

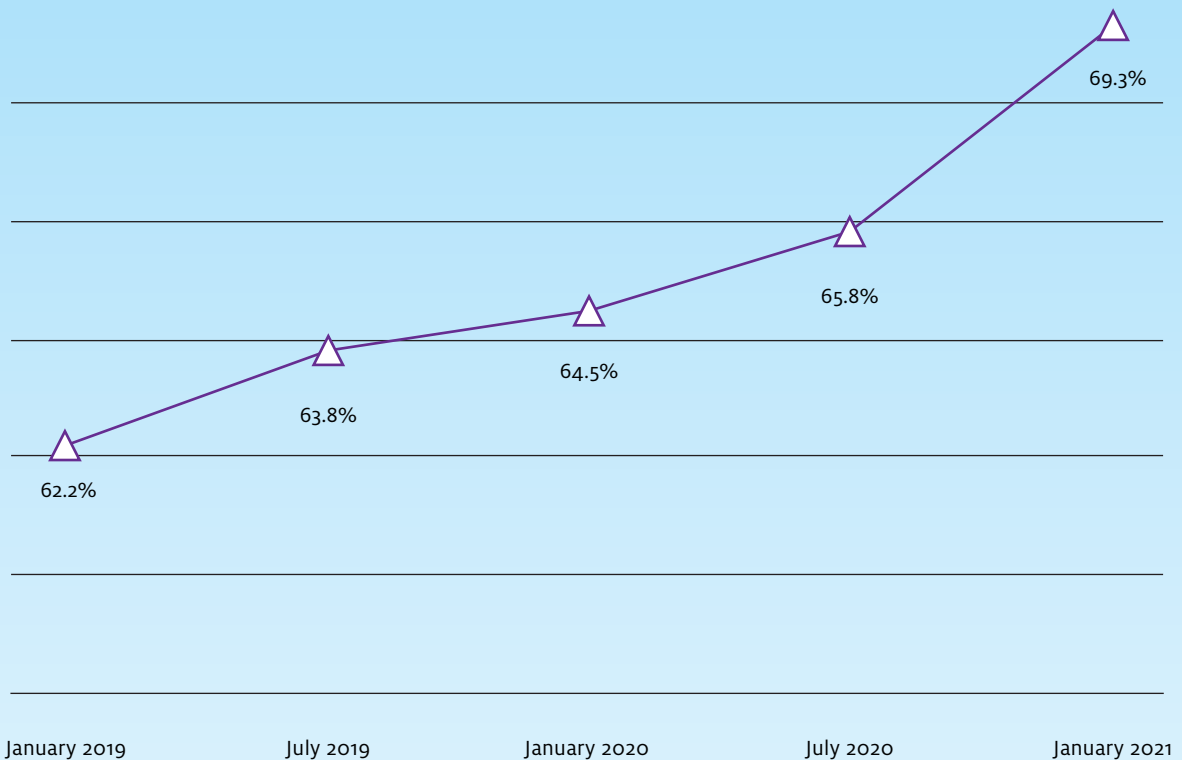


## Meet the New Urgent Care Boss— Not the Same as the Old Boss

Back in the day, you probably would have been right to assume that the closest urgent care center was founded, owned, and run by a physician. Many other practices (primary care, pediatric...) would have been the same. Well, times have changed in a big way. The mavericks who simply wanted to find a better, more sensible way of practicing medicine and wound up creating a new industry are now employees of national and regional health systems and academic medical cen-

ters, along with most of their peers in other practice settings—in such numbers that self-employed physicians are now a minority in the United States. According to a study released by the Physicians Advocacy Institute, the trend is not only continuing but picking up speed (perhaps due to the shaky economic circumstances brought on by the COVID-19 pandemic). See the graph below for more details. ■

**U.S. PHYSICIANS EMPLOYED BY HOSPITALS OR CORPORATE ENTITIES,  
JANUARY 2019—JANUARY 2021**



Adapted from COVID-19's Impact On Acquisitions of Physician Practices and Physician Employment 2019-2020 Physicians Advocacy Institute per research conducted by Avalere Health. Available at: [http://www.physiciansadvocacyinstitute.org/Portals/o/assets/docs/Revised-6-8-21\\_PAI-Physician-Employment-Study-2021-FINAL.pdf?ver=K6dyoekRSC\\_c59U8QD1V-A%3D%3D](http://www.physiciansadvocacyinstitute.org/Portals/o/assets/docs/Revised-6-8-21_PAI-Physician-Employment-Study-2021-FINAL.pdf?ver=K6dyoekRSC_c59U8QD1V-A%3D%3D). Accessed August 2, 2021.