

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Allergy & Immunology		178,838	4	2.2	232,285
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	3	
Adjusted FTE	1.4	3	Surplus: 1	3	
GMENAC	0.8	1	Surplus: 3	2	
Kaiser Portland	1.7	3	Surplus: 1	3	
7 Kaiser Plans	1.2	2	Surplus: 2	3	
GHC Seattle	1.1	2	Surplus: 2	3	
Three HMOs					
Goodman	1.3	2	Surplus: 2	3	
Hicks & Glenn					
Solucient	1.7	3	Surplus: 1	4	
Average Requirement	1.3	2	Surplus: 2	3	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Anesthesiology		178,838	32	17.9	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	14.0	25	Surplus: 7	33	
Two Mature HMO	9.7	17	Surplus: 15	23	
Adjusted FTE	9.1	16	Surplus: 16	21	
GMENAC	8.9	16	Surplus: 16	21	
Kaiser Portland	5.9	11	Surplus: 21	9	
7 Kaiser Plans	3.9	7	Surplus: 25	9	
GHC Seattle	9.0	16	Surplus: 16	21	
Three HMOs					
Goodman	7.0	13	Surplus: 19	16	
Hicks & Glenn					
Solucient					
Average Requirement	7.6	14	Surplus: 18	18	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Cardiovascular Diseases		178,838	20	11.2	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	7.5	13	Surplus: 7	17	
Two Mature HMO	5.4	10	Surplus: 10	13	
Adjusted FTE	5.0	9	Surplus: 11	12	
GMENAC	3.1	6	Surplus: 14	7	
Kaiser Portland	3.0	5	Surplus: 15	4	
7 Kaiser Plans	1.8	3	Surplus: 17	4	
GHC Seattle	2.9	5	Surplus: 15	7	
Three HMOs					
Goodman	3.6	6	Surplus: 14	8	
Hicks & Glenn	2.6	5	Surplus: 15	6	
Solucient	4.2	8	Surplus: 12	10	
Average Requirement	3.5	6	Surplus: 14	8	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Dermatology		178,838	4	2.2	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	3.7	7	Deficit: -3	9	
Two Mature HMO	2.8	5	Deficit: -1	7	
Adjusted FTE	2.6	5	Deficit: -1	6	
GMENAC	2.8	5	Deficit: -1	7	
Kaiser Portland	2.5	4	Adequate 0	6	
7 Kaiser Plans	2.4	4	Adequate 0	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	6	Deficit: -2	7	
Average Requirement	2.4	4	Adequate 0	6	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Emergency Medicine		178,838	17	9.5	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	10.5	19	Deficit: -2	24	
Two Mature HMO	5.5	10	Surplus: 7	13	
Adjusted FTE	5.2	9	Surplus: 8	12	
GMENAC	5.4	10	Surplus: 7	13	
Kaiser Portland	6.7	12	Surplus: 5	12	
7 Kaiser Plans	5.3	9	Surplus: 8	12	
GHC Seattle					
Three HMOs					
Goodman	2.7	5	Surplus: 12	6	
Hicks & Glenn					
Solucient	12.4	22	Deficit: -5	29	
Average Requirement	6.2	11	Surplus: 6	14	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Endocrinology, Diabetes & Metabolism		178,838	3	1.7	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.8	3	Adequate 0	4	
Two Mature HMO	1.1	2	Surplus: 1	3	
Adjusted FTE	1.0	2	Surplus: 1	2	
GMENAC	0.8	1	Surplus: 2	2	
Kaiser Portland	0.9	2	Surplus: 1	3	
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	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Family Practice		178,838	39	21.8	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	31.5	56	Deficit: -17	73	
Two Mature HMO	45.6	82	Deficit: -43	106	
Adjusted FTE	42.6	76	Deficit: -37	99	
GMENAC	25.2	45	Deficit: -6	59	
Kaiser Portland	16.7	30	Surplus: 9	26	
7 Kaiser Plans	11.0	20	Surplus: 19	26	
GHC Seattle					
Three HMOs	9.2	16	Surplus: 23	21	
Goodman					
Hicks & Glenn	16.2	29	Surplus: 10	38	
Solucient	22.5	40	Deficit: -1	52	
Average Requirement	23.6	42	Deficit: -3	55	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Gastroenterology		178,838	6	3.4	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	4.2	8	Deficit: -2	10	
Two Mature HMO	3.1	6	Adequate 0	7	
Adjusted FTE					
GMENAC	3.2	6	Adequate 0	7	
Kaiser Portland	1.7	3	Surplus: 3	4	
7 Kaiser Plans	1.7	3	Surplus: 3	4	
GHC Seattle					
Three HMOs					
Goodman	1.3	2	Surplus: 4	3	
Hicks & Glenn					
Solucient	3.5	6	Adequate 0	8	
Average Requirement	2.4	4	Surplus: 2	6	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Hematology/Oncology		178,838	1	0.6	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	3.5	6	Deficit: -5	8	
Two Mature HMO	2.5	4	Deficit: -3	6	
Adjusted FTE	2.4	4	Deficit: -3	6	
GMENAC	3.6	6	Deficit: -5	8	
Kaiser Portland	2.3	4	Deficit: -3	4	
7 Kaiser Plans	1.8	3	Deficit: -2	4	
GHC Seattle	1.6	3	Deficit: -2	4	
Three HMOs	2.6	5	Deficit: -4	6	
Goodman	1.2	2	Deficit: -1	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		Population
Internal Medicine		178,838	54	30.2	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	53.1	95	Deficit: -41	123	
Two Mature HMO	21.4	38	Surplus: 16	50	
Adjusted FTE	20.0	36	Surplus: 18	46	
GMENAC	28.8	52	Surplus: 2	67	
Kaiser Portland	28.1	50	Surplus: 4	70	
7 Kaiser Plans	30.3	54	Adequate 0	70	
GHC Seattle					
Three HMOs	16.7	30	Surplus: 24	39	
Goodman					
Hicks & Glenn	11.3	20	Surplus: 34	26	
Solucient	19.0	34	Surplus: 20	44	
Average Requirement	22.0	39	Surplus: 15	51	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Nephrology		178,838	2	1.1	232,285
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	2	Adequate 0	3	
GMENAC	1.1	2	Adequate 0	3	
Kaiser Portland	0.8	1	Surplus: 1	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	1	Surplus: 1	2	
Average Requirement	1.0	2	Adequate 0	2	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Neurological Surgery		178,838	4	2.2	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.9	3	Surplus: 1	4	
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		
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	

