

**UAB** THE UNIVERSITY OF ALABAMA AT BIRMINGHAM

## Faculty Compensation Models: A Key Driver of Culture

Keith A. (Tony) Jones, M.D.  
Alfred Habeeb Professor and Chair



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Department of Anesthesiology and Perioperative Medicine

## Conflicts of Interest

No Conflicts

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## Mission, Opportunity and Compensation

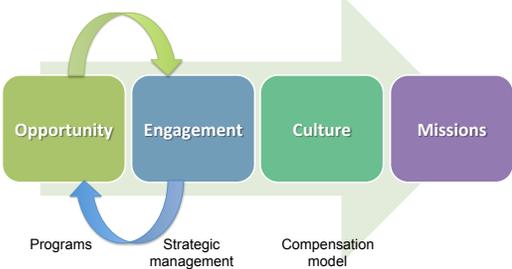
...if you pick the right people and give them the (opportunity) to spread their wings and put (compensation) as a carrier behind it you almost don't have to manage them.

John Francis "Jack" Welch, Jr.



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## Compensation Model is a Tool



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## What do Faculty Value?

- Money
- Opportunity
- Academic advancement

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## Objectives: If you've seen one, you've seen one

- Describe two Department programs designed to promote *opportunity and engagement*
- Describe the Department compensation model and its alignment with UAB Medicine

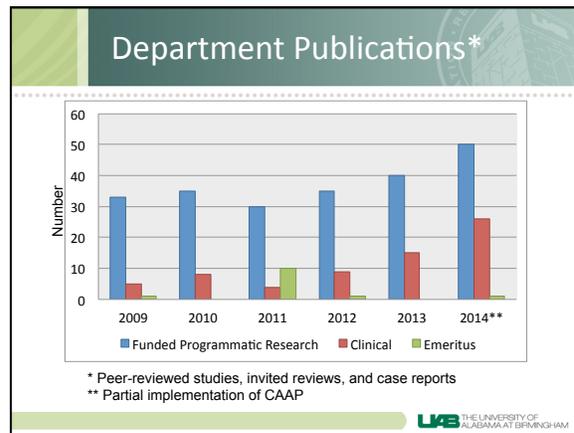
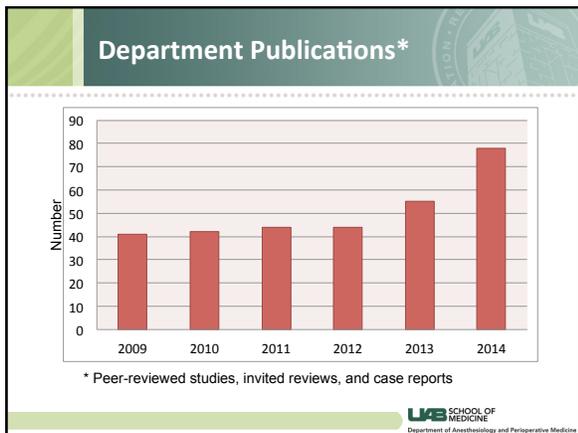
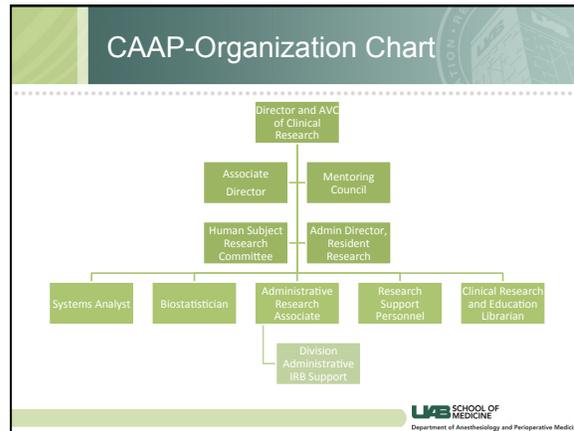
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- ### Strategic Initiative: Programmatic Research
- Large-scale, program-oriented research
    - Neuroscience and Pain Medicine
    - Organ Injury and Transplantation
  - Requirement of sustainability via extramural grants and contracts
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- ### Strategic Initiative: Clinician Academic Achievement
- Investigator-initiated research
  - No requirement of sustainability by extramural grants
  - Will require the development of a support structure that provides clinicians with *transparency and accountability*
    - Non-clinical time
    - Mentorship (study design)
    - Direct project funding support
    - Indirect support
      - Informatics and database support
      - Biostatistics
      - IRB regulatory and administrative support
      - Technician support
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### Leadership Education and Development (LEAD) Program

- Provides physicians the opportunity to obtain advanced skills in research and leadership through enhanced educational tracks
  - **Innovative Research Tracks** provide training and experience in research, scientific writing, and presentation skills
  - **Innovative Leadership Tracks** provide opportunities to obtain Master's degrees, certificates, and added qualifications in a variety of subject areas

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### Available Tracks

- Research Tracks for Residents
  - Resident **Mentored Research Experience Track (RMRET)**
  - Resident **Academic Career Development (RACD)**
- Leadership Tracks for Residents and Faculty
  - Master's Degrees: MS in Health Care Administration, MS in Health Care Informatics
  - Certificates: Business Administration, Health Care Management, and others
  - Quality Improvement and Patient Safety (ABMQ)

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### Department Support

- Non-clinical time as needed
- 50% tuition/fees



### The LEAD Fund

- The LEAD Program is supported by the LEAD Fund, a philanthropic initiative of the department
- Generous gifts from alumni, faculty and friends help support the costs of tuition, travel and supplies
- Gifts are matched 1:1 by the department



