



**Tennessee Medical Group Management Association
Tennessee Medical Association**

**Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

*4th Annual Survey provided by
Pershing Yoakley & Associates, P.C.*

September 2010



Introduction.....	Page 2
Median Compensation Changes by Position from 2007 to 2010	Page 3
Demographics	
Size of Practice	Page 5
Type of Practice	Page 5
Respondents by Specialty	Page 6
Location of Main Office	Page 7
Satellite Locations.....	Page 8
Ratio of Support Staff to Provider	Page 9
Ratio of Support Staff to Physician	Page 10
Benefits	
Retirement Plans	Page 11
Insurance Benefits.....	Page 12
Vacation/Sick Days (Non-Managers).....	Page 13
Vacation/Sick Days (Managers)	Page 14
Paid Holidays	Page 15
Paid Time Off (PTO)	Page 16
Other Fringe Benefits.....	Page 17
Frequency of Compensation Reviews	Page 18
Management Bonus Opportunities	Page 19
Compensation Increases/Decreases	
Pay Increase Basis.....	Page 20
Compensation Percentage.....	Page 21
Compensation	
Statewide Hourly Rates and Annual Salaries by Position	Page 22
Statewide Median Hourly Rates by Years of Experience and Position.....	Page 24
Statewide Median Annual Salary by Years of Experience and Position	Page 26
Chattanooga Hourly Rates and Annual Salaries by Position.....	Page 28
Knoxville Hourly Rates and Annual Salaries by Position	Page 29
Memphis Hourly Rates and Annual Salaries by Position.....	Page 31
Nashville Hourly Rates and Annual Salaries by Position.....	Page 33
Tri-Cities Hourly Rates and Annual Salaries by Position	Page 35
Middle Tennessee Hourly Rates and Annual Salaries by Position.....	Page 36
Appendix A - Position Descriptions	Page 37

Pershing Yoakley & Associates, P.C. (PYA) welcomes you to the fourth annual online Tennessee Medical Group Management Association (TMGMA)/Tennessee Medical Association (TMA) Medical Office Staff Salary and Benefits Survey. On behalf of both TMGMA and TMA, we want to thank you for your participation.

To assist you in using this information, we offer the following comments:

- The survey is organized in a manner which will allow you to benchmark your practice to similar statistics across the state and within certain Tennessee geographic regions, when appropriate. We have also included an appendix of the job descriptions should you have questions about these definitions.
- For your convenience and to aid you in interpreting the data, commentary summarizing key trends has been added to certain slides.
- Data, at the request of TMGMA and TMA, has been excluded when total respondents of various geographical regions were less than 10. In 2010, East and West Tennessee regions did not meet the threshold requirements to report salary data.
- With the compilation of data spanning four years, PYA has included certain statewide comparisons of compensation by position from 2007 to 2010.

PYA appreciates the opportunity to serve both TMGMA and TMA with this important initiative and hopes that you will find this information helpful as you manage your medical office practices on a day-to-day basis. Additionally, TMGMA and TMA are always open to ideas and suggestions for improving the survey and survey process. Any suggestions for improvement or questions regarding this survey should be directed to Melissa Wilson at melissaowilson@comcast.net.



Median Compensation Rate Changes 2007 to 2010

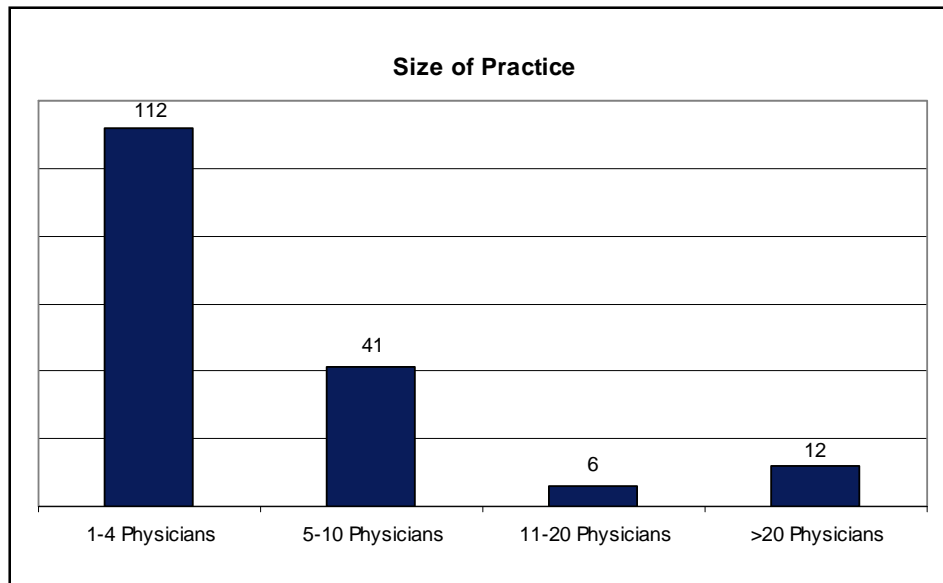
Position	2007	2008	2007-2008 Percent Change	2009	2008-2009 Percent Change	2010	2009-2010 Percent Change
Accredited Records Technician (ART)	\$ 15.50	\$15.90	2.58%	\$13.50	-15.09%	N/A	N/A
Administrative Assistant	\$ 15.40	\$16.01	3.96%	\$17.78	11.06%	\$15.00	-15.64%
Administrative Secretary	\$ 15.00	\$13.65	-9.00%	\$15.05	10.26%	\$16.00	6.31%
Appointment Secretary	\$ 10.73	\$11.60	8.11%	\$10.60	-8.62%	\$11.00	3.77%
Assistant Business Office Manager	\$ 15.36	\$16.05	4.49%	\$15.96	-0.56%	\$18.00	12.78%
Associate Administrator	\$ 31.25	\$32.97	5.50%	\$27.61	-16.26%	\$27.53	-0.29%
Audiologist	\$ 25.44	\$22.04	-13.36%	\$23.65	7.30%	\$24.28	2.66%
Bookkeeper	\$ 14.93	\$15.50	3.82%	\$16.55	6.77%	\$17.00	2.72%
Building Engineer/Maintenance	\$ 13.36	\$17.53	31.21%	\$17.83	1.71%	\$16.53	-7.29%
Business Office Clerk	\$ 11.31	\$12.30	8.75%	N/A	N/A	N/A	N/A
Business Office Manager	\$ 19.08	\$21.12	10.69%	\$19.78	-6.34%	\$20.20	2.12%
Cashier	\$ 10.75	\$11.80	9.77%	\$12.28	4.07%	\$11.33	-7.74%
Cast Technician	N/A	\$16.14	N/A	\$17.98	11.40%	\$16.34	-9.12%
CAT Scan Technician (CS Tech)	\$ 22.00	\$23.79	8.14%	\$23.10	-2.90%	\$23.80	3.03%
Certified Lab Assistant (CLA)	\$ 11.14	\$11.55	3.68%	\$15.53	34.46%	\$18.28	17.71%
Clinical Psychologist, PhD	\$ 27.04	\$40.60	50.15%	N/A	N/A	\$35.29	N/A
Coding Specialist	\$ 14.00	\$15.31	9.36%	\$15.33	0.13%	\$16.00	4.37%
Computer Operator	\$ 13.20	\$13.34	1.06%	N/A	N/A	N/A	N/A
Computer Programmer	\$ 35.10	\$39.90	13.68%	N/A	N/A	N/A	N/A
Controller	\$ 28.43	\$32.14	13.05%	\$22.65	-29.53%	\$27.78	22.65%
Credit/Collections Manager	\$ 15.65	\$16.64	6.33%	\$15.81	-4.99%	\$17.00	7.53%
Data Entry Clerk	\$ 10.64	\$11.50	8.08%	N/A	N/A	N/A	N/A
Data Processing Manager	\$ 27.66	\$36.78	32.97%	N/A	N/A	N/A	N/A
Department Manager	\$ 18.23	\$25.08	37.58%	\$18.75	-25.24%	\$22.00	17.33%
Director of Finance	\$ 31.54	\$40.00	26.82%	\$39.71	-0.72%	\$51.87	30.62%
Director of Laboratory	\$ 22.57	\$26.25	16.30%	\$22.45	-14.48%	\$44.71	99.15%
Director of Managed Care	N/A	\$41.00	N/A	\$37.80	-7.80%	\$26.36	-30.27%
Director of Marketing	\$ 27.01	\$24.00	-11.14%	\$24.38	1.58%	\$26.00	6.65%
Director of Nursing	\$ 25.75	\$24.02	-6.72%	\$29.75	23.86%	\$25.00	-15.97%
Director of Personnel	\$ 27.52	\$31.83	15.66%	\$29.09	-8.61%	\$30.28	4.09%
Director of Purchasing	\$ 16.53	\$15.41	-6.78%	\$18.82	22.13%	\$21.20	12.65%
Director of Radiology	\$ 24.62	\$33.58	36.39%	\$34.21	1.88%	\$32.69	-4.44%
EEG Lab Supervisor	N/A	\$21.70	N/A	\$27.64	27.37%	\$23.62	-14.54%
EEG Technician	\$ 16.88	\$15.00	-11.14%	\$15.00	0.00%	\$14.55	-3.00%
EKG Lab Supervisor	N/A	N/A	N/A	N/A	N/A	\$18.00	N/A
EKG Technician	\$ 15.14	\$20.94	38.31%	\$14.78	-29.42%	\$17.34	17.32%
Front Desk Combination	\$ 11.50	\$13.65	18.70%	N/A	N/A	N/A	N/A
General Accounting Manager	\$ 23.36	\$24.76	5.99%	\$26.27	6.10%	\$25.75	-1.98%
Housekeeper	\$ 9.24	\$9.50	2.81%	\$10.00	5.26%	\$10.42	4.20%
Housekeeping Supervisor	\$ 13.25	N/A	N/A	N/A	N/A	\$24.30	N/A
Information Technology Technician	N/A	\$19.76	N/A	N/A	N/A	N/A	N/A
Insurance Manager	\$ 15.98	\$16.71	4.57%	\$15.75	-5.75%	\$17.38	10.35%



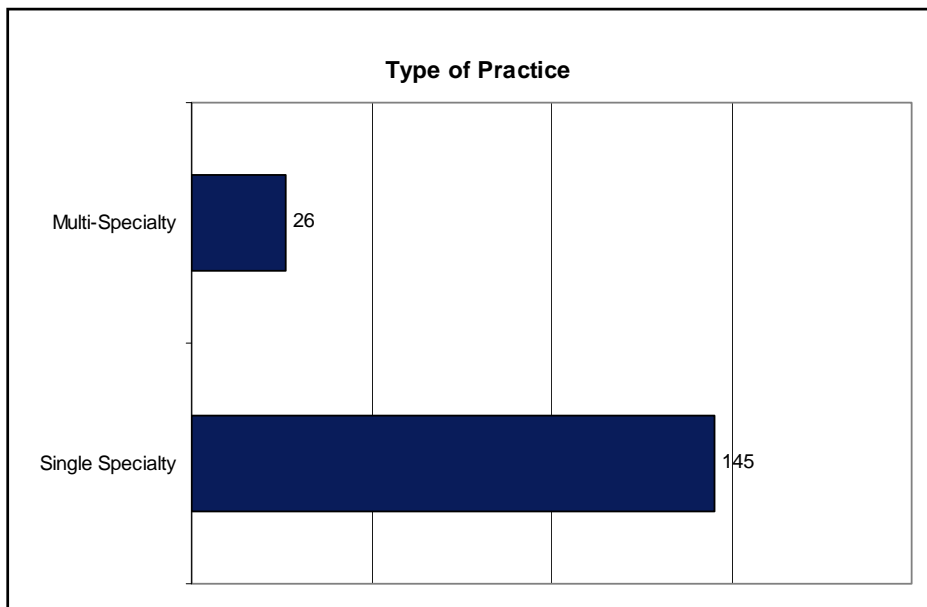
Median Compensation Rate Changes 2007 to 2010

Position	2007	2008	2007-2008 Percent Change	2009	2008-2009 Percent Change	2010	2009-2010 Percent Change
Laboratory Aide	\$ 12.50	\$12.44	-0.48%	\$11.03	-11.33%	\$12.54	13.69%
Laboratory Section Supervisor	\$ 17.55	\$21.10	20.23%	\$24.00	13.74%	\$20.88	-13.00%
Licensed Practical Nurse	\$ 13.95	\$14.68	5.23%	\$14.55	-0.89%	\$15.81	8.66%
Managed Care Coordinator	\$ 13.00	\$13.17	1.31%	\$10.50	-20.27%	\$16.09	53.24%
Medical Assistant	\$ 12.00	\$12.40	3.33%	\$12.38	-0.16%	\$12.50	0.97%
Medical Laboratory Technician (MLT)	\$ 16.30	\$17.75	8.90%	\$18.00	1.41%	\$17.55	-2.50%
Medical Records Supervisor	\$ 13.35	\$14.52	8.76%	\$22.55	55.30%	\$16.37	-27.41%
Medical Records Transcriptionist	\$ 12.93	\$13.95	7.89%	\$14.00	0.36%	\$14.98	7.00%
Medical Secretary	\$ 13.00	\$15.10	16.15%	\$15.58	3.18%	\$16.25	4.30%
Medical Technologist (ASCP)	\$ 20.69	\$20.74	0.24%	\$23.58	13.69%	\$35.00	48.43%
Medical Transcription Manager	\$ 15.19	\$18.58	22.32%	\$19.91	7.16%	\$20.69	3.92%
Nurse Midwife	N/A	\$30.05	N/A	N/A	N/A	\$28.85	N/A
Nurse Practitioner	\$ 35.10	\$36.02	2.62%	\$36.06	0.11%	\$38.46	6.66%
Office Manager	\$ 20.00	\$21.81	9.05%	\$20.19	-7.43%	\$24.00	18.87%
Ophthalmic Assistant	\$ 13.79	\$14.50	5.15%	\$13.50	-6.90%	\$14.50	7.41%
Ophthalmic Technician	\$ 15.81	\$16.24	2.72%	\$14.77	-9.05%	\$15.00	1.56%
Optical Shop Supervisor	\$ 16.44	N/A	N/A	\$19.00	N/A	N/A	N/A
Optician	\$ 13.91	\$19.73	41.84%	\$16.50	-16.37%	\$11.00	-33.33%
Patient Accounts Representative	\$ 12.02	\$13.26	10.32%	\$12.50	-5.73%	\$13.00	4.00%
Patient Education Coordinator	\$ 13.27	\$21.28	60.36%	\$25.12	18.05%	\$18.82	-25.08%
Payroll/Human Resource Clerk	\$ 17.06	\$17.38	1.88%	\$21.47	23.53%	N/A	N/A
Physical Therapist (RPT)	\$ 32.01	\$33.39	4.31%	\$34.50	3.32%	\$35.00	1.45%
Physical Therapy Assistant	\$ 18.15	\$19.01	4.74%	\$23.09	21.46%	\$15.00	-35.04%
Physician Assistant	\$ 36.00	\$37.01	2.81%	\$38.46	3.92%	\$40.00	4.00%
Practice Administrator/CEO (non-Physician)	\$ 36.06	\$38.50	6.77%	\$39.00	1.30%	\$38.00	-2.56%
Practice Administrator/CEO (Physician)	\$ 65.22	\$195.22	199.33%	\$176.20	-9.74%	\$78.14	-55.65%
Quality Assurance/Utilization Review Nurse	\$ 17.71	\$26.90	51.89%	N/A	N/A	\$25.60	N/A
Radiology Technologist (RRT)	\$ 18.03	\$20.02	11.04%	\$19.78	-1.20%	\$21.50	8.70%
Receptionist	\$ 10.50	\$10.91	3.90%	\$10.83	-0.73%	\$11.75	8.50%
Records Clerk	\$ 9.49	\$10.66	12.33%	N/A	N/A	N/A	N/A
Registered Nurse	\$ 21.31	\$22.90	7.46%	\$24.28	6.03%	\$23.50	-3.21%
Registration Clerk	\$ 10.00	\$11.85	18.50%	N/A	N/A	N/A	N/A
Social Worker	\$ 22.00	\$15.68	-28.73%	\$26.36	68.11%	\$25.25	-4.21%
Switchboard Operator	\$ 10.39	\$11.00	5.87%	\$11.00	0.00%	\$12.00	9.09%
Systems Analyst	\$ 19.94	\$22.57	13.19%	N/A	N/A	N/A	N/A
Triage Nurse	\$ 15.23	\$15.91	4.46%	\$15.00	-5.72%	\$15.80	5.33%
Ultrasound Technician	\$ 26.88	\$26.53	-1.30%	\$28.85	8.74%	\$27.75	-3.81%

The TMGMA 2010 Survey Results include 171 physician practices across the state of Tennessee.



