		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Allergy & Immunology		343,582	16	4.7	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	1.4	5	Surplus:	11	5
Two Mature HMO	1.5	5	Surplus:	11	5
Adjusted FTE	1.4	5	Surplus:	11	5
GMENAC	0.8	3	Surplus:	13	3
Kaiser Portland	1.7	6	Surplus:	10	6
7 Kaiser Plans	1.2	4	Surplus:	12	4
GHC Seattle	1.1	4	Surplus:	12	4
Three HMOs					
Goodman	1.3	4	Surplus:	12	5
Hicks & Glenn					
Solucient	1.7	6	Surplus:	10	6
Average Requirement	1.3	4	Surplus:	12	5

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Anesthesiology		343,582	80	23.3	347,847
National Physi Standards*	cian Standard Phys/100,000 Pop.	Physician Need	Sta	tus	Physician Need
AMA	14.0	48	Surplus:	32	49
Two Mature HI	MO 9.7	33	Surplus:	47	34
Adjusted FTE	9.1	31	Surplus:	49	32
GMENAC	8.9	31	Surplus:	49	31
Kaiser Portland	d 5.9	20	Surplus:	60	21
7 Kaiser Plans	3.9	13	Surplus:	67	14
GHC Seattle	9.0	31	Surplus:	49	31
Three HMOs					
Goodman	7.0	24	Surplus:	56	24
Hicks & Glenn					
Solucient					
Average Requ	irement 7.6	26	Surplus:	54	26

			200	8 Actual		2015 Projected
Physician Sp	ecialty		Population	Physician	/100k	Population
Cardiovascu	ılar Diseases		343,582	63	18.3	347,847
	lational Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	7.5	26	Surplus:	37	26
T	wo Mature HMO	5.4	19	Surplus:	44	19
	Adjusted FTE	5.0	17	Surplus:	46	17
	GMENAC	3.1	11	Surplus:	52	11
k	aiser Portland	3.0	10	Surplus:	53	10
7	'Kaiser Plans	1.8	6	Surplus:	57	6
	GHC Seattle	2.9	10	Surplus:	53	10
	hree HMOs					
	Goodman	3.6	12	Surplus:	51	13
-	licks & Glenn	2.6	9	Surplus:	54	9
	Solucient	4.2	14	Surplus:	49	15
	Average Requirement	3.5	12	Surplus:	51	12

			200	8 Actual		2015 Projected
Physician	n Specialty		Population	Physician	/100k	Population
Dermato	logy		343,582	20	5.8	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	3.7	13	Surplus:	7	13
	Two Mature HMO	2.8	10	Surplus:	10	10
	Adjusted FTE	2.6	9	Surplus:	11	9
	GMENAC	2.8	10	Surplus:	10	10
	Kaiser Portland	2.5	9	Surplus:	11	9
	7 Kaiser Plans	2.4	8	Surplus:	12	8
	GHC Seattle	2.6	9	Surplus:	11	9
	Three HMOs	1.6	5	Surplus:	15	6
	Goodman	1.4	5	Surplus:	15	5
	Hicks & Glenn	2.1	7	Surplus:	13	7
	Solucient	3.1	11	Surplus:	9	11
	Average Requirement	2.4	8	Surplus:	12	8

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Emergency Medicine		343,582	83	24.2	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	10.5	36	Surplus:	47	37
Two Mature HMO	5.5	19	Surplus:	64	19
Adjusted FTE	5.2	18	Surplus:	65	18
GMENAC	5.4	19	Surplus:	64	19
Kaiser Portland	6.7	23	Surplus:	60	23
7 Kaiser Plans	5.3	18	Surplus:	65	18
GHC Seattle					
Three HMOs					
Goodman	2.7	9	Surplus:	74	9
Hicks & Glenn					
Solucient	12.4	43	Surplus:	40	43
Average Requirement	6.2	21	Surplus:	62	22

		200	8 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physician	/100k	Population
Endocrinology, Diabetes & M	etabolism	343,582	12	3.5	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	1.8	6	Surplus:	6	6
Two Mature HMO	1.1	4	Surplus:	8	4
Adjusted FTE	1.0	3	Surplus:	9	3
GMENAC	0.8	3	Surplus:	9	3
Kaiser Portland	0.9	3	Surplus:	9	3
7 Kaiser Plans	1.1	4	Surplus:	8	4
GHC Seattle					
Three HMOs	0.6	2	Surplus:	10	2
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	0.9	3	Surplus:	9	3

