

Pediatric Leadership Development Program
Proposal

Incentive Payments and Academic Pediatrician Productivity

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Common Challenges for All Academic Chairs

- Maintaining high quality medical education
- Remaining at the forefront of research
- Recruiting and retaining exceptional clinical faculty
- Balancing the diversity of faculty and developing leaders

.....on a tight budget

Is there a way to ensure value for the dollars invested in faculty ?

- **“Segmentation” approach**
CART model with nominal percentages of time
- **FTE measurement:**
 - TIME based
 - ACTIVITY based (RVU, EVU)
 - OUTCOME Based; Pay for performance (Revenues received, Grants)
- **Performance incentives:**
 - BONUSES
 - VARIABLE COMPENSATION (INCOME at RISK)

Do performance incentives actually work ?



Original Investigation | Health Policy

Effect of Financial Bonus Size, Loss Aversion, and Increased Social Pressure on Physician Pay-for-Performance A Randomized Clinical Trial and Cohort Study

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Questions to be posed

In Pediatric Academic Department(s):

1. What kinds of incentive payment structures are in current use ?
2. Does introducing an incentive-based payment structure change faculty productivity ?

Question 1

What kind of incentive payment structures are in current use ?

Methods:

- Descriptive study
- Central IRB
- Centers de-identified.
- REDCap data capture of survey by Departmental Budget Officers.
- Reference year FY2020

Question 1

Proposed Key Data

- Department “demographics”
- Duration of current structure (year of initiation)
- Method of FTE assignment
- Percentage income paid as base compensation (aggregate for faculty rank)
- Percentage of income designated as bonus or incentive (aggregate for faculty rank)
- Application of CART model for incentive distribution
- Method of distribution (narrative)

Impact

Generate a report to AMSPDC regarding most prevalent practices in incentive payment structures.

Outcome

- More standardization of compensation practices.
- Identification of potential outliers, for further study.

Question 2

Does introducing an incentive-based payment structure change faculty productivity ?

Methods: (one or two centers)

- Central IRB
- Data collection from 3 years prior to 2 years post introduction of incentive payment component.
- Quasi-experimental approach using interrupted time-series with regression discontinuity design.

Question 2

Proposed Key Data

- Metrics of faculty productivity preselected.
- Intervention: Introduction of incentive-based payment with/without altered base salary
- Measurement of “voluntary” and “obligatory” contributions

Impact

- Determine the impact of introducing incentive-based compensation on productivity in specific CART domains
- Determine whether there is a differential impact on voluntary/obligatory contributions made by faculty.

Discussion: Q and A

Potential barriers/pitfalls

1. Participation of Centers

- Promote interest by personal contact: involving Chairs and Budget officers
- adopting ideas
- Providing a framework for data sharing.

2. Data Security

- Institutional IRB
- anonymizing data, and protecting actual compensation levels (use aggregates and percentages rather than absolutes)

3. Analysis Challenges (Question 2)

- Time-series data requires at least 5-6 time points (? Quarterly data)
- History Bias (Pandemic)
- Instrumental variable for voluntary contributions.