



ADVENTURES IN MEDICINE

The best part of your journey
IS ABOUT TO BEGIN

CAREER AND LIFE PLANNING **WORKBOOK** FOR MEDICAL RESIDENTS

Companion to 2016-17 Guidebook



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Table Of Contents

Introduction	2-3
Instructions	5
Chapter 1: Job Search Timeline	7-17
Chapter 2: Market Trends & Trials	21-25
Chapter 3: Compensation Packages	29-33
Chapter 4: Life, Money, and Career Priorities	37-41
Chapter 5: Search Strategy	45-49
Chapter 6: Interviewing	53-57
Chapter 7: Job Selection	61-65
Chapter 8: Contract Negotiations	67-76
Chapter 9: Finance Basics	79-83
Chapter 10: Job Transition	85-89
Conclusion	90
Physician Employer Directory	91-108
Associations & Networking Groups	109-110

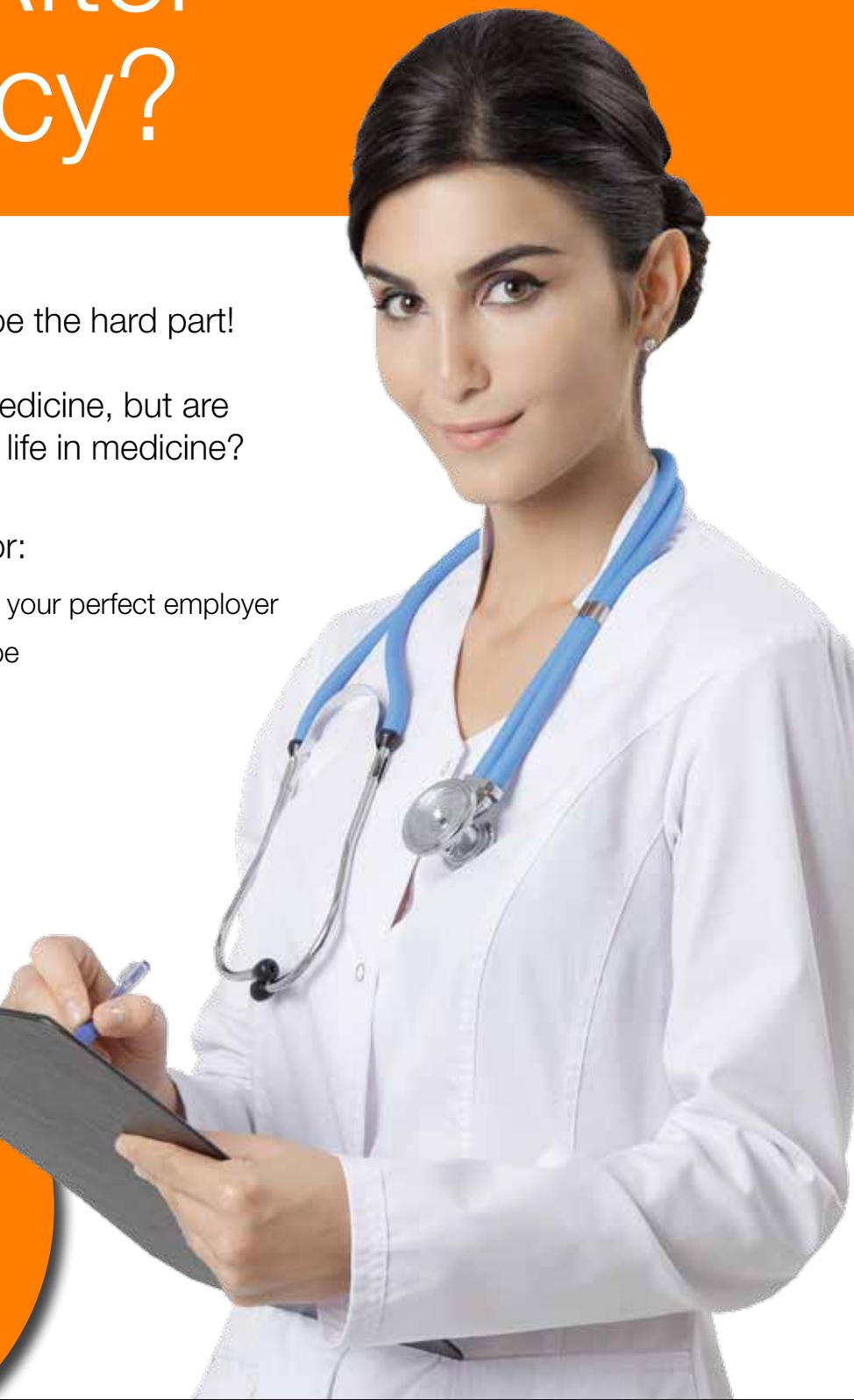
What's Your Plan for Life After Residency?

Residency was supposed to be the hard part!

You're prepared to practice medicine, but are you prepared for a career and life in medicine?

We are your trusted source for:

- ☑ Identifying and selecting your perfect employer
- ☑ Determining practice type
- ☑ Contract negotiation
- ☑ Financial planning
- ☑ Relocation
- ☑ Life after residency



Let Us
Help You!

Introduction

Adventures in Medicine's: Career and Life Planning Workbook for Medical Residents will help guide you through the challenges you will find as you begin your career or look to advance your career in new and exciting ways. The workbook and the exercises will help you to define what you want your future to look like and walk you through specific steps that will make your vision your reality.

We've drawn on the experience and expertise of thousands of CEOs, physicians, physician recruiters, researchers, writers, and designers to give you the information and resources you need to maximize your opportunities and potential.



In this program, you will find exercises, assessments, and advice to acquire the knowledge and skills you need to navigate your way through:

- ✓ Identifying Benchmarks and Creating Timelines
- ✓ Preparing for an Interview
- ✓ Negotiating Your Compensation Package
- ✓ Understanding the Business Side of Medicine
- ✓ Budgeting and Planning your Financial Future
- ✓ Writing CVs and Cover Letters
- ✓ Distinguishing Yourself from Other Candidates
- ✓ Obtaining and Evaluating Employment Offers
- ✓ Working With Your Spouse/Partner on Life-Decisions
- ✓ Ensuring Personal, Professional, and Life-Style Values

We invite you to make the most of this comprehensive resource by reading and completing all the exercises and activities. We've included all the tools and information you need to give yourself the competitive edge and launch yourself to a fulfilling and rewarding career in medicine.

A handwritten signature in black ink that reads "Todd Skeritch".

Todd Skeritch

Founder, Adventures In Medicine

PRACTICE WHERE YOU PLAY...



Welcome home.

We invite you to explore physician job opportunities within Hamilton Medical Center and Hamilton Physician Group. You could join a growing, clinically integrated, multi-specialty group whose providers are part of an independent physician association (IPA). We think you will find that we share many of your same goals: advancing your medical career, serving patients, contributing to the community, and helping you to live the life you love.

Hamilton Medical Center is located in Dalton, Georgia, a wonderful southern community that is located just 30 minutes from Chattanooga, Tennessee. Our 282-bed regional acute-care hospital offers major medical, surgical, and diagnostic services, including accredited stroke and chest pain centers. Hamilton was recently ranked as the number one hospital in the North Georgia and Chattanooga, Tennessee area for Overall Hospital Care, Overall Surgical Care, Cardiac Care, Heart Attack Treatment, Interventional Coronary Care, Joint Replacement, and Vascular Surgery by CareChex®.

To inquire about new and exciting opportunities, call Bonnie Shadix, Hamilton Medical Center Director of Physician Relations at 706.272.6551 or e-mail her at bshadix@hhcs.org.



Hamilton
Medical Center



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Instructions

Maximize your Physician Career Workbook experience utilizing our three key components. Together they formulate the most comprehensive program available to prepare you in your transition from residency to a career in medicine.



The Workbook

The first component is the Career and Life Planning Workbook for Medical Residents. You will be spending much of your time completing the exercises and tasks from within this workbook. It is important that you understand that The Workbook is designed to work in concert with the Guidebook and the Resource Library.



The Guidebook

This is the backbone or “textbook” of the program. The 212 page Guidebook offers in-depth, detailed content that works hand in hand with The Workbook. Together they provide a comprehensive approach for you to leverage information and strategies that will give you the competitive edge. The Workbook is available in both PDF and eBook formats.



The Resource Library

The last component is Physician Career Planning Resource Library. Like any good reference or resource library, this is where you will find the extra materials you need to get the most from this program. The online resource library includes more than 150 physician career development resources that will help explore various topics of interest throughout your career.

Access Our Resource Library
www.physiciancareerplanning.com

Start Your Adventure Today!





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1

Job Search Timeline



Paul S. Dhillon, MD
*Clinical Assistant Professor
University of Saskatchewan*

“

After residency is complete there will be a plethora of opportunities that will come your way. It might be research opportunities, leadership on boards and committees, and then of course your own personal life and possibly starting a family, buying a home, or a new car. Make sure that you sit down and do not overcommit by saying yes to every new opportunity that comes your way. Make sure you do prioritize your family and friends and maintain a healthy lifestyle. You are now in charge of your destiny but with a great degree of responsibility as well.

”

Sneak Peak

1. How long does a typical job search take?

2. When is the right time to begin looking for my first job after residency?

3. What are the steps for a job search that I should follow?

Your Next Step is a Big One!

You have invested years of your life along with substantial financial resources. You've reached a goal that many people dream of, but few actually achieve — You've become a physician!

It's a tremendous accomplishment, both an ending and a beginning. In the crush of completing your requirements, you likely put your future plans on hold to concentrate on the here and now.

It's now time to shift your focus on the next big step, your career.

But how do you get started?

The first step of your career-planning journey is to create a roadmap that will set you on the pathway to success. Your roadmap will be your personalized plan guiding your job search process and transition.

You've prepared yourself to finish your residency, now it's time to prepare yourself for the career you have chosen with CONFIDENCE and DIRECTION!



The Big Picture

There's a world of choices in front of you. The journey between where you are and where you want to be can at first feel overwhelming. This guide was designed to support you through each decision and each step. We've taken the guesswork out of what needs to happen so you can confidently design a roadmap specific to your needs.

But you'll need more than a plan. Through our extensive research we've identified the obstacles you may encounter as you begin to implement your plan and have developed a toolkit of grab-and-go resources to support you as you work toward your goals while measuring your progress.

Ready to begin?





Check List

Check off the tasks as you complete them



READ: Job Search Timeline

Resource Description:

Create a roadmap to help you find the right job, in the right hospital, with the right staff and latest technology. A simple, organized path will help you manage the job search process and obtain the career and lifestyle you envision.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-01” into the “Enter Keyword” field.
3. Click “Search.”



READ: Developing a Career Planning Roadmap

Resource Description:

Learn how to build the foundation for your customized roadmap around critical milestone and action items to ensure a smooth and organized transition.

How to Access this Resource:

1. Go to Workbook pages 11-17.



EXERCISE: Physician Leadership Assessment

Resource Description:

In this activity you will transfer the critical milestones and finish dates you identified in the Career Tracker Exercise and formulate your implementation strategy beginning 24 months out to identify the appropriate start date.

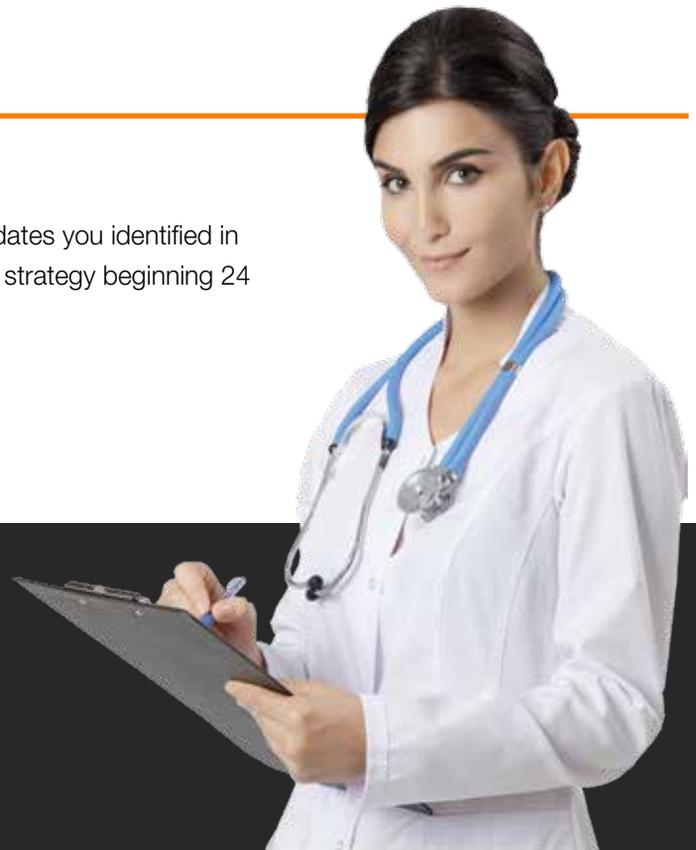
How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-03” into the “Enter Keyword” field.
3. Click “Search”.

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Job Search Timeline	ST-01
Career Tracker Worksheet	E-03
Creating Your Personal Advisory Team	E-30





Exercise:

Developing a Career Planning Roadmap

Learn how to build the foundation for your customized roadmap around critical milestones and action items to ensure a smooth and organized transition.

What to do and when it needs to get done. A little planning goes a long way.

OBJECTIVES: By the end of this exercise you will be able to

- 1 Utilize the five phases and reverse planning to develop a customized roadmap
- 2 Use the information from this exercise to populate the Job Timeline Worksheet

HOW TO USE THIS TOOL

- Identify the milestones within each of the five phases that you need to address to personalize your roadmap.
- Plot the critical milestone[s] you've selected into your 24 month plan (E-03).
- Place the action items supporting your milestones into the 24 month plan. We recommend working backward from the main milestone based on the amount of time required to complete the action items. This will give you your target start date.