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Family Practice		343,582	150	43.7	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	31.5	108	Surplus:	42	110
Two Mature HMO	45.6	157	Deficit:	-7	159
Adjusted FTE	42.6	146	Surplus:	4	148
GMENAC	25.2	87	Surplus:	63	88
Kaiser Portland	16.7	57	Surplus:	93	58
7 Kaiser Plans	11.0	38	Surplus:	112	38
GHC Seattle					
Three HMOs	9.2	32	Surplus:	118	32
Goodman					
Hicks & Glenn	16.2	56	Surplus:	94	56
Solucient	22.5	77	Surplus:	73	78
Average Requirement	23.6	81	Surplus:	69	82

			200	8 Actual		2015 Projected
Physician Specialty			Population	Physician	/100k	Population
Gastr	roenterology		343,582	27	7.9	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	4.2	14	Surplus:	13	15
	Two Mature HMO	3.1	11	Surplus:	16	11
	Adjusted FTE					
	GMENAC	3.2	11	Surplus:	16	11
	Kaiser Portland	1.7	6	Surplus:	21	6
	7 Kaiser Plans	1.7	6	Surplus:	21	6
	GHC Seattle					
	Three HMOs					
	Goodman	1.3	4	Surplus:	23	5
	Hicks & Glenn					
	Solucient	3.5	12	Surplus:	15	12
	Average Requirement	2.4	8	Surplus:	19	8

			200	8 Actual		2015 Projected
Physician Specialty			Population	Physician	/100k	Population
Hematology/Oncolog	gy		343,582	5	1.5	347,847
National Ph Standards*	ysician Ph	Standard ys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA		3.5	12	Deficit:	-7	12
Two Mature	e HMO	2.5	9	Deficit:	-4	9
Adjusted F	ГЕ	2.4	8	Deficit:	-3	8
GMENAC		3.6	12	Deficit:	-7	13
Kaiser Port	land	2.3	8	Deficit:	-3	8
7 Kaiser Pla	ans	1.8	6	Deficit:	-1	6
GHC Seattl	е	1.6	5	Adequate	0	6
Three HMC)s	2.6	9	Deficit:	-4	9
Goodman		1.2	4	Surplus:	1	4
Hicks & Gle	enn					
Solucient		1.1	4	Surplus:	1	4
Average Re	equirement	2.1	7	Deficit:	-2	7

			200	8 Actual		2015 Projected
Physic	cian Specialty		Population Ph	Physician	/100k	Population
Infect	tious Disease		343,582	16	4.7	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	2.2	8	Surplus:	8	8
	Two Mature HMO	0.7	2	Surplus:	14	2
	Adjusted FTE	0.6	2	Surplus:	14	2
	GMENAC	0.9	3	Surplus:	13	3
	Kaiser Portland	1.2	4	Surplus:	12	4
	7 Kaiser Plans	0.7	2	Surplus:	14	2
	GHC Seattle	0.6	2	Surplus:	14	2
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient					
	Average Requirement	0.8	3	Surplus:	13	3

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Internal Medicine		343,582	144	41.9	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	53.1	182	Deficit:	-38	185
Two Mature HMO	21.4	74	Surplus:	70	74
Adjusted FTE	20.0	69	Surplus:	75	70
GMENAC	28.8	99	Surplus:	45	100
Kaiser Portland	28.1	97	Surplus:	47	98
7 Kaiser Plans	30.3	104	Surplus:	40	105
GHC Seattle					
Three HMOs	16.7	57	Surplus:	87	58
Goodman					
Hicks & Glenn	11.3	39	Surplus:	105	39
Solucient	19.0	65	Surplus:	79	66
Average Requirement	22.0	76	Surplus:	68	77

