

# Boston University Neurology Associates Compensation Policy

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**Adopted: Approved June 19, 2019**

## **Objectives**

To provide a system of compensation for clinical, administrative, research, and educational activities provided by physicians and neuropsychologists (“providers” or “faculty”) employed by Boston University Neurology Associates, Inc. (the “Corporation” or “Department”) 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 providers 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 provider.

This policy does not constitute an employment contract between the provider 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 Department Foundation, Inc. d/b/a Boston University Medical Group (the parent corporation for all faculty Department plans at BMC known as “BUMG”) and BUSM, and in accordance with the Practice Agreement signed by each provider.

Additionally, the Compensation Policy is intended to comply with all applicable laws and regulations governing provider 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.

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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 provider compensation amounts retroactively or prospectively.

### **Affected Faculty**

This policy applies to all provider faculty employed by the Department with clinical responsibilities for at least two years. In the first two years of employment, compensation may be guaranteed, as set forth in the applicable Practice Agreement. After the initial two years, compensation will be based on this policy.

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) a base component from clinical, administrative, research, and educational activities, (2) an incentive component, and (3) a bonus component.

#### **(1) Base Salary**

Targeted total base salary will be calculated using three elements: academic rank, subspecialty, and tenure. See Appendix A for current salary elements. Fifty percent (50%) of the targeted total base salary will be guaranteed; the remaining 50% of the targeted total base salary will be subject to the performance metrics outlined in the “Incentive Component” section. The targeted total base salary will be updated prospectively every twelve (12) months and compensation adjusted accordingly, as described more fully in the “Salary Reset” section below.

#### **(a) Exceptions**

- i. Leadership role – base salary will be protected for some leadership roles by the amount of time allotted for the leadership role up to 20% effort. See Appendix B for initial protected salary allotments. For example, a Division Chief who has 0.1 FTE protected time will have 10% of their salary protected and the remaining 90% of their salary will be determined by the weights in Appendix A.
- ii. Research Faculty – Faculty who spend more than 50% of their time on research will have 75% of their salary guaranteed and 25% based on performance.

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### (2) Incentive Component

#### (b) wRVUs / Productivity

Up to 20% of base salary will be based on each provider reaching their wRVU target. Partial completion toward the wRVU target will earn a proportionate amount toward the 20% clinical productivity incentive. For example, if a provider achieves 95% of their wRVU target, they will receive 95% x 20% of their target base salary.

Each provider will receive a custom wRVU target at the beginning of the academic year. This target will be based on anticipated clinical activity in Outpatient Clinic, Inpatient Service and Procedural Activity. The target will be reviewed throughout the year as needed to reflect changes in anticipated clinical activity. (See Appendix C for a breakdown of current wRVU targets by clinical activity)

wRVU targets will have a “per unit” weight for each type of clinical activity. These weights will be based on historic department data and reviewed on an annual basis.

Any wRVUs earned above the wRVU target will be compensated at \$20/wRVU and paid as part of the overall base salary reset for the following academic year.

#### (c) Clinic Metrics

##### (i) Session Requirements

Up to 20% of base salary will be based on each provider completing their required clinic sessions. Partial completion toward the session requirement will earn a proportionate amount of the base salary. For example, if a provider completes 95% of their required sessions, they will receive 95% x 20% of their base salary.

The number of ambulatory sessions per week required of each provider will be based on the cFTE of each provider. Every provider is expected to work 45 weeks per year, minus any inpatient, study reading, or procedural responsibilities that might offset this requirement.

A provider who is 100% clinical (1.00 cFTE) is expected to do 8 ambulatory sessions per week, for a yearly total of 360 sessions/year. Weeks on an Inpatient service will be deducted from the annual 45 week requirement.

##### (ii) Closed Encounters

Up to 3% of the base salary will be determined by whether faculty close 95% of office visit encounters within 7 days. Similar to the above, partial completion toward this goal will earn a proportionate amount of the base salary.

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### (iii) Refill Requests

Up to 1% of the base salary will be determined by whether the provider responded to 80% of refill requests by the close of the next business day. As above, partial completion toward this goal will earn a proportionate amount of the base salary.