The majority of respondents (65%) were groups of fewer than five (5) physicians...



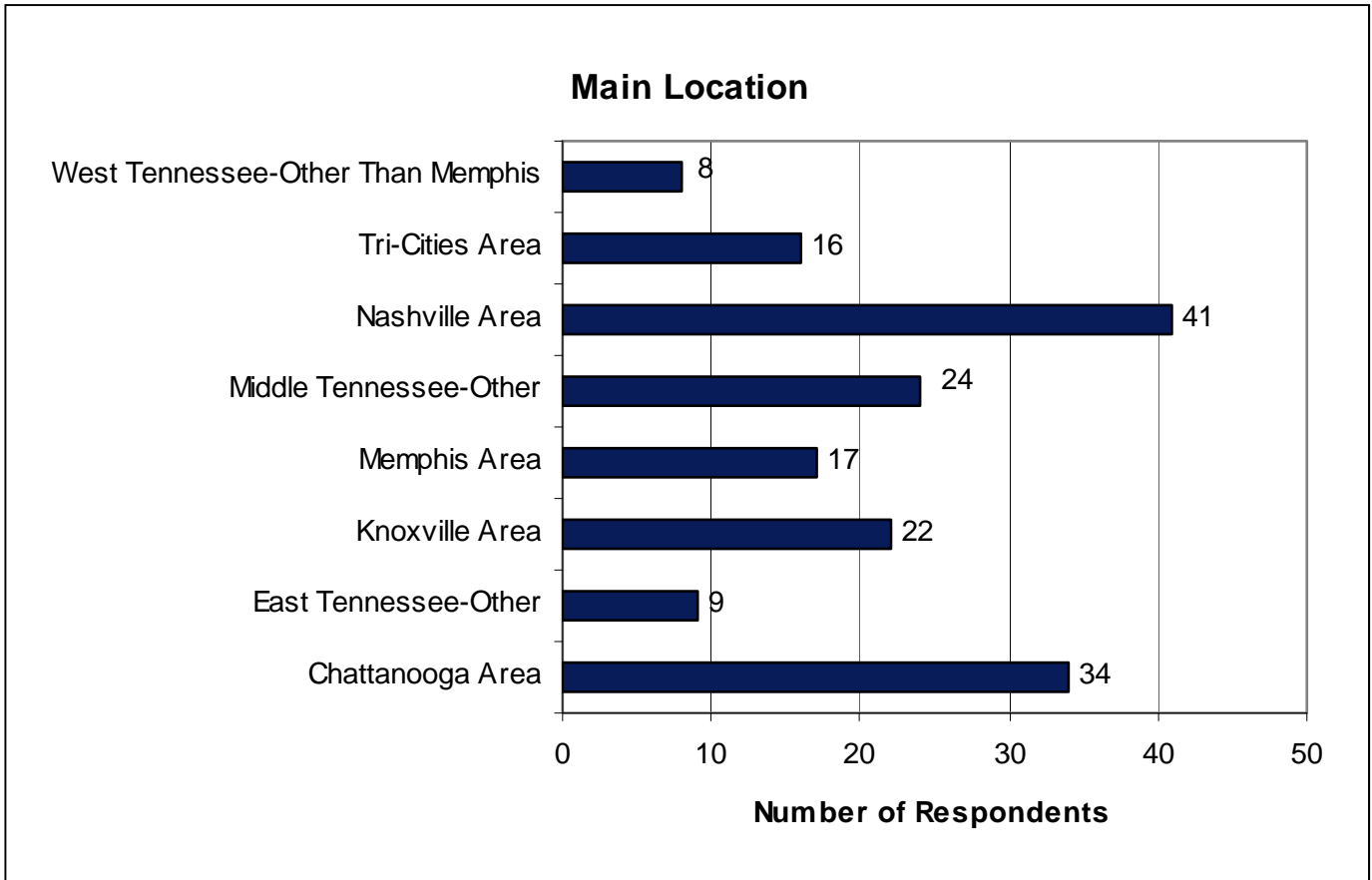
...and of a single specialty nature (85%).

Respondents by Specialty

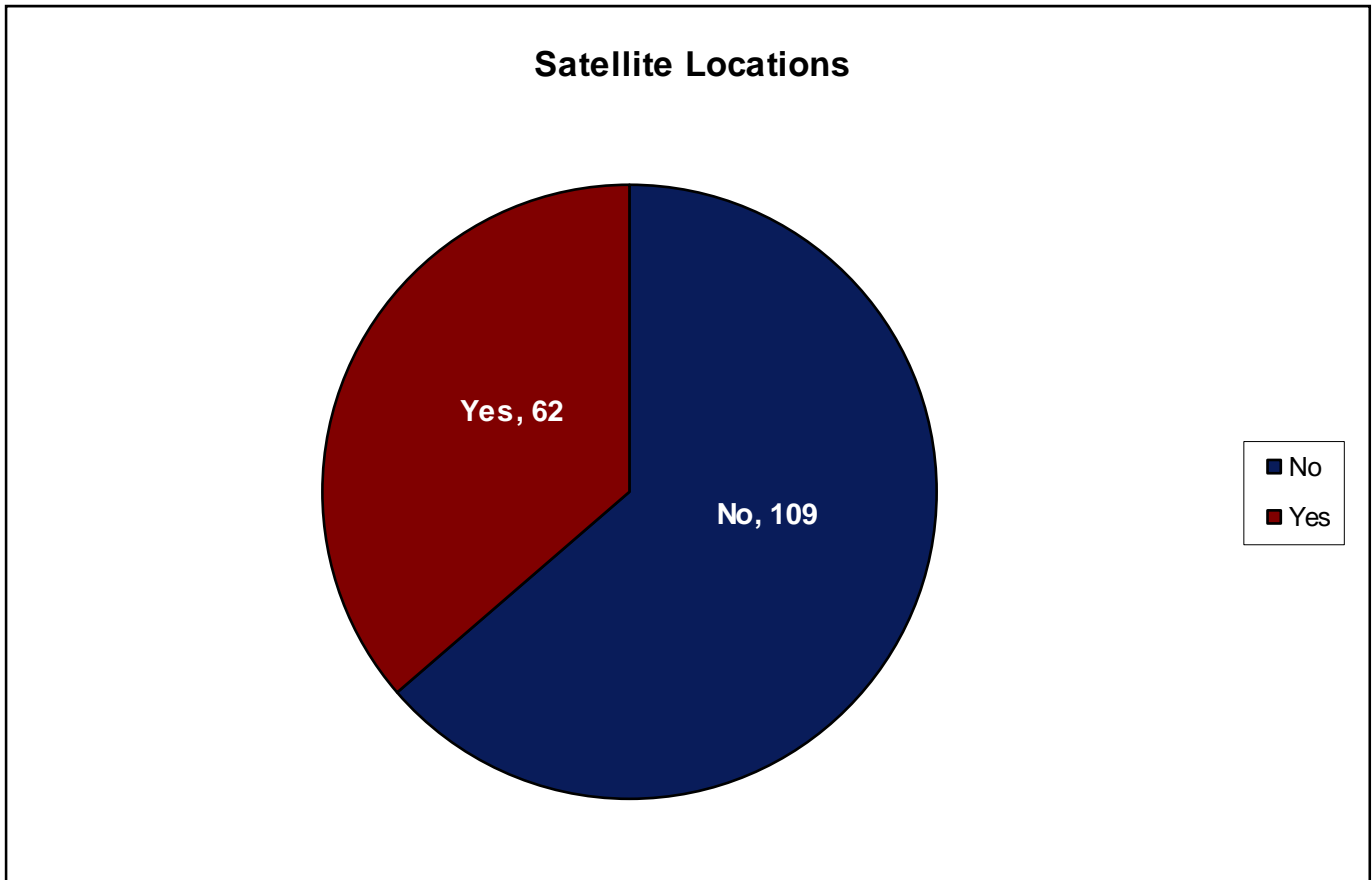
Type of Specialty	# of Respondents
Allergy & Asthma	6
Anesthesiology	4
Cardiology	6
Cardiovascular/thoracic surgery	1
Dermatology	6
Emergency	1
Family Medicine	27
Gastroenterology	7
General Surgery	7
Gynecology	4
Infectious Diseases	1
Internal Medicine	6
Multi-Specialty	26
Neonatology	1
Neurology	1
Neurosurgery	5
OB/GYN	9
Oncology	2
Ophthalmology	6
Orthopedic Surgery	13
Otolaryngology	5
Pathology	2
Pediatrics	15
Plastic Surgery	4
Radiology	1
Urology	5
Grand Total	171

In addition to multi-specialty respondents, the specialties of family medicine, orthopedic surgery, and pediatrics constitute the greatest percentage (47% collectively) of respondents.

Location of Main Office



Since West Tennessee-Other than Memphis and East Tennessee-Other had less than 10 respondents, salary data for these regions have been excluded in 2010.



Of the 171 total respondents, approximately 64% operate in one location only, while the remaining 36% operate at least one satellite location.

Ratio of Support Staff to Provider

Ratio of Support Staff to Provider, Rounded*								
Specialty	1:0	1:1	1:2	1:3	1:4	1:5	1:6	1:6+
Allergy & Asthma	0%	0%	33%	17%	33%	17%	0%	0%
Anesthesiology	0%	25%	0%	25%	0%	0%	0%	50%
Cardiology	0%	0%	0%	0%	33%	33%	0%	33%
Cardiovascular/thoracic surgery	0%	0%	100%	0%	0%	0%	0%	0%
Dermatology	0%	0%	17%	17%	17%	17%	17%	17%
Emergency	0%	0%	0%	0%	0%	0%	0%	100%
Family Medicine	0%	0%	22%	33%	19%	11%	4%	11%
Gastroenterology	0%	0%	14%	14%	29%	29%	0%	14%
General Surgery	0%	14%	29%	43%	0%	14%	0%	0%
Gynecology	0%	0%	0%	25%	50%	0%	25%	0%
Infectious Diseases	0%	100%	0%	0%	0%	0%	0%	0%
Internal Medicine	0%	17%	0%	0%	50%	0%	0%	33%
Multi-Specialty	0%	12%	19%	19%	8%	19%	4%	19%
Neonatology	0%	100%	0%	0%	0%	0%	0%	0%
Neurology	0%	0%	0%	100%	0%	0%	0%	0%
Neurosurgery	0%	0%	60%	20%	20%	0%	0%	0%
OB/GYN	0%	11%	0%	0%	56%	22%	11%	0%
Oncology	0%	0%	0%	0%	0%	0%	0%	100%
Ophthalmology	0%	33%	0%	17%	0%	0%	17%	33%
Orthopedic Surgery	0%	0%	8%	38%	15%	31%	0%	8%
Otolaryngology	0%	20%	0%	0%	20%	40%	20%	0%
Pathology	0%	50%	50%	0%	0%	0%	0%	0%
Pediatrics	0%	0%	0%	40%	20%	13%	7%	20%
Plastic Surgery	0%	0%	0%	0%	0%	0%	0%	100%
Radiology	0%	0%	0%	0%	0%	0%	0%	100%
Urology	0%	0%	0%	0%	0%	0%	0%	100%

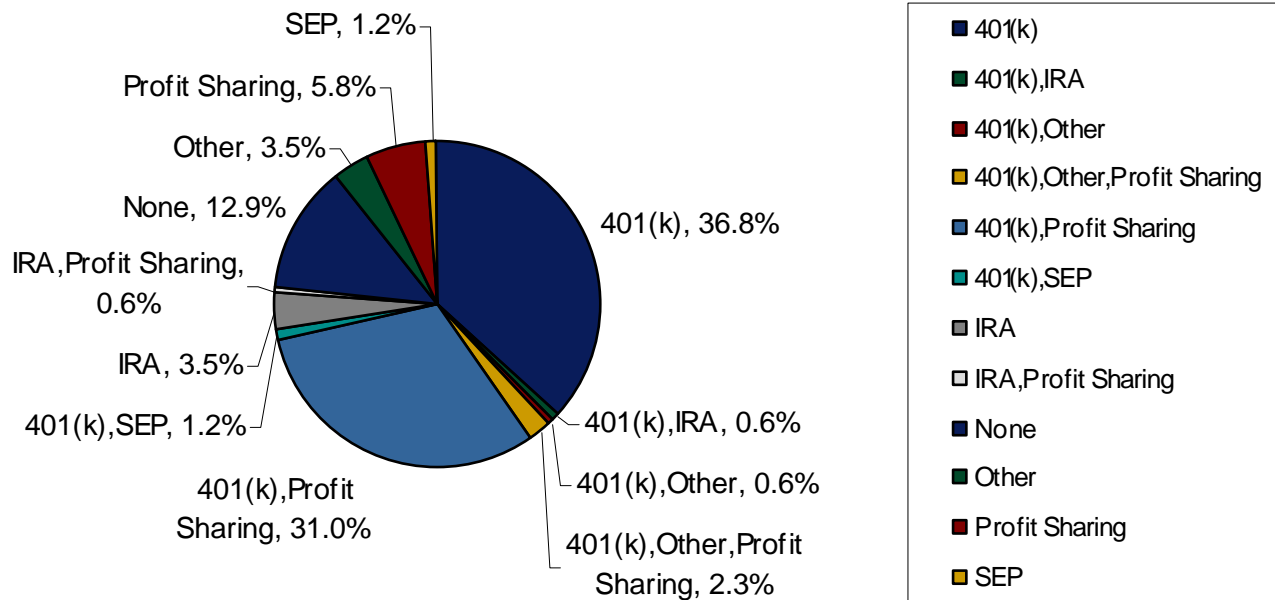
*Numbers may not add up to 100% due to rounding.

Ratio of Support Staff to Physician

Ratio of Support Staff to Physician, Rounded*								
Specialty	1:0	1:1	1:2	1:3	1:4	1:5	1:6	1:6+
Allergy & Asthma	0%	0%	17%	0%	0%	17%	33%	33%
Anesthesiology	0%	25%	0%	0%	0%	25%	0%	50%
Cardiology	0%	0%	0%	0%	0%	33%	0%	67%
Cardiovascular/thoracic surgery	0%	0%	0%	100%	0%	0%	0%	0%
Dermatology	0%	0%	0%	0%	0%	0%	33%	67%
Emergency	0%	0%	0%	0%	0%	0%	0%	100%
Family Medicine	0%	0%	0%	19%	11%	7%	7%	56%
Gastroenterology	0%	0%	0%	0%	29%	0%	14%	57%
General Surgery	0%	0%	43%	43%	0%	14%	0%	0%
Gynecology	0%	0%	0%	25%	50%	0%	0%	25%
Infectious Diseases	0%	0%	100%	0%	0%	0%	0%	0%
Internal Medicine	0%	17%	0%	0%	17%	0%	33%	33%
Multi-Specialty	0%	4%	12%	15%	8%	19%	4%	38%
Neonatology	0%	100%	0%	0%	0%	0%	0%	0%
Neurology	0%	0%	0%	0%	0%	100%	0%	0%
Neurosurgery	0%	0%	20%	0%	40%	20%	20%	0%
OB/GYN	0%	11%	0%	0%	11%	11%	22%	44%
Oncology	0%	0%	0%	0%	0%	0%	0%	100%
Ophthalmology	0%	33%	0%	17%	0%	0%	17%	33%
Orthopedic Surgery	0%	0%	0%	0%	31%	23%	23%	23%
Otolaryngology	0%	0%	20%	0%	0%	40%	0%	40%
Pathology	0%	0%	50%	50%	0%	0%	0%	0%
Pediatrics	0%	0%	0%	27%	13%	13%	7%	40%
Plastic Surgery	0%	0%	25%	50%	0%	25%	0%	0%
Radiology	0%	0%	0%	0%	0%	0%	0%	100%
Urology	0%	0%	0%	20%	20%	0%	60%	0%

*Numbers may not add up to 100% due to rounding.