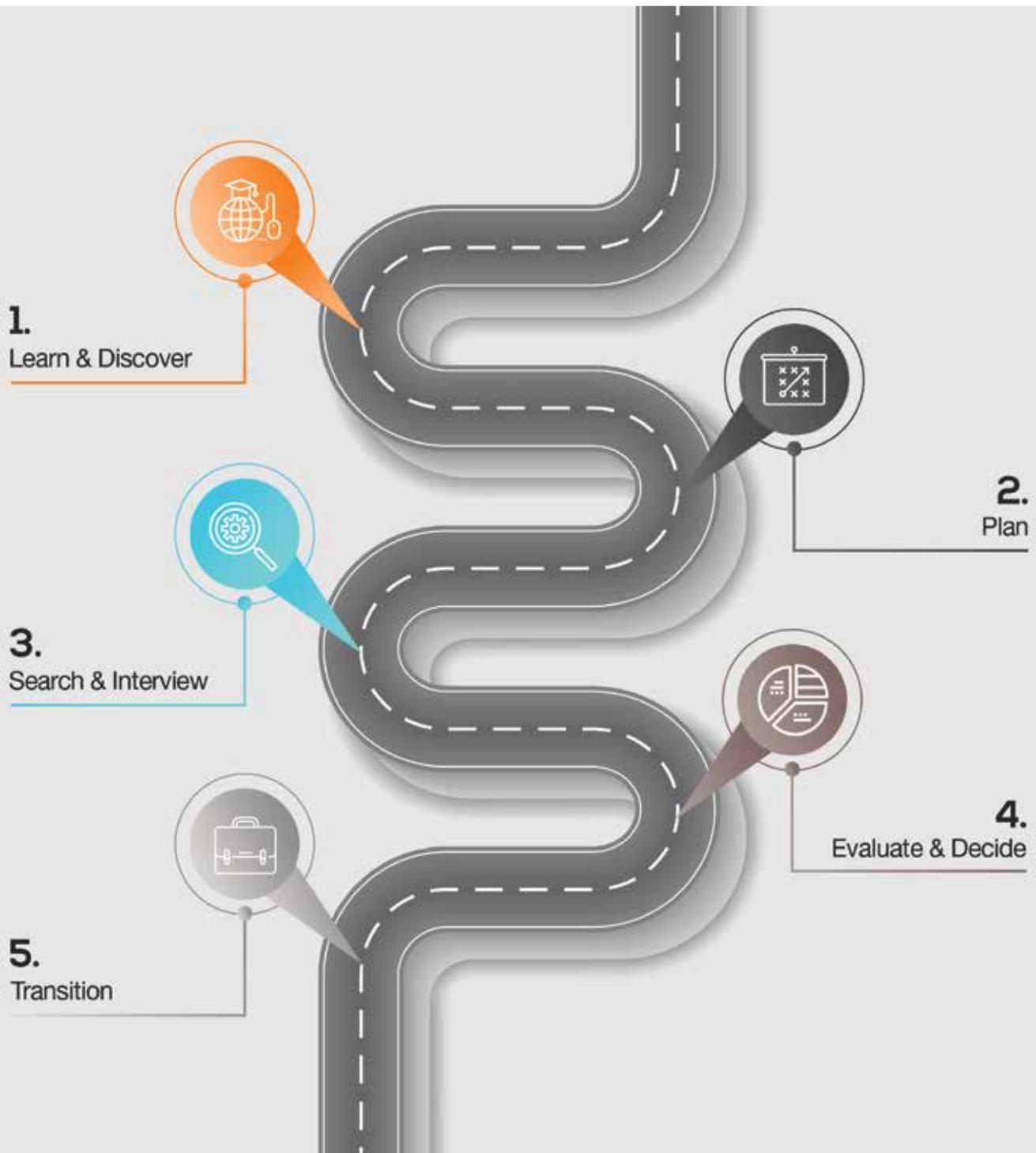
Designing Your Transition from Training to Life & Career

Identifying your milestones: 5 phases

We've identified five phases between passing your exams and for first day on the job. Within each of these phases are milestones and action items for you to consider. Depending on where you are in your journey and what you've already accomplished, you'll be able to easily identify which next steps are best for you.

The 5 Phases

Before digging in, let's take a look at how these five phases work together, like legs in a race to your finish line.





The 5 Phases

Step 1: Learn and Discover

Milestone	Guidance	Resource	#	Complete Date
Identify your life, money, and career priorities	<p>An honest and complete examination of your priorities and preferences early in the career planning process can save you many hours and much frustration later on.</p> <p>This step will provide your compass for future decisions and keep you pointed toward “true north.”</p>	Defining Desired Roles and Relationships	E-06	_____
		Defining Your Needs, Wants, and Dreams	E-14	_____
		Evaluating Quality of Life	E-08	_____
		Family Assessment	E-15	_____
		Compensation Worksheet	E-23	_____
		Practice Setting Worksheet	E-11	_____
		Work Environment Worksheet	E-12	_____
		Daily Work Worksheet	E-10	_____
Personal Preferences vs. Market Conditions	E-16	_____		
Create your life purpose statement	This is a concise and clear explanation of your individual aspirations.	Creating your Life Purpose Statement	E-34	_____
Identify your core values	Your values represent your internal compass, which guides your actions & behavior.	Identify Your Core Values	E-34	_____
Research physician compensation markets	Trends in physician compensation will impact the offers you receive and affect your evaluation process.	Compensation	ST-03	_____
Understand how a hospital operates	Hospitals are complex entities. Knowing how they operate and the various roles for physicians will help you decide which hospital is right for you.	Market Trends & Trials	ST-02	_____
Learn about the different types of practices	<p>Large group practice? Small self-owned practice? Small office that's part of a large health care system? Or perhaps a non-clinical career? The options are many, and you can choose wisely if you know what they entail.</p>	Understanding Business Arrangements	ST-11	_____
		Rediscovering Rural Practice Opportunities	A-01	_____
		Non-Clinical Careers	ST-19	_____



The 5 Phases

Step 2: Plan

Milestone	Guidance	Resource	#	Complete Date
Create a search strategy	Most residents come across 20 to 30 opportunities per week from recruiter calls, emails, direct mail, etc. This can create a false sense that there are an abundance of opportunities. In reality reactive physicians tend to make poor choices. Be proactive and create a search strategy for finding the opportunity that's right for you.	Build Your Networking Strategy Exercises Golden Opportunity Targets	E-17 E-19	_____ _____
Complete /update CV, cover letter, & reference letters	Your curriculum vitae (CV) is your introduction to future employers. How are you going to set yourself apart from the other 30,000 residents and fellow graduates each year?	Setting You Apart from Other Candidates How to Write an Effective CV How to Write an Effective Cover Letter	E-20 ST-15 ST-14	_____ _____ _____
Research physician compensation markets	Depending on location, population, type of specialty, and other factors, there can be substantial differences in physician compensation.	Physician Compensation Market Worksheet	E-23	_____
Understand the business of medicine	Practice settings are grouped into five types, from a solo practice to employed. Each has its own pros and cons, and each can have a major impact on your compensation, growth opportunities, work-life balance, and more.	Market Trends & Trials How Market Conditions Impact Patients, Administration, and Physicians	ST-02 E-33	_____ _____
Build your advisory team	AIM resources provide you with a process & system for planning your career, but assembling an advisory team that includes a mentor, professionals, family, etc. will help you adapt these resources to your individual strengths and weaknesses, so you can discover your own "true north".	Building Your Advisory Team Worksheet	E-30	_____
Identify essential physician leadership competencies	When choosing the right practice or position for you, it's imperative that you evaluate your competencies and strategically interview at employers who can provide the structure to help you grow professionally.	Physician Leadership Competencies	E-04	_____
Navigate the immigration process, if applicable	Foreign nationals face a few additional requirements related to immigration. You and a prospective employer must identify them & plan a strategy for satisfying them well in advance. Particularly with immigration issues, it's imperative that you start sooner than later.	Immigration Checklist Worksheet	ST-18	_____



The 5 Phases

Step 3: Search & Interview

Milestone	Guidance	Resource	#	Complete Date
Conduct second interviews	You've already spent several months determining the type of opportunity and community that you desire, researching opportunities, submitting your CV, doing a phone interview, interviewing, filling out a pre-application, and having follow-up conversations with the employer. So be careful about setting up second interviews. They may jeopardize your opportunity.	Onsite Interview Checklist	CL-01	_____
Conduct in person interviews	An interview typically takes one to two days, especially if you're traveling out of state. Be prepared to schedule the interview three to six weeks in advance to provide time for the employer to coordinate schedules, tours and travel arrangements.	Onsite Interview Checklist	CL-01	_____
Prepare for interviews	You don't get a second chance to make a 1st impression, so don't underestimate the importance of this step.	Prepping for an Interview Worksheet Sample Interviewer Evaluation	E-22 S-04	_____ _____
Schedule interviews	On average, a resident schedules three to five onsite interviews. We recommend starting the interview process as early as possible.	Career Tracker Worksheet	E-03	_____
Conduct phone interviews	Phone interviews are an excellent way to differentiate yourself from other candidates. Being prepared to answer and ask the right questions may determine whether you are invited to interview in person.	Preparing to Ask the Right Questions for Phone Interviews Preparing to Answer the Right Questions for Phone Interviews	E-37 E-37	_____ _____
Understand how a hospital operates	Hospitals are complex entities. Knowing how they operate and the various roles for physicians will help you decide which hospital is right for you.	Market Trends & Trials	ST-02	_____
Search	It's difficult to anticipate what challenges you may face along the way, so be sure to give yourself enough time to uncover the right opportunities.	Career Tracker Worksheet	E-03	_____



The 5 Phases

Step 4: Evaluate & Decide

Milestone	Guidance	Resource	#	Complete Date
Negotiate your contract	One of the most exciting and nerve-wracking times in a physician's life is being offered your first position and negotiating your first employment contract. Being pursued can be enjoyable, but the excitement can turn into stress, which can lead to poor decisions. Gaining perspective on employment agreements and the risks and benefits for both parties can go far in making the process a positive experience.	Preparing to Negotiate or Accept a Contract Worksheet	E-27	_____
Select a job offer	Preparing to transition from training into your life and career can be another stress point. You'll be making very important decisions that will impact you both personally and professionally. How do you weigh compensation, type of employers, practice types, and personal values?	Decision Making Worksheet Revisiting Physician Leadership Competencies Worksheet Compensation Package Worksheet	E-26 E-25 E-23	_____ _____ _____
References & background check	Employers will not send you an executable agreement until background and reference checks are completed. Make sure you take into consideration when your references may be on vacation or otherwise unavailable.	Prioritizing Offers Worksheet Sample Background Release Form	E-24 S-12	_____ _____



The 5 Phases

Step 5: Transition

Milestone	Guidance	Resource	#	Complete Date
Start practicing	Most residents graduate in June or July and are expected to start practicing in August. Some residents decide to take a few months off after residency before they begin practicing, starting in September or October.	Select a specific start date. It will be the point from which you calculate all of your milestone target dates.		
Relocation	It can take several weeks to receive quotes and select a relocation company. When the time comes to complete this step, be sure to understand exactly what relocation costs are covered by your employer, if any.	Subtract six weeks from your start date to choose a relocation company. Relocation Checklist	CL-04	_____
Buy a home, if applicable	According to bankrate.com, you should allow six months for purchasing a home. Buyers generally prioritize town first, neighborhood second, house third. Four months prior to buying a house, select a mortgage lender.	Best Practices Choosing a Home	CL-02	_____
Get your finances in order with a spending, savings, and investment plan	Every physician faces financial challenges, from struggling with a job change to paying off school loans. Although they might seem daunting from a distance, they're not so scary when you know specifically what to expect and create a spending plan.	Expense Worksheet	E-29	_____
Credentialing	Each hospital has its own process to credential physicians. For a physician without background issues, the credentialing process takes about 60-120 days.	Sample Credentialing Worksheets	S-01	_____
Obtain license	Obtaining a license varies state by state. In some states you can get a license within 60 days, while in other states it may take 6 to 12 months.	Contact each state you are considering practicing in. Determine the licensing requirements and timeframe for each. Resource	D-01	_____
Study and take exams and boards	Every state and residency program has different standards for USMLE and specialty boards. Passing your USMLE's and Certification may require significant study time.	Work with your residency coordinator to work in the dates and study plan to ensure you give yourself the best opportunity to succeed.		

A pair of brown leather cowboy boots with intricate embossed patterns on the shafts. The boots are positioned on a light-colored wooden floor. Each boot is covered with a light blue, crinkled fabric shoe cover that extends up to the ankle. The background is a plain, light-colored wall.

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2

Market Trends & Trials



Rebecca Parker, MD

*Executive Vice President Leadership
Development and Education, EmCare*

“

I remember what my first medical director said to me: “If you do what’s right for the patient, you can never be wrong.” Fight for your time to be at the bedside with patients; the patients will be grateful for your time, and you will increase your longevity and resiliency. As this being your journey, keep in mind why you chose the profession of medicine in the first place: to help people.

”

Sneak Peak

1. How will HealthCare Reform impact me as a physician?

2. What type of practice setting is best for me?

3. How does a typical Hospital Organization function?



Check List

Check off the tasks as you complete them



READ: Market Trends and Trials

Resource Description:

Information and the ability to leverage it is the cornerstone to making informed career decisions. The convergence of information as it relates to patients, hospital practices and structures will help you align your career interests with market trends and help position you for success regardless of those trends.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type "ST-02" into the "Enter Keyword" field.
3. Click "Search."



READ: Non-Clinical Careers

Resource Description:

There are many pathways to success and for some it may come from one of the non-clinical options available to you. This survival tool will help you understand your options and how to take the first steps toward a non-clinical opportunity.

How to Access this Resource:

1. Go to physiciancareerplanning.com
2. Type "ST-19" into the "Enter Keyword" field
3. Click "Search."



EXERCISE: Physician Leadership Assessment

Resource Description:

Your leadership potential can only be realized by knowing your current strengths and weaknesses. This allows you to leverage those strengths early in your career while acquiring the experiences and skill sets you need in your weaker areas.

How to Access this Resource:

1. Go to Workbook pages 24-25

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the "Enter Keyword" field and click search.

Understand Business Arrangement Options	ST-11
Evaluating Daily Work	E-10
Evaluating Practice Settings	E-11





Exercise: Evaluating Leadership Competencies

Know yourself
and know how
to position
yourself for
success.

The goal of this assessment is to identify areas where you can benefit from additional professional development. As you consider the type of practice and position that would comprise the right fit for you, it is imperative that you evaluate where you stand with each of the leadership competencies identified below. Armed with this information, you will be able to make strategic choices about where to interview based on the type of employer and practice setting that would best support your growth as a physician.

OBJECTIVES: By the end of this exercise you will be able to

- 1 Complete a self-evaluation and assessment in key leadership areas.
- 2 Interpret the results of the self-assessment to identify areas for additional professional development.

HOW TO USE THIS TOOL

-  First, be honest! A self-assessment is only effective when we can stand back and take an objective look at where your skills are currently at.
-  Next, review the statements in each of the categories and rate yourself in terms of your strength for each statement.
-  Total your score at the end of each section. A score of 5-10 indicates a need for additional professional development. A score of 11-19 indicates a medium need to pursue additional training in that area, and a score of 20-25 indicates a low need for additional training.
-  While the training need may be low, it does not mean that you could not benefit from additional or refresher training in that area. It just indicates that it is a lower priority than the other scoring ranges.

1. PATIENT CENTRIC

I show empathy and match my feelings with those of another person in an interaction.

I am able to develop a high level of trust with my patients.

Patients feel comfortable sharing their health concerns with me.