			200	8 Actual		2015 Projected
Physician Sp	ecialty		Population	Physician	/100k	Population
Nephrology			343,582	31	9.0	347,847
	lational Physician tandards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
A	MA	2.6	9	Surplus:	22	9
	wo Mature HMO	1.4	5	Surplus:	26	5
A	djusted FTE	1.3	4	Surplus:	27	5
G	MENAC	1.1	4	Surplus:	27	4
K	aiser Portland	0.8	3	Surplus:	28	3
7	Kaiser Plans	0.7	2	Surplus:	29	2
G	HC Seattle	0.9	3	Surplus:	28	3
T	hree HMOs					
G	ioodman					
Н	licks & Glenn					
S	olucient	0.7	3	Surplus:	28	3
A	verage Requirement	1.0	3	Surplus:	28	3

		200	8 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physician	/100k	Population
Neurological Surgery		343,582	17	4.9	347,847
National Physic Standards*	ian Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	1.9	7	Surplus:	10	7
Two Mature HM	1.1	4	Surplus:	13	4
Adjusted FTE	1.0	3	Surplus:	14	3
GMENAC	1.1	4	Surplus:	13	4
Kaiser Portland	1.4	5	Surplus:	12	5
7 Kaiser Plans					
GHC Seattle	0.4	1	Surplus:	16	1
Three HMOs					
Goodman	0.7	2	Surplus:	15	2
Hicks & Glenn					
Solucient					
Average Requir	ement 1.0	3	Surplus:	14	3

			200	8 Actual		2015 Projected
Physici	Physician Specialty		Population	Physician	/100k	Population
Neurol	ogy		343,582	39	11.4	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	tus	Physician Need
	AMA	5.0	17	Surplus:	22	17
	Two Mature HMO	2.4	8	Surplus:	31	8
	Adjusted FTE	2.3	8	Surplus:	31	8
	GMENAC	3.3	11	Surplus:	28	11
	Kaiser Portland	1.3	4	Surplus:	35	5
	7 Kaiser Plans	1.7	6	Surplus:	33	6
	GHC Seattle	1.2	4	Surplus:	35	4
	Three HMOs					
	Goodman	2.1	7	Surplus:	32	7
	Hicks & Glenn	1.4	5	Surplus:	34	5
	Solucient	1.8	6	Surplus:	33	6
	Average Requirement	1.9	7	Surplus:	32	7

			200	8 Actual		2015 Projected
Physician	Physician Specialty		Population	Physician	/100k	Population
OB/GYN			343,582	68	19.8	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
,	AMA	14.1	48	Surplus:	20	49
•	Two Mature HMO	12.1	42	Surplus:	26	42
•	Adjusted FTE	11.3	39	Surplus:	29	39
	GMENAC	9.9	34	Surplus:	34	34
	Kaiser Portland	11.6	40	Surplus:	28	40
	7 Kaiser Plans	11.5	40	Surplus:	28	40
	GHC Seattle	10.0	34	Surplus:	34	35
,	Three HMOs	8.8	30	Surplus:	38	31
	Goodman	8.4	29	Surplus:	39	29
	Hicks & Glenn	8.0	27	Surplus:	41	28
	Solucient	10.2	35	Surplus:	33	35
	Average Requirement	10.2	35	Surplus:	33	35

			200	8 Actual		2015 Projected
Physic	Physician Specialty		Population	Physician	/100k	Population
Optha	almology		343,582	34	9.9	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	6.0	21	Surplus:	13	21
	Two Mature HMO	5.9	20	Surplus:	14	21
	Adjusted FTE	5.5	19	Surplus:	15	19
	GMENAC	4.6	16	Surplus:	18	16
	Kaiser Portland	2.4	8	Surplus:	26	8
	7 Kaiser Plans	3.1	11	Surplus:	23	11
	GHC Seattle	5.0	17	Surplus:	17	17
	Three HMOs					
	Goodman	3.5	12	Surplus:	22	12
	Hicks & Glenn	3.2	11	Surplus:	23	11
	Solucient	4.7	16	Surplus:	18	16
	Average Requirement	4.2	14	Surplus:	20	15

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Orthopedic Surgery		343,582	55	16.0	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	8.3	29	Surplus:	26	29
Two Mature HMO	6.8	23	Surplus:	32	24
Adjusted FTE	6.4	22	Surplus:	33	22
GMENAC	6.0	21	Surplus:	34	21
Kaiser Portland	5.9	20	Surplus:	35	21
7 Kaiser Plans	4.2	14	Surplus:	41	15
GHC Seattle	6.7	23	Surplus:	32	23
Three HMOs	3.0	10	Surplus:	45	10
Goodman	5.9	20	Surplus:	35	21
Hicks & Glenn	4.2	14	Surplus:	41	15
Solucient	6.1	21	Surplus:	34	21
Average Requirement	5.5	19	Surplus:	36	19