Type of Retirement Plans Offered



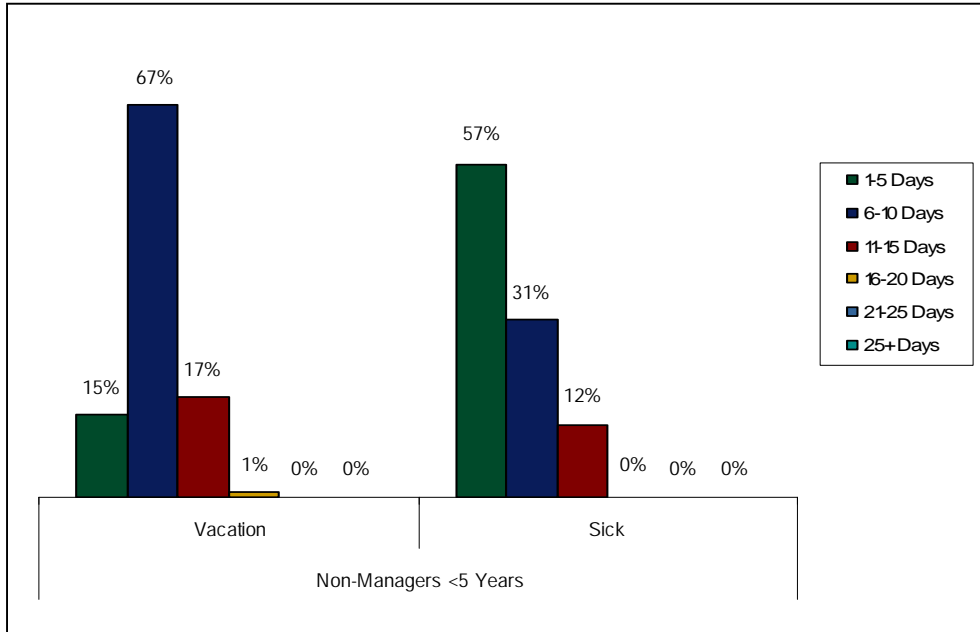
Seventy-three percent (73%) of all respondents offer a 401(k) as part of the retirement benefits for employees.

Benefits: Insurance Benefits

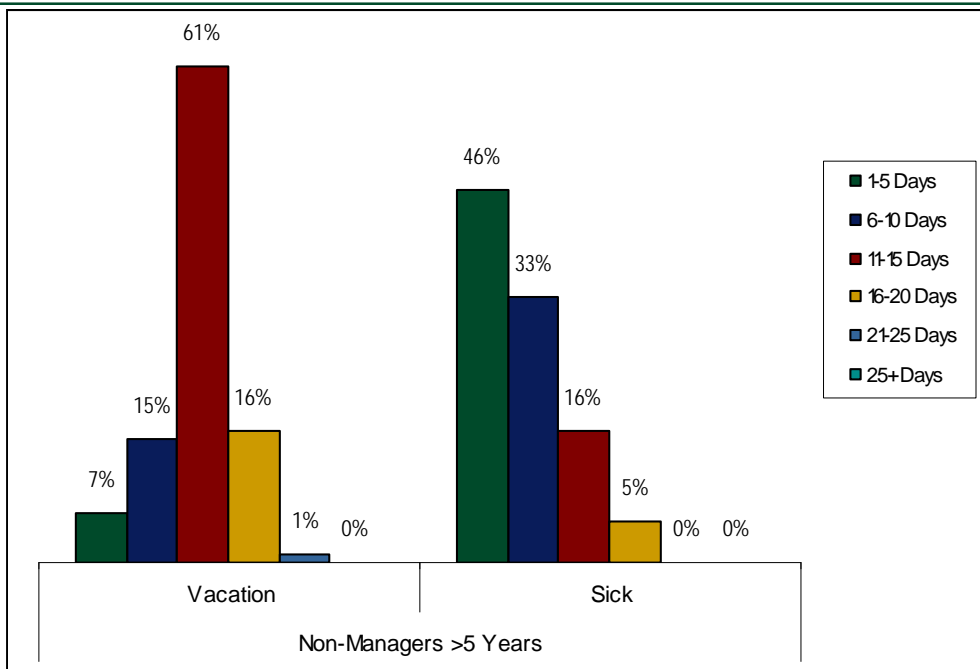
Insurance Benefits	Employee/ Self Paid	Fully Employer Paid	Not Offered	Partially Employer Paid
Health Insurance Employee	2.9%	33.9%	7.6%	55.6%
Health Insurance Dependents	59.7%	7.6%	14.6%	18.1%
Dental Insurance Employee	31.0%	19.3%	29.2%	20.5%
Dental Insurance Dependents	56.2%	3.5%	32.7%	7.6%
Vision Care	21.1%	14.6%	53.2%	11.1%
Life and Accidental Death Insurance	19.3%	51.4%	24.0%	5.3%
Long Term Disability Insurance	21.6%	35.1%	37.5%	5.8%
Short Term Disability Insurance	39.2%	13.5%	42.0%	5.3%
Indicates majority of responses.				

Consistent with the 2009 Survey, employee health insurance is typically a shared expense with employees responsible for their dependents. However, the 2010 Survey indicates a 10 percentage point increase (from the 2009 Survey) in health insurance offered to dependents at the employee expense.

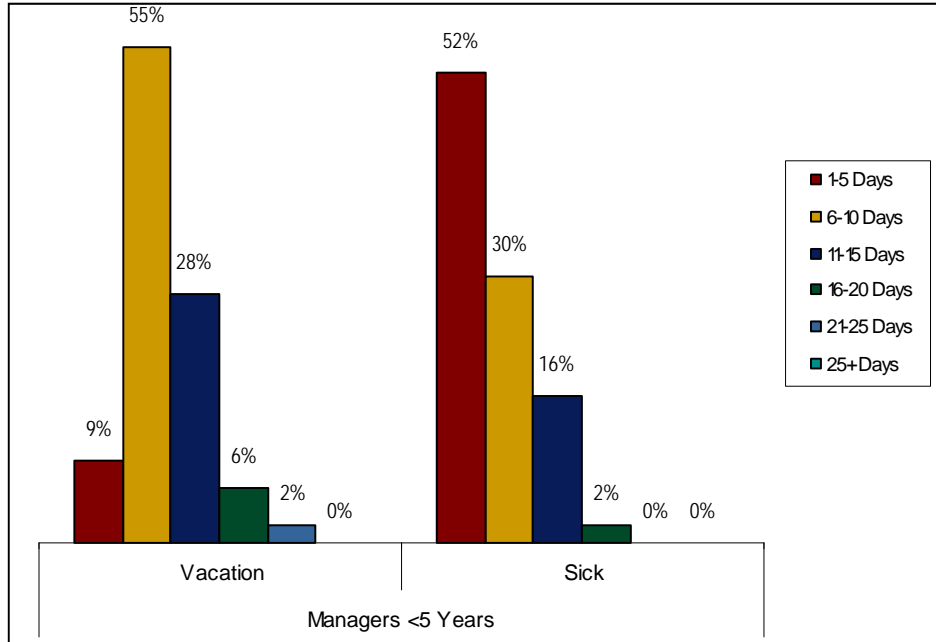
Vacation/Sick Days- Non-Managers



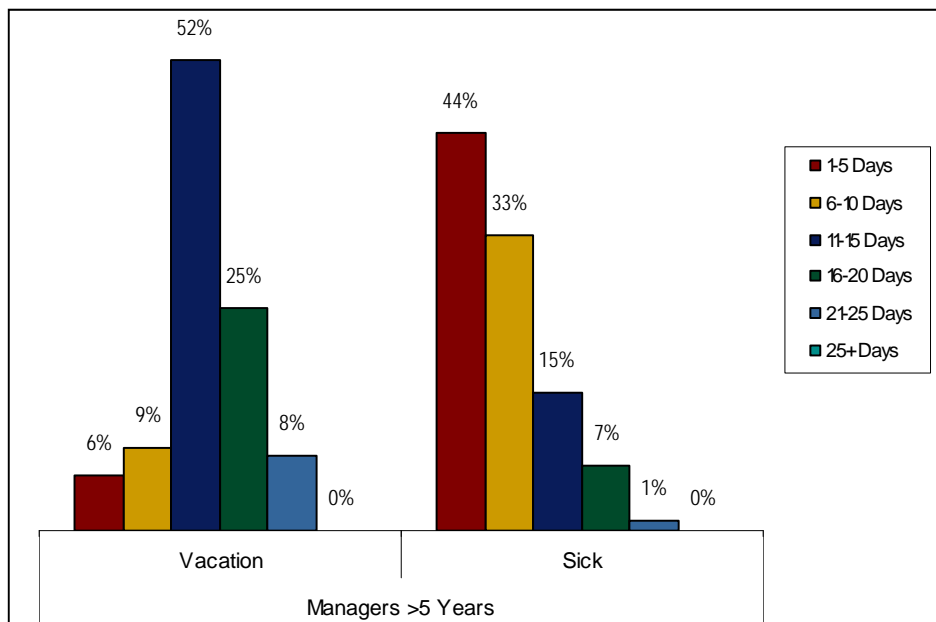
Non-Managers with less than 5 years of service generally receive 6-10 days of vacation while Non-Managers with greater than 5 years of service generally receive 11-15 days of vacation. However, the number of sick days remains the same for Non-Managers regardless of their years of experience.



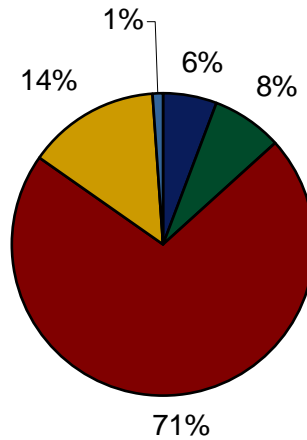
Vacation/Sick Days- Managers



Fifty-five percent (55%) of Managers with less than 5 years of service receive 6-10 days of vacation while Managers with greater than 5 years of service generally receive 11-15 days of vacation. However, the number of sick days remains approximately the same for Managers regardless of their years of experience.



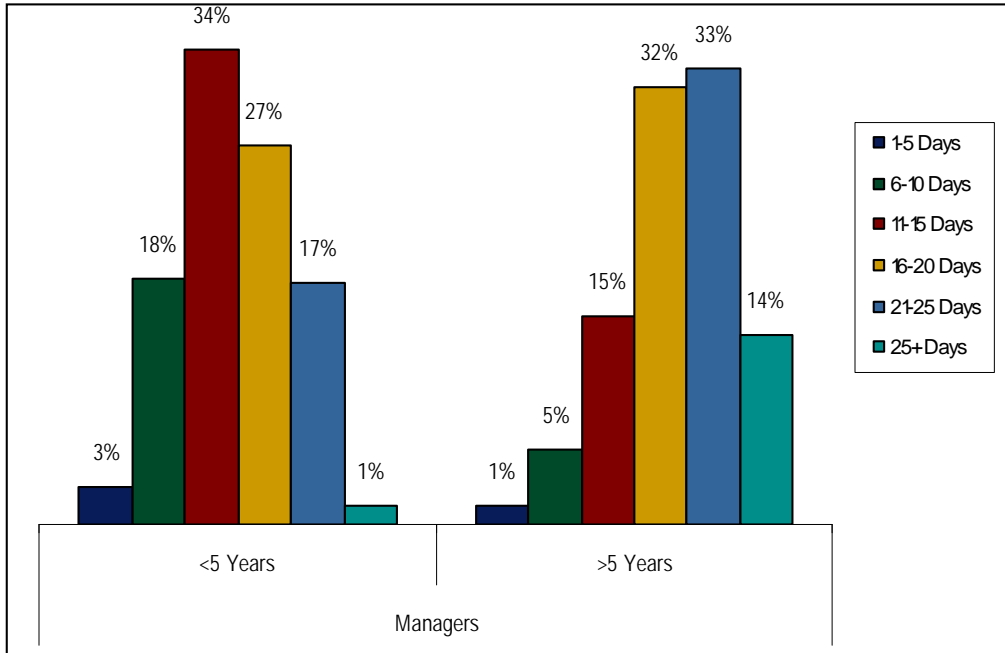
Number of Holidays Provided to Staff



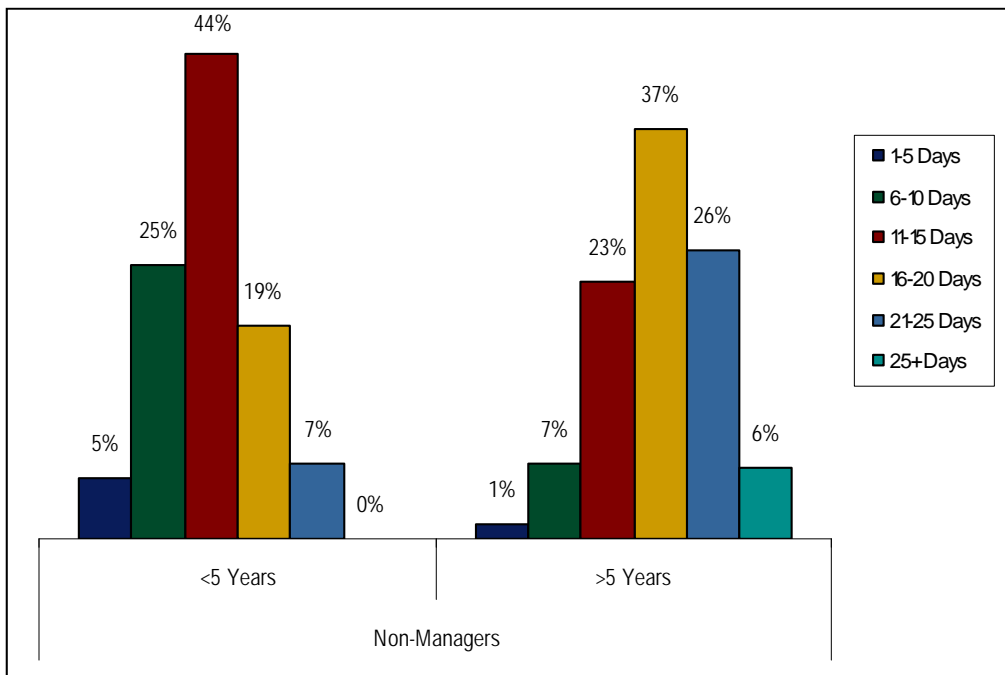
■ 0 Days ■ 2-5 Days ■ 6-8 Days ■ 9-12 Days ■ 13+ Days

Seventy-One percent (71%) of respondents provide 6-8 staff holidays as a benefit to their staff.

Paid Time Off (PTO)



One-third (33%) of Managers with greater than 5 years of service generally receive 21-25 days of PTO while Non-Managers with similar experience are generally receiving 16-20 days of PTO.