### (d) Patient Experience

Up to 2% of the base salary will be determined by a provider's individual patient experience scores on the composite measure of "Physician Communication Quality." The target for this measure is 92.0% and reflects combined performance on six questions:

- During this visit, did this provider explain things in a way that was easy to understand?
- During this visit, did this provider listen carefully to you?
- During this visit, did this provider give you easy to understand information about (your) health questions or concerns?
- During this visit, did this provider seem to know the important information about your medical history?
- During this visit, did this provider show respect for what you had to say?
- During this visit, did this provider spend enough time with you?

This will be measured quarterly and providers will receive credit based on when the scores are received. For example, April – June scores are received in July and will be credited toward the academic year that begins in July, even though the patient feedback reflects visits that occurred in the previous academic year. As above, partial performance against this goal will earn a proportionate amount of the base salary.

### (e) Professionalism

#### i. Faculty Meetings (up to 1%)

Providers are expected to attend at least 75% of faculty meetings during the academic year, weighted at 1% of base salary. As above, partial completion of this requirement will earn a proportionate amount of the base salary.

#### ii. Grand Rounds (up to 1%)

Providers are expected to attend at least 75% of Grand Rounds Lectures during the academic year, weighted at 1% of base salary. As above, partial completion of this requirement will earn a proportionate amount of the base salary.

#### iii. Teaching Evaluations (up to 1%)

Providers are expected to submit all teaching evaluations for residents and medical student's on-time, weighted at 1% of base salary. "On-time" is defined as within 1 week after the end of a block. After more than three evaluations are received late or not at all, faculty will not receive credit for this requirement.

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iv. Administrative Compliance (up to 1%)

Providers are required to meet the following annual compliance requirements on time, each weighted at 1/3 of a total 1% of base salary:

1. Flu shot, TB test, and Fit Test
2. Mandatory trainings and forms as required by BMC
3. Required licensure, credentialing, and certification renewals

All requirements in each of the above three categories must be met for faculty to earn 1/3 of 1% for each area. For example, if there are three mandatory Health Stream learnings in the course of the academic year and a provider only completes two of them on time, they will lose 1/3 of 1% toward their base salary. "On time" is defined as the deadlines set by the governing groups of each of the above areas.

(3) Bonus Component

A bonus pool will be set aside as part of the Department's budget at the beginning of each new academic year. The amount of funding in this pool will be communicated at the beginning of the new measurement period.

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.

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 bonus pool.

At the end of the academic year, in conjunction with an annual review with the Chair of the department, each faculty member will be asked to complete the Department of Neurology Academic Scorecard. The scorecard allows faculty to share their academic contributions through teaching, publications, presentations, committee participation and other areas. The scorecard includes a system for tallying these contributions for a possible total of 150 points.

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All faculty who complete the scorecard will be eligible to participate in the bonus pool. The percentage of the bonus pool that each eligible provider receives will be equal to the percent of their scorecard points compared to the total number of scorecard points across all eligible faculty.

For example, if a provider has 50 scorecard points that represent 5% of 1000 scorecard points collectively earned across the department, the provider will receive 5% of the bonus pool cash.

<b>BASE SALARY</b>	<b>WEIGHT</b>
<b>Guaranteed Salary</b>	<b>50%</b>
<b>Productivity (wRVUs)</b>	<b>20%</b>
<b>Clinical Session Requirement</b>	<b>20%</b>
<b>Clinic Metrics</b>	<b>4%</b>
Closed Encounters	3%
Refill Requests	1%
<b>Patient Experience</b>	<b>2%</b>
<b>Professionalism</b>	<b>4%</b>
Faculty Meetings	1%
Grand Rounds	1%
Teaching Evaluations	1%
Compliance	1%
<b>Total</b>	<b>100%</b>

<b>BONUS COMPENSATION</b>	<b>WEIGHT</b>
Academic Activity Bonus	% of pool

### Salary Reset

Provider salaries will be adjusted annually to reflect the base salary and the incentive component achieved during the 12 month “activity period” from July to June. That calculation will form the basis for compensation paid in the subsequent 12 month “salary period.” For example, performance in AY20 will determine salary in AY21. The actual salary adjustments will typically be implemented each September.

