

# Boston Emergency Physician Foundation, Inc. Compensation Policy

---

**Adopted: 12.3.18**

**Revised: 3.17.2021**

## **Objectives**

To provide a system of compensation for clinical, administrative, research, and educational activities provided by physicians (“Providers” or “faculty”) employed by Boston Emergency Physician Foundation, Inc. (the “Corporation”) that

1. supports the clinical and academic missions of the Department, Boston Medical Center (“BMC”), and Boston University School of Medicine (“BUSM”)
2. provides equity among faculty by matching compensation to effort
3. establishes a link between provider clinical productivity and compensation
4. recognizes academic productivity and mission-critical activities, including departmental citizenship
5. enables financial sustainability

## **Limitations**

This Policy is intended to have general applicability. It is, however, within the discretion of the President (“President”) of the Department (the “Chair”) to depart from this policy as he or she deems appropriate; provided, however, that any deviation from this policy will be set forth in the salary letter provided to each physician.

This policy does not constitute an employment contract between the physician and the Department. The Department reserves the right to amend this policy at any time, on a prospective basis, as it deems necessary.

All compensation paid directly or indirectly to Providers will be in compliance with the policies and procedures of the Department, the Faculty Practice Foundation, Inc. d/b/a Boston University Medical Group (the parent corporation for all faculty practice plan corporations at BMC known as “BUMG”) and BUSM, and in accordance with the Physician Practice Agreement signed by each Provider.

Additionally, the Compensation Policy is intended to comply with all applicable laws and regulations governing physician compensation arrangements. In no instance shall a Provider’s compensation vary with or take into account the value or volume of referrals for designated health services made by, or other business generated by, a Provider or otherwise be inconsistent with applicable law.

In the event of a change in law or regulation, or any change in interpretation of a law or regulation, that might raise questions regarding whether the policy complies with applicable law, the President will take appropriate action to remedy the situation immediately. This action may include modifying individual physician compensation amounts retroactively or prospectively.

# Boston Emergency Physician Foundation, Inc. Compensation Policy

---

## **Affected Faculty**

This policy applies to all physician faculty employed by the Department with clinical responsibilities.

Faculty who hold part-time positions within BMC (for example, Vice President for Mission, ACMO Case Management, Director GME, and Director of Simulation Center) will receive a pro-rated salary based on their FTE in the Department. Any additional salary will be based on an amount, metrics, and performance determined by their BMC Vice President. The Department, in consultation with the BMC Vice President, may agree to fund a portion of the faculty member's BMC salary.

## Clinical vs Academic Track

Faculty are categorized into two tracks: Academic Faculty and Clinical Faculty. Academic faculty are expected to participate in research or hold an administrative appointment within the department/hospital, or both, and have additional teaching responsibilities outside of their clinical teaching. Clinical faculty are expected to primarily work clinically, while supervising and teaching residents and students in the ED. Faculty are able to transition tracks (from Clinical to Academic and vice versa) after discussion with and at the discretion of the Chair.

Full time Clinical Faculty are expected to work an average of 32 clinical hours per week. Full time clinical night faculty are expected to work an average of 30 clinical hours per week. These hours do not include sign out and charting which average about two additional hours per 8 hour shift.

Full time Academic Faculty are expected to work an average of 28 clinical hours per week in year 1, and 24 clinical hours per week thereafter (3.5 shifts per week in their first year and 3 shifts per week thereafter).

In the event of termination of employment, the provider shall be entitled to compensation only with respect to services rendered through the effective date of termination. The provider shall not have any claim whatsoever to any receivables that are outstanding or collected on or after the date of termination.

## **Compensation Program**

Compensation shall be composed of three components: (1) salary from clinical, administrative, and educational activities, (2) citizenship, and (3) an incentive component.

## Total Base Salary

A provider's total base salary is calculated on the following elements and is paid monthly: (1) Base Salary, (2) Tenure, (3) Academic Rank, (4) Full Time Clinical, (5) Full Time Nights, (6) Administrative Positions, (7) Administrative Call and (8) Research Stipend. These elements are based upon the rules below:

## Boston Emergency Physician Foundation, Inc. Compensation Policy

---

### (1) Base Salary

- a. Base salary for providers hired immediately after their fellowship training, and with no other clinical experience, is set at \$190,000 pro-rated based on FTE. On an annual basis, the Chair and the Emergency Department Compensation Committee will review the starting base salary and adjust the base if deemed necessary based on salary benchmarks and market data.
- b. Faculty joining the department with years of clinical experience will receive the starting base salary (\$190, 000 or as adjusted as described above) plus 1.5% for each year of clinical experience (capped at 20 years).