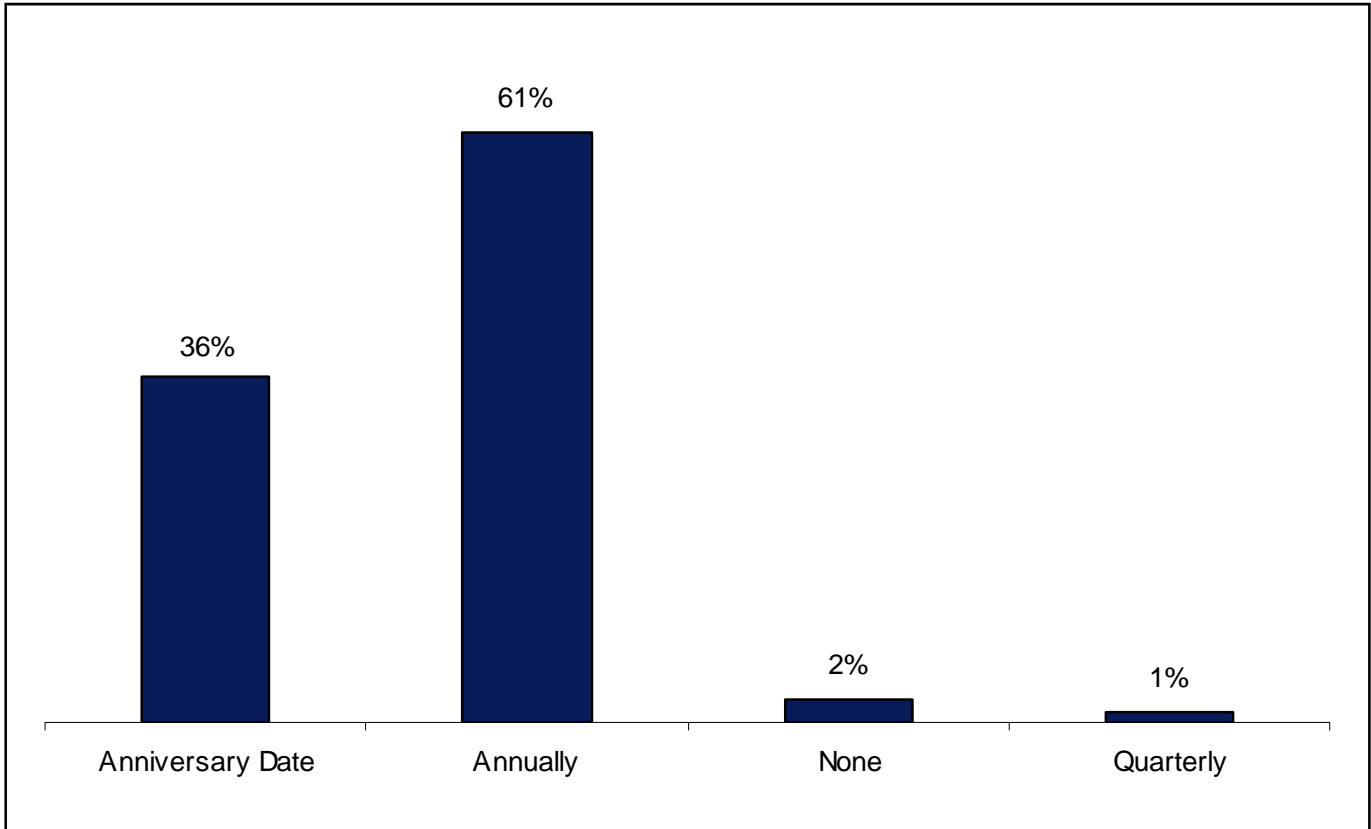
Benefits: Other Fringe Benefits

Other Fringe Benefits	Yes	No
Continuing Education	68%	32%
Birthday and/or Anniversary Day Off	14%	86%
Tuition Reimbursement	31%	69%
Uniform Allowance	39%	61%
Section 125 Cafeteria Tax Plan	45%	55%
Medical Dental Reimbursement	26%	74%
Bereavement Pay	77%	23%
Jury Duty Pay	84%	16%
Bad Weather Pay	26%	74%

Indicates majority of responses.

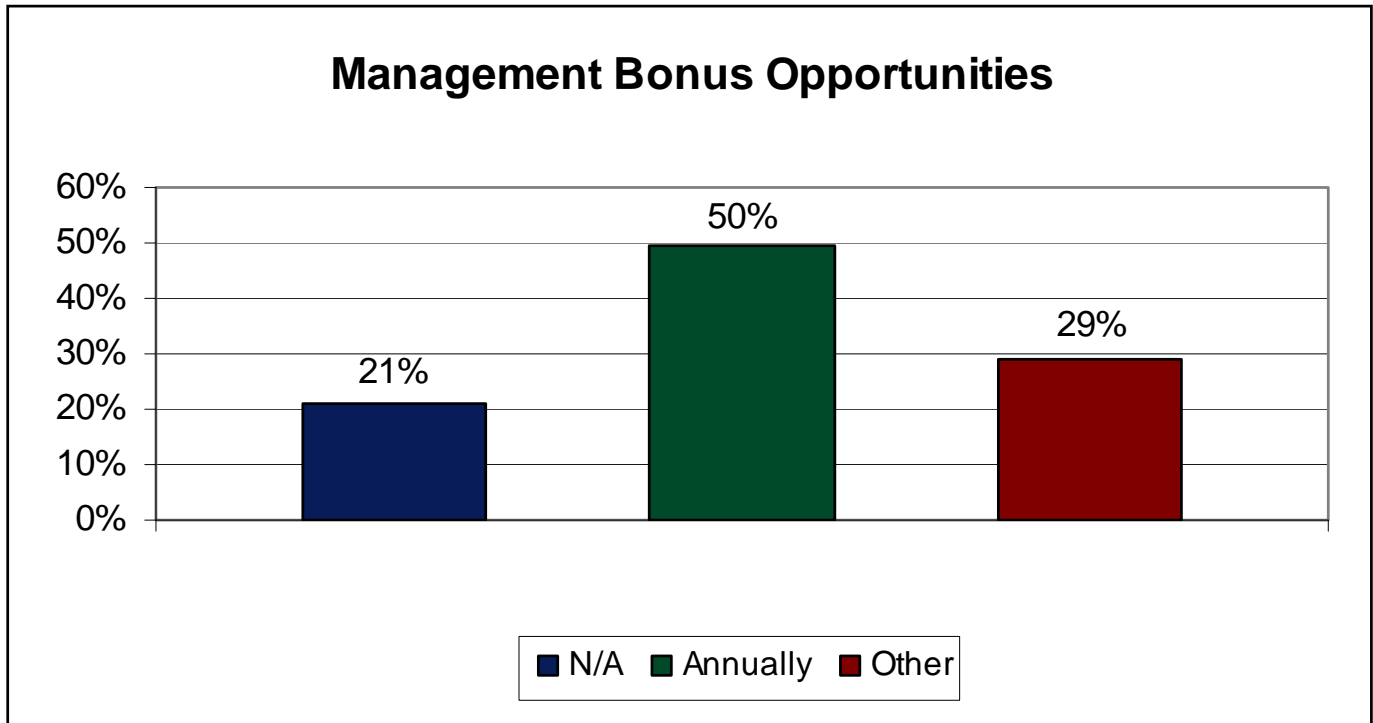
In 2010, the majority of practices offered continuing education, bereavement pay, and jury duty pay as a fringe benefit to their employees. These trends are similar to the 2009 results.

Frequency of Compensation Reviews



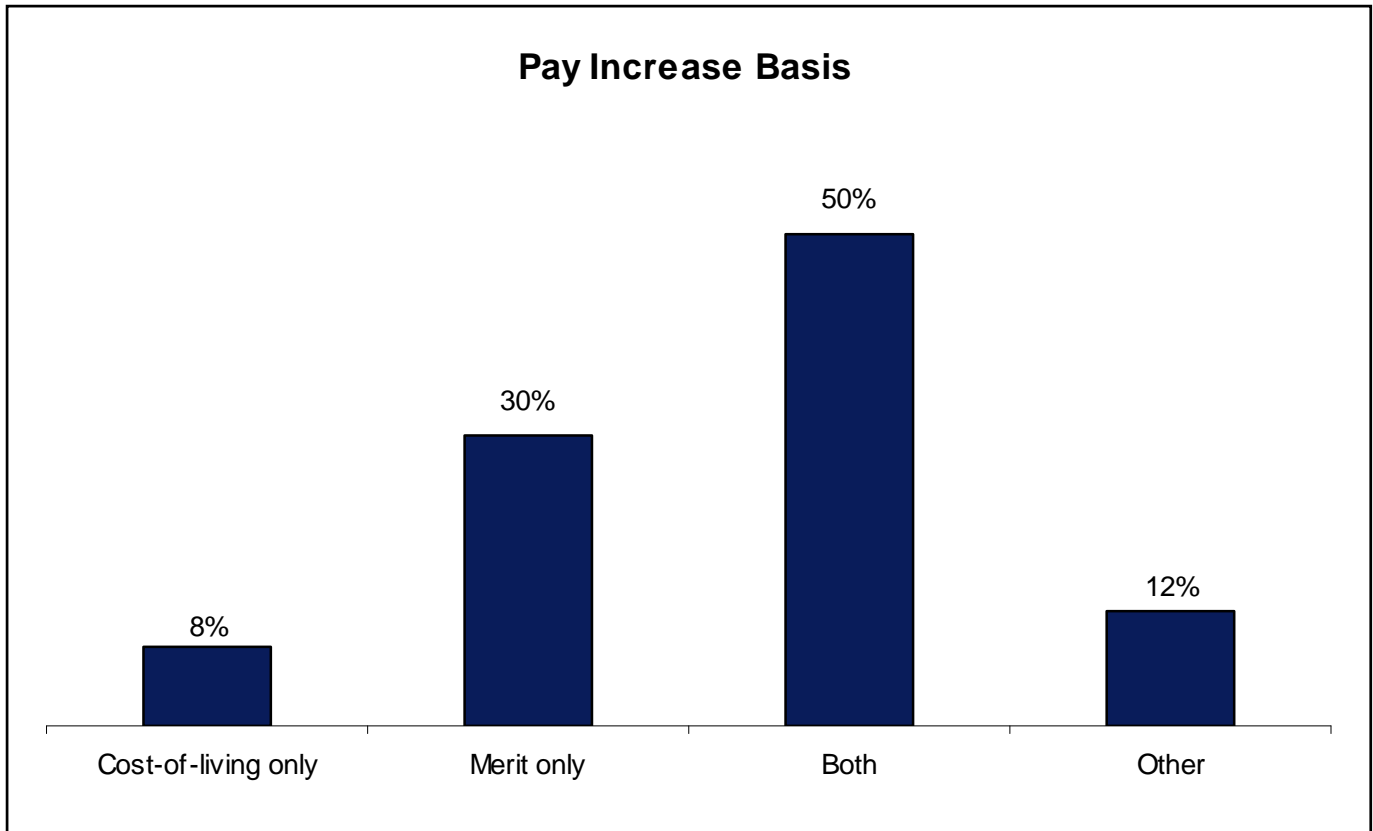
Ninety-seven percent (97%) of all compensation reviews are administered once per year.

Management Bonus Opportunities



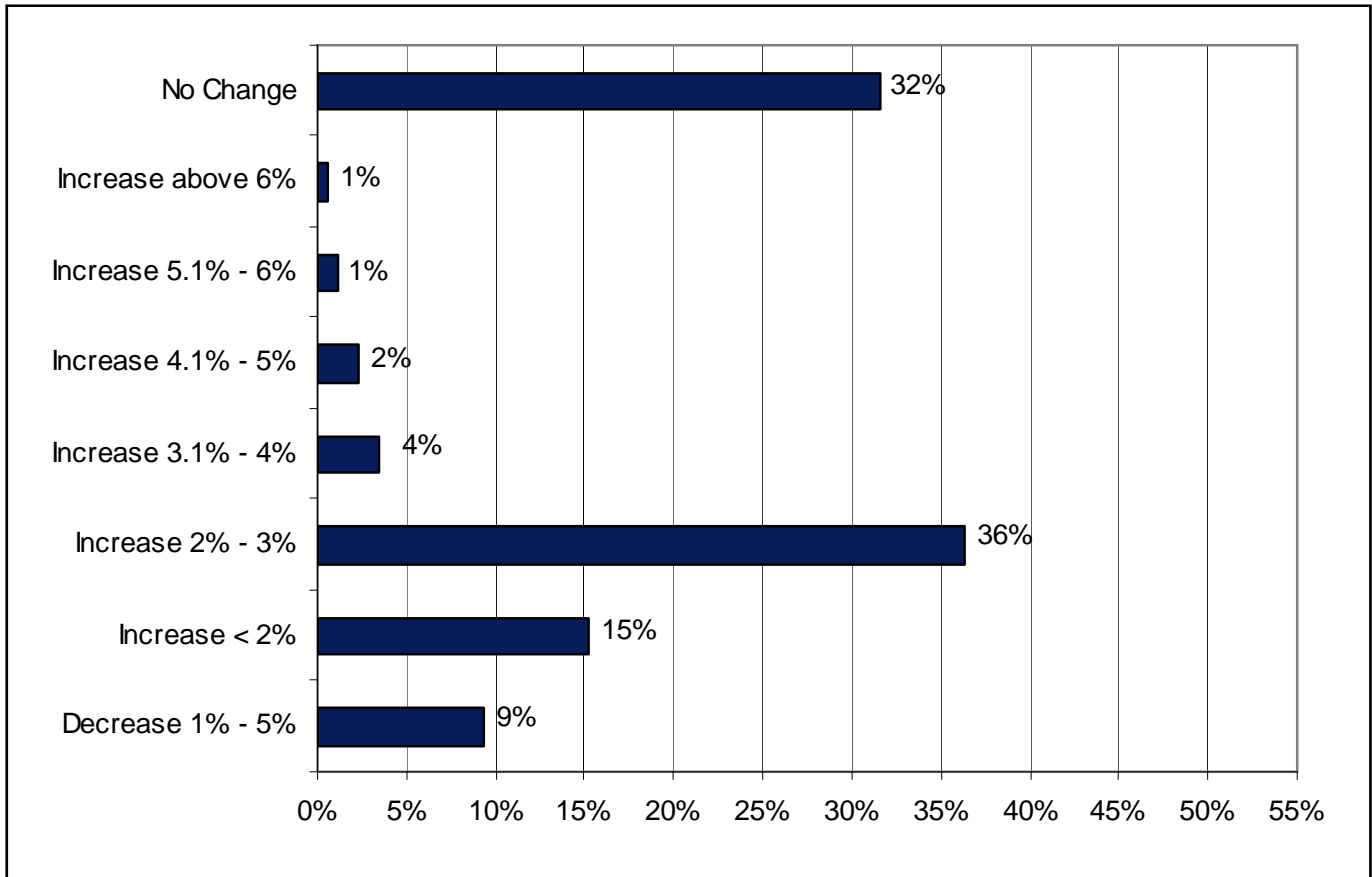
Fifty percent (50%) of survey respondents reported that management bonus opportunities are offered on an annual basis.

Compensation Increase/Decrease Pay Increase Basis



Fifty percent (50%) of respondents indicated receiving both cost-of-living and merit-based pay increases.

Compensation Percentage Increase/Decrease



As compared to the 2009 results, the 2010 survey indicates a similar level of respondents reporting either “No Change” or an “Increase 2% - 3%”. In 2008, “No Change” and “Increase 2% - 3%” were reported as 12% and 49%, respectively



Statewide Hourly Rates and Annual Salaries by Position

Statewide Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$15.00	\$7.50	\$25.88	\$31,200	\$15,600	\$53,830
Administrative Secretary	\$16.00	\$8.50	\$25.67	\$33,280	\$17,680	\$53,394
Appointment Secretary	\$11.00	\$8.16	\$20.71	\$22,880	\$16,973	\$43,077
Assistant Business Office Manager	\$18.00	\$11.78	\$30.93	\$37,440	\$24,502	\$64,334
Associate Administrator	\$27.53	\$17.00	\$61.54	\$57,262	\$35,360	\$128,003
Audiologist	\$24.28	\$19.23	\$31.50	\$50,502	\$39,998	\$65,520
Bookkeeper	\$17.00	\$12.00	\$32.35	\$35,360	\$24,960	\$67,288
Building Engineer/Maintenance	\$16.53	\$11.55	\$19.00	\$34,382	\$24,024	\$39,520
Business Office Manager	\$20.20	\$12.00	\$41.83	\$42,016	\$24,960	\$87,006
Cashier	\$11.33	\$8.37	\$16.36	\$23,566	\$17,410	\$34,029
Cast Technician	\$16.34	\$13.50	\$67.31	\$33,987	\$28,080	\$140,005
CAT Scan Technician (CS Tech)	\$23.80	\$14.53	\$35.00	\$49,504	\$30,222	\$72,800
Certified Lab Assistant (CLA)	\$18.28	\$16.38	\$20.00	\$38,022	\$34,070	\$41,600
Clinical Psychologist, PhD	\$35.29	\$23.65	\$48.08	\$73,403	\$49,192	\$100,006
Coding Specialist	\$16.00	\$11.25	\$26.71	\$33,280	\$23,400	\$55,557
Controller	\$27.78	\$22.84	\$53.79	\$57,782	\$47,507	\$111,883
Credit/Collections Manager	\$17.00	\$9.67	\$29.71	\$35,360	\$20,114	\$61,797
Department Manager	\$22.00	\$13.30	\$43.15	\$45,760	\$27,664	\$89,752
Director of Finance	\$51.87	\$20.00	\$80.00	\$107,890	\$41,600	\$166,400
Director of Laboratory	\$44.71	\$24.38	\$72.00	\$92,997	\$50,710	\$149,760
Director of Managed Care	\$26.36	\$26.36	\$26.36	\$54,829	\$54,829	\$54,829
Director of Marketing	\$26.00	\$14.42	\$67.31	\$54,080	\$29,994	\$140,005
Director of Nursing	\$25.00	\$15.00	\$50.48	\$52,000	\$31,200	\$104,998
Director of Personnel	\$30.28	\$16.18	\$40.86	\$62,982	\$33,654	\$84,989
Director of Purchasing	\$21.20	\$9.36	\$24.04	\$44,096	\$19,469	\$50,003
Director of Radiology	\$32.69	\$23.05	\$40.63	\$67,995	\$47,944	\$84,510
EEG Lab Supervisor	\$23.62	\$20.00	\$27.23	\$49,130	\$41,600	\$56,638
EEG Technician	\$14.55	\$13.66	\$17.16	\$30,264	\$28,413	\$35,693
EKG Lab Supervisor	\$18.00	\$15.00	\$20.00	\$37,440	\$31,200	\$41,600
EKG Technician	\$17.34	\$14.00	\$26.50	\$36,067	\$29,120	\$55,120
General Accounting Manager	\$25.75	\$14.00	\$40.00	\$53,560	\$29,120	\$83,200
Housekeeper	\$10.42	\$8.00	\$15.75	\$21,674	\$16,640	\$32,760
Housekeeping Supervisor	\$24.30	\$9.00	\$39.59	\$50,544	\$18,720	\$82,347
Insurance Manager	\$17.38	9.50	\$36.90	\$36,150	\$19,760	\$76,752
Lab Section Supervisor	\$20.88	\$12.42	\$40.40	\$43,430	\$25,834	\$84,032
Laboratory Aide	\$12.54	\$9.00	\$19.50	\$26,083	\$18,720	\$40,560
Licensed Practical Nurse	\$15.81	\$10.00	\$29.64	\$32,885	\$20,800	\$61,651
Managed Care Coordinator	\$16.09	\$7.50	\$44.23	\$33,467	\$15,600	\$91,998
Medical Assistant	\$12.50	\$7.50	\$25.00	\$26,000	\$15,600	\$52,000
Medical Laboratory Technician (MLT)	\$17.55	\$12.00	\$34.77	\$36,504	\$24,960	\$72,322

