			2	008 Actual		2015 Projected
Physic	ian Specialty		Population	Physicians	/100k	Population
Allergy	/ & Immunology		173,346	2	1.2	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	S	Physician Need
	AMA	1.4	2	Adequate	0	2
	Two Mature HMO	1.5	3	Deficit:	-1	3
	Adjusted FTE	1.4	2	Adequate	0	2
	GMENAC	0.8	1	Surplus:	1	1
	Kaiser Portland	1.7	3	Deficit:	-1	3
	7 Kaiser Plans	1.2	2	Adequate	0	2
	GHC Seattle	1.1	2	Adequate	0	2
	Three HMOs					
	Goodman	1.3	2	Adequate	0	2
	Hicks & Glenn					
	Solucient	1.7	3	Deficit:	-1	3
	Average Requirement	1.3	2	Adequate	0	2

			2	008 Actual		2015 Projecte
Physi	Physician Specialty		Population	Physicians	/100k	Population
Anes	thesiology		173,346	13	7.5	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	14.0	24	Deficit:	-11	24
	Two Mature HMO	9.7	17	Deficit:	-4	17
	Adjusted FTE	9.1	16	Deficit:	-3	16
	GMENAC	8.9	15	Deficit:	-2	16
	Kaiser Portland	5.9	10	Surplus:	3	10
	7 Kaiser Plans	3.9	7	Surplus:	6	7
	GHC Seattle	9.0	16	Deficit:	-3	16
	Three HMOs					
	Goodman	7.0	12	Surplus:	1	12
	Hicks & Glenn					
	Solucient					
	Average Requirement	7.6	13	Adequate	0	13

			2	008 Actual		2015 Projected
Physi	cian Specialty		Population	Physicians	/100k	Population
Cardi	ovascular Diseases		173,346	8	4.6	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	7.5	13	Deficit:	-5	13
	Two Mature HMO	5.4	9	Deficit:	-1	9
	Adjusted FTE	5.0	9	Deficit:	-1	9
	GMENAC	3.1	5	Surplus:	3	5
	Kaiser Portland	3.0	5	Surplus:	3	5
	7 Kaiser Plans	1.8	3	Surplus:	5	3
	GHC Seattle	2.9	5	Surplus:	3	5
	Three HMOs					
	Goodman	3.6	6	Surplus:	2	6
	Hicks & Glenn	2.6	5	Surplus:	3	5
	Solucient	4.2	7	Surplus:	1	7
	Average Requirement	3.5	6	Surplus:	2	6

			2	008 Actual		2015 Projecte
Physi	cian Specialty		Population	Physicians	/100k	Population
Derm	atology		173,346	4	2.3	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	3.7	6	Deficit:	-2	6
	Two Mature HMO	2.8	5	Deficit:	-1	5
	Adjusted FTE	2.6	5	Deficit:	-1	5
	GMENAC	2.8	5	Deficit:	-1	5
	Kaiser Portland	2.5	4	Adequate	0	4
	7 Kaiser Plans	2.4	4	Adequate	0	4
	GHC Seattle	2.6	5	Deficit:	-1	5
	Three HMOs	1.6	3	Surplus:	1	3
	Goodman	1.4	2	Surplus:	2	2
	Hicks & Glenn	2.1	4	Adequate	0	4
	Solucient	3.1	5	Deficit:	-1	5
	Average Requirement	2.4	4	Adequate	0	4

			2	008 Actual		2015 Projected
Physic	cian Specialty		Population	Physicians	/100k	Population
Emerg	gency Medicine		173,346	19	11.0	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	10.5	18	Surplus:	1	18
	Two Mature HMO	5.5	10	Surplus:	9	10
	Adjusted FTE	5.2	9	Surplus:	10	9
	GMENAC	5.4	9	Surplus:	10	9
	Kaiser Portland	6.7	12	Surplus:	7	12
	7 Kaiser Plans	5.3	9	Surplus:	10	9
	GHC Seattle					
	Three HMOs					
	Goodman	2.7	5	Surplus:	14	5
	Hicks & Glenn					
	Solucient	12.4	21	Deficit:	-2	22
	Average Requirement	6.2	11	Surplus:	8	11