I can easily meet and initiate conversations with new people when necessary.

I am a strong communicator (listening, responding, explaining).

	Weakness		Strength		
	1	2	3	4	5
<input type="radio"/>					
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<input type="radio"/>					
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NEED FOR DEVELOPMENT: **HIGH** (5-10) **MED** (11-19) **LOW** (20-25)

Total Score: _____

2. TEAM FOCUS

- I am able to effectively work in a team environment.
- I don't allow my ego to get in the way of making team decisions.
- I speak up about the things that I would like others to be open with me.
- I am a strong collaborator with colleagues, staff, and hospital administration.
- I feel comfortable addressing conflicts as soon as they arise.

NEED FOR DEVELOPMENT: **HIGH** (5-10) **MED** (11-19) **LOW** (20-25)

Weakness							Strength	
	1	2	3	4	5			
	<input type="radio"/>							
	<input type="radio"/>							
	<input type="radio"/>							
	<input type="radio"/>							
	<input type="radio"/>							
Total Score:						_____		

3. BUSINESS ACUMEN

- I am able to develop and implement strategies and goals.
- I understand the healthcare industry and the basic structure/processes of a hospital and health system.
- I understand how a physician private practice connects/aligns with the healthcare system as a whole.
- I understand the various billing codes within my specialty.
- I know how to calculate my productivity bonuses.

NEED FOR DEVELOPMENT: **HIGH** (5-10) **MED** (11-19) **LOW** (20-25)

Weakness							Strength	
	1	2	3	4	5			
	<input type="radio"/>							
	<input type="radio"/>							
	<input type="radio"/>							
	<input type="radio"/>							
	<input type="radio"/>							
Total Score:						_____		

4. SYSTEMS & STRATEGIC THINKING

- I am able to think and make strategic tactical decisions.
- I think of new ways to approach a problem from a process perspective.
- I am able to work in a complex hospital or practice setting.
- I am able to create unique business insights and create a competitive advantage for my department or organization.
- I am a programmable, systematic, and rational thinker.

NEED FOR DEVELOPMENT: **HIGH** (5-10) **MED** (11-19) **LOW** (20-25)

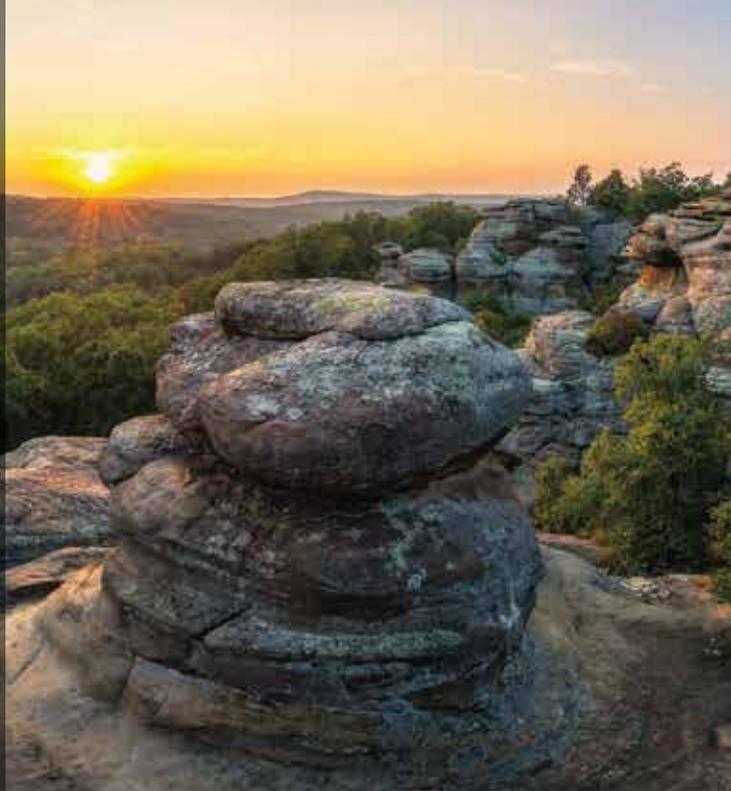
Weakness							Strength	
	1	2	3	4	5			
	<input type="radio"/>							
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	<input type="radio"/>							
Total Score:						_____		

5. FACILITATOR OF CHANGE

- I show patience with my staff when implementing a change, knowing that there is an adjustment period.
- I am able to adapt to change in procedures, medical advances, and healthcare requirements.
- I am open to the ideas and perspectives of others.
- I am able to lead my department to improved performance.
- I am able to create structure and process when changing a process or procedure.

NEED FOR DEVELOPMENT: **HIGH** (5-10) **MED** (11-19) **LOW** (20-25)

Weakness							Strength	
	1	2	3	4	5			
	<input type="radio"/>							
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Total Score:						_____		



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PRACTICE AT THE REGION'S LEADING HEALTH SYSTEM.

Southern Illinois Healthcare serves over 350,000 individuals across 16 counties. Our three hospitals each have a unique identity with a combined 290+ beds and advanced specialty care and surgical technology. A focus on quality and patient satisfaction has resulted in national recognition. Thomson Reuters recognized SIH as one of the Top 51 Best Performing Health Systems in recent years. Memorial Hospital of Carbondale and Herrin Hospital continue to net national honors in cardiac and stroke care from the American Heart Association/American Stroke Association. St. Joseph Memorial Hospital also has earned impressive Press Ganey honors and is consistently in the 99th percentile for employee and physician satisfaction.



At SIH, it's easy to be part of a thriving, nationally-recognized system, indulge in your outdoor endeavors and raise a family.



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UNDERSTANDING LEADERSHIP

AN INTERVIEW WITH REX BUDDE,
PRESIDENT AND CEO OF
SOUTHERN ILLINOIS HEALTHCARE

“Building trust requires understanding the values and vision of leadership.”

WHAT OBSTACLES HAVE YOU FACED THAT HAVE EQUIPPED YOU TO LEAD SIH INTO THE FUTURE?

When I was just out of college I started working in public accounting, auditing healthcare organizations. I enjoyed the work from an intellectual standpoint. During the period I lost both my grandmothers within three months. It was my first real experience with hospitals from the patient/family perspective. For the first time it really registered with me about the good work people in those settings perform. It was at that moment I decided that I wanted to be involved in helping others. Since that time, I have also had some very difficult experiences with family members’ care at other institutions. I know how that made me feel and that drives me to make SIH a safe and caring organization for every patient and family member who comes through our doors.

WHEN YOU THINK OF SIH IN 10 YEARS, HOW WILL SIH BETTER SERVE THE COMMUNITY?

What I picture in my mind is SIH being the hub for healthcare in the region. By that I mean we are really connected with our communities and other providers. I would like SIH to be the force that drives integration so that the patient’s care is seamless and well coordinated. Across the country, patient care is too chopped up into distinct events or interactions between different physicians, providers and agencies. We have to develop a mindset across the care continuum that doesn’t treat these interactions as distinct occurrences but rather an ongoing coordinated experience of personal care for the patient.

WHAT DO YOU WANT THE DOCTOR/PATIENT EXPERIENCE TO LOOK LIKE AT SIH?

Our focus has been to drive quality and satisfaction for our patients and physicians. I want SIH to be as integrated as possible with our physicians so that we can provide very efficient and effective care. I want the physicians to have a very high level of satisfaction with the care rendered to their patients. I also want processes in place that lets our physicians maximize the use of their time while caring for patients. Patients should be able to really sense that they are in a safe and caring environment while at our facilities.

FOR MANY RESIDENTS, IT’S DIFFICULT TO REALLY UNDERSTAND WHAT MAKES ONE HOSPITAL BETTER THAN ANOTHER. SO MANY WORDS, SO LITTLE MEANING. WHAT WOULD YOU SAY MAKES SIH A UNIQUE PLACE TO WORK FOR A RESIDENT BEGINNING THEIR NEW JOB SEARCH?

I have worked at several large institutions in my career. While they were technologically advanced they were not necessarily very “touch” oriented. I believe that SIH has developed a great balance between technology and touch. We are a progressive organization that has a good view of the future. We don’t rest and are always trying to anticipate and prepare for the next challenge. We have modern facilities and seek out the best equipment and techniques to care for our patients. We strive to create an environment that allows physicians to practice in an efficient manner and to be confident their patients are safe. I believe we do all of the above well without losing sight of the fact that we are interacting with our patients and families at a time when they are very vulnerable. It is critical that we never lose sight of the need to balance both the technology we use to care for our patients and the caring manner with which we interact with patients and their families.

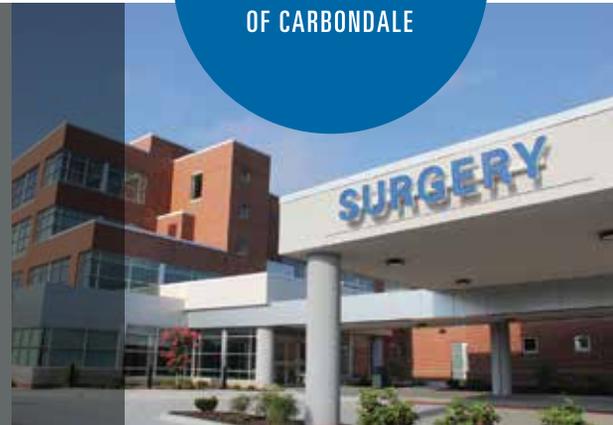
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AT MEMORIAL HOSPITAL
OF CARBONDALE

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3

Compensation Packages



Kelli Webb, MD

*Plastic & Reconstructive Surgeon
SIH Medical Group*

“

“...Worry less about money, and more about the day-to-day details that make life happy. In the end, the poorest physician is richer than 99% of the population. I’m a happy employed physician and it works well for my career and family because I really took the time to find an employment opportunity that worked for everyone.”

”

Sneak Peak

1. Income guarantee vs. guaranteed salary: Which is right for me?
2. Is there a roadmap for compensation in a value-based world?
3. What are the drivers of physician compensation that I should know?

Show Me The Money

You have made the investments and have completed your extensive training. Now it is time for you to start realizing the benefits and the Return on Investment you've made. People become Physicians for many reasons. One may be the opportunity to be paid well for your specialized knowledge and expertise. You want to be compensated well for all you have invested in time and training. The question remains, do you know what being well compensated means to you? Do you know what it means in the market, region, specialty and/or community? In this chapter you will need to explore and consider the following questions:

What is a reasonable compensation package?

How should I expect to be "compensated" by my employer?

What are the various elements of that compensation that I must consider?

How much day-to-day work and on-call hours will be required in exchange for compensation?

What can I expect and what should I consider in order to maximize my earning potential?

The information and exercises in this chapter have been designed to equip you with the knowledge and skill sets needed to maintain and increase your income as you move from a guaranteed salary to variable and production-based income.

Let's get started making money.





Check List

Check off the tasks as you complete them



READ: Physician Compensation

Resource Description:

Understanding the types of compensation packages and their fundamental differences is key to ensuring your ability to determine which offer is in your best interest.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-03” into the “Enter Keyword” field.
3. Click “Search.”



READ: Best Practice for Physicians to Evaluate Compensation Offers

Resource Description:

Your success ultimately comes down to being well-informed and having the ability to leverage the information you acquire to your benefit. Understanding compensation models and determining the structure that will best suit your needs and preferences is a fundamental part of this process.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-13” into the “Enter Keyword” field
3. Click “Search.”



EXERCISE: Physician Leadership Assessment

Resource Description:

Taking control of your compensation is a matter of breaking down the number of relative value units (RVUs) and patient visits (per year, per day, and per hour); and is key to achieving your desired income.

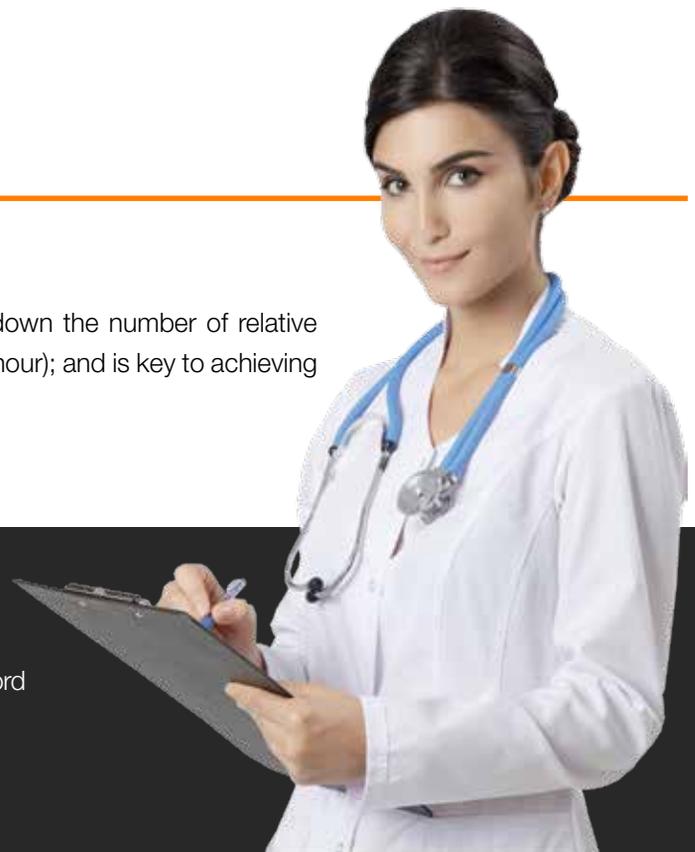
How to Access this Resource:

1. Go to Workbook pages 32-33

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Physician Compensation	ST-03
Sample Physician Compensation Analysis	S-11
Physician Compensation Worksheet	E-23





Exercise: Calculating Physician Productivity

A formula
for success.

Taking control of your compensation is a matter of breaking down the number of relative value units (RVUs) and patient visits (per year, per day, and per hour) and is key to achieving your desired income.

OBJECTIVES: By the end of this exercise you will be able to:

- 1 Calculate Relative Value Units (RVUs).
- 2 Impact your income by leveraging a productivity formula by calculating the RVUs by different measures. You will:
 - Calculate RVUs in terms of measures including per year, per day, per hour
 - Determine the number of patients per 8 hrs. would be required to achieve the desired financial level.

HOW TO USE THIS TOOL



Practice your calculations by completing the various exercises then compare the results.



Use this formula to calculate the productivity figures to determine the level of effort required for any desired salary range.



Use this formula to build and sustain your desired income level after your guarantee expires.

