

Yale Cancer Center

Care Center Faculty Compensation

Plan Description

As of 8/29/16; no subsequent revisions

Yale School of Medicine Compensation Philosophy

We are committed to creating an environment where every faculty member is fully confident that their compensation level has been fairly and reasonably determined.



Applicability and Revisions

- Applies to all Care Center based faculty employed through Yale School of Medicine in the Yale Cancer Center, regardless of rank, except the following exclusions:
 - Faculty who are governed by an existing employment agreement that provides compensation provisions independently from this compensation plan. Such faculty may join this compensation plan prior to the completion of their existing term if they choose. It is in the intention that this compensation plan will govern compensation for all Care Center faculty upon the completion of their current terms.
 - Faculty based at St. Francis
- This compensation plan may be amended no more frequently than annually and with at least 90 days notice to all participants.
- This compensation plan goes into effect on January 1, 2017.

The Plan – Summary

- Total compensation is sum of various components of the compensation plan, including base salary and a series of incentives designed to reflect the values of the department in clinical practice, research, and education. Incentive components are not guaranteed and require achievement of specific performance metrics as outlined in this plan document.
- Base salary = \$350,000 for 1.0 fulltime equivalency
 - Pro-rated adjustment for anything less than full time equivalency
- Medical directorships equivalent to 10% effort
 - 10% of base salary = \$35,000
- Individual WRVU incentives based on external benchmark standards for 75th percentile and 25th percentile (\$90.37 and \$55.83 per WRVU) respectively
- Group based advanced practice provider incentive based on external benchmarks for the 75th percentile (\$90.37 per WRVU)
- Quality incentive – 15% of base salary or \$52,500 per full time equivalent physician
- Discretionary compensation – up to \$50,000 per physician

Discretionary

Large Group
Quality/Patient Service
Incentive

Local Group APP
Incentive

Individual WRVU
Incentive

Medical Directorship
Committee Effort

Base Salary

Baseline Expectations

- Work/behavior expectations built into the base salary and not otherwise paid for; no direct incentive payment
 - Maintain standards of business/professional conduct and compliance with requirements of Faculty Handbook
 - Achieve and maintain board certification in the relevant specialty
 - Active participation in academic and scholarly work
 - Participation in teaching of residents, fellows, medical students, or other relevant trainees
 - Be clinically productive up to the individual WRVU target (adjusted for cFTE)
 - Participate actively and tangibly in clinical research (i.e. through PI status, accrual, or referral for accrual), tumor boards, and DARTs
 - Participate actively in development/fundraising activities
 - Attend >50% of departmental/section/unit faculty meetings (remote attendance is available)
 - Attend >50% of YCC Grand Rounds (remote attendance is available)
 - Maintain compliance with all institutional compliance requirements within Training Management System
 - Service as member of institutional and/or Cancer Center Committees such as IRB, Protocol Review Committee, or Data Safety and Monitoring Committee (other committee assignments may meet this requirement with Director's approval)
 - Service on local hospital committees
 - Maintain and uphold Yale Medicine clinical practice standards
- *At the discretion of the Section Chief/Program Director and Director of Yale Cancer Center, any participating physician may be deemed ineligible for any portion of incentives beyond base salary if they fail to sufficiently meet the department's baseline expectations. Funds also may be sequestered until such time as the participating physician subsequently achieves the baseline expectations or may go unpaid completely.*

Compensation Component – Base Salary

- Guaranteed so long as participant remains in good standing in the department
- Base salary set at \$350,000 (pro-rated for anything less than full time equivalency) based on historic compensation plan of 5,000 WRVUs multiplied by \$70 per WRVU
- Assumes participant is achieving or making reasonable progress towards achieving baseline expectations
- Baseline expectations includes participant achieving their cFTE adjusted WRVU target
 - Target for calendar year 2017 based on the median of the MGMA benchmark and using a 3-yr rolling average = 5,251
 - MGMA 2013 Report = 4,893
 - MGMA 2014 Report = 5,568
 - MGMA 2015 Report = 5,292
 - Target may be adjusted annually based on updated external benchmarks
- Participants with less than 5 years experience as attending oncologist have starting base salary set at internal equity benchmark and increase each year according to following schedule:
 - Y1 - \$230,000 (internal market equity)
 - Y2 - \$260,000 (25% of gap to standard base salary)
 - Y3 - \$290,000 (50% of gap to standard base salary)
 - Y4 - \$320,000 (75% of gap to standard base salary)
 - Y5 - \$350,000 (standard base salary)

