

Boston Emergency Physician Foundation, Inc. Compensation Policy

Adopted: 12.3.18

Revised: 3.29.23

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 Chobanian & Avedisian School of Medicine
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 the Chobanian & Avedisian School of Medicine, 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

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appropriate action to remedy the situation immediately. This action may include modifying individual physician compensation amounts retroactively or prospectively.

Affected Faculty

This policy applies to all physician faculty employed by the Department who have had clinical responsibilities for at least one year.

In the first year of employment, compensation will be guaranteed and set at 80% of the most recent three year rolling average "Emergency Medicine" Assistant Professor Association of American Medical Colleges (AAMC) Northeast Region median. The Chair has the discretion to adjust base compensation to account for experience of the candidate, subspecialty, or other market conditions. After the initial year of employment, compensation will be based on this policy. The first measurement period will start on the first July 1 after the provider's start date.

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: (a) any receivables, including, but not limited to, any receivables that are outstanding or collected on or after the date of termination; or (b) any shared savings, bonuses, or other incentive payments paid or received after the date of termination, regardless of the performance period to which they are attributed.

Clinical and Academic Track

Faculty are categorized into two tracks based on the Boston University Chobanian & Avedisian School of Medicine faculty appointments: Academic Faculty and Clinical Faculty. The expectations for each track are based on the faculty promotions metrics and standards set by the department and the Chobanian & Avedisian School of Medicine. Faculty are able to change tracks after discussion with, and at the discretion of, the Chair. Additional tracks may be added in accordance with the needs of the department and the Chobanian & Avedisian School of Medicine.

- Full time Clinical Faculty are expected to work 1,504 clinical hours per year.
- Full time Clinical Night Faculty are expected to work 1,316 clinical hours per year.
- Full time Academic Faculty are expected to work 1,196 clinical hours per year.

Compensation Program

The compensation program shall be composed of 1) base salary, 2) stipends, 3) citizenship incentive, and 4) performance-based incentive.

Total Base Salary

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A provider's total base salary is calculated on the following elements and is paid monthly: (1) Base Salary and (2) Stipends for Experience, Academic Rank, Full Time Clinical, Full Time Nights, and Leadership Positions. These elements are based on the rules below:

(1) Base Salary

- a. Faculty will receive 80% of the most recent three year rolling average "Emergency Medicine" AAMC Assistant Professor Northeast Region median.
- b. In the event the AAMC three year rolling average median decreases, the prior fiscal year average AAMC median will be used. The department will evaluate the feasibility of maintaining this "hold harmless" as the salary market evolves or if the rolling average median should decrease for a second year.

(2) Stipends

- a. Experience (Years post-residency) Stipend: Faculty will receive a stipend based on years since residency graduation, see appendix A for details
- b. Fellowship Stipend: Faculty hired with fellowship training will receive a one-time \$5,000 stipend, regardless of the length or type of fellowship. This stipend will be paid out in twelve equal installments over the first year of the faculty's employment.
- c. Academic Rank stipend
 - i. Faculty promotions stipends will be effective July 1 of the next academic year.
 - ii. Faculty who have the rank of Associate Professor will receive a stipend of \$15,000
 - iii. Faculty who have the rank of Professor will receive a stipend of \$35,000
- d. Full Time Clinical Faculty stipend: Faculty who work full time clinically will receive an additional stipend, equal to 10% of starting Base Salary
- e. Full Time Clinical Night Faculty stipend: Faculty who work full time nights will receive an additional stipend, equal to 10% of starting Base Salary
- f. Leadership Positions stipend
 - i. Faculty who hold a Leadership position for the department, BMC, or the Chobanian & Avedisian School of Medicine will receive an additional stipend and reduction of required clinical hours. See appendix B for details.
 - ii. FTE reductions are subject to change, and any changes will be communicated prior to the start of the academic year, based on funding changes from CARE+, BMC, the Chobanian & Avedisian School of Medicine, grants, or contracts which may evolve over time.
 - iii. Leadership positions will have a three-year term and will be evaluated every year during the annual faculty review process. These terms are eligible for renewal at the discretion of the Department Chair.

Citizenship Incentive

The aim of the Citizenship incentive is to encourage faculty engagement in basic activities and expectations across the department. Faculty will be required to meet the Citizenship goals to maintain \$10,000 of the faculty's Base Salary. The Chair and the department compensation committee will set the Citizenship goals, as well as the method for measuring if a provider meets the

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goals and the impact on Base Salary of failing to meet the goals, and communicate them to all faculty prior to the start of the new academic year. 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 AY24 will affect the AY25 Base Salary. The citizenship goals may be revised annually, as long as they are communicated to Faculty prior to the start of the academic year.