INSTRUCTIONS

1. To determine Relative Value Units (RVUs) required per year, start by dividing the desired annual compensation (in dollars) by the compensation per work RVU.
2. Next you will need to determine the estimated number of work days you have per year. Do this by taking the total number of work days per year and subtracting vacation and CME days from that total. This will give you your estimated work days.
3. To determine the number of RVUs per day, you will divide your RVUs per year by the number of work days.
4. At this point to determine your RVUs per hour you will need to first calculate your patient contact hours.
5. Simply divide the number of patient contact hours in a week by the number of work days to determine your patient contact hours per day.
6. To determine your RVUs per hour, divide the RVUs per day by the number of patient contact hours per day.
7. To determine the number of patients per hour you will divide the RVUs per hour by the 1.2 RVUs per patient average.
8. You can now calculate the number of patients you need to see per 8 hr day by multiplying the number of patients per hour by 8 hrs.



Exercise:

Calculating Physician Productivity

Overview

It's common for physicians to be offered a starting salary for one year (practicing physicians) or two years (residents coming out of training) with the opportunity to earn additional income based on productivity and/or quality performance bonuses. After a one- or two-year guaranteed salary, it's typical to graduate to 100% productivity. Physicians who do not have a game plan to build a practice to sustain their income may earn less on productivity than their guaranteed salary. When this happens, physicians often feel unappreciated and look elsewhere — only to start the cycle over. The following exercises will help you gain a clear understanding of the techniques needed to take control of your compensation by breaking down the number of RVUs and patient visits per year, per day, and per hour for you to achieve your desired income.

#1

Situation	Question
<p>As a newly hired physician, you receive a two-year guaranteed salary of \$200K/year. For the purposes of this exercise, assume that:</p> <ul style="list-style-type: none"> • Compensation per work RVU-\$45 • 248 working days in a year (includes 7 holidays) • 4 weeks of vacation (20 days) • 1 week of CME (5 days) • Work week = 4.5 days • 36 patient contact hours / week • 1.2 average work RVUs generated per visit 	<p>How many patients do you need to see to maintain an income of \$200,000 starting the third year?</p> <p>RVUs per year _____</p> <p>RVUs per day _____</p> <p>RVUs per hour _____</p> <p>Patients per day _____</p> <p>Patients per 8-hour day _____</p>

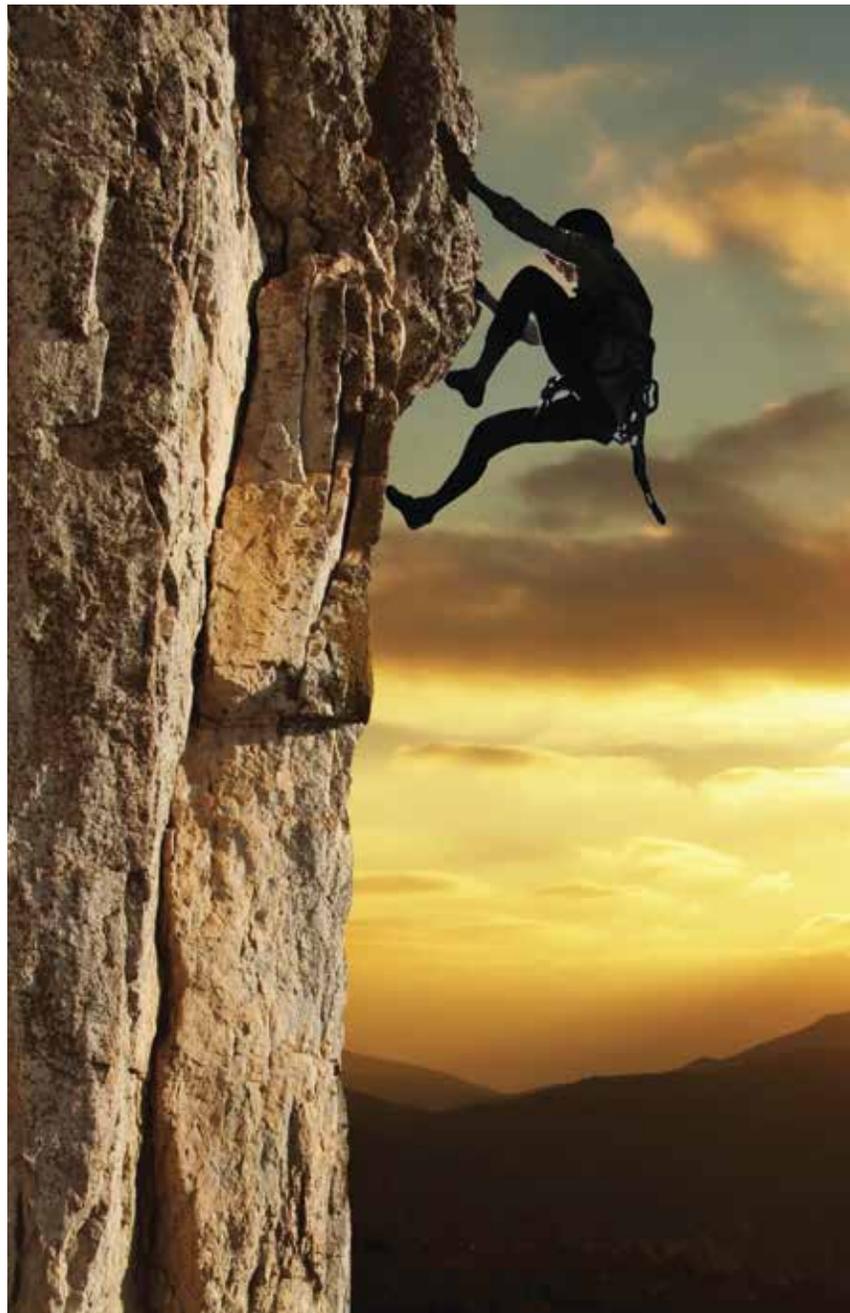
#2

Situation	Question
<p>You want to earn \$275,000 with work RVU incentives. Assumptions remain the same as in Exercise #1.</p>	<p>How many patients do you need to see to achieve your income objective?</p> <p>RVUs per year _____</p> <p>RVUs per day _____</p> <p>RVUs per hour _____</p> <p>Patients per day _____</p> <p>Patients per 8-hour day _____</p>

Answers: Go to www.physiciancareerplanning.com & type “E-28” into the keyword field and click search.



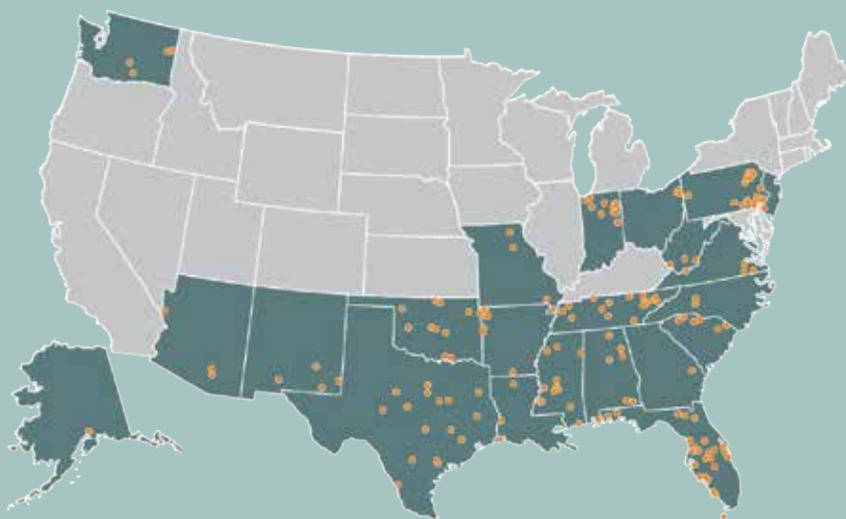
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4

Life, Money, and Career Priorities



Glenn Loomis, MD

*Chief Medical Operations
Health Quest*

“

I've always been fascinated by Socrates' bold statement, "The unexamined life is not worth living." As a Residency Program Director, my main responsibility was to prepare residents clinically and educate them on the business aspects for a life after Residency. Residents need to go beyond their Residency Program to examine their own wants and needs, and identify their strengths and weaknesses.

”

Sneak Peak

1. How do I choose a life and career based on my values?
2. Are there market conditions I need to be aware of that impact my personal preferences?

It's More Than Just Money

Now you have reached a point where it is wise to turn your attention to examining and exploring your personal and professional dreams, desires and needs.

A greater understanding of how you wish to fulfill your wants and needs will be essential to building the parameters that will be your guide in identifying, evaluating and ultimately selecting the job that is right for you.

Your participation in the exercises will help you envision, evaluate, and select the right path for yourself with real world influences.

Be truthful with yourself.

Carefully evaluate what you are and are not willing to compromise? Is it the job? The compensation package? Your lifestyle? Is compromise even necessary?

Let's get on the path to better understanding your own wants, needs and motivators so you can make the right choices for you, your family and your future.



4



Check List

Check off the tasks as you complete them



READ: Life, Money, and Career Priorities

Resource Description:

The job hunt is just one part of the equation. Understanding your personal and professional wants, needs, and dreams are important components in being able to assess various opportunities, offers and ultimately your overall satisfaction.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-04” into the “Enter Keyword” field.
3. Click “Search.”



READ: Evaluating Your Needs, Wants, and Dreams

Resource Description:

Start your career with the financial clarity you need to ensure success and the ability to enjoy the quality of life you desire.

How to Access this Resource:

1. Go to Workbook pages 40-41.



EXERCISE: Evaluating Practice Settings

Resource Description:

Opportunities for professional growth and happiness is largely dependent on putting all the right pieces together. The practice setting is a major piece of that puzzle.

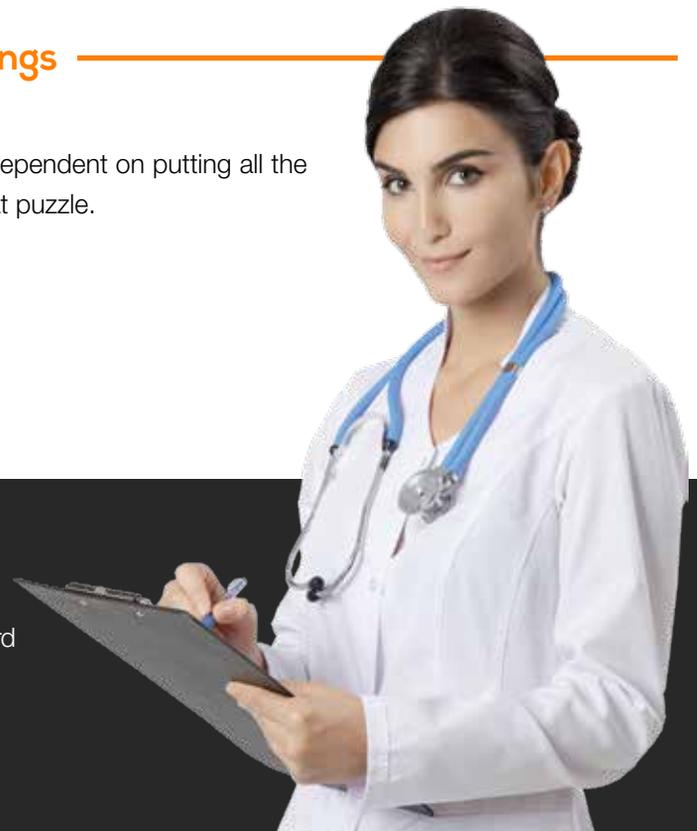
How to Access this Resource:

1. Go to physiciancareerplanning.com
2. Type “E-11” into the “Enter Keyword” field
3. Click “Search”

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Defining Your Values and Life Purpose Statement	E-34
Defining Your Roles and Relationships	E-06
Assessing Your Family Needs	E-15





Exercise:

Evaluating Your Needs, Wants and Dreams

Lessons Learned:
Avoiding financial
pitfalls.

Start your career with the financial clarity you need to ensure success and the ability to enjoy the quality of life you desire. Key to achieving your desired income.

OBJECTIVES: By the end of this exercise you will be able to

- 1 Utilize financial life buckets to categorize by needs, wants, or dreams.
- 2 Identify and/or select financial dealings and interests and assign them to one of the financial life buckets.
- 3 Assign a timeframe to items in each financial life bucket (i.e., short, medium or long term).
- 4 Assess your financial life buckets and develop strategies and plans to support your financial priorities.

HOW TO USE THIS TOOL

- Review the suggested financial considerations and identify the financial planning elements that apply to your situation.
- Next you should identify any financial elements that are not included in these lists.
- File each of the financial planning elements into the appropriate financial life bucket as a “Need” a “Want” or a “Dream”.
- Next you will identify a financial timeline for each financial planning element in each of the financial life buckets. Determine how quickly you want or need to address the financial elements.



Exercise:

Evaluating Your Needs, Wants and Dreams

Instructions

Fill each bucket with items that are relevant to your situation and preferences. The lists are intended as suggestions only. Feel free to add or subtract items as you see fit. With each item identify a time frame: short (immediate to 2 years), medium (2 to 10 years), or long (10 years through retirement).

- Accelerated debt repayment
 - Basic transportation
 - Cash reserves
 - College funds for children
 - Luxury car
 - New Laptop / iPad
 - Retirement savings
 - Utility bills
 - Eat out (moderately priced)
 - Fine dining
- Boat / motorcycle
 - Cell phone
 - Investments
 - Luxury house / High-Rise condo
 - Pets
 - Season tickets (e.g. sports)
 - Vacation home
 - Exclusive club memberships
 - Fine jewelry
 - International travel
- Basic housing (rent or own)
 - Books
 - Charitable contributions
 - Live on the water / by mountains
 - Hobbies & interests
 - Private school for children
 - Student loan repayment
 - Designer clothes / accessories
 - Exclusive neighborhood
 - Food and clothing

Needs

Item	Timing
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Wants

Item	Timing
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Dreams

Item	Timing
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Rediscovering Rural Practice Opportunities: Think you Know Rural? Think Again!

As the Director of Physician Alignment for a large network of rural hospitals and clinics, my job is to connect and engage physicians with fulfilling practice opportunities. Too often, physicians outside of rural America have misconceptions about what it's like to work in a rural practice. The reality of practicing medicine in a rural setting is far more rewarding than most physicians might expect. Below I will outline several common misconceptions and some facts about the reality of rural medicine:

“Practicing in a rural setting would be a big pay cut.”

The reality is, rural doctors earn almost as much as their big-city counterparts if not more. Living in a rural area typically offers a much lower cost of living – cheaper (and bigger) houses, shorter commutes, and a more relaxed pace of life that makes it easier to live comfortably on a physician's income. For example, according to a recent CNBC survey on the cost of living in all 50 states, my state of Iowa ranked #19 for the lowest cost of living, much cheaper than big city locations like California.

“I don't want to be isolated, cut off from professional networking and career growth opportunities, and living in a small town where there is nothing to do.”