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Statewide Hourly Rates and Annual Salaries by Position

Statewide Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Medical Records Supervisor	\$16.37	\$10.00	\$29.26	\$34,050	\$20,800	\$60,861
Medical Records Transcriptionist	\$14.98	\$10.00	\$45.00	\$31,158	\$20,800	\$93,600
Medical Secretary	\$16.25	\$10.50	\$25.04	\$33,800	\$21,840	\$52,083
Medical Technologist (ASCP)	\$35.00	\$18.50	\$35.00	\$72,800	\$38,480	\$72,800
Medical Transcription Manager	\$20.69	\$17.00	\$39.90	\$43,035	\$35,360	\$82,992
Nurse Midwife	\$28.85	\$28.85	\$28.85	\$60,008	\$60,008	\$60,008
Nurse Practitioner	\$38.46	\$16.30	\$90.00	\$79,997	\$33,904	\$187,200
Office Manager	\$24.00	5.00	\$76.92	\$49,920	\$10,400	\$159,994
Ophthalmic Assistant	\$14.50	\$10.50	\$19.06	\$30,160	\$21,840	\$39,645
Ophthalmic Technician	\$15.00	\$10.00	\$20.53	\$31,200	\$20,800	\$42,702
Optician	\$11.00	\$11.00	\$11.00	\$22,880	\$22,880	\$22,880
Patient Accounts Representative	\$13.00	\$9.50	\$20.19	\$27,040	\$19,760	\$41,995
Patient Education Coordinator	\$18.82	\$14.00	\$40.11	\$39,146	\$29,120	\$83,429
Physical Therapist (RPT)	\$35.00	\$26.92	\$50.00	\$72,800	\$55,994	\$104,000
Physical Therapy Assistant	\$15.00	\$13.40	\$27.00	\$31,200	\$27,872	\$56,160
Physician Assistant	\$40.00	\$16.54	\$85.00	\$83,200	\$34,403	\$176,800
Practice Administrator/CEO (non-Physician)	\$38.00	15.00	\$163.46	\$79,040	\$31,200	\$339,997
Practice Administrator/CEO (Physician)	\$78.14	\$43.75	\$187.33	\$162,531	\$91,000	\$389,646
Quality Assurance/Utilization Review Nurse	\$25.60	\$20.60	\$30.60	\$53,248	\$42,848	\$63,648
Radiology Technologist (RRT)	\$21.50	\$12.00	\$38.10	\$44,720	\$24,960	\$79,248
Receptionist	\$11.75	7.00	\$18.09	\$24,440	\$14,560	\$37,627
Registered Nurse	\$23.50	\$10.00	\$58.00	\$48,880	\$20,800	\$120,640
Social Worker	\$25.25	\$23.94	\$31.25	\$52,520	\$49,795	\$65,000
Switchboard Operator	\$12.00	\$8.50	\$17.95	\$24,960	\$17,680	\$37,336
Triage Nurse	\$15.80	\$8.00	\$27.55	\$32,864	\$16,640	\$57,304
Ultrasound Technician	\$27.75	\$20.00	\$45.00	\$57,720	\$41,600	\$93,600

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Statewide Median Hourly Rates by Years of Experience and Position

Statewide Position*	Median Hourly Rates			
	Less than 1 year	1 year but less than 5 years	5 year but less than 10 years	More than 10 years
Administrative Assistant	\$12.00	\$14.50	\$16.00	\$17.06
Administrative Secretary	\$14.50	\$15.75	\$16.40	\$18.50
Appointment Secretary	\$9.27	\$11.00	\$11.62	\$14.03
Assistant Business Office Manager	N/A	\$17.00	\$18.05	\$19.71
Associate Administrator	N/A	\$19.45	\$26.05	\$36.02
Audiologist	N/A	\$22.52	\$24.54	\$25.00
Bookkeeper	N/A	\$18.94	\$14.11	\$17.00
Building Engineer/Maintenance	N/A	\$14.70	\$14.71	\$19.00
Business Office Manager	\$13.70	\$19.71	\$24.00	\$21.69
Cashier	N/A	\$10.06	\$11.64	\$14.02
Cast Technician	\$67.31	\$13.67	\$15.40	\$24.30
CAT Scan Technician (CS Tech)	\$19.00	\$21.63	\$26.20	\$24.99
Certified Lab Assistant (CLA)	N/A	\$18.28	\$16.38	\$20.00
Clinical Psychologist, PhD	N/A	\$39.67	\$45.68	\$32.12
Coding Specialist	\$13.70	\$15.32	\$15.88	\$19.37
Controller	\$22.84	\$27.78	\$23.75	\$43.16
Credit/Collections Manager	N/A	\$14.23	\$14.40	\$19.60
Department Manager	\$15.00	\$19.38	\$21.34	\$24.33
Director of Finance	\$80.00	\$20.00	\$21.63	\$57.69
Director of Laboratory	N/A	N/A	N/A	\$44.71
Director of Managed Care	N/A	N/A	N/A	\$26.36
Director of Marketing	N/A	\$16.83	\$26.00	\$36.06
Director of Nursing	N/A	\$24.04	\$25.75	\$25.23
Director of Personnel	N/A	\$16.18	\$23.00	\$33.81
Director of Purchasing	N/A	\$16.70	N/A	\$21.20
Director of Radiology	N/A	N/A	\$40.63	\$31.97
EEG Lab Supervisor	N/A	N/A	N/A	\$23.62
EEG Technician	N/A	\$13.71	\$16.26	N/A
EKG Lab Supervisor	\$19.00	\$15.00	N/A	N/A
EKG Technician	N/A	N/A	\$20.25	\$17.34
General Accounting Manager	N/A	N/A	\$30.73	\$25.75
Housekeeper	N/A	\$9.00	\$13.38	\$15.75
Housekeeping Supervisor	N/A	N/A	\$39.59	\$9.00
Insurance Manager	N/A	\$11.75	\$17.50	\$20.01
Lab Section Supervisor	N/A	\$18.36	\$24.00	\$25.75
Laboratory Aide	\$10.75	\$12.50	\$13.18	\$18.75
Licensed Practical Nurse	\$14.98	\$15.00	\$16.00	\$16.62

*See job descriptions listed in **Appendix A** of this report.



Statewide Median Hourly Rates by Years of Experience and Position

Statewide Position*	Median Hourly Rates			
	Less than 1 year	1 year but less than 5 years	5 year but less than 10 years	More than 10 years
Managed Care Coordinator	\$19.82	\$16.07	\$13.86	\$22.28
Medical Assistant	\$11.00	\$12.46	\$13.00	\$14.50
Medical Laboratory Technician (MLT)	\$16.00	\$17.51	\$15.67	\$19.86
Medical Records Supervisor	\$10.00	\$15.56	\$17.25	\$16.84
Medical Records Transcriptionist	\$19.50	\$18.00	\$14.22	\$16.08
Medical Secretary	\$12.99	\$12.75	\$15.65	\$17.43
Medical Technologist (ASCP)	N/A	\$35.00	\$18.50	\$21.18
Medical Transcription Manager	N/A	N/A	N/A	\$20.69
Nurse Midwife	N/A	N/A	N/A	\$28.85
Nurse Practitioner	\$36.00	\$37.50	\$39.00	\$42.23
Office Manager	\$22.00	\$24.05	\$22.35	\$25.00
Ophthalmic Assistant	\$11.00	\$13.75	\$14.83	\$15.53
Ophthalmic Technician	\$13.64	\$13.89	\$15.15	\$17.76
Optician	N/A	N/A	\$11.00	N/A
Patient Accounts Representative	\$15.05	\$12.50	\$13.00	\$14.75
Patient Education Coordinator	N/A	\$24.63	\$14.43	N/A
Physical Therapist (RPT)	N/A	\$32.00	\$35.00	\$39.27
Physical Therapy Assistant	N/A	\$15.00	\$20.20	N/A
Physician Assistant	\$35.00	\$39.07	\$39.23	\$43.17
Practice Administrator/CEO (non-Physician)	\$30.72	\$31.50	\$36.00	\$39.00
Practice Administrator/CEO (Physician)	N/A	\$57.00	\$105.77	\$78.14
Quality Assurance/Utilization Review Nurse	N/A	\$25.60	N/A	N/A
Radiology Technologist (RRT)	\$19.75	\$20.88	\$20.19	\$23.92
Receptionist	\$10.00	\$11.00	\$12.52	\$13.51
Registered Nurse	\$21.50	\$22.98	\$23.37	\$25.00
Social Worker	N/A	\$26.45	N/A	\$23.94
Switchboard Operator	\$10.50	\$11.41	\$11.40	\$13.38
Triage Nurse	N/A	\$12.50	\$14.78	\$21.00
Ultrasound Technician	N/A	\$26.21	\$29.94	\$29.58

*See job descriptions listed in **Appendix A** of this report.



Statewide Median Annual Salary by Years of Experience and Position

Statewide Position*	Median Annual Salary**			
	Less than 1 year	1 year but less than 5 years	5 year but less than 10 years	More than 10 years
Administrative Assistant	\$24,960	\$30,160	\$33,280	\$35,485
Administrative Secretary	\$30,160	\$32,760	\$34,112	\$38,480
Appointment Secretary	\$19,282	\$22,880	\$24,170	\$29,182
Assistant Business Office Manager	N/A	\$35,360	\$37,544	\$40,997
Associate Administrator	N/A	\$40,456	\$54,184	\$74,922
Audiologist	N/A	\$46,842	\$51,043	\$52,000
Bookkeeper	N/A	\$39,395	\$29,349	\$35,360
Building Engineer/Maintenance	N/A	\$30,576	\$30,597	\$39,520
Business Office Manager	\$28,496	\$40,997	\$49,920	\$45,115
Cashier	N/A	\$20,925	\$24,211	\$29,162
Cast Technician	\$140,005	\$28,434	\$32,032	\$50,544
CAT Scan Technician (CS Tech)	\$39,520	\$44,990	\$54,496	\$51,979
Certified Lab Assistant (CLA)	N/A	\$38,022	\$34,070	\$41,600
Clinical Psychologist, PhD	N/A	\$82,514	\$95,014	\$66,810
Coding Specialist	\$28,496	\$31,866	\$33,030	\$40,290
Controller	\$47,507	\$57,782	\$49,400	\$89,773
Credit/Collections Manager	N/A	\$29,598	\$29,952	\$40,768
Department Manager	\$31,200	\$40,310	\$44,387	\$50,606
Director of Finance	\$166,400	\$41,600	\$44,990	\$119,995
Director of Laboratory	N/A	N/A	N/A	\$92,997
Director of Managed Care	N/A	N/A	N/A	\$54,829
Director of Marketing	N/A	\$35,006	\$54,080	\$75,005
Director of Nursing	N/A	\$50,003	\$53,560	\$52,478
Director of Personnel	N/A	\$33,654	\$47,840	\$70,325
Director of Purchasing	N/A	\$34,736	N/A	\$44,096
Director of Radiology	N/A	N/A	\$84,510	\$66,498
EEG Lab Supervisor	N/A	N/A	N/A	\$49,130
EEG Technician	N/A	\$28,517	\$33,821	N/A
EKG Lab Supervisor	\$39,520	\$31,200	N/A	N/A
EKG Technician	N/A	N/A	\$42,120	\$36,067
General Accounting Manager	N/A	N/A	\$63,918	\$53,560
Housekeeper	N/A	\$18,720	\$27,830	\$32,760
Housekeeping Supervisor	N/A	N/A	\$82,347	\$18,720
Insurance Manager	N/A	\$24,440	\$36,400	\$41,621
Lab Section Supervisor	N/A	\$38,189	\$49,920	\$53,560
Laboratory Aide	\$22,360	\$26,000	\$27,414	\$39,000
Licensed Practical Nurse	\$31,158	\$31,200	\$33,280	\$34,570

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Statewide Median Annual Salary by Years of Experience and Position

Statewide Position*	Median Annual Salary**			
	Less than 1 year	1 year but less than 5 years	5 year but less than 10 years	More than 10 years
Managed Care Coordinator	\$41,226	\$33,426	\$28,829	\$46,342
Medical Assistant	\$22,880	\$25,917	\$27,040	\$30,160
Medical Laboratory Technician (MLT)	\$33,280	\$36,421	\$32,594	\$41,309
Medical Records Supervisor	\$20,800	\$32,365	\$35,880	\$35,027
Medical Records Transcriptionist	\$40,560	\$37,440	\$29,578	\$33,446
Medical Secretary	\$27,019	\$26,520	\$32,552	\$36,254
Medical Technologist (ASCP)	N/A	\$72,800	\$38,480	\$44,054
Medical Transcription Manager	N/A	N/A	N/A	\$43,035
Nurse Midwife	N/A	N/A	N/A	\$60,008
Nurse Practitioner	\$74,880	\$78,000	\$81,120	\$87,838
Office Manager	\$45,760	\$50,024	\$46,488	\$52,000
Ophthalmic Assistant	\$22,880	\$28,600	\$30,846	\$32,302
Ophthalmic Technician	\$28,371	\$28,891	\$31,512	\$36,941
Optician	N/A	N/A	\$22,880	N/A
Patient Accounts Representative	\$31,304	\$26,000	\$27,040	\$30,680
Patient Education Coordinator	N/A	\$51,230	\$30,014	N/A
Physical Therapist (RPT)	N/A	\$66,560	\$72,800	\$81,682
Physical Therapy Assistant	N/A	\$31,200	\$42,016	N/A
Physician Assistant	\$72,800	\$81,266	\$81,598	\$89,794
Practice Administrator/CEO (non-Physician)	\$63,898	\$65,520	\$74,880	\$81,120
Practice Administrator/CEO (Physician)	N/A	\$118,560	\$220,002	\$162,531
Quality Assurance/Utilization Review Nurse	N/A	\$53,248	N/A	N/A
Radiology Technologist (RRT)	\$41,080	\$43,430	\$41,995	\$49,754
Receptionist	\$20,800	\$22,880	\$26,042	\$28,101
Registered Nurse	\$44,720	\$47,798	\$48,610	\$52,000
Social Worker	N/A	\$55,016	N/A	\$49,795
Switchboard Operator	\$21,840	\$23,733	\$23,712	\$27,830
Triage Nurse	N/A	\$26,000	\$30,742	\$43,680
Ultrasound Technician	N/A	\$54,517	\$62,275	\$61,526