Performance-based Incentive

The performance-based incentive will have two components. The first is a departmental goal set by the Chair that aligns with the department's academic year clinical goals, is easily measured, and can be affected by each faculty member. The goal will be set in advance and communicated at the start of the year.

The second component is an individual faculty performance-based incentive aimed to reward and recognize high performers across all areas of the mission. The chair will set criteria for the component in advance and communicate the criteria to the faculty at the start of the year. After the academic year the department will calculate each provider's performance and the incentive will be distributed to the faculty who receive the top tier (~10-25%).

The performance-based incentive pool will be included in the Department's annual operating budget. The amount of the incentive pool will vary each year and be communicated to faculty prior to the start of the academic year. The highest incentive amount that one faculty member can earn is \$10,000. Any incentive will be distributed to the faculty by October of the following academic year.

Compensation for Additional Shifts

The Chair and the department compensation committee will establish a compensation rate for faculty working additional shifts. The rates will be based on the local fair market value and regional benchmarks. The department will perform periodic evaluations and adjustments for the day, weekend, and overnight rates.

Compensation Reset

The faculty compensation will be adjusted annually at the start of the academic year to reflect changes outlined in this compensation plan and any changes will be reflected in the provider's salary letter.

Appendix A: Experience (years post-residency) Stipend

Percent of AAMC three year rolling average Assistant Professor Median

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Years post-residency graduation as of July 1st	Assistant Professor	Associate Professor	Professor
Year 0	0%	0%	0%
Year 1	3%	3%	3%
Year 2	6%	6%	6%
Year 3	9%	9%	9%
Year 4	12%	12%	12%
Year 5	13%	13%	13%
Year 6	14%	14%	14%
Year 7	15%	15%	15%
Year 8	16%	16%	16%
Year 9	16%	17%	17%
Year 10	16%	18%	18%
Year 11	16%	19%	19%
Year 12	16%	20%	20%
Year 13	16%	21%	21%
Year 14	16%	22%	22%
Year 15	16%	23%	23%
Year 16	16%	24%	24%
Year 17	16%	24%	24%
Year 18	16%	24%	24%
Year 19	16%	24%	24%
Year 20+	16%	24%	24%

Appendix B: Department leadership role, stipend and reduction to clinical hour requirement:

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Leadership Role	Stipend	FTE Reduction
Vice Chair, Clinical Affairs	\$ 40,000	0.50
Vice Chair, Education	\$ 35,000	0.25
Vice Chair, Executive	\$ 40,000	0.25
Vice Chair, Faculty Affairs	\$ 35,000	0.25
Vice Chair, Research	\$ 35,000	0.25
Chief, Ultrasound Division	\$ 25,000	0.20
Residency, Assistant Program Director #1	\$ 10,000	0.25
Residency, Assistant Program Director #2	\$ 10,000	0.25
Residency, Associate Program Director	\$ 20,000	0.40
Residency, Program Director	\$ 25,000	0.50
Medical Student Clerkship, Associate Director	\$ 10,000	-
Medical Student Clerkship, Director	\$ 25,000	0.22
Medical Director	\$ 25,000	0.30
Medical Director, Emergency Preparedness	\$ 15,000	0.15
Medical Director, Senior	\$ 25,000	0.40
Fellowship Director, EMS	\$ 10,000	0.25
Fellowship Director, EUS	\$ 10,000	0.10
Fellowship Director, Global/Local Health Equity	\$ 10,000	0.10
Director, Emergency Medicine Simulation	\$ 15,000	0.20
Director, Global/Local Health	\$ 10,000	0.10
Director, Quality and Safety	\$ 25,000	0.35
Director, Solomont Center	\$ 25,000	0.50
Associate Medical Director	\$ 20,000	0.10

FTE reductions subject to change based on changes from CARE+, BMC, BUSM, grants, and contracts which may evolve over time.

Appendix C: Physician Example(s)

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Provider	Provider A	Provider B	Provider C	Provider D
Academic Rank	Assistant	Assistant	Associate	Professor
Track	Academic	Clinical	Academic	Academic
Tenure	10	6	11	14
FTE	1.00	1.00	1.00	1.00
Full Time Clinical	No	Yes	No	No
Full Time Night	No	No	No	No
Leadership Role	Medical Director	None	Director Global Health	None
Base Salary	\$ 227,795	\$ 227,795	\$ 227,795	\$ 227,795
Tenure	47,559	41,614	56,476	65,394
Rank	-	-	15,000	35,000
Full Time Clinical (10%)	-	22,780	-	-
Full Time Night (10%)	-	-	-	-
Admin Postion	25,000	-	10,000	-
Citizenship	10,000	10,000	10,000	10,000
Total Compensation:	\$ 310,354	\$ 302,189	\$ 319,271	\$ 338,189