	Surplus: 1	14	
Kaiser Portland	5.9	12	Surplus: 2	14	
7 Kaiser Plans	4.2	9	Surplus: 5	10	
GHC Seattle	6.7	14	Adequate 0	16	
Three HMOs	3.0	6	Surplus: 8	7	
Goodman	5.9	12	Surplus: 2	14	
Hicks & Glenn	4.2	9	Surplus: 5	10	
Solucient	6.1	13	Surplus: 1	15	
Average Requirement	5.5	12	Surplus: 2	13	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
Otolaryngology	209,100	8	3.8	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	3.4	7	Surplus: 1	8
Two Mature HMO	3.2	7	Surplus: 1	8
Adjusted FTE				
GMENAC	3.2	7	Surplus: 1	8
Kaiser Portland	3.4	7	Surplus: 1	8
7 Kaiser Plans	2.4	5	Surplus: 3	6
GHC Seattle	3.0	6	Surplus: 2	7
Three HMOs				
Goodman				
Hicks & Glenn				
Solucient				
Average Requirement	3.0	6	Surplus: 2	7

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
Pathology	209,100	8	3.8	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	6.3	13	Deficit: -5	15
Two Mature HMO	1.9	4	Surplus: 4	5
Adjusted FTE	1.8	4	Surplus: 4	4
GMENAC	6.4	13	Deficit: -5	15
Kaiser Portland	3.3	7	Surplus: 1	8
7 Kaiser Plans	1.8	4	Surplus: 4	4
GHC Seattle				
Three HMOs				
Goodman	4.1	9	Deficit: -1	10
Hicks & Glenn				
Solucient				
Average Requirement	3.2	7	Surplus: 1	8

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k	Status	Population
Pediatrics	209,100	28	13.4	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	24.9	52	Deficit: -24	59
Two Mature HMO	16.6	35	Deficit: -7	39
Adjusted FTE	15.5	32	Deficit: -4	37
GMENAC	12.4	26	Surplus: 2	29
Kaiser Portland	11.9	25	Surplus: 3	28
7 Kaiser Plans	16.0	33	Deficit: -5	38
GHC Seattle				
Three HMOs	9.8	20	Surplus: 8	23
Goodman				
Hicks & Glenn	7.6	16	Surplus: 12	18
Solucient	13.9	29	Deficit: -1	33
Average Requirement	13.0	27	Surplus: 1	31

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k	Status	Population
Plastic Surgery	209,100	4	1.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	2.4	5	Deficit: -1	6
Two Mature HMO				
Adjusted FTE				
GMENAC	1.1	2	Surplus: 2	3
Kaiser Portland	0.3	1	Surplus: 3	1
7 Kaiser Plans				
GHC Seattle	0.4	1	Surplus: 3	1
Three HMOs				
Goodman	1.1	2	Surplus: 2	3
Hicks & Glenn	2.3	5	Deficit: -1	5
Solucient	2.2	5	Deficit: -1	5
Average Requirement	1.2	3	Surplus: 1	3

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Psychiatry		209,100	15	7.2	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	13.6	28	Deficit: -13	32	
Two Mature HMO	7.7	16	Deficit: -1	18	
Adjusted FTE	7.2	15	Adequate 0	17	
GMENAC	15.4	32	Deficit: -17	37	
Kaiser Portland	5.2	11	Surplus: 4	12	
7 Kaiser Plans	4.1	9	Surplus: 6	10	
GHC Seattle					
Three HMOs					
Goodman	7.2	15	Adequate 0	17	
Hicks & Glenn	3.9	8	Surplus: 7	9	
Solucient	5.7	12	Surplus: 3	14	
Average Requirement	7.1	15	Adequate 0	17	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Population	
Pulmonary Diseases		209,100	4	1.9	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	3.5	7	Deficit: -3	8	
Two Mature HMO	2.0	4	Adequate 0	5	
Adjusted FTE	1.9	4	Adequate 0	5	
GMENAC	1.4	3	Surplus: 1	3	
Kaiser Portland	1.4	3	Surplus: 1	3	
7 Kaiser Plans	1.0	2	Surplus: 2	2	
GHC Seattle	1.4	3	Surplus: 1	3	
Three HMOs					
Goodman	1.4	3	Surplus: 1	3	
Hicks & Glenn					
Solucient	1.3	3	Surplus: 1	3	
Average Requirement	1.5	3	Surplus: 1	4	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Radiology		209,100	18	8.6	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	11.4	24	Deficit: -6	27	
Two Mature HMO	13.6	28	Deficit: -10	32	
Adjusted FTE	13.7	29	Deficit: -11	32	
GMENAC	7.7	16	Surplus: 2	18	
Kaiser Portland	8.5	18	Adequate 0	20	
7 Kaiser Plans	4.7	10	Surplus: 8	11	
GHC Seattle	7.7	16	Surplus: 2	18	
Three HMOs					
Goodman	8.0	17	Surplus: 1	19	
Hicks & Glenn					
Solucient					
Average Requirement	9.1	19	Deficit: -1	22	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Rheumatology		209,100	2	1.0	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.5	3	Deficit: -1	4	
Two Mature HMO	1.1	2	Adequate 0	3	
Adjusted FTE	1.0	2	Adequate 0	2	
GMENAC	0.7	1	Surplus: 1	2	
Kaiser Portland	0.4	1	Surplus: 1	1	
7 Kaiser Plans	0.7	1	Surplus: 1	2	
GHC Seattle	0.7	1	Surplus: 1	2	
Three HMOs					
Goodman	0.4	1	Surplus: 1	1	
Hicks & Glenn					
Solucient	1.3	3	Deficit: -1	3	
Average Requirement	0.8	2	Adequate 0	2	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Status	Population
General Surgery		209,100	17	8.1	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	12.5	26	Deficit: -9	30	
Two Mature HMO	9.4	20	Deficit: -3	22	
Adjusted FTE	8.8	18	Deficit: -1	21	
GMENAC	9.7	20	Deficit: -3	23	
Kaiser Portland	7.0	15	Surplus: 2	17	
7 Kaiser Plans	6.2	13	Surplus: 4	15	
GHC Seattle	5.9	12	Surplus: 5	14	
Three HMOs	4.2	9	Surplus: 8	10	
Goodman	9.7	20	Deficit: -3	23	
Hicks & Glenn	4.1	9	Surplus: 8	10	
Solucient	6.0	13	Surplus: 4	14	
Average Requirement	7.1	15	Surplus: 2	17	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Status	Population
Thoracic Surgery		209,100	1	0.5	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.5	3	Deficit: -2	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	

11 PCSA Physician Standard Report

Included Counties: Dawson, Hall, White

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
Urology	209,100	10	4.8	237,046
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	3.5	7	Surplus: 3	8
Two Mature HMO	3.5	7	Surplus: 3	8
Adjusted FTE	3.3	7	Surplus: 3	8
GMENAC	3.1	6	Surplus: 4	7
Kaiser Portland	3.3	7	Surplus: 3	8
7 Kaiser Plans	2.3	5	Surplus: 5	5
GHC Seattle	2.9	6	Surplus: 4	7
Three HMOs				
Goodman	2.6	5	Surplus: 5	6
Hicks & Glenn	1.9	4	Surplus: 6	5
Solucient	2.9	6	Surplus: 4	7
Average Requirement	2.9	6	Surplus: 4	7

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.