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Base Salary

Compensation Component – Medical Directorships

- Each Care Center will have a named Medical Director
 - Some sites may share a single Medical Director
- Each Medical Director role to have specific description of accountabilities
- 2 year renewable term; appointed by Smilow Cancer Hospital Chief Medical Officer and YNH Senior Vice President for Smilow
- Opportunities to rotate
- Compensation (\$35,000 annually) structured as a recurring monthly stipend (fixed value) in addition to base salary while incumbent is in the role
- Percent effort allocated as 10% and would serve to reduce clinical FTE
- May apply to additional roles beyond a site Medical Director

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Base Salary

Compensation Component – Individual WRVU Incentive

- Baseline expectations include participant achieving their cFTE adjusted WRVU target
 - Based on the median of the MGMA benchmark and using a 3-yr rolling average = 5,251
- Performance beyond 50th percentile (5,251) up to 75th percentile (6,839) pays at 75th percentile rate (\$90.37 per WRVU*)
- In addition, performance beyond 75th percentile (6,839) pays at 25th percentile rate (\$55.83 per WRVU*)
 - Strong incentive for work up to 75th percentile performance with reduced incentive for performance beyond the 75th percentile
 - Exception: If participant is exceeding 75th percentile productivity AND the advanced practice provider(s) at that site is exceeding their target, then the participant will receive benchmark median rate (\$67.43 per WRVU*) instead of 25th percentile rate for those WRVUs in excess of 75th percentile. In order for this to apply approval must be granted from Yale Cancer Center and Smilow Cancer Hospital.
- Any applicable payment will be calculated based on YTD performance and processed quarterly according to the following schedule
 - Conclusion of first quarter = payment of 20% of projected annual payment
 - Conclusion of second quarter = payment of 40% of projected annual payment minus first quarter payment
 - Conclusion of third quarter = payment of 60% of projected annual payment minus first and second quarter payments
 - Conclusion of fourth quarter = payment of 100% of calculated annual payment minus first, second, and third quarter payments

*2015 MGMA Compensation to WRVUs Ratio (for those with > 67% billable clinical activity)

Discretionary

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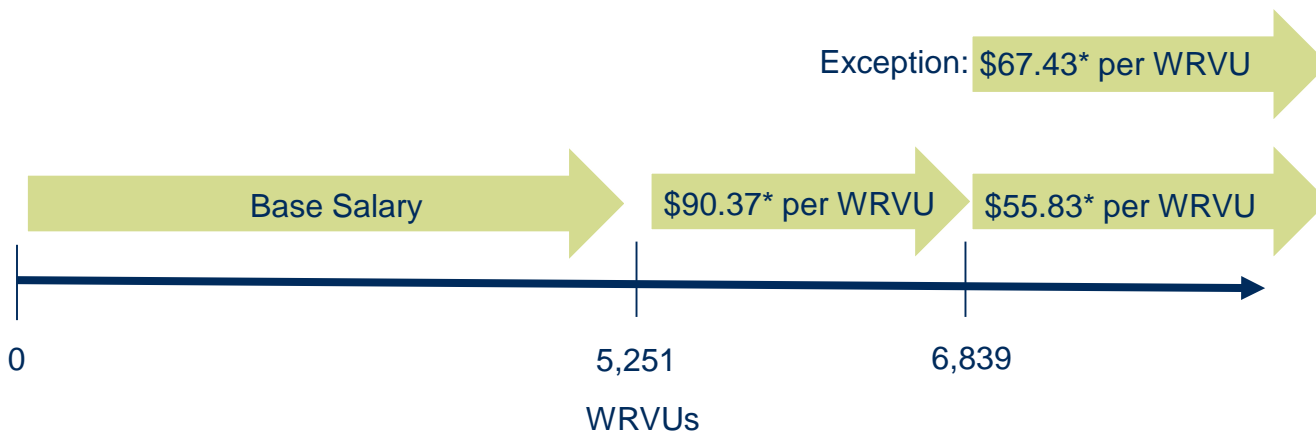
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Base Salary