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Chattanooga Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$16.80	\$14.50	\$17.31	\$34,944	\$30,160	\$36,005
Administrative Secretary	\$15.50	\$13.00	\$21.15	\$32,240	\$27,040	\$43,992
Appointment Secretary	\$14.63	\$11.29	\$20.71	\$30,430	\$23,483	\$43,077
Assistant Business Office Manager	\$14.48	\$14.48	\$14.48	\$30,118	\$30,118	\$30,118
Associate Administrator	\$21.73	\$19.45	\$24.76	\$45,198	\$40,456	\$51,501
Bookkeeper	\$16.00	\$14.00	\$17.00	\$33,280	\$29,120	\$35,360
Building Engineer/Maintenance	\$19.00	\$19.00	\$19.00	\$39,520	\$39,520	\$39,520
Business Office Manager	\$18.90	\$12.62	\$29.08	\$39,312	\$26,250	\$60,486
Cashier	\$12.34	\$11.24	\$16.00	\$25,667	\$23,379	\$33,280
Cast Technician	\$15.09	\$13.50	\$67.31	\$31,387	\$28,080	\$140,005
Coding Specialist	\$16.56	\$12.50	\$21.30	\$34,445	\$26,000	\$44,304
Controller	\$32.52	\$32.52	\$32.52	\$67,642	\$67,642	\$67,642
Credit/Collections Manager	\$13.54	\$13.00	\$15.00	\$28,163	\$27,040	\$31,200
Department Manager	\$24.08	\$15.00	\$40.36	\$50,086	\$31,200	\$83,949
Director of Marketing	\$25.00	\$16.50	\$29.50	\$52,000	\$34,320	\$61,360
Director of Nursing	\$27.53	\$15.12	\$31.56	\$57,262	\$31,450	\$65,645
Director of Personnel	\$30.28	\$30.28	\$30.28	\$62,982	\$62,982	\$62,982
Director of Radiology	\$32.69	\$32.69	\$32.69	\$67,995	\$67,995	\$67,995
EKG Technician	\$14.00	\$14.00	\$14.00	\$29,120	\$29,120	\$29,120
Insurance Manager	\$20.01	\$18.26	\$22.60	\$41,621	\$37,981	\$47,008
Lab Section Supervisor	\$32.00	\$24.00	\$40.00	\$66,560	\$49,920	\$83,200
Laboratory Aide	\$13.29	\$12.14	\$19.50	\$27,643	\$25,251	\$40,560
Licensed Practical Nurse	\$16.00	\$12.25	\$21.63	\$33,280	\$25,480	\$44,990
Managed Care Coordinator	\$14.86	\$13.86	\$15.86	\$30,909	\$28,829	\$32,989
Medical Assistant	\$12.50	\$9.50	\$20.00	\$26,000	\$19,760	\$41,600
Medical Laboratory Technician (MLT)	\$15.00	\$15.00	\$25.00	\$31,200	\$31,200	\$52,000
Medical Records Supervisor	\$14.20	\$10.00	\$29.26	\$29,536	\$20,800	\$60,861
Medical Records Transcriptionist	\$15.05	\$11.71	\$45.00	\$31,304	\$24,357	\$93,600
Medical Secretary	\$15.48	\$10.50	\$18.92	\$32,198	\$21,840	\$39,354
Medical Technologist (ASCP)	\$35.00	\$18.50	\$35.00	\$72,800	\$38,480	\$72,800
Nurse Midwife	\$28.85	\$28.85	\$28.85	\$60,008	\$60,008	\$60,008
Nurse Practitioner	\$35.91	\$25.45	\$48.08	\$74,693	\$52,936	\$100,006
Office Manager	\$25.00	\$18.63	\$45.00	\$52,000	\$38,750	\$93,600
Patient Accounts Representative	\$14.43	\$11.00	\$19.57	\$30,014	\$22,880	\$40,706
Physician Assistant	\$38.00	\$25.96	\$48.00	\$79,040	\$53,997	\$99,840
Practice Administrator/CEO (non-Physician)	\$30.33	\$21.00	\$63.68	\$63,086	\$43,680	\$132,454
Radiology Technologist (RRT)	\$20.59	\$13.00	\$30.96	\$42,827	\$27,040	\$64,397
Receptionist	\$11.66	\$8.00	\$15.86	\$24,253	\$16,640	\$32,989
Registered Nurse	\$22.98	\$13.50	\$58.00	\$47,798	\$28,080	\$120,640
Switchboard Operator	\$12.25	\$10.50	\$15.04	\$25,480	\$21,840	\$31,283
Triage Nurse	\$14.13	\$11.50	\$16.75	\$29,390	\$23,920	\$34,840
Ultrasound Technician	\$24.00	\$20.00	\$33.42	\$49,920	\$41,600	\$69,514

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Knoxville Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$11.25	\$11.00	\$13.66	\$23,400	\$22,880	\$28,413
Administrative Secretary	\$8.50	\$8.50	\$8.50	\$17,680	\$17,680	\$17,680
Appointment Secretary	\$11.75	\$9.00	\$15.49	\$24,440	\$18,720	\$32,219
Assistant Business Office Manager	\$16.00	\$12.88	\$24.34	\$33,280	\$26,790	\$50,627
Associate Administrator	\$28.90	\$17.00	\$40.80	\$60,112	\$35,360	\$84,864
Audiologist	\$21.00	\$19.23	\$28.84	\$43,680	\$39,998	\$59,987
Bookkeeper	\$17.35	\$17.35	\$17.35	\$36,088	\$36,088	\$36,088
Business Office Manager	\$23.41	\$22.39	\$31.25	\$48,693	\$46,571	\$65,000
Cashier	\$10.80	\$10.80	\$10.80	\$22,464	\$22,464	\$22,464
CAT Scan Technician (CS Tech)	\$21.57	\$19.00	\$28.60	\$44,866	\$39,520	\$59,488
Certified Lab Assistant (CLA)	\$17.33	\$16.38	\$18.28	\$36,046	\$34,070	\$38,022
Coding Specialist	\$15.00	\$12.00	\$20.73	\$31,200	\$24,960	\$43,118
Controller	\$23.54	\$23.33	\$23.75	\$48,963	\$48,526	\$49,400
Credit/Collections Manager	\$16.56	\$13.45	\$19.66	\$34,445	\$27,976	\$40,893
Department Manager	\$15.00	\$13.30	\$24.27	\$31,200	\$27,664	\$50,482
Director of Finance	\$57.69	\$57.69	\$57.69	\$119,995	\$119,995	\$119,995
Director of Laboratory	\$24.38	\$24.38	\$24.38	\$50,710	\$50,710	\$50,710
Director of Marketing	\$24.30	\$22.59	\$26.00	\$50,544	\$46,987	\$54,080
Director of Nursing	\$20.08	\$15.00	\$36.00	\$41,766	\$31,200	\$74,880
Director of Purchasing	\$9.36	\$9.36	\$9.36	\$19,469	\$19,469	\$19,469
EKG Technician	\$18.14	\$18.14	\$18.14	\$37,731	\$37,731	\$37,731
General Accounting Manager	\$40.00	\$40.00	\$40.00	\$83,200	\$83,200	\$83,200
Housekeeper	\$11.50	\$11.50	\$11.50	\$23,920	\$23,920	\$23,920
Insurance Manager	\$19.38	\$18.27	\$21.58	\$40,310	\$38,002	\$44,886
Lab Section Supervisor	\$22.74	\$22.74	\$22.74	\$47,299	\$47,299	\$47,299
Laboratory Aide	\$11.70	\$10.63	\$17.47	\$24,336	\$22,110	\$36,338
Licensed Practical Nurse	\$15.69	\$11.00	\$20.67	\$32,635	\$22,880	\$42,994
Medical Assistant	\$12.21	\$8.00	\$18.80	\$25,397	\$16,640	\$39,104
Medical Laboratory Technician (MLT)	\$18.70	\$18.25	\$20.72	\$38,896	\$37,960	\$43,098
Medical Records Supervisor	\$16.84	\$16.37	\$17.30	\$35,027	\$34,050	\$35,984
Medical Records Transcriptionist	\$16.62	\$13.50	\$19.70	\$34,570	\$28,080	\$40,976
Medical Secretary	\$15.36	\$14.50	\$17.59	\$31,949	\$30,160	\$36,587
Nurse Practitioner	\$36.81	\$31.50	\$68.75	\$76,565	\$65,520	\$143,000
Office Manager	\$21.05	\$13.60	\$36.00	\$43,784	\$28,288	\$74,880
Ophthalmic Assistant	\$15.15	\$15.15	\$15.15	\$31,512	\$31,512	\$31,512
Patient Accounts Representative	\$13.45	\$11.00	\$16.93	\$27,976	\$22,880	\$35,214
Patient Education Coordinator	\$16.11	\$14.43	\$17.79	\$33,509	\$30,014	\$37,003
Physical Therapist (RPT)	\$39.27	\$26.92	\$43.26	\$81,682	\$55,994	\$89,981
Physical Therapy Assistant	\$14.20	\$13.40	\$15.00	\$29,536	\$27,872	\$31,200
Physician Assistant	\$40.00	\$36.81	\$55.29	\$83,200	\$76,565	\$115,003

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Knoxville Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Practice Administrator/CEO (non-Physician)	\$41.00	\$32.85	\$120.19	\$85,280	\$68,328	\$249,995
Practice Administrator/CEO (Physician)	\$113.34	\$73.46	\$187.33	\$235,747	\$152,797	\$389,646
Radiology Technologist (RRT)	\$18.30	\$16.00	\$35.00	\$38,064	\$33,280	\$72,800
Receptionist	\$11.18	\$8.00	\$15.19	\$23,254	\$16,640	\$31,595
Registered Nurse	\$20.91	\$16.00	\$27.58	\$43,493	\$33,280	\$57,366
Switchboard Operator	\$10.63	\$10.00	\$14.45	\$22,110	\$20,800	\$30,056
Triage Nurse	\$15.33	\$12.50	\$24.51	\$31,886	\$26,000	\$50,981
Ultrasound Technician	\$30.00	\$22.93	\$45.00	\$62,400	\$47,694	\$93,600

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Memphis Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$15.00	\$13.00	\$19.10	\$31,200	\$27,040	\$39,728
Administrative Secretary	\$18.00	\$14.42	\$25.67	\$37,440	\$29,994	\$53,394
Appointment Secretary	\$11.50	\$10.00	\$16.00	\$23,920	\$20,800	\$33,280
Assistant Business Office Manager	\$19.71	\$15.00	\$25.15	\$40,997	\$31,200	\$52,312
Associate Administrator	\$21.50	\$21.50	\$21.50	\$44,720	\$44,720	\$44,720
Audiologist	\$24.76	\$24.04	\$26.00	\$51,501	\$50,003	\$54,080
Bookkeeper	\$20.28	\$15.73	\$24.83	\$42,182	\$32,718	\$51,646
Business Office Manager	\$28.81	\$24.00	\$39.00	\$59,925	\$49,920	\$81,120
CAT Scan Technician (CS Tech)	\$23.01	\$22.05	\$31.93	\$47,861	\$45,864	\$66,414
Clinical Psychologist, PhD	\$26.30	\$23.65	\$28.94	\$54,704	\$49,192	\$60,195
Coding Specialist	\$16.75	\$12.00	\$22.25	\$34,840	\$24,960	\$46,280
Controller	\$41.90	\$30.00	\$53.79	\$87,152	\$62,400	\$111,883
Credit/Collections Manager	\$18.00	\$15.00	\$19.00	\$37,440	\$31,200	\$39,520
Department Manager	\$23.71	\$17.00	\$31.50	\$49,317	\$35,360	\$65,520
Director of Marketing	\$34.34	\$34.34	\$34.34	\$71,427	\$71,427	\$71,427
Director of Nursing	\$30.33	\$27.00	\$33.65	\$63,086	\$56,160	\$69,992
Director of Personnel	\$33.81	\$33.81	\$33.81	\$70,325	\$70,325	\$70,325
Director of Purchasing	\$24.04	\$24.04	\$24.04	\$50,003	\$50,003	\$50,003
Director of Radiology	\$31.25	\$31.25	\$31.25	\$65,000	\$65,000	\$65,000
EEG Lab Supervisor	\$27.23	\$27.23	\$27.23	\$56,638	\$56,638	\$56,638
EEG Technician	\$14.51	\$13.66	\$15.35	\$30,181	\$28,413	\$31,928
EKG Lab Supervisor	\$18.00	\$15.00	\$20.00	\$37,440	\$31,200	\$41,600
Insurance Manager	\$29.63	\$26.80	\$32.45	\$61,630	\$55,744	\$67,496
Lab Section Supervisor	\$17.70	\$17.70	\$17.70	\$36,816	\$36,816	\$36,816
Licensed Practical Nurse	\$17.00	\$14.17	\$25.53	\$35,360	\$29,474	\$53,102
Medical Assistant	\$13.00	\$11.00	\$16.00	\$27,040	\$22,880	\$33,280
Medical Records Supervisor	\$20.48	\$20.48	\$20.48	\$42,598	\$42,598	\$42,598
Medical Records Transcriptionist	\$14.25	\$10.00	\$16.08	\$29,640	\$20,800	\$33,446
Medical Secretary	\$16.27	\$12.30	\$19.40	\$33,842	\$25,584	\$40,352
Medical Transcription Manager	\$21.02	\$21.02	\$21.02	\$43,722	\$43,722	\$43,722
Nurse Practitioner	\$39.28	\$33.65	\$60.10	\$81,702	\$69,992	\$125,008
Office Manager	\$20.19	\$15.00	\$40.00	\$41,995	\$31,200	\$83,200
Ophthalmic Assistant	\$14.50	\$13.75	\$19.06	\$30,160	\$28,600	\$39,645
Ophthalmic Technician	\$15.00	\$10.00	\$20.53	\$31,200	\$20,800	\$42,702
Patient Accounts Representative	\$12.67	\$10.00	\$19.61	\$26,354	\$20,800	\$40,789
Patient Education Coordinator	\$18.82	\$18.82	\$18.82	\$39,146	\$39,146	\$39,146
Physician Assistant	\$35.36	\$16.54	\$44.50	\$73,549	\$34,403	\$92,560
Practice Administrator/CEO (non-Physician)	\$51.84	\$23.50	\$163.46	\$107,827	\$48,880	\$339,997

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Memphis Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Radiology Technologist (RRT)	\$23.46	\$14.00	\$29.37	\$48,797	\$29,120	\$61,090
Receptionist	\$11.24	\$8.75	\$14.00	\$23,379	\$18,200	\$29,120
Registered Nurse	\$24.89	\$16.10	\$33.06	\$51,771	\$33,488	\$68,765
Secretary	\$11.73	\$11.22	\$15.10	\$24,398	\$23,338	\$31,408
Social Worker	\$23.94	\$23.94	\$23.94	\$49,795	\$49,795	\$49,795
Switchboard Operator	\$10.00	\$10.00	\$12.33	\$20,800	\$20,800	\$25,646
Triage Nurse	\$17.75	\$12.47	\$27.55	\$36,920	\$25,938	\$57,304
Ultrasound Technician	\$24.75	\$20.25	\$35.00	\$51,480	\$42,120	\$72,800