			2	008 Actual		2015 Projected
Physicia	an Specialty		Population	Physicians	/100k	Population
Family I	Practice		173,346	47	27.1	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	6	Physician Need
	AMA	31.5	55	Deficit:	-8	55
	Two Mature HMO	45.6	79	Deficit:	-32	79
	Adjusted FTE	42.6	74	Deficit:	-27	74
	GMENAC	25.2	44	Surplus:	3	44
	Kaiser Portland	16.7	29	Surplus:	18	29
	7 Kaiser Plans	11.0	19	Surplus:	28	19
	GHC Seattle					
	Three HMOs	9.2	16	Surplus:	31	16
	Goodman					
	Hicks & Glenn	16.2	28	Surplus:	19	28
	Solucient	22.5	39	Surplus:	8	39
	Average Requirement	23.6	41	Surplus:	6	41

			2	008 Actual		2015 Projected
Physic	cian Specialty		Population	Physicians	/100k	Population
Gastro	penterology		173,346	8	4.6	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
	AMA	4.2	7	Surplus:	1	7
	Two Mature HMO	3.1	5	Surplus:	3	5
	Adjusted FTE					
	GMENAC	3.2	6	Surplus:	2	6
	Kaiser Portland	1.7	3	Surplus:	5	3
	7 Kaiser Plans	1.7	3	Surplus:	5	3
	GHC Seattle					
	Three HMOs					
	Goodman	1.3	2	Surplus:	6	2
	Hicks & Glenn					
	Solucient	3.5	6	Surplus:	2	6
	Average Requirement	2.4	4	Surplus:	4	4

			2	008 Actual		2015 Projecte
Physic	cian Specialty		Population	Physicians	/100k 1.7	Population
Infect	tious Disease		173,346	3		174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	2.2	4	Deficit:	-1	4
	Two Mature HMO	0.7	1	Surplus:	2	1
	Adjusted FTE	0.6	1	Surplus:	2	1
	GMENAC	0.9	2	Surplus:	1	2
	Kaiser Portland	1.2	2	Surplus:	1	2
	7 Kaiser Plans	0.7	1	Surplus:	2	1
	GHC Seattle	0.6	1	Surplus:	2	1
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient					
	Average Requirement	0.8	1	Surplus:	2	1

			2	008 Actual		2015 Projected
Physic	cian Specialty		Population	Physicians	/100k	Population
Intern	nal Medicine		173,346	46	26.5	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	53.1	92	Deficit:	-46	93
	Two Mature HMO	21.4	37	Surplus:	9	37
	Adjusted FTE	20.0	35	Surplus:	11	35
	GMENAC	28.8	50	Deficit:	-4	50
	Kaiser Portland	28.1	49	Deficit:	-3	49
	7 Kaiser Plans	30.3	53	Deficit:	-7	53
	GHC Seattle					
	Three HMOs	16.7	29	Surplus:	17	29
	Goodman					
	Hicks & Glenn	11.3	20	Surplus:	26	20
	Solucient	19.0	33	Surplus:	13	33
	Average Requirement	22.0	38	Surplus:	8	38

			2	008 Actual		2015 Projected
Physic	ian Specialty		Population	Physicians	/100k	Population
Nephr	ology		173,346	7	4.0	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	2.6	5	Surplus:	2	5
	Two Mature HMO	1.4	2	Surplus:	5	2
	Adjusted FTE	1.3	2	Surplus:	5	2
	GMENAC	1.1	2	Surplus:	5	2
	Kaiser Portland	0.8	1	Surplus:	6	1
	7 Kaiser Plans	0.7	1	Surplus:	6	1
	GHC Seattle	0.9	2	Surplus:	5	2
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient	0.7	1	Surplus:	6	1
	Average Requirement	1.0	2	Surplus:	5	2

			2	008 Actual		2015 Projected
Physi	ician Specialty		Population	Physicians	/100k	Population
Neuro	ological Surgery		173,346	5	2.9	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
	AMA	1.9	3	Surplus:	2	3
	Two Mature HMO	1.1	2	Surplus:	3	2
	Adjusted FTE	1.0	2	Surplus:	3	2
	GMENAC	1.1	2	Surplus:	3	2
	Kaiser Portland	1.4	2	Surplus:	3	2
	7 Kaiser Plans					
	GHC Seattle	0.4	1	Surplus:	4	1
	Three HMOs					
	Goodman	0.7	1	Surplus:	4	1
	Hicks & Glenn					
	Solucient					
	Average Requirement	1.0	2	Surplus:	3	2