If the reset is higher than current base salary, the physician will receive a lump sum payment in September to reflect the underpayment in July and August. The new base salary will then be paid for the following 10 months of September to June.

If the reset is lower than the current base salary, the base salary reduction will be adjusted and spread over the remaining 10 months of September to June.

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## Appendix A: Breakdown of Current Base Salary Target and Weight of Salary Elements

### Academic Rank

- Instructor: \$178,000
- Assistant Professor: \$198,000
- Associate Professor: \$223,000
- Professor: \$248,000

Base salaries for Instructors and Assistant Professors are set at the median level published by the Association of American Medical Colleges (AAMC) for Departments of Neurology in the Northeast. Base salaries for Associate Professors are set at \$25,000 above the median salary for Assistant Professors; base salaries for Professors are set at \$50,000 above the median salary for Assistant Professors. (Note that the base salary for any “modified” academic rank (for example, “Clinical Associate Professor”) will be set at the same level as the “unmodified” academic rank.) Median salaries may be adjusted prospectively as new benchmarks are published and as the financial performance of the department warrants.

### Subspecialties

Base salary targets for clinical employees in the Neurology subspecialties of epilepsy, interventional pain, neuro critical care, and stroke will include additional compensation. The initial amounts added to the base salary target are:

- Epilepsy: \$20,000
- Interventional Pain: \$40,000
- Neuro Critical Care: \$45,000
- Stroke: \$20,000

The Department may adjust these additional amounts prospectively to account for new benchmarks or updated market data and as the financial performance of the department warrants.

### Tenure / Years of Service since Fellowship Training

- \$1,000 per year (up to 10 years)
- \$500 per year for each year after 10

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## Appendix B: Initial Protected Salary for Leadership Roles

Leadership Role	Protected FTE
Vice Chair of Research	0.20
IP Medical Director	0.20
OP Medical Director	0.20
Residency Program Director	0.20
Director of Neuro Critical Care	0.20
Director of EEG	0.10
Director of EMG	0.10
Director of Pain	0.10
Director of Sleep	0.10
Director of Stroke	0.10
Clerkship Director	0.20



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### Appendix C: Current wRVU Target by Clinic

<b>Outpatient</b>	<b>wRVUs per Visit</b>
General Neurology	1.80
Stroke and Neuro Critical Care	2.09
Neuropsychology	7.48
<b>Inpatient</b>	<b>wRVUs per Week</b>
General Neurology	129.42
Neuro Critical Care Call	312.15
Neuro Critical Care Consult	155.77
Stroke Service	152.42
Epilepsy / EEG Service	70.38
<b>Procedural</b>	<b>wRVUs per Study</b>
Sleep Study	2.60
EMG Study	3.96
TCD Study	0.83
Moakley Procedures	1 Yr. Historic Average

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## Appendix D: Example of Monthly Compensation Projection Report

<b>Provider:</b>	
<b>Academic Rank:</b>	Assistant Professor
<b>Tenure Years:</b>	2
<b>Month:</b>	December
<b>Period:</b>	6