The truth is, life in a rural setting is more connected and rewarding than most physicians might expect. Rural physicians often find that there are fewer barriers to advancement and less competition in a rural setting. As for entertainment urban amenities, the lower cost of living in a small town makes it easier for doctors to travel more often and the ability to afford more expensive vacations to bigger cities. As a rural physician, it's possible to create a rich, stimulating, cosmopolitan lifestyle, while still having a financially rewarding career and spending lots of time with family.

“I can't afford to make this move – I have too much student loan debt to pay off.”

Working in a rural setting makes it easier to get out of debt faster. In addition to the lower cost of living that makes it possible to direct a higher percentage of income to paying off loans, many rural areas offer a variety of loan repayment programs and incentives to directly reward physicians who choose to practice in these communities.

Success as a physician is often a matter of looking closely and seeing things that other people might have overlooked. Learn more and take a closer look. Rediscover Rural.

Full article can be read on www.adventuresinmedicine.net

Cynthia Forsyth is the Director of Physician Alignment for Mercy Health Network in Des Moines, Iowa, specializing in connecting physicians with practice opportunities at hospitals and clinics throughout Central Iowa.





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OB/GYN George Abate, DO, FACOG

"I am impressed with the caliber of support that surrounds Blanchard Valley Health System. There is a real sense of ownership throughout the organization. I chose to practice at BVHS over many other offers because they understand the importance of investing in technology and people. Patients in this region want to be treated in Findlay, Ohio.

Blanchard Valley Health System has consistently claimed awards for outstanding health care and patient safety. Physicians, nurses, technicians, support staff, care coordinators and volunteers work together. We are an organization dedicated to continually advance our quality and outcomes across all service areas.

Also, I am a family man and I feel good about raising my children in Northwest Ohio. This is a community that has a real down home feel. When I came to Findlay, I truly felt like I was home.

As a physician, I am proud of our Blanchard Valley Health System team and am grateful for the opportunity to practice within this community. I know that I made the right choice."

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5

Search Strategy



Viral Patel, MD

*AVP Primary Care
St. Elizabeth Physicians*

“

One of my favorite quotes by J.L. Powell states, “If the reasonable path leads to compromise, take the unreasonable one.” As you complete your residency and look toward the future, choose the path that leads you to what you truly desire out of life and your career. Never compromise for something you do not want.

”

Sneak Peak

1. How do I write a successful CV and Cover Letter?
2. What are the critical factors of a winning search strategy?

Finding The Right Job For Me

Everyone's job search adventure is unique. It is not a straight line with an easy route from Point A to Point B. A well-developed map based on best practices will help you avoid traveling in circles, running into dead ends or finishing last because you did not have a game plan.

In this stage of the Workbook, you will learn who and what can help you on your journey, what may block your path to success, and how to develop your own "golden" opportunities.

Remember, understanding your obstacles and organizing the tools and resources you have at your disposal will help you reach your final destination quickly and efficiently.

Let's start searching!





Check List

Check off the tasks as you complete them



READ: Search Strategy

Resource Description:

Maximize the efficiency and effectiveness of your search by identifying your resources, understanding your obstacles, and organizing the tools at your disposal to maximize your job search.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-05” into the “Enter Keyword” field.
3. Click “Search.”



READ: How to Create Your 30-Second Elevator Speech

Resource Description:

Learn how to distinguish yourself in multiple environments and when every moment counts with an effective elevator speech.

How to Access this Resource:

1. Go to Workbook pages 48-49.



EXERCISE: How to Write a Successful CV

Resource Description:

Develop a curriculum vitae (CV) that is clear, concise, organized, and differentiates your qualifications and experiences from other applicants.

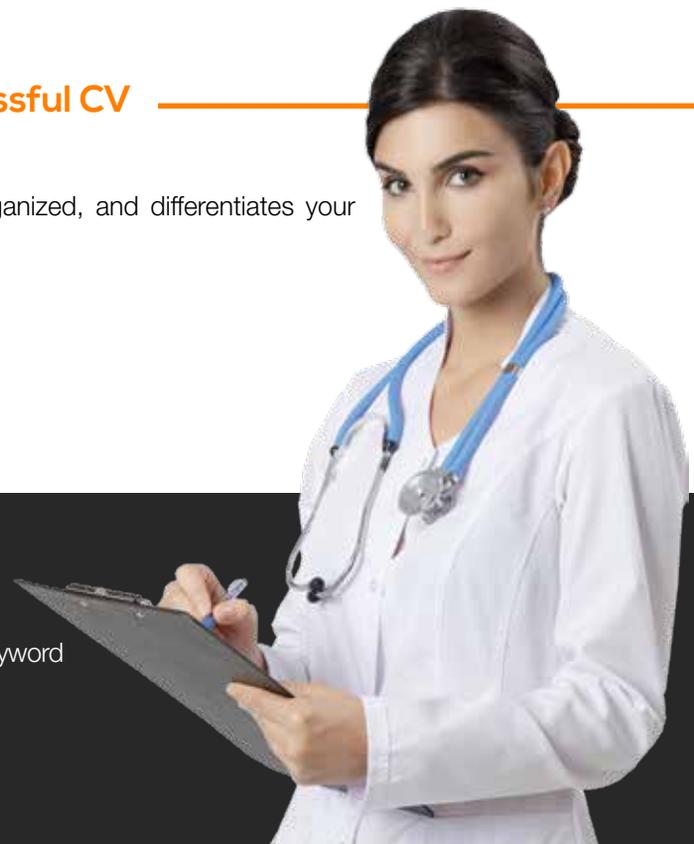
How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-15” into the “Enter Keyword” field.
3. Click “Search.”

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Sample Physician Elevator Speech	S-09
Setting You Apart from Other Candidates	E-20
Creating your Golden Opportunity Targets	E-19





Exercise:

How to Create Your 30-Second Elevator Speech

The elevator speech: Make it your "ace in the hole!"

Learn how to distinguish yourself in multiple environments and when every moment counts with an effective elevator speech.

OBJECTIVES: By the end of this exercise you will be able to

- 1 Create an effective elevator speech (or pitch) for various settings and applications.
- 2 Develop and demonstrate proficiency in delivering elevator speech/pitch through rehearsal and delivery opportunities.

HOW TO USE THIS TOOL

- Review the Elements of an Elevator Speech and their corresponding Tips.
- Identify 2-3 key facts that will be communicated through the various elements of your speech. Use the Compose Your Speech worksheet to draft your message.
- Identify 2-3 key facts that will be communicated through the various elements of your speech.
- Use the Compose Your Speech worksheet to draft your message

To Do's:	Tips
1. Set the stage by introducing yourself	<ul style="list-style-type: none"> • What is your career interest? Be creative and think about it from the listener's perspective. • What would the audience most want to know? • Employers usually are interested in motivated people with talents that can help them.
2. Decide on a key message	<ul style="list-style-type: none"> • What special strength do you offer? • How are you different? • In a few words, set yourself apart and communicate your value.
3. Use emotion	<ul style="list-style-type: none"> • Be energetic or even passionate. • What excites YOU about your career? • Use action words
4. Talk about how you could benefit an employer	<ul style="list-style-type: none"> • Tailor your message to the situation and opportunity. • Emphasize different strengths if interviewing for a family practice, hospital setting, Academic position, or large versus small practice.
5. Decide on a key message	<ul style="list-style-type: none"> • Compliment the employer or interviewer. • Hand out a CV and/or cover letter. • Try to exchange email addresses, phone numbers, or social media links.



Exercise:

How to Create Your 30-Second Elevator Speech

Instructions

Fill each bucket with items that are relevant to your situation and preferences. The lists are intended as suggestions only. Feel free to add or subtract items as you see fit. With each item identify a time frame: short (immediate to 2 years), medium (2 to 10 years), or long (10 years through retirement).

1. Setting the Stage

2. Key Message

3. Use Emotion (focus on action words)

4. How will I benefit my employer:

5. Use a hook



Blanchard Valley Health System in Findlay, Ohio is anchored by Blanchard Valley Hospital – a Truven Health Analytics 100 Top Hospital in 2016.



BVHS is a non-profit, integrated regional health system with a unique community setting. Our region offers abundant year-round recreation and cultural activities, including excellent schools and a rich family life.

Northwest Ohio... Exceeding Your Expectations

A true micropolitan community, Findlay, Ohio, located within Hancock County, offers all the advantages of a larger city without the disadvantages of an urban setting.

The city of Findlay, central operations for Blanchard Valley Health System, and Hancock County have earned numerous awards and accolades including:

- Findlay was named the best micropolitan community in the U.S. for new and expanding facilities for 2014 & 2015 by Site Selection Magazine
- Movoto Real Estate named Findlay one of the 10 best places to live in Ohio based upon amenities, low crime rate, commute time and quality of life
- Hancock County consistently ranks among the state's lowest unemployment rates

There are seven local school districts in Hancock County which have ranked high when surveyed, and private schools provide an alternative to public schools. Hancock County is also home to

The University of Findlay which ranks in the top tier of "America's Best Colleges" in the Midwest by U.S. News and World Report. The University of Findlay is also one of the best colleges in the Midwest according to The Princeton Review. The Findlay area is home to 10 public and private higher education institutions within a 25-mile radius.

Findlay, Ohio is the headquarters of Cooper Tire & Rubber Company, Marathon Petroleum Corporation, Advanced Drainage Systems, Inc. and distribution centers for Kohl's, Lowes, Home Depot and Best Buy. In addition to many U.S.-based companies, the Hancock County region is also an international business center with seven Japanese companies, two German firms, and

We are currently seeking physicians skilled in the following specialties:

- Endocrinology
- Family Medicine
- Gastroenterology
- Hematology/Oncology
- Neurology
- Pediatric Hospitalist
- Psychiatry - Adolescent
- Psychiatry
- Pulmonology
- Rheumatology
- Urology
- Vascular Surgery

Canadian, Brazilian, Irish and English enterprises.

A dedicated and financially strong partner within the community, Blanchard Valley Health System, has invested in expansions and technology so area residents are provided with the highest quality health care services. A profitable health care system, BVHS wants to recruit physicians who want a progressive career environment in a family-friendly community.



If you join our dedicated team, you will be supported by superior staff and premier ancillary services in a financially sound and profitable health care system.

Blanchard Valley Health System is proud of our many noted achievements and awards including:

- Blanchard Valley Hospital was named one of the Becker's Hospital Review "100 Great Community Hospitals" in the United States in 2015 and 2016.
- Blanchard Valley Hospital was named one of the nation's 100 Top Hospitals® by Truven Health Analytics™ in 2016, as well as 2005, 2011 and 2015.
- Blanchard Valley Hospital's Cardiovascular Program, part of the Jane & Gary Heminger HeartCare Center, was named one of the nation's 50 Top Cardiovascular Hospitals for 2013 by Truven Health Analytics.
- Bridge Home Health has received the HomeCare Elite designation as one of the top 25 percent of agencies in the U.S. for eight consecutive years.
- Birchaven Village was named one of the Best Nursing Homes 2014 by U.S. News & World Report.
- Blanchard Valley Health System has earned a "Gold" level award from The Partnership for Excellence - Ohio, West Virginia and Indiana's Performance Excellence Program.

Exceptional Care at Every Step

Findlay, Ohio is an extraordinary community with a medical staff I can describe as outstandingly talented, remarkably collegial, and always dedicated to excellence in patient care.

I completed my interventional cardiology training at a 1,000 bed major medical center, and then worked for six years at a 340-bed teaching facility. But when I moved to 150-bed Blanchard Valley Hospital, I knew it was a perfect fit. I never imagined myself progressively moving to smaller facilities, but I've found my place with a group of physicians, providers and clinicians that work like a well-oiled machine.

In Findlay, a welcoming physician community dedicated to seamless interdisciplinary care, treats every patient with dignity and respect. Even physicians in competition work together for the betterment of patient care without reservation. Patient-centered care isn't a goal, it's the culture.

Blanchard Valley Health System truly offers all of the benefits of working for a larger facility – with abundant clinical expertise, leadership and technology – while situated in a beautiful, friendly community with a small town feel.

I hope you will consider joining our team!



Cardiologist Pamela Reed, M.D.

If you are seeking an opportunity that offers the rewards of a balanced professional and personal lifestyle, then you must explore this prospect! We offer a very competitive compensation plan including:

- ✓ First-year guarantee
- ✓ Sign-on bonus
- ✓ Extremely generous benefits package
- ✓ Loan forgiveness
- ✓ Residency and fellowship stipends

Consider bringing your skills, talents and commitment to Blanchard Valley Health System.

Schedule a private tour, call our physician recruiter,
Donna Ridenour,
Office: 419.429.6401
Cell: 419.306.4173
FAX: 419.422.1604
dridenour@bvhealthsystem.org



Findlay, Ohio | 419.429.6401
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About the area:

- Family-oriented Southern Delaware beach resorts rank among top in nation by *Parents Magazine*, *National Geographic* and *Travel and Leisure*.
- Smart, progressive community with abundant recreational opportunities, from water sports to fine dining
- Low overall taxes and no state sales tax ■ Close to Philly, Baltimore, DC and NYC

Visit beebehealthcare.org to view additional physician opportunities.
Lewes, DE | www.beebehealthcare.org
Email introductory cover letter and CV to: Marilyn Hill, Director of Physician Services, mhill@beebehealthcare.org
Beebe Healthcare is a non-smoking and fragrance free system.
No visa sponsored opportunities.

We would like to introduce you to our
Chapter 6 Sponsor

**TOMORROW'S MEDICINE-HERE TODAY AT
UNIVERSITY OF MARYLAND MEDICAL SYSTEM**



The culture at the University of Maryland Medical Center really impresses me. There is a great balance between our mission, "We Heal. We Teach. We Discover. We care." It's not just about research. It's not just about patient care. It's about providing the most patient centered, state-of-the-art medical care while training the next generation. I think that the balance between those things is something to be excited about.

Michael Jablonover, MD, MBA, FACP
Senior Vice President and Chief Medical Officer
University of Maryland Medical Center



6

Interviewing



Kurt Bruckmeier, MD

*Hospitalist, Merit Health Wesley
Hattiesburg, MS
an affiliate of Community Health Systems*

“

Try to have several options for a post-residency job, and visit each one more than once before you decide. Try to meet with some of the medical staff members privately and ask them about the pros and cons of the community. When you decide on a destination, ask if one of the senior physicians in the practice can serve as a mentor for you. A mentor can help with general and medical staff introductions and show you how to be successful.

”

Sneak Peak

1. What should I know about the interview and hiring process?

2. How do I best prepare to impress the interviewer?

3. What questions should I be asking to determine if the Employer is right for me?

Putting Your Best Foot Forward

There are few moments more awkward or even frightening than facing a potential employer, eye to eye.

Although a prospective employer is not a life-threatening adversary, any first interview can be thwarted with a series of unfamiliar, strange, and unanticipated events and questions.