			2	008 Actual		2015 Projected
Physic	cian Specialty		Population	Physicians	/100k	Population
Neuro	ology		173,346	2	1.2	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	5.0	9	Deficit:	-7	9
	Two Mature HMO	2.4	4	Deficit:	-2	4
	Adjusted FTE	2.3	4	Deficit:	-2	4
	GMENAC	3.3	6	Deficit:	-4	6
	Kaiser Portland	1.3	2	Adequate	0	2
	7 Kaiser Plans	1.7	3	Deficit:	-1	3
	GHC Seattle	1.2	2	Adequate	0	2
	Three HMOs					
	Goodman	2.1	4	Deficit:	-2	4
	Hicks & Glenn	1.4	2	Adequate	0	2
	Solucient	1.8	3	Deficit:	-1	3
	Average Requirement	1.9	3	Deficit:	-1	3

			2	008 Actual		2015 Projected
Physician	Specialty		Population	Physicians	/100k	Population
OB/GYN			173,346	25	14.4	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	S	Physician Need
-	AMA	14.1	24	Surplus:	1	25
-	Two Mature HMO	12.1	21	Surplus:	4	21
-	Adjusted FTE	11.3	20	Surplus:	5	20
-	GMENAC	9.9	17	Surplus:	8	17
-	Kaiser Portland	11.6	20	Surplus:	5	20
-	7 Kaiser Plans	11.5	20	Surplus:	5	20
-	GHC Seattle	10.0	17	Surplus:	8	17
-	Three HMOs	8.8	15	Surplus:	10	15
-	Goodman	8.4	15	Surplus:	10	15
-	Hicks & Glenn	8.0	14	Surplus:	11	14
-	Solucient	10.2	18	Surplus:	7	18
-	Average Requirement	10.2	18	Surplus:	7	18

			2	008 Actual		2015 Projecte
Physic	cian Specialty		Population	Physicians	/100k 5.2	Population 174,318
Optha	almology		173,346	9		
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	6.0	10	Deficit:	-1	10
	Two Mature HMO	5.9	10	Deficit:	-1	10
	Adjusted FTE	5.5	10	Deficit:	-1	10
	GMENAC	4.6	8	Surplus:	1	8
	Kaiser Portland	2.4	4	Surplus:	5	4
	7 Kaiser Plans	3.1	5	Surplus:	4	5
	GHC Seattle	5.0	9	Adequate	0	9
	Three HMOs					
	Goodman	3.5	6	Surplus:	3	6
	Hicks & Glenn	3.2	6	Surplus:	3	6
	Solucient	4.7	8	Surplus:	1	8
	Average Requirement	4.2	7	Surplus:	2	7

			2	008 Actual		2015 Projected
Physicia	an Specialty		Population	Physicians	/100k	Population
Orthop	edic Surgery		173,346	10	5.8	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
	AMA	8.3	14	Deficit:	-4	14
	Two Mature HMO	6.8	12	Deficit:	-2	12
	Adjusted FTE	6.4	11	Deficit:	-1	11
	GMENAC	6.0	10	Adequate	0	10
	Kaiser Portland	5.9	10	Adequate	0	10
	7 Kaiser Plans	4.2	7	Surplus:	3	7
	GHC Seattle	6.7	12	Deficit:	-2	12
	Three HMOs	3.0	5	Surplus:	5	5
	Goodman	5.9	10	Adequate	0	10
	Hicks & Glenn	4.2	7	Surplus:	3	7
	Solucient	6.1	11	Deficit:	-1	11
	Average Requirement	5.5	10	Adequate	0	10