**AY20 Target Base Salary**      \$200,000

Measure	AY20 Weight	Goal	Month Actual	YTD Actual	Annual Projection	AY20 Projected Compensation	Possible	Methodology
<b>Guaranteed Salary</b>	50.0%					\$ 100,000	\$ 100,000	
<b>Performance-Based Salary</b>	50.0%							
<b>wRVUs/Productivity</b>	20.0%	4,063	264	2,064	4,128	\$ 40,000	\$ 40,000	Actual wRVUs compared to custom wRVU target
<b>Sessions Completed</b>	20.0%	256	14.5	129.2	248	\$ 38,826	\$ 40,000	Actual sessions completed; 4 hours in clinic = 1 session
<b>Clinic Metrics</b>	4.0%							
Closed Encounters	3.0%	95%	99%	99%	99%	\$ 6,000	\$ 6,000	% of encounters closed within 7 calendar days
Refill Requests	1.0%	80%	85%	68%	68%	\$ 1,702	\$ 2,000	% of refill requests responded to within one business day
<b>Patient Experience</b>	2.0%	92.0%	N/A	88.8%	88.8%	\$ 3,860	\$ 4,000	% "top box" scores for provider communication composite
<i>Prov. Comm. Quality</i>								<i>Provider explained, provider listened, easy instructions, med history, showed respect, spent enough time with you</i>
<b>Professionalism</b>	4.0%							
Faculty Meetings	1.0%	75%	100%	100%	100%	\$ 2,000	\$ 2,000	% of faculty meetings attended
Grand Rounds	1.0%	75%	100%	88%	88%	\$ 2,000	\$ 2,000	% of Grand Rounds attended
Late/Incomplete Evals	1.0%	≤ 3	0	3	3	\$ 2,000	\$ 2,000	No more than 3 late evals
Compliance	1.0%	100%	100%	100%	100%	\$ 2,000	\$ 2,000	(33%)Flu,TB,Fit;(33%) Hospital compliance;(33%)Licensure/Renewals
<b>Performance-Based Salary:</b>						<b>\$ 98,389</b>	<b>\$ 200,000</b>	
<b>wRVU incentive:</b>						<b>\$ 1,300</b>		\$20/wRVU
<b>Total Base Salary:</b>						<b>\$ 199,689</b>		

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## Appendix E: Example of Performance Summary Report

**Provider:** EXAMPLE PROVIDER  
**Month:** January  
**Period:** 7

	July	August	September	October	November	December	January	YTD Total	YTD Average
cFTE	0.65	0.65	0.65	0.65	0.80	0.80	0.80		<b>0.71</b>
Actual wRVUs	355	346	380	312	405	390	410	<b>2598</b>	
wRVU Target @ 1.0 cFTE	6000	6000	6000	6000	6000	6000	6000		<b>6000</b>
wRVU Target @ Actual cFTE	3900	3900	3900	3900	4800	4800	4800		<b>4286</b>
Sessions Completed	20.3	21.2	18.6	17.5	19.3	19.9	22.5	<b>139.3</b>	
Closed Encounters	94.6%	100.0%	92.3%	98.7%	93.4%	89.1%	90.0%		<b>94.0%</b>
AVS Printed	20%	26%	32%	40%	58%	49%	55%		<b>40.0%</b>
Refill Requests	90%	86%	82%	83%	91%	83%	81%		<b>85%</b>
Patient Experience	96.2%	76.1%	94.6%	92.4%	91.6%	89.4%	89.7%		<b>90%</b>
Faculty Meeting	N/A	N/A	1	1	0	1	1	<b>4</b>	
Grand Rounds	N/A	N/A	2	4	3	4	3	<b>16</b>	
Late/Incomplete Evals	0	0	0	1	0	0	0	<b>1</b>	

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## Appendix F: Academic Scorecard