How will you prepare for interviews? What questions will you ask? What questions will THEY ask? What will you wear? How will you follow up?

In this stage you will read about performing a job search for current openings and opportunities as well as researching a prospective employer that may be a potential match with your priorities, needs and interests. Then you'll prepare for the interviews by identifying prospective questions and the appropriate responses to commonly asked questions. By the end of the chapter and exercises, you will be ready to participate in interviews with excitement and confidence.





Check List

Check off the tasks as you complete them



READ: Interviewing

Resource Description:

You've invested endless hours and tremendous resources to get where you are, but you still have a long way to go; and this is the best way to get you where you want to be! Let us walk you through the process and get you on the road to success.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type "ST-06" into the "Enter Keyword" field.
3. Click "Search."



READ: Preparing for an Onsite Interview

Resource Description:

Knowing where to start and being organized can save countless hours and maximize your effort. Let us guide you!

How to Access this Resource:

1. Go to Workbook pages 56-57.



EXERCISE: Organizing & Customizing Interview Questions for your Interview

Resource Description:

You cannot make a good decision about which offer to accept without gathering all of the facts regarding compensation and comparing them to what you believe is acceptable. This exercise worksheet will help you make an objective evaluation of all the elements involved with the compensation offer.

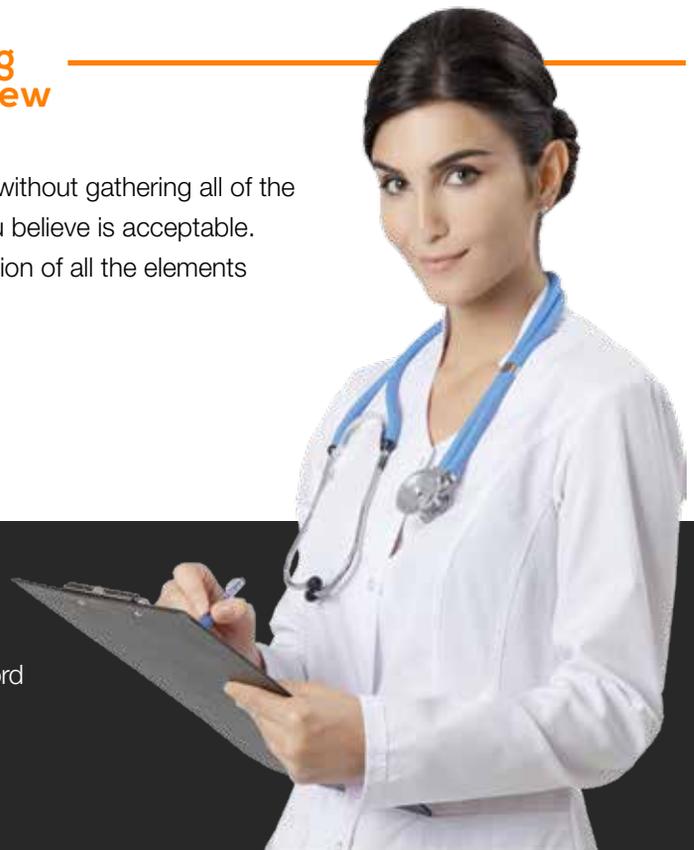
How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type "E-21" into the "Enter Keyword" field.
3. Click "Search."

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the "Enter Keyword" field and click search.

Understand Business Arrangement Options	CL-01
Evaluating Daily Work	S-13
Evaluating Practice Settings	E-04





Exercise: Preparing for an On-Site Interview

Successful interviews are a matter of preparation, execution, and follow-up. Learn how to leverage all three.

You've made the cut. Now it's time to prepare for your "make it or break it" moment.

OBJECTIVES: By the end of this exercise you will be able to

- 1 Prepare for and participate in the formal interview process utilizing the principals and concepts they have learned.
- 2 Leverage the principals and concepts contained in the checklist in their interview.

HOW TO USE THIS TOOL

- Read through this tool and the resources noted below.
- Prepare yourself, your resources and plans consistent with the attached checklists.
- Review the Tips: The Interview Mindset before your interview.

TIPS: The Interview Mindset

1. Leave your ego at the door. Nothing turns off a future employer more than a candidate with a big ego. Employers want to hire motivated people with relevant talents that can help their organization succeed.
2. Treat EVERYONE you meet as a decision-maker. Most employers will send a candidate survey to every interviewer or person you meet. In most cases, the last question is a hiring recommendation.
3. Control your anxiety. Employers often interpret anxiety as disinterest, and one of their biggest fears is hiring a candidate who will leave in 12 months. It's very difficult to overcome a bad first impression after the interview.
4. Collect 100% of the facts on your first interview. Employers invest a lot of time in candidate interviews, so do your best to avoid the need for a second visit. Ask all of your questions—and come prepared with them!
5. Bring your spouse or significant other. The interview process can take several months, so don't prolong it by having to make a second visit to get the approval of your spouse or significant other. Bring him or her the first time so you won't lose the opportunity to another candidate who is ready sooner to accept an offer.
6. Don't overemphasize compensation. Placing too much emphasis on compensation can be negatively viewed.
7. Be on time. Arriving late makes a bad impression. Plan to arrive about 15 minutes early, so you have a few minutes to relax.



Exercise:

Preparing for an On-Site Interview

CHECKLIST: Before the Interview

- Visit the company's website to get a feel for its culture, business goals, services, and financial reports. For hospitals, you can obtain some of this information by searching the hospital at www.physicianemployerdirectory.com.
- Search the Internet for news or information about the company. Don't overlook blogs.
- Practice your Elevator Speech.
- Prepare and practice answers to typical interview questions. For sample questions, see Resource E-21.
- Make a list of custom questions to ask for each interviewer, (i.e. physician recruiter, chief financial officer, and medical director). Bring them with you on the interview.
- Request an itinerary, which often has a list of interviewers. S-05: Sample Physician Candidate Itinerary.
- Write down examples of past successes that you can discuss in the interview.
- Contact three references and request letters of reference. If possible, send the letters to the employer before the interview, and provide copies to each interviewer.
- Plan your attire and accessories and make sure everything is clean. Unless the company explicitly tells you to dress casually, wear a suit. Present your most polished image.

CHECKLIST: Items To Take With You

- Interview agenda with names of interviewers (if provided).
- Written questions for each interviewer.
- Copies of CV and cover letter for each interviewer.
- Food (something small, quick, and filling in case of extended interview).
- Comb, breath mints, lip gloss, tissue, lint remover - or anything that will help you feel confident.

CHECKLIST: After the Interview

- Send a thank you note within 24 to 72 hours to each person you interviewed with.
- Follow through on any promises you made during the interview (e.g., sending additional information).
- Work through the following Decision-Making Worksheets:
 - Defining Personal Values & Priorities: E-34
 - Revisiting Physician Leadership Competencies: E-25
 - Compensation Packages: E-23
 - Prioritizing Offers: E-24
 - Decision Making Worksheet: E-26



A MESSAGE FROM OUR CMO

The University of Maryland Medical System (UMMS) is a multi-hospital system that has genuine impact throughout the state of Maryland... and beyond. Our 12 outstanding hospitals and ambulatory centers not only offer you a choice of locations – from urban to suburban and rural – but also a choice of practice settings, including academic, teaching and community.

Since our inception as a private, not-for-profit corporation in 1984, we have pursued a clinical vision of providing measurable safe and quality care to the citizens of the state and region. Our goal is – and always has been – that every patient receives the same high standard of care, no matter where or when they make use of our services. Our focus on excellence in care, quality and safety is evident in everything we do: from our application of evidence-based medicine aimed at reducing hospital-acquired infections, to continuous improvements in our operational design, facilities and technologies. In fact, our efforts in quality improvement have allowed us to achieve mortality and unplanned readmission rates below benchmarks available from other Maryland hospitals. We know that achieving our clinical vision cannot happen without active physician leadership and support. To that end, we strive to recruit physicians committed to excellence in both clinical quality and service. And we give them the support they need to take their career – and to take patient care – to new levels together.

Our financial success – and our continued investment in the future of our system – means that you'll work with first-rate facilities, state-of-the-art equipment and some of the best personnel in medicine. You'll enjoy ongoing opportunities for professional growth and education. And because we're an academically grounded system, you'll work on the leading edge of medicine no matter which facility or area you work in.

I welcome you to explore our website, www.ummsphysician.jobs and discover for yourself what makes a career here so distinctive. Join us, and become part of a team that's committed to providing tomorrow's medicine – here today at UMMS.

Chief Medical Officer and Senior Vice President
Dr. Walter Ettinger



UMMS QUICK FACTS

Based on 2014 Annual Report:

Hospitals	12
Licensed Beds	2,369
Employees	23,643
Patient Admissions	120,248
Outpatient Visits	1,602,177
Emergency Visits	411,108
Surgical Cases	51,150
Billion Annual Revenue	\$3



TOMORROW'S MEDICINE – HERE TODAY AT UNIVERSITY OF MARYLAND MEDICAL SYSTEM

University of Maryland Medical System hospitals help you deliver patient-centered care. Whether you are looking to live near the beach, mountains, or in the city, here you can work on the cutting edge of medicine. University of Maryland Medical System offers a range of practice settings to suit your needs.

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ACADEMIC MEDICAL CENTER

University of Maryland Medical Center
Total Admissions 33,555
Licensed Beds 801

**University of Maryland Shore
Medical Center at Dorchester**
Inpatient Admissions 1,785
Licensed Beds 23

**University of Maryland
Upper Chesapeake Medical Center**
Inpatient Admissions 12,589
Licensed Beds 185

COMMUNITY HOSPITALS

**University of Maryland Baltimore
Washington Medical Center**
Inpatient Admissions 17,918
Licensed Beds 310

**University of Maryland
Harford Memorial Hospital**
Inpatient Admissions 5,132
Licensed Beds 84

**University of Maryland
St. Joseph Medical Center**
Total Admissions 19,000
Licensed beds 263

**University of Maryland Shore
Medical Center at Chestertown**
Inpatient Admissions 1,874
Licensed Beds 31

**University of Maryland Medical
Center Midtown Campus**
Inpatient Admissions 10,491
Licensed Beds 200

SPECIALTY HOSPITALS

**University of Maryland
Rehabilitation & Orthopaedic Institute**
Inpatient Admissions 3,286
Licensed Beds 132

**University of Maryland Charles
Regional Medical Center**
Inpatient Admissions 7,554
Licensed Beds 115

**University of Maryland Shore
Medical Center at Easton**
Inpatient Admissions 7,542
Licensed Beds 112

Mt. Washington Pediatric Hospital
Inpatient Admissions 6,500
Licensed Beds 102



UNIVERSITY of MARYLAND
MEDICAL SYSTEM

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3RNet



*National Rural Recruitment
and Retention Network*

7

Job Selection



Zubin Damania

(AKA ZDoggMD)
Turntable Health

“

Apply the principles of happiness to your career decisions. Form an extensive and deep social network, not just with your colleagues but with non-medical types, too. And TAKE TIME OFF between residency and what's next. That space is invaluable for discovery. Start interviewing in your first and second year even if you don't know exactly what you're looking for. Interviewing early on will help you apply what you've learned, provide you feedback on what you haven't, and help create more meaning with the tasks that you need to work through.

”

Sneak Peak

1. How do I best evaluate offers to determine the best match for me?
2. Is there an optimal way to accept or decline an offer?
3. What do I need to prepare for credentials and background checks?

Decision Time

Ultimately your career success is dependent upon making good decisions from the beginning.

Making a good decision related to job selection requires a comprehensive evaluation of factors that drive, shape or influence your home and work environments. Thorough examination will align your wants, needs, priorities, interests, and considerations along with geography, practice, etc. You will then use the information to determine the opportunity that will offer you the best fit.

In this stage, you'll walk through exercises to help you gain perspective and see where the opportunities will lead you. You will be able to evaluate the information you've gathered, assess the various offers and select the best fit for you and your family based on your priorities and goals.





Check List

Check off the tasks as you complete them



READ: Job Selection

Resource Description:

There are few situations which will require you to understand your wants and needs along with the employment market, market and practice trends and compensation more than the moment you sit down to determine which offer is the right and best fit for you.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-07” into the “Enter Keyword” field.
3. Click “Search.”



EXERCISE: Decision-Making Worksheet

Resource Description:

In this exercise you will learn how to identify, prioritize and quantify fundamental values to aid you in your decision-making process

How to Access this Resource:

1. Go to Workbook pages 64-65.



EXERCISE: Prioritizing Offers

Resource Description:

This exercise will help evaluate your offers in a side-by-side analysis.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “E-24” into the “Enter Keyword” field.
3. Click “Search.”

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Personal Preferences vs. Market Conditions	E-16	Evaluating Daily Work	E-10
Evaluating Location	E-07	Evaluating Practice Settings	E-11
Evaluating Community	E-08	Evaluating Work Environment	E-12
Evaluating Compensation	E-09	Evaluating Needs, Wants & Dreams	E-14



Exercise: Decision-Making Worksheet

In this exercise you will learn how to identify, prioritize and quantify fundamental values to aid you in your decision-making process.

Decision-making is never easy, but decisions can be made easier!

OBJECTIVES: By the end of this exercise you will be able to:

- 1 Utilize the tool to quantify their personal values, career, and workplace priorities:
 - Identify and assign a numerical value to their priorities/values.
 - Identify and assign a numerical value to career and workplace priorities.
- 2 Determine the probability of each hospital or group's ability to meet the priority/values:
 - Assess the ability of each hospital/group to meet the level of importance of the priority/value.
 - Assign a number value to express that probability (likelihood).
 - Leverage the "importance" and the "probability" value algorithm to determine the "value score"
 - Use the highest "value score" to quantify decision-making.

HOW TO USE THIS TOOL

- Review the tool to become familiar with its general structure and mechanics. Place your top three hospital or group names in the three group headings at the top of the table.
- Under the first Column, list up to ten values or priorities that are important to you personally and professionally. See the examples in Table 1.
- Assign a number value between 1-5 indicating the level of importance that value or priority has to you and put the score in the "Importance" column. (1=Not Very Important; 5=Absolutely Critical to you).
- Reflect on each of your interviews and determine each hospital's or group's ability to meet the level of importance for each value or priority you have listed.
- Assign a "probability" value between 1-5 for each hospital or group (1=Very little probability the value or priority will be fulfilled by the hospital/group; 5=No doubt the value or priority will be fulfilled by the hospital or group).
- Multiply the "Importance Value" by the "Probability Value" to determine the "Value Score."
- Use the "Value Score" as the basis to quantify the decision-making process.



Exercise: Decision-Making Worksheet

Instructions

1. Identify your priorities in the left column.
2. Assign an “Importance” value between 1 and 5:
1 = Not Very Important; 5 = Absolutely Important To You.
3. Assess each hospital or group’s ability to meet the Priority by assigning a value between 1 and 5:
1 = Very little probability; 5 = Very high probability.
4. Multiply the “Importance” value by the “Probability” value to determine your “Value Score.”
5. Use the highest “Value Score” for each value/priority to quantify your decision-making.