			2	008 Actual		2015 Projecte
Physic	cian Specialty		Population	Physicians	/100k	Population
Otola	ryngology		173,346	3	1.7	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	3.4	6	Deficit:	-3	6
	Two Mature HMO	3.2	6	Deficit:	-3	6
	Adjusted FTE					
	GMENAC	3.2	6	Deficit:	-3	6
	Kaiser Portland	3.4	6	Deficit:	-3	6
	7 Kaiser Plans	2.4	4	Deficit:	-1	4
	GHC Seattle	3.0	5	Deficit:	-2	5
	Three HMOs					
	Goodman					
	Hicks & Glenn					
	Solucient					
	Average Requirement	3.0	5	Deficit:	-2	5

			2	008 Actual		2015 Projected
Physic	ian Specialty		Population	Physicians	/100k	Population
Pathol	logy		173,346	8	4.6	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
	AMA	6.3	11	Deficit:	-3	11
	Two Mature HMO	1.9	3	Surplus:	5	3
	Adjusted FTE	1.8	3	Surplus:	5	3
	GMENAC	6.4	11	Deficit:	-3	11
	Kaiser Portland	3.3	6	Surplus:	2	6
	7 Kaiser Plans	1.8	3	Surplus:	5	3
	GHC Seattle					
	Three HMOs					
	Goodman	4.1	7	Surplus:	1	7
	Hicks & Glenn					
	Solucient					
	Average Requirement	3.2	6	Surplus:	2	6

			2	008 Actual		2015 Projected
Physician	Specialty		Population	Physicians	/100k	Population
Pediatric	S		173,346	27	15.6	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	24.9	43	Deficit:	-16	43
	Two Mature HMO	16.6	29	Deficit:	-2	29
	Adjusted FTE	15.5	27	Adequate	0	27
	GMENAC	12.4	21	Surplus:	6	22
	Kaiser Portland	11.9	21	Surplus:	6	21
	7 Kaiser Plans	16.0	28	Deficit:	-1	28
	GHC Seattle					
	Three HMOs	9.8	17	Surplus:	10	17
	Goodman					
	Hicks & Glenn	7.6	13	Surplus:	14	13
	Solucient	13.9	24	Surplus:	3	24
	Average Requirement	13.0	23	Surplus:	4	23

			2	008 Actual		2015 Projected
Physic	cian Specialty		Population	Physicians	/100k	Population
Plastic	c Surgery		173,346	3	1.7	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
	AMA	2.4	4	Deficit:	-1	4
	Two Mature HMO					
	Adjusted FTE					
	GMENAC	1.1	2	Surplus:	1	2
	Kaiser Portland	0.3	1	Surplus:	2	1
	7 Kaiser Plans					
	GHC Seattle	0.4	1	Surplus:	2	1
	Three HMOs					
	Goodman	1.1	2	Surplus:	1	2
	Hicks & Glenn	2.3	4	Deficit:	-1	4
	Solucient	2.2	4	Deficit:	-1	4
	Average Requirement	1.2	2	Surplus:	1	2

			2	008 Actual		2015 Projecte
Physiciar	n Specialty		Population	Physicians	/100k	Population
Psychiat	try		173,346	13	7.5	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	13.6	24	Deficit:	-11	24
	Two Mature HMO	7.7	13	Adequate	0	13
	Adjusted FTE	7.2	12	Surplus:	1	13
	GMENAC	15.4	27	Deficit:	-14	27
	Kaiser Portland	5.2	9	Surplus:	4	9
	7 Kaiser Plans	4.1	7	Surplus:	6	7
	GHC Seattle					
	Three HMOs					
	Goodman	7.2	12	Surplus:	1	13
	Hicks & Glenn	3.9	7	Surplus:	6	7
	Solucient	5.7	10	Surplus:	3	10
	Average Requirement	7.1	12	Surplus:	1	12

			2	008 Actual		2015 Projected
Physi	ician Specialty		Population	Physicians	/100k	Population
Pulm	onary Diseases		173,346	4	2.3	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	S	Physician Need
	AMA	3.5	6	Deficit:	-2	6
	Two Mature HMO	2.0	3	Surplus:	1	3
	Adjusted FTE	1.9	3	Surplus:	1	3
	GMENAC	1.4	2	Surplus:	2	2
	Kaiser Portland	1.4	2	Surplus:	2	2
	7 Kaiser Plans	1.0	2	Surplus:	2	2
	GHC Seattle	1.4	2	Surplus:	2	2
	Three HMOs					
	Goodman	1.4	2	Surplus:	2	2
	Hicks & Glenn					
	Solucient	1.3	2	Surplus:	2	2
	Average Requirement	1.5	3	Surplus:	1	3