DEPARTMENT OF NEUROLOGY - ACADEMIC SCORECARD - JUNIOR FACULTY			
JULY 1, 2018 – JUNE 30, 2019			
<i>Enter numbers in shaded cells only - Total scores will calculate automatically</i>			
<b>YOUR NAME:</b> <span style="background-color: #e0f0e0; display: inline-block; width: 400px; height: 15px;"></span>			
	Frequency or Number	Points	Total
<b>National/International Visibility - Activities Outside of BU/BMC (MAX 50 Points)</b>			
Professional Society President		10.00	0.00
Professional Society			
Committee Chair or Board Member (in addition to member / meeting points below)		5.00	0.00
Member (1 point per formal committee meeting attended, either in person or remotely)		1.00	0.00
Professional Society Annual Meeting / Major National or International Session / Symposium			
Organizer		5.00	0.00
Plenary Speaker		5.00	0.00
Session Chair or Moderator		3.00	0.00
Award or Prize Winner		5.00	0.00
Session / Platform Speaker (primary presenter or senior abstract author)		2.00	0.00
Poster Presenter (primary presenter or senior abstract author)		0.50	0.00
Professional Journal			
Chief Editor		10.00	0.00
Section Editor		3.00	0.00
Guest Editor		2.00	0.00
Member of Editorial Board (1 point per formal meeting attended)		1.00	0.00
Ad Hoc Reviewer (0.5 per 3 manuscripts reviewed - Enter total number of manuscripts in "Frequency" column)		0.50	0.00
Scientific Advisory Board or Study Section Member (of voluntary organization or NIH)		3.00	0.00
Ad Hoc Grant Reviewer (0.5 per 2 grants reviewed - Enter total number of grants reviewed in "Frequency" column)		0.50	0.00
Grand Rounds Speaker, BU/BMC (1 point per session)		1.00	0.00
Invited Speaker (includes external Grand Rounds, scientific meetings, major lecture series; outside BU/BMC; includes Web-Based Presentations sponsored by Professional Societies)		3.00	0.00
Grants Submitted (NIH, major foundations)		1.00	0.00
Grants Obtained (NIH, major foundations)		5.00	0.00
Investigator-initiated grants obtained/submitted (unsolicited, independent research proposal)		2.00	0.00
National / Site PI for Multicenter Clinical Trial		5.00	0.00
Publications			
Peer-Reviewed Research: Major Contributor* (bonus = impact factor** / 5, total = bonus +3)		Complete the table to the right; score will autopopulate	0.00
Peer-Reviewed Research: Minor Contributor*		0.50	0.00
Book Editor / First or Senior Author		3.00	0.00
Book Chapter/ Review Article / Case Report / Editorial/web-based educational material:			
First or Senior Author		1.00	0.00
Middle author		0.50	0.00
<b>TOTAL (Max 50)</b>			<b>0.00</b>

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Educational Activities (MAX 50 points, 60 if Teacher of Year) within BU/BMC	Frequency or Number	Points	Total
<b>Teaching Activities Within BU/BMC</b>			
Lecture Series / Seminar Series / Course Organizer ( > two full days or six sessions)		6.00	0.00
Speaker at Lecture Series / Seminar Series / Course		1.00	0.00
Teaching session for fellows, residents, medical students (e.g., noon conf, lecture in lecture series, lecture for students)		0.50	0.00
Medical Student Clinical Teaching Skills Teaching session (point per session)		1.00	0.00
Attendance at Morning Report, M&M (8 sessions = 1 point)		0.125	0.000
Outpatient Medical Students, Residents or Fellows Clinic Preceptor (.25 point per half-day session attended)		0.25	0.00
<b>Mentoring Activities (students, residents, fellows; points per individual mentored)</b>			
Mentor for Med Students, Residents, and Post-Docs (1 hour = 1 point)		1.00	0.00
Division Fellowship Director (includes multiple fellows)		5.00	0.00
Thesis Advisor		4.00	0.00
Thesis Reviewer (1 point per thesis)		1.00	0.00
Qualifying Examiner (4 hours = 1 point; indicate number of hours)		0.25	0.00
<b>Education Program Leadership</b>			
Courses, programs, and other educational activities where you had a leadership role		6.00	0.00
SIGN, CORTEX, SMIG etc Faculty Advisor		2.00	0.00
Curriculum Development (including tools that you have developed for clinical divisions and education programs)		6.00	0.00
Internal BU/BMC Prizes		5.00	0.00
		<b>TOTAL (Max 50)</b>	<b>0.00</b>
<b>Neurology Department Teacher of the Year Award (points will not count toward maximum in this category)</b>			
		10.00	0.00
			<b>0.00</b>
<b>Administrative Work (MAX 50 points) at BU/BMC</b>			
<b>Internal Committee Work (Hospital or Medical School)</b>			
Chair (in addition to member / meeting points below)		5.00	0.00
Member (1 point per 4 hours of formal meeting time attended; includes residency application/admissions committee - Enter total number of hours in "Frequency" column)		1.00	0.00
<b>Department Contributions</b>			
Interviewing residency applicants (1 point per 1/2 day session)		1.00	0.00
One time major service activity at chair's discretion (e.g., Epic template development; database development) Briefly describe:	<i>Enter value below:</i>		
Point value determined by chair (please enter where indicated)			0.00
		<b>TOTAL (Max 50)</b>	<b>0.00</b>