### LEAD Program Participation



**Faculty**

- Master's
- MHA (3)
- Informatics (0)
- Certificate/Board
- Business (3)
- Quality (12)



**Trainees**

- Master's
- MHA (5)
- Informatics (1)
- Certificate/Board
- Business (2)
- Quality (7)
- Research
- RACD (5)
- RMRET (28)



**Staff**

- Master's
- MHA (1)
- Informatics (0)
- Certificate/Board
- Business (0)
- Quality (3)



### Institution to Faculty Alignment

UAB Medicine

- Institution (UH, SOM, HSF) Funds Flow

Department

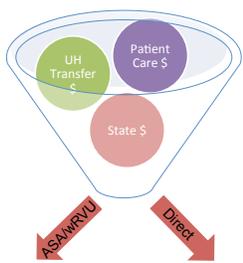
- Department At-Risk Compensation
- Chair At-Risk Compensation

Faculty

- Faculty At-Risk Compensation Model



### Funds Flow



Department (10% ARC) Expenses (100%)



### Institution Pillar Goals

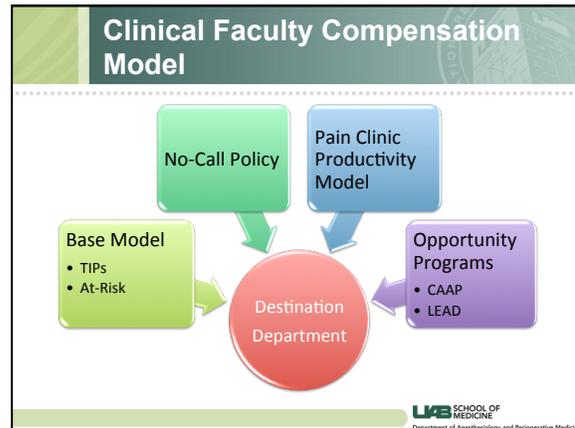
Engagement	Quality	Finance	Advancement
Inpatient Patient Experience	Clinical Effectiveness (Readmissions and Core Measure Performance)	Financial Health of UAB Medicine	Accelerate basic and translational science leadership
Ambulatory Clinic Patient Experience			Ensure professional readiness of future scientific leaders
Employee Engagement	Mortality (O:E)	Documentation of the Patient's Condition	
Faculty Engagement	ICU and Medicine-Surgery Diversion	Research and Development Portfolio	
Trainee Experience	Access to Ambulatory Clinics		
	Professional Readiness of Future Physician Leaders		



### Department At-Risk Revenue (10%)

Pt. Satisfaction	Quality	Finance	Advancement
CGCAPS	Mortality	Procedure Volume	Trainee Grant Support
HCAPS	CLABSI	On-Time Starts	Increase NIH Grants
	Beta Blocker Admin	Block Release Time	
	PROMPTS/ERAS	Unit of Service Cost	
		Documentation Score	
		Arrived Appointments	
		Bump Rate (≤ 30 days)	
		≤ 14 day appointment	

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- ### Base Compensation Model
- Goal: ≥75<sup>th</sup> of the AAMC (all sources)
  - No differential for programmatic research track
  - Base salary determined by
    - Academic rank (290K, 315K, 320K)
    - Fellowship training (10K)
  - Leadership stipends (12-60K)
  - Call compensation
    - Stipend for pager call (\$300 M-Th, \$400 Fr-Su)
    - \$150 per hour after 1700 hours and weekends
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- ### Teaching Incentive Points (TIPs)
- Purpose: to recognize the investment of time and expertise by faculty in the didactic teaching requirements of the Department
  - Points are awarded only for scheduled didactic teaching activities directed towards all clinical trainees at UAB
    - Awards for teaching excellence
    - Awards for mentorship excellence
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- ### Clinical Faculty ARC: Participation
- All clinical faculty are required to participate
  - Less than full time faculty
    - Faculty > or = to 0.60 FTE must participate fully
    - Faculty < 0.60 FTE must participate 50% of requirements
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### Faculty At-Risk Compensation

<p><b>Clinical Professionalism</b></p> <ul style="list-style-type: none"> <li>• \$500 per record)</li> <li>• Monthly</li> <li>• ABX (100%)</li> <li>• Temp (100%)</li> <li>• Documentation Compliance (100%)</li> <li>• Attestations</li> <li>• E-signatures</li> </ul>	<p><b>Education Professionalism</b></p> <ul style="list-style-type: none"> <li>• 2.5% of base salary</li> <li>• Annually</li> <li>• TIPs (≥5)</li> <li>• Evaluations (≥ 75%)</li> </ul>	<p><b>Academic Professionalism</b></p> <ul style="list-style-type: none"> <li>• 2.5% of base salary</li> <li>• Annually</li> <li>• Quality Conference Attendance (50%)</li> </ul>
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### No-Call Policy

- Intended to accommodate faculty who have needs to eliminate their call requirement
- All or none
- Reasons for not participating in call must be compelling and approved by the Chair
- 30% reduction in base salary
- Subject to the current and anticipated department needs

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### Pain Clinic Productivity Incentive Plan

**Clinic Eligibility Metrics**

- Aggregate *clinic* wRVU Threshold ≥ 29/day/FTE
- Teaching Evaluation ≥ 8
- Documentation Compliance Varies semi-annually

**Individual Eligibility Metrics**

- Teaching Evaluation ≥ 8
- Documentation Compliance Varies semi-annually
- wRVU Threshold Determined based on base compensation

**Payment Plan**

- 50% of wRVUs > *individual* wRVU threshold
- Typical payout of \$10,000 per quarter/FTE

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