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Nashville Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$15.39	\$12.50	\$22.60	\$32,011	\$26,000	\$47,008
Administrative Secretary	\$17.34	\$14.00	\$21.18	\$36,067	\$29,120	\$44,054
Appointment Secretary	\$14.00	\$11.34	\$17.00	\$29,120	\$23,587	\$35,360
Assistant Business Office Manager	\$19.53	\$15.50	\$28.67	\$40,622	\$32,240	\$59,634
Associate Administrator	\$35.82	\$21.63	\$61.54	\$74,506	\$44,990	\$128,003
Audiologist	\$23.07	\$23.07	\$25.00	\$47,986	\$47,986	\$52,000
Bookkeeper	\$19.16	\$14.11	\$32.35	\$39,853	\$29,349	\$67,288
Business Office Manager	\$24.00	\$16.00	\$41.83	\$49,920	\$33,280	\$87,006
Cashier	\$15.91	\$15.45	\$16.36	\$33,093	\$32,136	\$34,029
Cast Technician	\$24.30	\$20.60	\$28.00	\$50,544	\$42,848	\$58,240
CAT Scan Technician (CS Tech)	\$29.14	\$27.00	\$35.00	\$60,611	\$56,160	\$72,800
Clinical Psychologist, PhD	\$41.41	\$31.25	\$48.08	\$86,133	\$65,000	\$100,006
Coding Specialist	\$16.74	\$15.00	\$20.19	\$34,819	\$31,200	\$41,995
Controller	\$25.31	\$22.84	\$27.78	\$52,645	\$47,507	\$57,782
Credit/Collections Manager	\$20.96	\$17.00	\$29.71	\$43,597	\$35,360	\$61,797
Department Manager	\$22.00	\$17.42	\$37.02	\$45,760	\$36,234	\$77,002
Director of Finance	\$69.71	\$21.63	\$80.00	\$144,997	\$44,990	\$166,400
Director of Laboratory	\$58.36	\$44.71	\$72.00	\$121,389	\$92,997	\$149,760
Director of Marketing	\$36.06	\$27.88	\$67.31	\$75,005	\$57,990	\$140,005
Director of Nursing	\$24.28	\$20.19	\$50.48	\$50,502	\$41,995	\$104,998
Director of Personnel	\$30.74	\$21.60	\$40.86	\$63,939	\$44,928	\$84,989
Director of Purchasing	\$21.20	\$21.20	\$21.20	\$44,096	\$44,096	\$44,096
Director of Radiology	\$40.00	\$40.00	\$40.00	\$83,200	\$83,200	\$83,200
EEG Lab Supervisor	\$20.00	\$20.00	\$20.00	\$41,600	\$41,600	\$41,600
EKG Technician	\$26.50	\$26.50	\$26.50	\$55,120	\$55,120	\$55,120
General Accounting Manager	\$30.73	\$21.63	\$39.82	\$63,918	\$44,990	\$82,826
Insurance Manager	\$15.75	14.00	\$36.90	\$32,760	\$29,120	\$76,752
Lab Section Supervisor	\$21.76	\$16.01	\$40.40	\$45,261	\$33,301	\$84,032
Laboratory Aide	\$17.50	\$14.00	\$18.00	\$36,400	\$29,120	\$37,440
Licensed Practical Nurse	\$17.62	\$14.00	\$29.64	\$36,650	\$29,120	\$61,651
Managed Care Coordinator	\$16.19	\$14.25	\$44.23	\$33,675	\$29,640	\$91,998
Medical Assistant	\$13.60	\$10.50	\$25.00	\$28,288	\$21,840	\$52,000
Medical Laboratory Technician (MLT)	\$17.50	\$13.50	\$30.90	\$36,400	\$28,080	\$64,272
Medical Records Supervisor	\$17.22	\$15.56	\$27.87	\$35,818	\$32,365	\$57,970
Medical Records Transcriptionist	\$19.59	\$14.50	\$20.61	\$40,747	\$30,160	\$42,869
Medical Secretary	\$18.50	\$16.00	\$25.04	\$38,480	\$33,280	\$52,083
Medical Transcription Manager	\$28.45	\$17.00	\$39.90	\$59,176	\$35,360	\$82,992
Nurse Practitioner	\$38.23	\$16.30	\$50.00	\$79,518	\$33,904	\$104,000

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Nashville Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Office Manager	\$25.86	5.00	\$39.42	\$53,789	\$10,400	\$81,994
Ophthalmic Assistant	\$11.25	\$10.50	\$12.00	\$23,400	\$21,840	\$24,960
Ophthalmic Technician	\$14.78	\$10.74	\$20.40	\$30,742	\$22,339	\$42,432
Patient Accounts Representative	\$16.94	\$9.50	\$20.19	\$35,235	\$19,760	\$41,995
Physical Therapist (RPT)	\$35.00	\$30.00	\$50.00	\$72,800	\$62,400	\$104,000
Physical Therapy Assistant	\$27.00	\$27.00	\$27.00	\$56,160	\$56,160	\$56,160
Physician Assistant	\$45.38	\$38.22	\$47.87	\$94,390	\$79,498	\$99,570
Practice Administrator/CEO (non-Physician)	\$37.50	19.25	\$144.23	\$78,000	\$40,040	\$299,998
Practice Administrator/CEO (Physician)	\$105.77	\$105.77	\$105.77	\$220,002	\$220,002	\$220,002
Quality Assurance/Utilization Review Nurse	\$25.60	\$20.60	\$30.60	\$53,248	\$42,848	\$63,648
Radiology Technologist (RRT)	\$26.63	\$12.00	\$38.10	\$55,390	\$24,960	\$79,248
Receptionist	\$14.00	8.00	\$18.09	\$29,120	\$16,640	\$37,627
Registered Nurse	\$24.55	\$16.91	\$36.00	\$51,064	\$35,173	\$74,880
Social Worker	\$26.45	\$24.04	\$31.25	\$55,016	\$50,003	\$65,000
Switchboard Operator	\$13.00	\$11.00	\$17.95	\$27,040	\$22,880	\$37,336
Triage Nurse	\$21.00	\$21.00	\$21.00	\$43,680	\$43,680	\$43,680
Ultrasound Technician	\$36.00	\$29.87	\$40.00	\$74,880	\$62,130	\$83,200

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Tri-Cities Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$13.70	\$11.26	\$17.00	\$28,496	\$23,421	\$35,360
Administrative Secretary	\$12.88	\$12.00	\$18.25	\$26,790	\$24,960	\$37,960
Appointment Secretary	\$10.00	\$9.83	\$15.90	\$20,800	\$20,446	\$33,072
Assistant Business Office Manager	\$14.87	\$12.73	\$17.00	\$30,930	\$26,478	\$35,360
Associate Administrator	\$21.81	\$21.81	\$21.81	\$45,365	\$45,365	\$45,365
Audiologist	\$31.25	\$31.00	\$31.50	\$65,000	\$64,480	\$65,520
Bookkeeper	\$12.00	\$12.00	\$12.00	\$24,960	\$24,960	\$24,960
Business Office Manager	\$17.22	\$12.60	\$26.71	\$35,818	\$26,208	\$55,557
Cashier	\$10.51	\$8.92	\$16.00	\$21,861	\$18,554	\$33,280
CAT Scan Technician (CS Tech)	\$22.27	\$14.53	\$30.00	\$46,322	\$30,222	\$62,400
Coding Specialist	\$15.50	\$11.25	\$26.71	\$32,240	\$23,400	\$55,557
Credit/Collections Manager	\$13.70	\$9.67	\$14.23	\$28,496	\$20,114	\$29,598
Department Manager	\$18.00	\$16.35	\$18.65	\$37,440	\$34,008	\$38,792
Director of Finance	\$20.00	\$20.00	\$20.00	\$41,600	\$41,600	\$41,600
Director of Nursing	\$27.47	\$21.06	\$33.21	\$57,138	\$43,805	\$69,077
Director of Radiology	\$23.05	\$23.05	\$23.05	\$47,944	\$47,944	\$47,944
Insurance Manager	\$18.19	\$17.50	\$18.88	\$37,835	\$36,400	\$39,270
Lab Section Supervisor	\$12.42	\$12.42	\$12.42	\$25,834	\$25,834	\$25,834
Licensed Practical Nurse	\$14.73	\$10.61	\$19.00	\$30,638	\$22,069	\$39,520
Medical Assistant	\$11.75	\$9.00	\$18.00	\$24,440	\$18,720	\$37,440
Medical Records Transcriptionist	\$13.45	\$10.66	\$17.59	\$27,976	\$22,173	\$36,587
Medical Transcription Manager	\$20.36	\$20.36	\$20.36	\$42,349	\$42,349	\$42,349
Nurse Practitioner	\$36.05	\$32.21	\$71.23	\$74,984	\$66,997	\$148,158
Office Manager	\$25.00	\$15.00	\$26.60	\$52,000	\$31,200	\$55,328
Ophthalmic Assistant	\$11.00	\$11.00	\$11.00	\$22,880	\$22,880	\$22,880
Ophthalmic Technician	\$15.00	\$15.00	\$15.00	\$31,200	\$31,200	\$31,200
Patient Accounts Representative	\$12.25	\$9.64	\$12.64	\$25,480	\$20,051	\$26,291
Patient Education Coordinator	\$14.00	\$14.00	\$14.00	\$29,120	\$29,120	\$29,120
Physical Therapist (RPT)	\$34.00	\$34.00	\$34.00	\$70,720	\$70,720	\$70,720
Physician Assistant	\$41.80	\$33.65	\$64.90	\$86,944	\$69,992	\$134,992
Practice Administrator/CEO (non-Physician)	\$40.87	\$23.02	\$64.90	\$85,010	\$47,882	\$134,992
Radiology Technologist (RRT)	\$19.73	\$15.25	\$27.28	\$41,038	\$31,720	\$56,742
Receptionist	\$10.34	\$8.50	\$14.50	\$21,507	\$17,680	\$30,160
Registered Nurse	\$20.45	\$15.49	\$24.66	\$42,536	\$32,219	\$51,293
Switchboard Operator	\$11.20	\$8.50	\$13.10	\$23,296	\$17,680	\$27,248
Ultrasound Technician	\$25.35	\$22.00	\$27.50	\$52,728	\$45,760	\$57,200

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.



Middle Tennessee Hourly Rates and Annual Salaries by Position

Position*	Hourly Rates			Annual Salary**		
	Median	Minimum	Maximum	Median	Minimum	Maximum
Administrative Assistant	\$13.50	\$7.50	\$19.50	\$28,080	\$15,600	\$40,560
Administrative Secretary	\$15.85	\$12.00	\$19.70	\$32,968	\$24,960	\$40,976
Appointment Secretary	\$10.25	\$8.16	\$16.06	\$21,320	\$16,973	\$33,405
Assistant Business Office Manager	\$26.28	\$21.63	\$30.93	\$54,662	\$44,990	\$64,334
Associate Administrator	\$48.07	\$36.02	\$52.00	\$99,986	\$74,922	\$108,160
Bookkeeper	\$17.48	\$15.70	\$19.25	\$36,358	\$32,656	\$40,040
Building Engineer/Maintenance	\$16.53	\$12.86	\$17.86	\$34,382	\$26,749	\$37,149
Business Office Manager	\$17.75	\$13.70	\$25.00	\$36,920	\$28,496	\$52,000
Cashier	\$10.09	\$8.37	\$15.00	\$20,987	\$17,410	\$31,200
CAT Scan Technician (CS Tech)	\$24.99	\$24.99	\$24.99	\$51,979	\$51,979	\$51,979
Coding Specialist	\$16.63	\$14.00	\$24.98	\$34,590	\$29,120	\$51,958
Credit/Collections Manager	\$17.00	\$11.00	\$21.92	\$35,360	\$22,880	\$45,594
Department Manager	\$22.21	\$17.31	\$43.15	\$46,197	\$36,005	\$89,752
Director of Finance	\$46.04	\$46.04	\$46.04	\$95,763	\$95,763	\$95,763
Director of Managed Care	\$26.36	\$26.36	\$26.36	\$54,829	\$54,829	\$54,829
Director of Marketing	\$14.42	\$14.42	\$14.42	\$29,994	\$29,994	\$29,994
Director of Nursing	\$26.42	\$17.25	\$29.92	\$54,954	\$35,880	\$62,234
Director of Personnel	\$29.38	\$16.18	\$33.44	\$61,110	\$33,654	\$69,555
EEG Technician	\$13.75	\$13.75	\$13.75	\$28,600	\$28,600	\$28,600
EKG Technician	\$16.53	\$16.53	\$16.53	\$34,382	\$34,382	\$34,382
General Accounting Manager	\$25.75	\$25.75	\$25.75	\$53,560	\$53,560	\$53,560
Insurance Manager	\$16.57	\$9.50	\$25.00	\$34,466	\$19,760	\$52,000
Laboratory Aide	\$13.18	\$9.00	\$13.96	\$27,414	\$18,720	\$29,037
Licensed Practical Nurse	\$15.00	\$10.00	\$21.51	\$31,200	\$20,800	\$44,741
Managed Care Coordinator	\$22.28	\$22.28	\$22.28	\$46,342	\$46,342	\$46,342
Medical Assistant	\$11.37	\$9.00	\$22.50	\$23,650	\$18,720	\$46,800
Medical Laboratory Technician (MLT)	\$20.99	\$14.40	\$34.77	\$43,659	\$29,952	\$72,322
Medical Records Supervisor	\$14.88	\$12.50	\$20.74	\$30,950	\$26,000	\$43,139
Medical Records Transcriptionist	\$12.75	\$10.00	\$18.00	\$26,520	\$20,800	\$37,440
Medical Secretary	\$12.00	\$12.00	\$12.00	\$24,960	\$24,960	\$24,960
Medical Technologist (ASCP)	\$21.18	\$21.18	\$21.18	\$44,054	\$44,054	\$44,054
Nurse Practitioner	\$38.22	\$30.29	\$75.00	\$79,498	\$63,003	\$156,000
Office Manager	\$22.00	\$17.40	\$32.00	\$45,760	\$36,192	\$66,560
Ophthalmic Technician	\$12.00	\$12.00	\$12.00	\$24,960	\$24,960	\$24,960
Optician	\$11.00	\$11.00	\$11.00	\$22,880	\$22,880	\$22,880
Patient Accounts Representative	\$12.10	\$9.50	\$16.00	\$25,168	\$19,760	\$33,280
Physician Assistant	\$40.00	\$32.55	\$85.00	\$83,200	\$67,704	\$176,800
Practice Administrator/CEO (non-Physician)	\$35.25	\$24.00	\$91.35	\$73,320	\$49,920	\$190,008
Practice Administrator/CEO (Physician)	\$57.00	\$57.00	\$57.00	\$118,560	\$118,560	\$118,560
Radiology Technologist (RRT)	\$19.01	\$15.00	\$33.00	\$39,541	\$31,200	\$68,640
Receptionist	\$10.68	\$8.00	\$14.95	\$22,214	\$16,640	\$31,096
Registered Nurse	\$22.00	\$15.44	\$32.00	\$45,760	\$32,115	\$66,560
Switchboard Operator	\$12.34	\$9.25	\$17.25	\$25,667	\$19,240	\$35,880
Triage Nurse	\$16.00	\$12.00	\$16.48	\$33,280	\$24,960	\$34,278
Ultrasound Technician	\$27.62	\$21.00	\$34.23	\$57,450	\$43,680	\$71,198

*See job descriptions listed in **Appendix A** of this report.

**Reported hourly rate multiplied by 2080 hours.

Appendix A – Position Descriptions

Tennessee Medical Group Management Association Tennessee Medical Association Medical Office Staff Salary and Benefits Survey 2010 Report Based on 2009 Data

Administration

Associate Administrator

Provides assistance to a top administrator (e.g., Practice Administrator) with the management of one or more functional areas of the practice, e.g., administration, managed care, human resources, finance, and/or operations. Normally has a limited scope of responsibility, such as marketing, human resources, or patient accounting. A medical practice may have multiple associate/assistant administrators.

Department Manager

Manages operation of one or more medical/surgical departments, ancillary service departments, or an ambulatory surgery facility (usually found in larger practices). Assists with budget planning and approves department expenditures. May supervise department non-medical staff.

Practice Administrator/Chief Executive Officer (non-Physician)

This is the top non-physician professional administrative position. Maintains broad responsibilities for all administrative functions, including operations, marketing, finance, managed care/third-party contracting, physician compensation and reimbursement, human resources, medical and business information systems, and planning and development. Oversees management personnel with direct responsibilities for these functional areas. Usually reports to the governing body of the organization.

Practice Administrator/Chief Executive Officer (Physician)

This is the top professional administrative position who also is a licensed and practicing physician. Maintains broad responsibilities for all administrative functions, including operations, marketing, finance, managed care/third-party contracting, physician compensation and reimbursement, human resources, medical and business information systems, and planning and development. Oversees management personnel with direct responsibilities for these functional areas. Usually reports to the governing body of the organization.

Office Manager

Manages the medical activities of a medical practice, with a more limited scope than that of a Practice Administrator. The focus of this position usually rests on the daily operations of the organization. May oversee some financial activities, such as billing and collections. Usually reports to physician management in smaller groups or to the Practice Administrator in medium to large sized groups.

Administrative Assistant

Carries out work projects assigned by the CEO/Administrator relative to the total clinic operation or to specific patient services. Investigates procedures and operations and gathers data for preparation of statistical and operational reports and makes recommendations for revision. Performs related duties directed.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Administrative Secretary

Assists members of the administrative staff by performing secretarial/clerical and minor executive duties. Answers telephone, interviews and screens office callers, makes appointments, composes correspondence and memoranda.

Business Office

Business Office Manager

Directs and coordinates business office activities. Responsible for the areas of insurance processing and claim filing, billing, accounts receivable, credit, and collections. May have several managers or supervisors under this position.