			200	8 Actual		2015 Projected
Physic	Physician Specialty		Population	Physician	/100k	Population
Otola	ryngology		343,582	25	7.3	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	3.4	12	Surplus:	13	12
	Two Mature HMO	3.2	11	Surplus:	14	11
	Adjusted FTE					
	GMENAC	3.2	11	Surplus:	14	11
	Kaiser Portland	3.4	12	Surplus:	13	12
	7 Kaiser Plans	2.4	8	Surplus:	17	8
	GHC Seattle	3.0	10	Surplus:	15	10
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient					
	Average Requirement	3.0	10	Surplus:	15	10

			200	8 Actual		2015 Projected
Physician Specialty	Physician Specialty		Population	Physician	/100k	Population
Pathology			343,582	35	10.2	347,847
National Phy Standards*	sician Phys/100	Standard ,000 Pop.	Physician Need	Stat	us	Physician Need
AMA		6.3	22	Surplus:	13	22
Two Mature I	НМО	1.9	7	Surplus:	28	7
Adjusted FTE		1.8	6	Surplus:	29	6
GMENAC		6.4	22	Surplus:	13	22
Kaiser Portla	nd	3.3	11	Surplus:	24	11
7 Kaiser Plar	ıs	1.8	6	Surplus:	29	6
GHC Seattle						
Three HMOs						
Goodman		4.1	14	Surplus:	21	14
Hicks & Glen	n					
Solucient						
Average Req	uirement	3.2	11	Surplus:	24	11

		200	8 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physician	/100k	Population
Pediatrics		343,582	101	29.4	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	24.9	86	Surplus:	15	87
Two Mature HMO	16.6	57	Surplus:	44	58
Adjusted FTE	15.5	53	Surplus:	48	54
GMENAC	12.4	43	Surplus:	58	43
Kaiser Portland	11.9	41	Surplus:	60	41
7 Kaiser Plans	16.0	55	Surplus:	46	56
GHC Seattle					
Three HMOs	9.8	34	Surplus:	67	34
Goodman					
Hicks & Glenn	7.6	26	Surplus:	75	26
Solucient	13.9	48	Surplus:	53	48
Average Requirement	13.0	45	Surplus:	56	45

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Plastic Surgery		343,582	17	4.9	347,847
National Physicia Standards*	an Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	2.4	8	Surplus:	9	8
Two Mature HM0)				
Adjusted FTE					
GMENAC	1.1	4	Surplus:	13	4
Kaiser Portland	0.3	1	Surplus:	16	1
7 Kaiser Plans					
GHC Seattle	0.4	1	Surplus:	16	1
Three HMOs					
Goodman	1.1	4	Surplus:	13	4
Hicks & Glenn	2.3	8	Surplus:	9	8
Solucient	2.2	8	Surplus:	9	8
Average Require	ement 1.2	4	Surplus:	13	4

		200	8 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physician	/100k	Population
Psychiatry		343,582	78	22.7	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	tus	Physician Need
AMA	13.6	47	Surplus:	31	47
Two Mature HMO	7.7	26	Surplus:	52	27
Adjusted FTE	7.2	25	Surplus:	53	25
GMENAC	15.4	53	Surplus:	25	54
Kaiser Portland	5.2	18	Surplus:	60	18
7 Kaiser Plans	4.1	14	Surplus:	64	14
GHC Seattle					
Three HMOs					
Goodman	7.2	25	Surplus:	53	25
Hicks & Glenn	3.9	13	Surplus:	65	14
Solucient	5.7	20	Surplus:	58	20
Average Requirement	7.1	24	Surplus:	54	25

		200	8 Actual		2015 Projected
Physician Specialty	Physician Specialty		Physician	/100k	Population
Pulmonary Diseases		343,582	25	7.3	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	3.5	12	Surplus:	13	12
Two Mature HMO	2.0	7	Surplus:	18	7
Adjusted FTE	1.9	7	Surplus:	18	7
GMENAC	1.4	5	Surplus:	20	5
Kaiser Portland	1.4	5	Surplus:	20	5
7 Kaiser Plans	1.0	3	Surplus:	22	3
GHC Seattle	1.4	5	Surplus:	20	5
Three HMOs					
Goodman	1.4	5	Surplus:	20	5
Hicks & Glenn					
Solucient	1.3	4	Surplus:	21	5
Average Requirement	1.5	5	Surplus:	20	5