Hall County Physician Standard Report

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
Neurology	178,838	6	3.4	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	5.0	9	Deficit: -3	12
Two Mature HMO	2.4	4	Surplus: 2	6
Adjusted FTE	2.3	4	Surplus: 2	5
GMENAC	3.3	6	Adequate 0	8
Kaiser Portland	1.3	2	Surplus: 4	4
7 Kaiser Plans	1.7	3	Surplus: 3	4
GHC Seattle	1.2	2	Surplus: 4	3
Three HMOs				
Goodman	2.1	4	Surplus: 2	5
Hicks & Glenn	1.4	3	Surplus: 3	3
Solucient	1.8	3	Surplus: 3	4
Average Requirement	1.9	3	Surplus: 3	4

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
OB/GYN	178,838	19	10.6	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	14.1	25	Deficit: -6	33
Two Mature HMO	12.1	22	Deficit: -3	28
Adjusted FTE	11.3	20	Deficit: -1	26
GMENAC	9.9	18	Surplus: 1	23
Kaiser Portland	11.6	21	Deficit: -2	27
7 Kaiser Plans	11.5	21	Deficit: -2	27
GHC Seattle	10.0	18	Surplus: 1	23
Three HMOs	8.8	16	Surplus: 3	20
Goodman	8.4	15	Surplus: 4	20
Hicks & Glenn	8.0	14	Surplus: 5	19
Solucient	10.2	18	Surplus: 1	24
Average Requirement	10.2	18	Surplus: 1	24