### (2) Tenure

Faculty will receive an annual tenure increase of 1.5%, term is capped at 20 years.

### (3) Academic Rank

- a. Faculty who have the rank of Associate Professor will receive an additional \$15,000
- b. Faculty who have the rank of Professor will receive an additional \$20,000

### (4) Full Time Clinical Faculty

Faculty who work full time clinically will receive an increase of 10% of Base Salary

### (5) Full Time Clinical Night Faculty

Faculty who work full time nights will receive an increase of 15% of Base Salary

### (6) Administrative Positions

Department administrative positions will receive a stipend commensurate with their position and leadership provided to the department and organization. These administrative positions will also have a reduction of clinical hours. See Appendix 1.

### (7) Administrative Call

A \$5,000 stipend will be provided on an annual basis to administrative attendings who take call throughout the year.

### (8) Research Stipend

A \$5,000 stipend will be provided on an annual basis for each grant of at least \$25,000, annually, during the academic year (up to a maximum stipend of \$10,000).

## Citizenship

Faculty will be required to meet the Citizenship goals outlined below in order to maintain up to 10% of the total base salary.

Citizenship will be measured for the 12 month academic year and applied to the compensation in the following year. For example, the Faculty's performance in AY19 will affect the AY20 total base salary – if a Faculty member achieves 4 out of 5 citizenship goals in AY19, then the Faculty member will maintain 80% of the citizenship portion in AY20 and total base salary will be reduced by 2%. The variables affecting the citizenship portion of compensation may be revised annually and communicated to the Faculty at the beginning of the academic year.

Citizenship goals: each goal is worth 2%; Faculty who do not meet a goal completely will not receive partial credit (for example, faculty attending 25% of faculty meetings will receive 0%, not 1%).

## Boston Emergency Physician Foundation, Inc. Compensation Policy

---

- (1) Faculty completing at least 95% of charts within 7 calendar days;
- (2) Faculty attending at least 50% of faculty meetings during the academic year;
- (3) Attend at least 20% of educational conferences during the academic year. If scheduled to work during a conference, hours will be credited toward attendance. Clinical faculty are exempt from attending education conference and will be rewarded the 2%.
- (4) Maintaining credentials in FAST examination
- (5) Giving at least 1 medical student or resident lecture during the academic year (clinical faculty are included)

### Incentive Component

The total bonus pool budgeted for the year will be equal to the expected profit, if any, of the overall Corporation after accounting for all expenses and an amount of retained earnings for the Corporation. The retained earnings shall be determined by the President and BUMG Senior Leadership, prior to the fiscal year in which it will be applied, based on the needs of the Corporation to fund its charitable purposes, ability to meet BUMG's reserve policy of 30 days cash on hand and the maintenance of reasonable reserves in relation to strategic objectives and general market conditions. The President will also, prior to the fiscal year, determine the amount of the total bonus pool designated for the wRVU Bonus and the amount designated for the Citizenship Bonus.

At the end of a fiscal year, the President and BUMG Senior Leadership may determine, based on those same considerations and the Department's actual financial performance, that it is not prudent to use the reserved bonus pool. The President and BUMG Senior Leadership may also determine, at the end of a fiscal year, that the Department has additional profit available for the Department's use. The President, based on the needs of the Corporation to fund its charitable purposes and outstanding obligations, the overall level of Provider salaries compared to median benchmarks, and the need for additional reserves, may decide to use the additional profit to supplement the Department's total bonus pool (with the supplemental funds split between the wRVU Bonus and the Citizenship Bonus in the proportions set prior to the fiscal year).

Faculty who hold part-time positions within BMC (for example, Vice President for Mission, ACOM Case Management, Director GME, and Director of Simulation Center) will receive a pro-rated bonus based on their FTE in the Department. Any additional bonus will be based on an amount, metrics, and performance determined by their BMC Vice President.

Any wRVU Bonus and Citizenship Bonus will be distributed to the individual providers by Period 3 (September) following the fiscal year end (June).

### *wRVU Bonus*

The wRVU Bonus will be based on individual provider RVU productivity measures, with the total amount of money distributed dependent on the total bonus pool available: Productivity bonus

## Boston Emergency Physician Foundation, Inc. Compensation Policy

---

allocations will be determined by the department compensation committee at the end of each fiscal year. The productivity bonus will be evenly distributed to each faculty member, pro-rated on FTE.