			200	8 Actual		2015 Projected
Physicia	Physician Specialty		Population	Physician	/100k	Population
Radiolog	JY		343,582	62	18.0	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	11.4	39	Surplus:	23	40
	Two Mature HMO	13.6	47	Surplus:	15	47
	Adjusted FTE	13.7	47	Surplus:	15	48
	GMENAC	7.7	26	Surplus:	36	27
	Kaiser Portland	8.5	29	Surplus:	33	30
	7 Kaiser Plans	4.7	16	Surplus:	46	16
	GHC Seattle	7.7	26	Surplus:	36	27
	Three HMOs					
	Goodman	8.0	27	Surplus:	35	28
	Hicks & Glenn					
	Solucient					
	Average Requirement	9.1	31	Surplus:	31	32

		200	8 Actual		2015 Projected
Physician Specialty		Population	Physician	/100k	Population
Rheumatology		343,582	12	3.5	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
AMA	1.5	5	Surplus:	7	5
Two Mature HMO	1.1	4	Surplus:	8	4
Adjusted FTE	1.0	3	Surplus:	9	3
GMENAC	0.7	2	Surplus:	10	2
Kaiser Portland	0.4	1	Surplus:	11	1
7 Kaiser Plans	0.7	2	Surplus:	10	2
GHC Seattle	0.7	2	Surplus:	10	2
Three HMOs					
Goodman	0.4	1	Surplus:	11	1
Hicks & Glenn					
Solucient	1.3	5	Surplus:	7	5
Average Requirement	0.8	3	Surplus:	9	3

			200	8 Actual		2015 Projected
Physician Specialty			Population	Physician	/100k	Population
Gener	General Surgery		343,582	56	16.3	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	us	Physician Need
	AMA	12.5	43	Surplus:	13	43
	Two Mature HMO	9.4	32	Surplus:	24	33
	Adjusted FTE	8.8	30	Surplus:	26	31
	GMENAC	9.7	33	Surplus:	23	34
	Kaiser Portland	7.0	24	Surplus:	32	24
	7 Kaiser Plans	6.2	21	Surplus:	35	22
	GHC Seattle	5.9	20	Surplus:	36	21
	Three HMOs	4.2	14	Surplus:	42	15
	Goodman	9.7	33	Surplus:	23	34
	Hicks & Glenn	4.1	14	Surplus:	42	14
	Solucient	6.0	21	Surplus:	35	21
	Average Requirement	7.1	24	Surplus:	32	25

		200	8 Actual	2015 Projected Population	
Physician Specialty		Population	Physician		/100k
Thoracic Surgery		343,582	4	1.2	347,847
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Sta	tus	Physician Need
AMA	1.5	5	Deficit:	-1	5
Two Mature HMO					
Adjusted FTE					
GMENAC	0.8	3	Surplus:	1	3
Kaiser Portland	0.1	0	Surplus:	4	0
7 Kaiser Plans					
GHC Seattle					
Three HMOs					
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	0.5	2	Surplus:	2	2

			2008 Actual			2015 Projected
Physician	Physician Specialty		Population	Physician	/100k	Population
Urology			343,582	18	5.2	347,847
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Stat	tus	Physician Need
,	AMA	3.5	12	Surplus:	6	12
	Two Mature HMO	3.5	12	Surplus:	6	12
	Adjusted FTE	3.3	11	Surplus:	7	11
	GMENAC	3.1	11	Surplus:	7	11
	Kaiser Portland	3.3	11	Surplus:	7	11
	7 Kaiser Plans	2.3	8	Surplus:	10	8
	GHC Seattle	2.9	10	Surplus:	8	10
	Three HMOs					
	Goodman	2.6	9	Surplus:	9	9
	Hicks & Glenn	1.9	7	Surplus:	11	7
	Solucient	2.9	10	Surplus:	8	10
	Average Requirement	2.9	10	Surplus:	8	10

Included Counties: Burke, Columbia, McDuffie, Richmond

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.