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Ophthalmology		178,838	6	3.4	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	6.0	11	Deficit: -5	14	
Two Mature HMO	5.9	11	Deficit: -5	14	
Adjusted FTE	5.5	10	Deficit: -4	13	
GMENAC	4.6	8	Deficit: -2	11	
Kaiser Portland	2.4	4	Surplus: 2	7	
7 Kaiser Plans	3.1	6	Adequate 0	7	
GHC Seattle	5.0	9	Deficit: -3	12	
Three HMOs					
Goodman	3.5	6	Adequate 0	8	
Hicks & Glenn	3.2	6	Adequate 0	7	
Solucient	4.7	8	Deficit: -2	11	
Average Requirement	4.2	8	Deficit: -2	10	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Orthopedic Surgery		178,838	13	7.3	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	8.3	15	Deficit: -2	19	
Two Mature HMO	6.8	12	Surplus: 1	16	
Adjusted FTE	6.4	11	Surplus: 2	15	
GMENAC	6.0	11	Surplus: 2	14	
Kaiser Portland	5.9	11	Surplus: 2	10	
7 Kaiser Plans	4.2	8	Surplus: 5	10	
GHC Seattle	6.7	12	Surplus: 1	16	
Three HMOs	3.0	5	Surplus: 8	7	
Goodman	5.9	11	Surplus: 2	14	
Hicks & Glenn	4.2	8	Surplus: 5	10	
Solucient	6.1	11	Surplus: 2	14	
Average Requirement	5.5	10	Surplus: 3	13	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Otolaryngology		178,838	7	3.9	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	3.4	6	Surplus: 1	8	
Two Mature HMO	3.2	6	Surplus: 1	7	
Adjusted FTE					
GMENAC	3.2	6	Surplus: 1	7	
Kaiser Portland	3.4	6	Surplus: 1	6	
7 Kaiser Plans	2.4	4	Surplus: 3	6	
GHC Seattle	3.0	5	Surplus: 2	7	
Three HMOs					
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	3.0	5	Surplus: 2	7	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Physician Need	Population
Pathology		178,838	7	3.9	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	6.3	11	Deficit: -4	15	
Two Mature HMO	1.9	3	Surplus: 4	4	
Adjusted FTE	1.8	3	Surplus: 4	4	
GMENAC	6.4	11	Deficit: -4	15	
Kaiser Portland	3.3	6	Surplus: 1	4	
7 Kaiser Plans	1.8	3	Surplus: 4	4	
GHC Seattle					
Three HMOs					
Goodman	4.1	7	Adequate 0	10	
Hicks & Glenn					
Solucient					
Average Requirement	3.2	6	Surplus: 1	7	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Status	Population
Pediatrics		178,838	25	14.0	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	24.9	45	Deficit: -20	58	
Two Mature HMO	16.6	30	Deficit: -5	39	
Adjusted FTE	15.5	28	Deficit: -3	36	
GMENAC	12.4	22	Surplus: 3	29	
Kaiser Portland	11.9	21	Surplus: 4	37	
7 Kaiser Plans	16.0	29	Deficit: -4	37	
GHC Seattle					
Three HMOs	9.8	18	Surplus: 7	23	
Goodman					
Hicks & Glenn	7.6	14	Surplus: 11	18	
Solucient	13.9	25	Adequate 0	32	
Average Requirement	13.0	23	Surplus: 2	30	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k	Status	Population
Plastic Surgery		178,838	4	2.2	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	2.4	4	Adequate 0	6	
Two Mature HMO					
Adjusted FTE					
GMENAC	1.1	2	Surplus: 2	3	
Kaiser Portland	0.3	1	Surplus: 3		
7 Kaiser Plans					
GHC Seattle	0.4	1	Surplus: 3	1	
Three HMOs					
Goodman	1.1	2	Surplus: 2	3	
Hicks & Glenn	2.3	4	Adequate 0	5	
Solucient	2.2	4	Adequate 0	5	
Average Requirement	1.2	2	Surplus: 2	3	