			2	008 Actual		2015 Projecte
Physician S	Specialty		Population	Physicians	/100k	Population
Radiology			173,346	23	13.3	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
_	AMA	11.4	20	Surplus:	3	20
_	Two Mature HMO	13.6	24	Deficit:	-1	24
_	Adjusted FTE	13.7	24	Deficit:	-1	24
_	GMENAC	7.7	13	Surplus:	10	13
	Kaiser Portland	8.5	15	Surplus:	8	15
_	7 Kaiser Plans	4.7	8	Surplus:	15	8
_	GHC Seattle	7.7	13	Surplus:	10	13
	Three HMOs					
_	Goodman	8.0	14	Surplus:	9	14
_	Hicks & Glenn					
_	Solucient					
_	Average Requirement	9.1	16	Surplus:	7	16

			2	008 Actual		2015 Projecte
Physic	cian Specialty		Population	Physicians	/100k	Population
Rheur	natology		173,346	2	1.2	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	6	Physician Need
	AMA	1.5	3	Deficit:	-1	3
	Two Mature HMO	1.1	2	Adequate	0	2
	Adjusted FTE	1.0	2	Adequate	0	2
	GMENAC	0.7	1	Surplus:	1	1
	Kaiser Portland	0.4	1	Surplus:	1	1
	7 Kaiser Plans	0.7	1	Surplus:	1	1
	GHC Seattle	0.7	1	Surplus:	1	1
	Three HMOs					
	Goodman	0.4	1	Surplus:	1	1
	Hicks & Glenn					
	Solucient	1.3	2	Adequate	0	2
	Average Requirement	0.8	1	Surplus:	1	1

			2	008 Actual		2015 Projecte
Physicia	n Specialty		Population	Physicians	/100k 9.2	Population 174,318
General	Surgery		173,346	16		
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	6	Physician Need
	AMA	12.5	22	Deficit:	-6	22
	Two Mature HMO	9.4	16	Adequate	0	16
	Adjusted FTE	8.8	15	Surplus:	1	15
	GMENAC	9.7	17	Deficit:	-1	17
	Kaiser Portland	7.0	12	Surplus:	4	12
	7 Kaiser Plans	6.2	11	Surplus:	5	11
	GHC Seattle	5.9	10	Surplus:	6	10
	Three HMOs	4.2	7	Surplus:	9	7
	Goodman	9.7	17	Deficit:	-1	17
	Hicks & Glenn	4.1	7	Surplus:	9	7
	Solucient	6.0	10	Surplus:	6	10
	Average Requirement	7.1	12	Surplus:	4	12

		2008 Actual				2015 Projected
Physic	cian Specialty	Population 173,346	Physicians	/100k 0.6	Population 174,318	
Thora	acic Surgery		1			
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Statu	s	Physician Need
	AMA	1.5	3	Deficit:	-2	3
	Two Mature HMO					
	Adjusted FTE					
	GMENAC	0.8	1	Adequate	0	1
	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

			2008 Actual			2015 Projecte Population
Physician Specialty			Population	Physicians	/100k	
Urology	У		173,346	8	4.6	174,318
	National Physician Standards*	Standard Phys/100,000 Pop.	Physician Need	Status	3	Physician Need
	AMA	3.5	6	Surplus:	2	6
	Two Mature HMO	3.5	6	Surplus:	2	6
	Adjusted FTE	3.3	6	Surplus:	2	6
	GMENAC	3.1	5	Surplus:	3	5
	Kaiser Portland	3.3	6	Surplus:	2	6
	7 Kaiser Plans	2.3	4	Surplus:	4	4
	GHC Seattle	2.9	5	Surplus:	3	5
	Three HMOs					
	Goodman	2.6	5	Surplus:	3	5
	Hicks & Glenn	1.9	3	Surplus:	5	3
	Solucient	2.9	5	Surplus:	3	5
	Average Requirement	2.9	5	Surplus:	3	5

Included Counties: Baker, Calhoun, Clay, Dougherty, Lee, Mitchell, Terrell

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.