How to Design a Fair Compensation Package for Academic Vascular Surgeons: It should not just be about RVUs and DRGs

Disclosures

Specific Disclosures
- None

General Disclosures
- None

What is “Fair”

“in accordance with the rules or standards; legitimate”

“without cheating or trying to achieve unjust advantage”

“factors in risk and expectations”

Dynamics of Risk

- Trust
- Integrity
- Reputation
- History
- Recruitment
- Retention
- Development
- Promotion
- Departures

- Institution
- Leadership Dynamics
- Volume
- Finances
- Defined support
- Consistency
- Culture

Salary at Risk
**Incentive**

“something that incites or has a tendency to incite an individual or group to perform a desired action or actions”

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**Incentive Theory**

- People are motivated to behave in certain ways in order to gain rewards.
- Rewards can be tangible or intangible
- If the person receives the reward immediately, the beneficial effect is greater, but that the perception of benefit decreases as delay lengthens.
- Repetitive action-reward combinations can cause the action to become a habit and to become an expectation of the recipient and thus dilute the motivation to attain the incentive

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**Herzberg - Two-dimensional paradigm**

- **Hygiene factors**
  - company policy,
  - supervision,
  - interpersonal relations,
  - working conditions,
  - salary.
- **Motivational Factors**
  - job satisfaction
  - achievement
  - recognition,
  - the work itself,
  - responsibility,
  - advancement.

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**Herzberg - Two-dimensional paradigm**

- The absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction.
- Improving hygiene factors (dissatisfiers) consistently produced only short-term changes
- The presence of motivational factors were associated with long-term positive effects in job performance

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**Three Motivational Drives**

- Expectation of Rewards
- Fear of Punishment
- Intrinsic motivation

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**Commonly used quality and incentive metrics**

<table>
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<tr>
<th>Primary Care Metrics</th>
<th>Preventive Care Metrics</th>
<th>Specialist Care Metrics</th>
<th>Quality Metrics</th>
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<tbody>
<tr>
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<td>Mammogram screening</td>
<td>Post-discharge Summary</td>
<td>Care Model Compliance</td>
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<tr>
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<tr>
<td>Hospital Readmissions</td>
<td>Blood pressure Screening</td>
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**Daniel H. Pink**

*Drive: The Surprising Truth About What Motivates Us*
Three Motivational Drives

- Expectation of Rewards
- Fear of Punishment
- Intrinsic motivation

“Intrinsic Motivation

- Autonomy: The desire to direct our own lives, including tasks (what we do), time (when we do it), team (who we do it with), and technique (how we do it)

- Mastery: The urge to make progress and get better at something, to see your abilities as infinitely improvable through effort, grit, and deliberate practice

- Purpose: The yearning to do what we do in the service of others, to be a part of a cause greater and more enduring than one's self, to accompany profit maximization with purpose maximization

Define the Environment

- Quality
- Education
- Academics
- People
- Growth
- Service
- Finance

Design the package

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<th>At Risk</th>
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<td>Marketing</td>
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<td>Clinical or Academic Overage</td>
<td>Faculty Development</td>
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SOUTH TEXAS CENTER FOR VASCULAR CARE

Design the package

Vision
Work-Life Balance
Quality of Life

SOUTHWEST GENERAL HOSPITAL

UT VASCULAR

SOUTH TEXAS CENTER FOR VASCULAR CARE

Faculty Development

UT Health San Antonio

CHRISTUS SANTA ROSA

University Health System

Methodist Healthcare

Baptist Health System

"Servicio Humano a Nivel Total"