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Psychiatry		178,838	14	7.8	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	13.6	24	Deficit: -10		32
Two Mature HMO	7.7	14	Adequate 0		18
Adjusted FTE	7.2	13	Surplus: 1		17
GMENAC	15.4	28	Deficit: -14		36
Kaiser Portland	5.2	9	Surplus: 5		10
7 Kaiser Plans	4.1	7	Surplus: 7		10
GHC Seattle					
Three HMOs					
Goodman	7.2	13	Surplus: 1		17
Hicks & Glenn	3.9	7	Surplus: 7		9
Solucient	5.7	10	Surplus: 4		13
Average Requirement	7.1	13	Surplus: 1		16

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Pulmonary Diseases		178,838	4	2.2	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	3.5	6	Deficit: -2		8
Two Mature HMO	2.0	4	Adequate 0		5
Adjusted FTE	1.9	3	Surplus: 1		4
GMENAC	1.4	3	Surplus: 1		3
Kaiser Portland	1.4	3	Surplus: 1		2
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	2	Surplus: 2		3
Average Requirement	1.5	3	Surplus: 1		3

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians	/100k	Population
Radiology		178,838	17	9.5	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	11.4	20	Deficit:	-3	26
Two Mature HMO	13.6	24	Deficit:	-7	32
Adjusted FTE	13.7	25	Deficit:	-8	32
GMENAC	7.7	14	Surplus:	3	18
Kaiser Portland	8.5	15	Surplus:	2	11
7 Kaiser Plans	4.7	8	Surplus:	9	11
GHC Seattle	7.7	14	Surplus:	3	18
Three HMOs					
Goodman	8.0	14	Surplus:	3	19
Hicks & Glenn					
Solucient					
Average Requirement	9.1	16	Surplus:	1	21

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians	/100k	Population
Rheumatology		178,838	2	1.1	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status		Physician Need
AMA	1.5	3	Deficit:	-1	3
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	2
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	2	Adequate	0	3
Average Requirement	0.8	1	Surplus:	1	2

Hall County Physician Standard Report

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
General Surgery		178,838	16	8.9	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	12.5	22	Deficit: -6	29	
Two Mature HMO	9.4	17	Deficit: -1	22	
Adjusted FTE	8.8	16	Adequate 0	20	
GMENAC	9.7	17	Deficit: -1	23	
Kaiser Portland	7.0	13	Surplus: 3	14	
7 Kaiser Plans	6.2	11	Surplus: 5	14	
GHC Seattle	5.9	11	Surplus: 5	14	
Three HMOs	4.2	8	Surplus: 8	10	
Goodman	9.7	17	Deficit: -1	23	
Hicks & Glenn	4.1	7	Surplus: 9	10	
Solucient	6.0	11	Surplus: 5	14	
Average Requirement	7.1	13	Surplus: 3	16	

Physician Specialty		2008 Actual			2015 Projected
		Population	Physicians /100k		Population
Thoracic Surgery		178,838	1	0.6	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need	
AMA	1.5	3	Deficit: -2	3	
Two Mature HMO					
Adjusted FTE					
GMENAC	0.8	1	Adequate 0	2	
Kaiser Portland	0.1	0	Surplus: 1		
7 Kaiser Plans					
GHC Seattle					
Three HMOs					
Goodman					
Hicks & Glenn					
Solucient					
Average Requirement	0.5	1	Adequate 0	1	

Hall County Physician Standard Report

Physician Specialty	2008 Actual			2015 Projected
	Population	Physicians /100k		Population
Urology	178,838	10	5.6	232,285
National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	Physician Need
AMA	3.5	6	Surplus: 4	8
Two Mature HMO	3.5	6	Surplus: 4	8
Adjusted FTE	3.3	6	Surplus: 4	8
GMENAC	3.1	6	Surplus: 4	7
Kaiser Portland	3.3	6	Surplus: 4	5
7 Kaiser Plans	2.3	4	Surplus: 6	5
GHC Seattle	2.9	5	Surplus: 5	7
Three HMOs				
Goodman	2.6	5	Surplus: 5	6
Hicks & Glenn	1.9	3	Surplus: 7	4
Solucient	2.9	5	Surplus: 5	7
Average Requirement	2.9	5	Surplus: 5	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.