Assistant Business Office Manager

Responsible for the direction of one or more major functions of the business office. Gets involved with the difficult or unusual billing or insurance problems.

Director of Managed Care

Responsible for the planning, development, direction and maintenance of outside managed care and provider relationships. Exercises general supervision over managed care department staff.

Managed Care Coordinator

Responsible for maintaining information flow in the managed care referral process for all contracted managed care health plans.

Insurance Manager

Responsible for supervision and coordination of all third-party indemnity insurance and state and federal medical assistance programs (Medicare, Medicaid, etc.) as they relate to the medical group patients. Involved in the implementation of insurance systems with the data processing department. Supervises all insurance personnel.

Credit/Collections Manager

Supervises personnel involved in the mailing of collection letters and counselors who interview patients to arrange methods of payment or extension of credit; in difficult cases will interview patient, evaluate credit history, and determine payment dates based on patient's ability to pay and clinic policy. Makes decisions on which delinquent accounts to turn over to a collection agency or recommends such action.

Director of Purchasing

Responsible for the purchase, storing, and distribution of all supplies and equipment. Manages and controls the standards of quantity, quality, and purchase price in accordance with established policy and procedure.

Business Office Clerk

Performs routine clerical work involving an elementary degree of skill and responsibility. Typical duties include filing, sorting, recording, answering telephone, and typing.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Switchboard Operator

Operates a telephone switchboard to relay incoming and outgoing calls. Pages personnel over the intercom system.

Appointment Secretary

Assesses patient's appointment needs. Schedules, changes, cancels, or confirms appointments as appropriate. Schedules tests, procedures, or surgeries as requested. Sends appropriate forms, questionnaires, and instructions to patients as needed.

Registration Clerk

Assists patients and visitors by giving them directions or information. Usually stationed by main entrance. Directs patients to the departments where their appointments are. Registers patients who do not have an appointment and refers them to the appropriate department.

Receptionist

Greets patients or others arriving for appointments. Obtains information, answers questions, and provides assistance or directions as appropriate. Notifies physician of patient's arrival. Checks to assure all records needed by physician are available. Answers telephones. May schedule return visits and make appointments.

Front Desk Combination

Only found in small practices. This position performs all patient contact services: clerk typist, medical records, receptionist, appointment secretary, and answers phones for the practice.

Patient Accounts Representative/Clerk

Interviews and assists patients. Works with patient and patient's insurance carrier to determine benefits available and assist families in getting financial aid. Responsible for billing, servicing, and collecting delinquent accounts receivable.

Cashier

Collects payment and posts payment for services rendered. Works with billing of patients. Verifies account balances.

Finance

Director of Finance

Responsible for financial planning and fiscal policies to insure that adequate funds are available for attainment of clinic objectives and financial obligations.

General Accounting Manager

Responsible for the general accounting functions of the group and the preparation of reports and statistics reflecting earnings, profits, cash balances, and other financial results. Formulates and administers approved accounting practices throughout the group to assure

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

that financial and operating reports accurately reflect the condition of the business and provide reliable information necessary to operations.

Controller

Directs the establishment and maintenance of accounting principles, practices, and procedures. Maintains all accounting records and is responsible for the development, analysis, and interpretation of statistical and accounting information to appraise operating results in terms of costs, budgets, policies, trends, and increased revenue possibilities.

Bookkeeper

Maintains accounts receivable and payable. Maintains a general ledger. May send out or prepare bills for distribution. May prepare financial statements, income statements, and cost reports.

Personnel

Director of Personnel

Develops, implements, and coordinates policies and programs covering all aspects of activities and personnel administration. Directs benefit services and other employee programs. Initiates and recommends policies and procedures necessary to achieve objectives of the institution and to insure utilization of personnel.

Payroll/Human Resources Clerk

Develops, implements, and coordinates policies and programs covering all aspects of activities and personnel administration. Directs benefit services and other employee programs. Initiates and recommends policies and procedures necessary to achieve objectives of the institution and to insure utilization of personnel.

Data Processing

Data Processing Manager

Directs and coordinates the planning and production activities of the data processing department. Reviews and evaluates project feasibility studies based on management's requirements and priorities and implements the installation and operation of data processing systems and equipment. Responsible for all phases of systems design, programming, installation, and operation.

Systems Analyst

Analyzes data processing systems requirements; determines type and extent of information to be transferred from storage units, variety of items to be processed, extent of storing, and format of computer reports. Tests, checks, and analyzes specific computer programs to reduce computer operating time and to improve programs.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Computer Programmer

Applies knowledge of computer capabilities, mathematics, and logic employed by computers and particular subject matter involved to analyze charts and diagrams of the problem to be programmed. Develops sequence or program steps, writes detailed flow charts, converts these charts to coded computer instructions.

Computer Operator

Monitors and operates control console of computer to process data according to operating; studies instructions to determine equipment setup and operations; loads appropriate software, etc.; may test and assist in correcting programs.

Data Entry Clerk

Transcribes data from source documents into data formats acceptable to computer system following specific procedures or instructions. This is an entry level position.

Information Technology Technician

Employed by the practice to provide management, oversight and maintenance of information technology systems.

Marketing/Public Relations

Director of Marketing

Responsible for developing, implementing, and evaluating marketing programs for group services and products.

Medical Records

Coding Specialist

Maintains procedure code master file; reviews reimbursement from third-party payors; maintains diagnosis code master files; and/or audits, corrects patient demographic information and total charges; works to resolve coding issues and maintains fee schedules for Medicare, fee for service, health maintenance organizations.

Medical Records Supervisor

Supervises and coordinates the activities of personnel engaged in one or more of following functions: analyzing, coding, indexing, and/or filing of records. Prepares statistical reports and compilations on the clinic's medical activities as necessary.

Medical Transcription Manager

Directs the functions and staff of the transcription department to provide timely, accurate medical transcription services for the medical group practice.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Accredited Records Technician (ART)

Responsible for preparing and coding statistical reports, diagnoses, and procedures. Maintains indexes according to established plans and procedures. Must be accredited by the American Association of Medical Record Administrators.

Medical Records Transcriptionist

Transcribes recorded dictation for physicians and residents. This includes dictation relating to medical, surgical and radiological reports, physicals, progress notes, surgical procedures, consultation, patient histories, and discharge summaries. Requires knowledge of medical terminology and medical records methods.

Records Clerk

Files charts returned to record room and sends charts out upon request. Keeps medical records in correct filing order.

Medical Secretary

Performs secretarial duties utilizing knowledge of medical terminology and hospital, clinic, or laboratory procedures. Takes dictation in shorthand or uses transcribing machine. Compiles and records medical charts, records, and correspondence.

Laboratory

Director of Laboratory

Provides administrative direction for clinical laboratories. Insures that timely and accurate lab services are provided to patients by selecting and evaluating supervisory personnel, organizing work flow, and assigning production to various lab sections.

Laboratory Section Supervisor

Assigns, coordinates, supervises, and evaluates individual categories of procedures as well as the personnel assigned to a specific section in the lab such as hematology, chemistry, microbiology, etc. Responsible to the Laboratory Director.

Medical Technologist (ASCP)

Performs variety of microscopic, chemical, and bacterial tests to obtain data for use in diagnosis and treatment of disease. Does routine and special laboratory tests in accordance with written requisition of physician. In smaller labs, technologist may perform clinical tests in any one or combination of areas of specialization; in larger labs technologist is more specialized in one area of clinical pathology. Requires college and must be ASCP.

Medical Laboratory Technician (MLT)

Conducts routine tests in clinical labs for use in the treatment and diagnosis of disease; prepares sterile media for use in growing bacterial cultures. Keeps detailed records of all tests performed and reports lab findings to authorized personnel. Graduation from a technical school either as a MLT or ASCP certification is required.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Certified Laboratory Assistant (CLA)

Performs routine tests in various areas of the lab using standard techniques and equipment. Prepares sterile media such as agar in plates or test tubes for use in growing culture. Requires certification from the Board of Certified Laboratory Assistants.

Laboratory Aide

Cleans laboratory equipment such as glassware, metal instruments, sinks, tables, etc. Prepares simple stains, solutions, and culture media following established formulas and procedures. Under close supervision, may perform simple laboratory tests such as qualitative determinations of sugar and albumin in urine. Keeps records of specimens held in the laboratory. May perform minor repairs to laboratory apparatus.

Radiology

Director of Radiology

Directs x-ray services to include supervising staff, assuring timely processing of reports, maintenance of medical equipment, and the programming and budgeting for the purchase of new equipment and essential construction within the department.

Radiology Technologist (RRT)

Provides technical skills involving radiology and fluoroscopy; takes and may develop radiographs of various parts of the body to assist physician in the detection of foreign bodies and diagnosis of disease or injury.

CAT Scan Technician (CS Tech)

Operates the computed axial tomography machine. Applies prescribed radiation for the purpose of obtaining diagnostic information. Requires a Radiology Technologist with experience in special procedures.

Ultrasound Technician

At the direction of a qualified physician, performs a variety of procedures requiring independent judgment and initiative in the utilization of ultrasonic equipment for the diagnosis of disease in humans. Must be a graduate of a formal ultrasonographer program or trained on the job by a radiologist and eligible for certification.

Physical Therapy

Physical Therapist (RPT)

As prescribed by physician, treats patients with disabilities, disorders, and injuries to relieve pain, develop, or restore function to maintain maximum performance. Requires a college degree, certificate in physical therapy, and state license.

Physical Therapy Assistant

Prepares patients and equipment for therapy, assists PT in administering treatments, and maintains department in an orderly condition. Requires a two-year technical degree.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Ophthalmic Services

Optical Shop Supervisor

Supervises the dispensing, fitting, and fabricating of eyeglasses and other eyewear. Deals with lens and frame manufacturers in negotiating the best price for the best quality. Considerable time may be spent working as optician.

Optician

Dispenses glasses and contact lenses utilizing prescription from referring Optometrist or Ophthalmologist. Includes grinding and tinting of lenses and frame adjustments.

Ophthalmic Technician

Assists Ophthalmologist or Optometrist with patient care. Performs different levels of eye tests such as visual fields, tonometry, and ocular motility required by Ophthalmologist. May assist Ophthalmologist in surgery. May be certified by JCAHPO as a COT.

Ophthalmic Assistant

Usually all on-the-job-trained position where the employee is trained in history-taking, basic skills and lensometry, instrument maintenance, and may assist patients in proper insertion, removal, and care of contact lenses.

Mental Health Services

Clinical Psychologist, PhD

Carries out functions related to individual and/or group psychotherapy, behavior modification techniques and psychometric and psychological evaluations. A doctoral degree in clinical psychology and a state license is required.

Social Worker

Either in a supervisory capacity or directly, performs a variety of services, including advising on social problems, arranging for discharge, postoperative care, and financial assistance to patients and their families, and alleviation of anxieties or fears concerning disabilities, illnesses, or an uncertain future. Performs marital and family counseling and group psychotherapy. May prepare a complete case history to provide information on a patient's personality and behavior as required for diagnosis and treatment. Master's degree in social work is required.

Audiology

Audiologist

Specializes in diagnostic, rehabilitative, and rehabilitative services and research related to hearing. Administers a wide variety of tests to determine patient's hearing level, to determine hearing loss, and to prescribe the use of a hearing aid and/or special training. Coordinates audiometric results with other diagnostic data, and assists in selection and use of suitable hearing aids. Plans, directs, conducts, or participates in rehabilitative and

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

rehabilitative programs including counseling, guidance, auditory training, speech (lip) reading, and speech conservation.

Speech Pathologist

Diagnoses and treats speech and language problems of patients. Plans and conducts remedial program to restore or improve communicative efficiency of patients with functional or organic speech disorders. Determines need for referral to specialists in medicine, dentistry, education, and related areas. Master's degree in speech is required.

EEG

EEG Laboratory Supervisor

Responsible for the operation of the EEG (electroencephalography) lab, evoked potential lab, and all-night sleep lab. Supervises, plans, and reviews the work of the technical staff and performs their duties when required.

EEG Technician

Operates electroencephalograph machine to obtain tracings of impulse frequencies and differences in electrical potential between various areas of the brain, for use in diagnosing brain disorders. Must be a graduate of a two-year technical school with an EEG Tech. program.

EKG Laboratory Supervisor

Responsible for the supervision of all EKG lab personnel. Must be proficient in the use of EKG machines, Holter monitor scanners, treadmill equipment, and heart station computers.

EKG Technician

Records electromotive variations in action of the heart muscle on an electrocardiograph. Pastes or otherwise attaches electrodes to specified areas of patient's body and removes electrodes after completing test. Reviews recording from each electrode for clarity and for deviations from the norm. Requires high school graduation supplemented by completion of an approved training course in electrocardiographic techniques.

Nursing

Cast Technician

Assist physicians and nursing personnel with orthopedic casting procedures to include the application and removal of a variety of casts and splints.

Director of Nursing

Responsible for the overall management of patient care services including quality of nursing care, utilization of personnel, compliance with clinic policies, and development and implementation of patient care goals and objectives. Generally reports to the Chief Executive Officer or Chief Operating officer.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Registered Nurse

Renders professional nursing care for the comfort and well-being of the patients. Prepares equipment and assists physician during examinations and treatments. Administers prescribed medications, changes dressings, cleans wounds, and monitors patient's vital signs. Observes and maintains records on patient's care, conditions, reaction, and progress. Must be state licensed and a graduate of a Registered Nurse program.

Patient Education Coordinator

Responsible for determining the patient education needs of the clinic, developing these identified needs into programs, and implementing and evaluating these programs. Coordinates and supervises community health care needs of patients in an ambulatory setting.

Triage Nurse

Primarily responsible for screening and placement of patients who walk in or telephone with medical problems or questions. Orders medical record and takes medical history. Administers first aid as appropriate. Sets up appointment with appropriate department as necessary. Requires a Registered Nurse degree and a state license.

Quality Assurance/Utilization Review Nurse

Implements programs designed to improve the quality of healthcare delivery. Measures the quantitative and qualitative aspects of health care delivery. This position is more likely to be found in larger organizations with some degree of integration with other healthcare organizations. Monitors inpatient and outpatient care activities to ensure that accepted utilization management procedures are maintained.

Licensed Practical Nurse

Performs assigned nursing procedures for the comfort and well-being of patients. Takes and records patient's vital signs and collects specimens for analysis. Dresses wounds and administers prescribed medications and procedures utilizing a variety of medical equipment when necessary. Must be state licensed.

Medical Assistant

Prepares treatment rooms; assists physician with materials, instruments, and equipment during exam; sterilizes and cleans instruments; maintains inventory of supplies; takes vitals; blood pressure, pulse, and temperature; completes the paperwork for lab tests, x-rays, and referrals. Must be a graduate of a technical school medical assistant program or have related job experience.

Other Midlevel Providers

Physician Assistant

A person who is trained, certified, and licensed to perform history taking, physical examination, diagnosis, and treatment of commonly encountered medical problems. This person works under the supervision of a licensed physician.

**Tennessee Medical Group Management Association
Tennessee Medical Association
Medical Office Staff Salary and Benefits Survey
2010 Report Based on 2009 Data**

Nurse Midwife

Nurse-midwives provide primary care to women, including gynecological exams, family planning advice, prenatal care, assistance in labor and delivery, and neonatal care.

Nurse Practitioner

A registered nurse with at least a master's degree in nursing and advanced education in primary care. Capable of independent practice in a variety of settings. A nurse practitioner is licensed to perform functions including taking medical histories, performing physical exams and laboratory tests, prescribing drugs and treating common illnesses and injuries.

Maintenance

Housekeeping Supervisor

Directs and administers the housekeeping program to maintain the practice's facilities in a sanitary, attractive, and orderly condition. Establishes and maintains standards, work procedures, and schedules for the housekeeping staff. Interviews, hires, and terminates housekeeping personnel and is responsible for their training and supervision.

Housekeeper

Performs simple repetitive tasks in maintaining an assigned area of the building in a clean, orderly, and attractive condition. Dusts and damp mops floors, cleans window sills, blinds, furniture, fixtures, and equipment within hand reach.

Building Engineer

Repairs routine to difficult electrical, plumbing, heating, and ventilating equipment problems. Participates in development and carries out the preventive maintenance program for the mechanical, electrical, steam, plumbing, heating, and air conditioning systems. Monitors energy consumption to control cost and use.