Compensation Component – Individual WRVU Incentive

Individual WRVU Incentive



Discretionary

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Medical Directorship Committee Effort

Base Salary

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Compensation Component – Individual WRVU Incentive – Impact of cFTE

- All participants are considered 1.0 clinical FTE (prorated for less than full time effort)
- Adjustments to cFTE include...
 - Medical Directorship/Administrative Effort – fixed at 10%
 - Clinical research effort – variable
 - Each accrual = 0.5% FTE
 - Primary investigator = 1% - 15% FTE depending on complexity of trial
 - Clinical research effort capped at 30% FTE
 - Extramural grant effort with salary support
- A reduction in cFTE makes the individual WRVU incentive accessible at lower clinical productivity levels
- Example – 10% Medical Directorship lowers baseline WRVU target from 5,251 to 4,726
 - Assuming incumbent was already achieving in excess of target AND continues same level of clinical productivity, then 525 wRVUs have shifted from baseline expectations to individual WRVU incentive
 - 525 WRVUs = **\$47,444 at \$90.37 per WRVU**
- Example – participant accrues 24 patients to trial and is local PI of one SWOG trial and one IST
 - 24 accruals equivalent to 12% effort
 - Primary investigator role equivalent to 2% effort
 - Participant's cFTE now reduced from 1.0 cFTE to 0.86 FTE
 - Assuming incumbent was already achieving in excess of target AND continues same level of clinical productivity, then 736 wRVUs have shifted from baseline expectations to individual WRVU incentive
 - 736 WRVUs = **\$66,512 at \$90.37 per WRVU**

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Compensation Component – Local Group Advanced Practice Provider Incentive

- Participants at each site share in an incentive driven by clinical activity of the APPs at that site above a target
- Recognizes the value of utilizing the advanced practice provider in an effective way at maximum extent of their license
- Creates partnership in participant/APP relationship
- Rewards transfer of follow-up care/symptom management to the APP in order to increase access for new patients to physician schedule
- Target set at 50% of physician benchmark median – 2,625 WRVUs
- Valuation of the clinical activity beyond the APP target set equal to physician productivity above the their 50th percentile productivity benchmark - \$90.37 per WRVU
- Qualifying participants at each sites share equally in pool created by multiplying the APP WRVUs in excess of the benchmark by \$90.37
 - Each pool is site specific
- Any applicable payment will be made annually

Discretionary

Quality/Patient Service Incentive

Local Group APP Incentive

Individual WRVU Incentive

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Compensation Component – Quality/Patient Service Incentive

- Each site has 3 goals – 2 common across all Care Centers and 1 chosen locally; can be chosen each year
- Each site achieves/does not achieve incentive as a group (but not tied to other site's performance)
- Pool of dollars available equal to \$52,500 per participant (based on 15% of base salary for fulltime participant with 5 or more years of experience as attending oncologist)
- Examples of goals...
 - Maintain QOPI certification
 - Achieve patient satisfaction targets
 - Clinical Pathway Adherence
 - End-of-life care; timeliness of hospice referral
 - Pain assessment
 - Emotional assessment
 - Inbasket metrics
 - ASCO quality priorities
- Goals to be identified at start of each year with input from individual site Care Center physicians
- Partial achievement of goals will enable a pro-rated portion of the available payment
- Any applicable payments will be made annually

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Compensation Standard – Discretionary

- Recognition of exemplary qualitative factors a participant might bring to the department, unit, or institution
 - Particularly high levels of disease team engagement/alignment including partnering with others to facilitate patient accrual on main campus
 - Mentoring/coaching of junior faculty
 - Particularly high levels of community engagement through participation in health screenings, lay-person seminars, CME, etc...
 - Particularly high impact research findings or recognition of first/last author on high impact publications
 - Teaching quality and engagement
- Up to \$50,000 per participant available
- **Determined at discretion of Director of YCC with input from Care Center medical directors, DART leaders, section chiefs, and/or other key clinical and administrative stakeholders**
- Any applicable payment will be made annually

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