Hospital or Group:							
Priority	Value (1 - 5)	Probability (1 - 5)	Value Score	Probability (1 - 5)	Value Score	Probability (1 - 5)	Value Score
Admit 1 to Hospital							
4 Day Work Week							
Employment Stability							
Loan Repayment							
Low Cost of Living							
Community/Lifestyle							
Work-Life Balance							
Opportunity to Grow							
TOTAL							

Important

Please note that scoring one opportunity higher than the others doesn’t necessarily mean that you’ll choose that opportunity. The purpose of the exercise is to work through which personal values and work priorities are most important and which you’re willing to sacrifice. Also, be aware that your score may skew if you list the same or similar values multiple times, for example, “live within 20 miles of Chicago” and “attend Chicago sporting events.”

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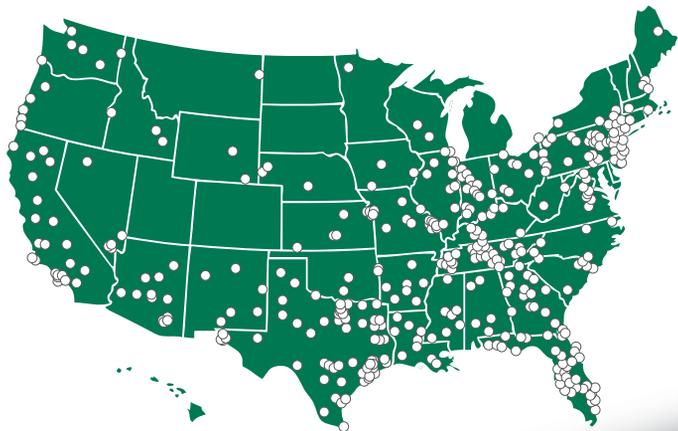
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- Clinical Education and Career Growth (comprehensive CME offerings, Leadership Institute, Director, Associate Director and Administrative Career Track)

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- Anesthesiology
- Radiology / TeleRadiology
- Acute Care Surgery



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8

Contract Negotiation



Adriana Tobar, MD

*Practicing Physician
Dean Health Systems*

“

Find an attorney who specializes in healthcare employment agreements. For every 10 pages, give your attorney a two-hour budget with a deadline. Instruct your attorney to review and interpret each paragraph. Ask your attorney if anything stands out that's unreasonable and address questions and clarifications with your contact directly.

”

Sneak Peak

1. What is the most effective way to negotiate an offer?
2. Are there contractual terms and conditions that I should be aware of?
3. Is there a plan of action and timeline associated with immigration?

Creating a Win-Win

You have successfully navigated the interview process and have received a job offer. Congratulations! But there is still more to do and consider. Your attention will now be turned toward negotiating the terms of your employment. Once again, you will be considering a series of questions. You will ask yourself,

How should I negotiate a contract?

How do I best create a win-win for both parties?

Is it possible to lose a job offer during the negotiation process?

The answer to the last question is Yes! Many have learned that lesson the hard way with great regret.

In this stage we'll discuss negotiating your contract, the terms, and compensation structures. You will also learn how to maximize your negotiating position by understanding the negotiating position of your potential employer.

International residents will also learn about the steps they need to take in order to procure employment opportunities in the states and the timelines required to file the requisite information.

Get help. Get smart. Get ready to negotiate!





Check List

Check off the tasks as you complete them



READ: Contract Negotiation

Resource Description:

Negotiations is an art form and a good negotiator understands the playing field, the variables and the importance of position and insight in creating a “win-win” for all parties involved. Improve your understanding of the negotiation process; what items (including compensation and expectations) are open for negotiation; and how to leverage your position and understanding to match your wants with their needs.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-08” into the “Enter Keyword” field
3. Click “Search.”



EXERCISE: Decision-Step-by-Step Process to Negotiate an Offer

Resource Description:

Successful compensation negotiations create a win-win for both parties. Your goal is to negotiate the best compensation package possible without jeopardizing the opportunity.

How to Access this Resource:

1. Go to Workbook pages 70-76.



EXERCISE: Understanding Employment Terms and Conditions

Resource Description:

This tool will ensure you are speaking the same language when it comes to terms and definitions in contract language.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-17” into the “Enter Keyword” field
3. Click “Search.”

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Understanding How to Negotiate Contracts	ST-17
Immigration Process for Physicians	ST-18
Physician Compensation Worksheet	E-23





Exercise:

Establish your value and create the “Win-Win” in negotiation

Successful compensation negotiations create a win-win for both parties. Your goal is to negotiate the best compensation package possible without jeopardizing the opportunity. That requires preparation in understanding your market and your value. You “win” lies in creating value for that employer.

Establish your value and create the “Win-Win” in negotiations.

OBJECTIVES: By the end of this exercise you will be able to:

- 1 Learn how to negotiate a compensation package that maximizes **your** value and market position with their future employer. They will:
 - Improve **your** market position by leveraging **your** understanding of the employer's position, market conditions and their own value.
 - Conduct research to strengthen **your** position and learn what research tools to leverage when negotiating a contract.

HOW TO USE THIS TOOL



Review the 7 steps and complete the activities in each section.



As you complete **your** review and undertake the activities, identify factors that add to your market value. Develop a strategy that will communicate how that employer realizes a return on the investment you want them to make in you. Connect the dots and paint the picture.

INSTRUCTIONS

1. Planning for salary discussions is an important part of job search preparation. Negotiating is an art. Push too hard—or unrealistically—and you might lose the opportunity. Don't push hard enough, and you might leave thousands of dollars on the table.
2. This exercise will walk you through the negotiation process step by step, but one of the most-important factors in your success will be your attitude going in. Research consistently indicates that 85% of success in any endeavor depends on attitude and only 15% on aptitude. This holds true in negotiations, too! Stay positive, keep your ego in check, and emphasize your value as a member of their team.



Exercise:

Establish your value and create the “Win-Win”
In negotiation

Step 1: Know Your Market

With some offers you can negotiate starting salary, sign-on bonus, loan repayment, term of agreement, non-compete (rarely), call schedule, work schedule, vacation, CME, relocation package, and scope of practice, while other items are non-negotiable. How do you know what's negotiable and what's not? By knowing the market.

- **Research the demand by specialty, region and community.** Compensation can vary significantly by specialty, region and community. For example, the ratio of family practitioners to population in the Midwest tends to be higher than in the Northeast, so the potential for practice growth and greater market share is higher in the Midwest. Similarly, in communities that are two hours away from a metropolitan area, employers generally pay higher salaries and may be more inclined to negotiate. For a detailed example, see Resource S-11 in the Online Resource Library.
- **Determine the revenue potential.** Revenue minus expenses equals net margin, and the more net margin you can generate, the more room you have to negotiate. Sub-specialties may have more revenue potential because of higher reimbursement than primary care and therefore be in a better position to negotiate.
- **Understand the impact of practice type.** The type of practice you're considering—such as a hospital, solo practitioner, academic, independent contractor, or group employee with a track to partnership—will impact your power to negotiate. Most academic opportunities, for example, offer much lower salaries and the chances to negotiate significantly decrease, because the revenue generation in academic positions is less.

Step 2: Understand the Employer's Position

Employers expend great effort and spend thousands of dollars on hiring physicians. They purchase market surveys, develop a medical staff development plan, and calculate the cost of not hiring a Physician. In some organizations the Board of Directors is heavily involved in physician hiring and compensation.

- **Know what market factors the employer is considering.** Many employers consult physician salary surveys and benchmarking studies. Several physician hiring organizations lean on MGMA's annual Physician Compensation and Production Survey, which helps them understand how their practice and physicians compare. Understand that if you are looking to negotiate a higher compensation package, most likely some dollars will have to come out of somewhere else.
- **Consider the employer's circumstances.** Many organization-specific circumstances may impact your negotiating leverage, such as whether the practice is forgoing revenue by not accepting new patients, using a locum tenens, starting a new service line, overworking its current staff, or experiencing community pressures to hire a new physician.
- **Understand the Starke Law.** The Starke Law regulates what a hospital may or may not do in recruiting new physicians. Starke Phase III clarified physician recruitment do's and don't's to ensure that any payments from a hospital to a physician are not prohibited payments for referrals.
- **Understand the employer's biggest fears.** These include hiring a physician who leaves within a year or two, falls short of productivity expectations, or is not a team player.



Exercise:

Establish your value and create the “Win-Win”
In negotiation

Step 3: Do Your Research

When you're able to cite facts, you gain credibility, which helps produce a positive outcome. On the other hand, if you start quoting what your colleagues are being offered without validation, you'll have the opposite impact of what you intended. Here are some resources and methods to be armed with sound information.

- **Analyze physician compensation and production surveys.** They'll help you understand the market for your specialty and may include detailed information based on geography, experience, and bonuses. Resources: To view Medscape's compensation survey, visit: www.medscape.com/features/slideshow/compensation/2016/public/overview
- **Survey Data.** When compensation discussion begins, ask to see the survey data the employer is using to determine compensation.
- **RVU Percentiles.** Focus on median compensation and compensation linked to RVU percentiles. Greater than 75th percentile is risky and greater than 90th percentile is forbidden by federal regulations except in very limited situations.
- **Interview in similar communities.** An effective way to get a pulse on the market is to interview at several comparable opportunities in similar markets.
- **Consult an agency physician recruiter.** Similar to real estate agents, agency physician recruiters know the starting physician compensation packages for similar listings, and, more importantly, the negotiated physician compensation packages of physicians who have signed.
- **Look at Online Job Boards.** Job Boards and journal ads may be an excellent way to get introduced to your future employer, although few of the postings provide details about compensation, and even if they do, the final negotiated package might be different.

Step 4: Find an Advisor or Coach

Whenever you're facing a challenge for the first time, an objective advisor can be an invaluable resource. Finding the right person, however, can be a challenge in itself. It's essential that you choose someone who is objective, competent and has your best interests at heart. Consider these possibilities:

- **Physician Recruiters.** Pros: May be very knowledgeable about physician compensation by specific market, may have experience in negotiating contracts, may be a free service if the recruiter is representing you. Cons: May be ineffective as a negotiator or doesn't have direct access to the right contacts, benefits from your accepting or rejecting an offer.
- **Attorneys.** Pros: May be very knowledgeable about interpretation of contracts, may be able to assist you with the right mind set to negotiate. Cons: Unlikely to have a pulse in the physician compensation and productivity market.
- **Other Possible Advisors.** Career coaches or physician compensation negotiators.



Exercise:

Establish your value and create the “Win-Win”
In negotiation

Step 5: Compensation Package Worksheet

You cannot make a good decision without gathering all of the facts regarding the compensation offer and comparing them to what you believe is acceptable.

- Complete the AIM compensation package worksheet on the next two pages. This detailed resource will help you organize and objectively evaluate all of the terms of an offer.
- For additional copies of the Compensation Worksheet, download the worksheet at www.physiciancareerplanning.com, enter E-35 into the keyword field, and select search.

Pay	Offer	Acceptable Terms
Guaranteed Salary or Income Guarantee (know the difference) If Income Guarantee, what is the forgiveness period?	\$ _____ _____ Years	\$ _____ _____ Years

Other Income	Offer	Acceptable Terms
Sign-On Bonus Loan Forgiveness	\$ _____ _____ over _____ Years	\$ _____ _____ over _____ Years

Productivity and Performance Incentives

Describe the production model: _____

Describe performance incentives: _____

Potential income with productivity for: Year 1: \$ _____ Year 2: \$ _____ Year 3: \$ _____

Health Benefit Package	Offer	Acceptable Terms
Health Insurance: Out of Pocket (Employee-monthly)	\$ _____	\$ _____
Life Insurance	\$ _____	\$ _____
Disability Insurance	\$ _____	\$ _____
Vacation	_____ Weeks Stipend:	_____ Weeks Stipend:
CME	\$ _____ \$ _____	\$ _____ \$ _____
Relocation Package		



Exercise:

Establish your value and create the “Win-Win”
In negotiation

Pay	Offer	Acceptable Terms
Guaranteed Salary or Income Guarantee (know the difference) If Income Guarantee, what is the forgiveness period?	\$ _____ _____ Years	\$ _____ _____ Years

Other Income	Offer	Acceptable Terms
Sign-On Bonus Loan Forgiveness	\$ _____ _____ over _____ Years	\$ _____ _____ over _____ Years

Productivity and Performance Incentives

Describe the production model: _____

Describe performance incentives: _____

Potential income with productivity for: Year 1: \$ _____ Year 2: \$ _____ Year 3: \$ _____

Health Benefit Package	Offer	Acceptable Terms
Health Insurance: Out of Pocket (Employee-monthly)	\$ _____	\$ _____
Life Insurance	\$ _____	\$ _____
Disability Insurance	\$ _____	\$ _____
Vacation	_____ Weeks Stipend:	_____ Weeks Stipend:
CME	\$ _____	\$ _____
Relocation Package	\$ _____ \$ _____	\$ _____ \$ _____



Exercise:

Establish your value and create the “Win-Win”
In negotiation

Health Benefit Package	Offer	Acceptable Terms
Health Insurance: Out of Pocket (Employee-monthly)	\$ _____	\$ _____
Life Insurance	\$ _____	\$ _____
Disability Insurance	\$ _____	\$ _____
Vacation	_____ Weeks Stipend:	_____ Weeks Stipend:
CME		
Relocation Package	\$ _____ \$ _____	\$ _____ \$ _____

Malpractice Insurance	Offer	
Type of Malpractice Insurance? Circle the answer	Claims Made	Occurrence (covers Tail)
For Employers who have a Claims Made Malpractice Carrier (and does not include a tail if you leave your practice), some Employers will offer paying a Percentage of the tail based on the number of years that you serve at the practice. For example:	_____	_____
Your level after		
- Year 1: you pay 100% of the Tail	Year 1: _____ %	Year 1: _____ %
- Year 2: 75% you / 25% Employer	Year 2: _____ %	Year 2: _____ %
- Year 3: 50% you / 50% Employer	Year 3: _____ %	Year 3: _____ %
- Year 4: 25% you / 75% Employer	Year 4: _____ %	Year 4: _____ %
- Year 5: 100% Employer	Year 5: _____ %	Year 5: _____ %
Place the Employer's % next to each of the years, if applicable.		

Pension Plan	Terms & Facts	
4038 Pension Plan	_____	_____

Notable Contract Terms	Terms & Facts	Acceptable Terms
Length of Term	_____ Years	_____ Years
Non-Compete	_____ miles	_____ miles
Track to Partnership	_____ Buy-in?	_____ Buy-in?
	_____ over \$ _____	_____ over \$ _____

Circumstances: If you are seeking to negotiate circumstances rather than terms of the offer, list the circumstances needed in order to accept the opportunity.