### *Citizenship Bonus*

The Citizenship Bonus will be based on meeting citizenship goals. This part of the bonus will be distributed equally among attending faculty who achieve citizenship goals pro-rated based on FTE. See Appendix 3 for a listing of the citizenship goals.

The citizenship goals will be reviewed annually by the Department's Compensation Committee, and changes to the goals will be communicated to the faculty prior to the year in which performance will be evaluated. See Appendix 2 for qualifications to receive the wRVU and citizenship bonuses.

## Boston Emergency Physician Foundation, Inc. Compensation Policy

---

### Appendix 1: Department Administrative Appointments and Stipend:

Administrative Title	Stipend
Executive Vice Chair	\$60,000
Senior Vice Chair for Administration and Operations	\$60,000
Vice Chair Quality and Safety	\$50,000
Residency Program Director	\$50,000
Vice Chair, Education	\$50,000
Vice Chair, Research (Research Director)	\$40,000
Associate Residency Program Director	\$35,000
Vice Chair of Emergency Department Ultrasound	\$35,000
Senior Medical Director	\$35,000
Director, Solomont Center for Medical Simulation and Nursing Education, Director CTC	\$30,000
Medical Director, Boston EMS and Assoc Boston MedFlight	\$20,000
Medical Director	\$25,000
Assistant Residency Program Director	\$20,000
Vice Chair, Ultrasound Education	\$15,000
Director of Medical Student Clerkship	\$20,000
Associate Director, Medical Student Clerkship	\$15,000
Co-fellowship director, Clinical Director of EUS	\$15,000
Associate Medical Director Boston EMS	\$10,000
Director of Ultrasound Research	\$10,000
Director of Global Health	\$10,000
Director of Emergency Medicine Simulation	\$15,000
Medical Director of Emergency Preparedness	\$5,000
Director of Equity Initiatives	\$10,000

### Appendix 2: Metrics for Incentive Component

All physician faculty must meet the following metrics to be considered for the wRVU Bonus:

1. Complete charts within 7 calendar days, 95% of time
2. UHC productivity at or above median

Faculty must meet six of the following fifteen criteria to be considered for the Citizenship Bonus:

1. 20% EM Conference attendance (30% ED section faculty)
2. Participate in a Hospital, departmental, or medical school committee
3. Submit at least 1 new research grant (may be primary or co-investigator)
4. 1 publication per year (impact factor >0 and EM relevant)
5. Mentor a resident on a research project
6. Resident or EMS instruction- not including during shifts (>7 hours per year)
7. Medical student instruction (>6 lectures per year)
8. Participate in resident Interviews (2 per interview season)
9. Regional or National leadership position, significant national committee contribution
10. Maintenance of ultrasound credentialing (echo/FAST/abdomen) (US faculty not included)
11. Regional or national presentation
12. Receipt of a national award
13. Serve as a journal reviewer
14. Serve as a journal editor, editorial board member, or textbook editor
15. Staff one or more major EM events (e.g.: Fourth of July, Marathon, etc.)

These incentive factors will be reviewed with the faculty on an annual basis at the end of the academic year. The Department Chair will have the authority for evaluating the Citizenship factors for each physician. Exceptions may be made by the compensation committee to recognize outstanding contributions in certain areas

## Boston Emergency Physician Foundation, Inc. Compensation Policy

---

### Appendix 3: Physician Example(s)

Provider	Provider A	Provider B	Provider C
Academic Rank	Assistant Professor	Assistant Professor	Associate Professor
Tenure	0	3	12
FTE	1.00	0.50	1.00
Full Time Clinical	No	Yes	No
Full Time Night	Yes	No	No
Admin Position	None	None	Vice Chair, Education
Admin Call	Yes	No	Yes
Research Grant	None	1; \$35,000 per year	None
Base Salary	\$ 190,000	\$ 95,000	\$ 190,000
Tenure	\$ -	\$ 4,339	\$ 37,167
Rank	\$ -	\$ -	\$ 15,000
Full Time Clinical (10%)	\$ -	\$ 9,500	\$ -
Full Time Night (15%)	\$ 28,500	\$ -	\$ -
Admin Postion			\$ 50,000
Admin Call	\$ 5,000		\$ 5,000
Research Stipend	\$ -	\$ 5,000	\$ -
<b>Total Base Comp:</b>	<b>\$ 223,500</b>	<b>\$ 113,839</b>	<b>\$ 297,167</b>