Sample: I am prepared to accept the opportunity if I can work a 4-day work week, instead of a 5-day work week

01	02
----	----



Exercise:

Establish your value and create the “Win-Win”
In negotiation

Step 6: Know When You’re Ready

Now that you have collected and analyzed all of the terms, it’s time to decide whether it’s a fair offer based on your specialty, region, and community market. Be careful not to compare apples with oranges. Other offers you’ve received may not be comparable.

- Ask yourself, “Under what terms or circumstances would I accept the opportunity?” If the original offer is not acceptable and you cannot answer this question, wait until you can before negotiating. Knowing specifically what you’re willing to accept going into the negotiation is one of your most-powerful negotiating strategies.
- Sleep on it before negotiating. Give yourself time to think about whether you’re committed to signing an agreement if the employer accepts your terms, and visualize the next steps in preparing to relocate and start the job.

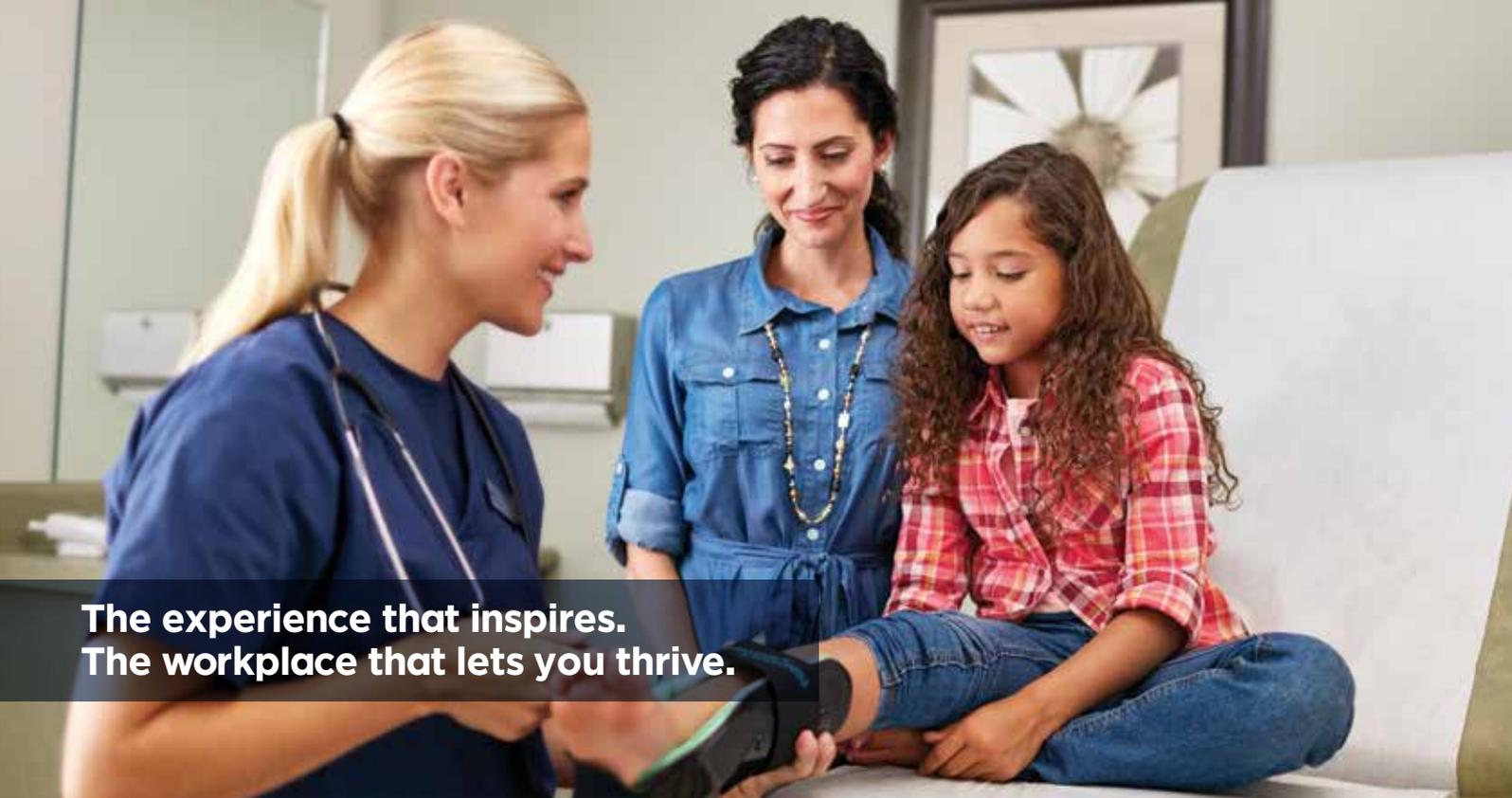
Step 6: Know When You’re Ready

Give yourself time to think about whether you’re committed to signing an agreement if the employer accepts your terms, and visualize the next steps in preparing to relocate and start the job.

- Create a scripted outline of how you would like the call to flow. Before you pick up the phone, have an outline in front of you that progresses through:
 - Small talk
 - Thank them for their time, effort, and support
 - Recap your journey
 - Communicate your intentions
 - Recap your value: Why should the employer give you more?
 - Provide compensation research
 - Communicate the terms needed for you to accept the opportunity
 - Your commitment if the terms are acceptable
 - Thank them for their consideration
 - Next steps

For a detailed example of a negotiation outline go to www.physiciancareerplanning.com and enter S-07 into keyword field and click search.

- Negotiate. Think win-win. Remember, employers are turned off by ego or a “sense of entitlement.”



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9

Finance Basics



Muhammad Akbar, MD

*Practicing Physician
Mercy Health System*

“

When I started practicing, I was consumed with learning a new billing system, the flow of the office, my new patients. I planned to meet with an advisor when things settled down, but I never did. My advice to residents is to sit down with a financial advisor or a CPA before you collect your first check and project your taxable income, your discretionary income, your pension contribution, your savings, and your emergency fund. Then, create a budget for all of your expenses.

”

Sneak Peak

1. What's the process for estimating my take home pay?
2. How do I estimate my living expenses and calculate my disposable income?
3. When should I start saving for retirement and other long-term goals like my children's education?

Maximizing My Money

Every physician faces financial challenges, whether struggling with a job change, a looming tax bill, school loans, a loss, or a major family expense. You can never start too early to plan for your financial health and well-being.

Just as you have planned your career path, job search and interview process, you will want to plan to position yourself financially. In this stage, you will develop a plan to prepare for the financial challenges you may soon face.

You will learn about maximizing your paycheck to enjoy the perks and lifestyle you want. You will also see how saving a little today can preserve your family's lifestyle, even if an unexpected crisis hits.

It begins today, because you never know what tomorrow will bring!





Check List

Check off the tasks as you complete them



READ: Finance Basics

Resource Description:

Twenty to thirty years from now you will want to look back without regret having achieved the financial goals you have set for yourself and your family. Learning the basics and understanding how financial influencers, like taxes, insurance, and disposable income could affect that future is critical from your first paycheck forward.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-09” into the “Enter Keyword” field.
3. Click “Search.”



READ: Calculating Your Income After Taxes

Resource Description:

Understand how taxes impact your cash flow and how to estimate your income after taxes, so you’ll have a solid foundation when budgeting for your mortgage, car, emergency savings fund, living expenses, and investments.

How to Access this Resource:

1. Go to Workbook pages 82-83.



EXERCISE: Creating a Savings and Spending Plan

Resource Description:

Gain control of your financial life by creating a budget. Your budget will help you see where you are spending your money and where you can make adjustments to meet your financial goals. Remember, the numbers don’t lie!

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “E-29” into the “Enter Keyword” field.
3. Click “Search.”

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Federal Income Tax Calculator

C-11

Medical School Loan Calculator

C-06

Mortgage Calculator-Home Affordability

C-07





Exercise: Calculating Income After Taxes.

Understand how taxes impact your cash flow and how to estimate your income after taxes, so you'll have a solid foundation when budgeting for your mortgage, car, emergency savings fund, living expenses, and investments.



OBJECTIVES: By the end of this exercise you will be able to

- 1 Learn how to estimate your taxable income. You will:
 - Learn how to calculate federal tax liabilities and state withholdings to estimate their take-home pay.

HOW TO USE THIS TOOL

- Use this tool to estimate your take-home pay when completing your budget projections in E-29. This will aid you in assessing each offer you receive.

INSTRUCTIONS

Most residents will quadruple their income in their first year of practice, pushing them into higher tax brackets. With this worksheet you can estimate your income after taxes, which will help you create a more-realistic budget for your mortgage, car, emergency savings fund, investments, and living expenses. Before you make any major financial decisions, however, you should consult with a financial planner or CPA.

Step 1: Estimate Your Annual Taxable Income

Line 1: Estimated Annual Salary: _____ +

Line 2: Sign-On Bonus _____ +

** The sign-on bonus should not be considered a recurrent item when budgeting for future years.*

Line 3: Loan Repayment (Year 1): _____ -

** Loan Repayment, if provided by employer, will most likely be taxed as income.*

Line 4: Pre-tax Retirement Contribution: _____ +/-

** Saving at least 10% (up to 20%) of income for long-term retirement savings is reasonable.*

Line 5: Other: _____ =

Line 6: Total Taxable Income: _____



Exercise:

Calculating Income After Taxes.

Step 2: Estimate Your Taxes

Line 7: Federal Taxes : _____ +

Line 8: State Taxes: _____ +

* State taxes range from 0% to 10%, depending on the state in which you practice. To estimate your State Taxes go to:

<http://taxfoundation.org/article/state-individual-income-tax-rates-and-brackets-2016>

Line 9: Social Security & Medicare Taxes: _____ =

* 6.2% (Social Security) Tax on all wages up to \$113,700 (2013) and 1.45% (Medicare) tax on all wages.

Line 10: Total Estimates Taxes : _____

Step 3: Calculate Your Net Income

Line 11: Subtract Line 10 from Line 6: _____

Line 12: Subtract Line 3 from Line 11: _____

(Since Loan Repayment is being paid toward your loans and not paid directly to you).

Line 13: Net Income: _____

The above exercise is intended to help you calculate an estimates net income number. The result is not precise and will vary based on several unique identifiers. You should seek expert advice from a financial planner or Certified Public Accountant (CPA) when determining your actual net income..

Step 4: Budget Your Personal Expenses

Beginning a career in your late 20s or early 30s with a six-figure debt can place an enormous burden on new physicians who aren't prepared to manage their finances with their future in mind. To create a personal budget and plan for an emergency savings fund, children's education, investments, and other big-ticket items, such as a second home, go to: Spending Plan Worksheet, Resource E-29 in the Online Resource Library

Step 5: Federal Tax Estimator by Filing Status

Tax Rate	Single	Married / Joint & Widow(er)	Married / Separate	Head of Household
0%	\$1 - \$9,225	\$1 - \$18,450	\$1 - \$9,225	\$1 - \$13,150
15%	\$9,226 - \$37,450	\$18,450 - \$74,900	\$9,226 - \$37,450	\$13,151 - \$50,200
25%	\$37,451 - \$90,750	\$74,901 - \$151,200	\$37,4501 - \$75,600	\$50,2001 - \$129,600
25%	\$90,7501 - \$189,300	\$151,201 - \$230,450	\$75,601 - \$115,225	\$129,601 - \$209,850
25%	\$411,501 - \$413,200	\$411,501 - \$464,850	\$205,751 - \$232,425	\$411,501 - \$439,200
25%	\$411,501 - \$413,200	\$411,501 - \$464,850	\$205,751 - \$232,425	\$411,501 - \$439,200
25%	over \$413,200	over \$464,850	over \$232,425	over \$439,200

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10

Job Transition



Kelli Webb, MD

*Plastic & Reconstructive Surgeon
SIH Medical Group*

“

Continue to read and study about every patient. Participate in journal club, M&M, conferences etc. Realize that staff, patients, physicians, and the community develop opinions about your quality as soon as you arrive - and often it's initially based mostly on the way you treat others, the way you respond to pages, the way you deal with unfavorable situations, the way you talk about patients in private. Be nice. Be self-less. Be professional.

”

Sneak Peak

1. How do I go about creating work-life balance?
2. What are some strategies for minimizing and managing the stress of my transition?
3. What can I do to increase my chances of success before I start practicing?

Getting Ready to Roll

These years of training have been intense. While this has been necessary to learn important clinical skills, many physicians can't sustain that sleep-deprived, 24/7/365 lifestyle.

Work-life balance is important to being mentally, emotionally and physically fit for the demands of the profession. While you may now be a great clinician, people won't like you if you develop habits and behaviors like being anti-social, obsessive or rude in the way you conduct yourself in your practice.

You have focused your attention on preparing all the other aspects of your life, (i.e. a new job or contract, a new home or even a new community), but have you accounted for balance in your life to avoid fatigue, burnout or poor decision-making?

In this session you will define your work-life balance for yourself. You will then learn to establish and incorporate good habits that will help you protect your priorities.

Let's make the adventure a fun journey.





Check List

Check off the tasks as you complete them



READ: Job Transition

Resource Description:

One of the most common mistakes physicians make early in their careers is failing to plan for work-life balance with the same intensity and dedication you do in other aspects of your career. Setting the tone for your life is learning how to establish and incorporate good habits that protect your priorities from day one. It takes both planning and effort!

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “ST-10” into the “Enter Keyword” field.
3. Click “Search.”



READ: SWOT Analysis

Resource Description:

Take an inventory of what you do well — or identify ways to mitigate your weakness — by performing a SWOT analysis of your strengths, weaknesses, opportunities, and threats.

How to Access this Resource:

1. Go to Workbook pages 88-89.



EXERCISE: Building a Personal Advisory Board

Resource Description:

Learn the process and benefits of forming a personal advisory board — a group of advisors who can help guide you in areas that are outside of your expertise or ability to be fully objective.

How to Access this Resource:

1. Go to physiciancareerplanning.com.
2. Type “E-30” into the “Enter Keyword” field.
3. Click “Search.”

Related Resources

To view a resource, click on the desired Title or go to physiciancareerplanning.com and type in the desired title or keyword into the “Enter Keyword” field and click search.

Best Practices to Relocate

CL - 04

Community and Lifestyle Research Engine

CSE - 01

Best Practices Selling Your Home

CL - 03

Best Practices to Start a Practice [Onboard]

CL - 05

Best Practices Choosing a Home

CL - 02



Exercise: Creating Your Personal Advisory Team.

Learn the process and benefits of forming a personal advisory board — a group of advisors who can help guide you in areas that are outside of your expertise or ability to be fully objective.

Advantage
Advisory
Team!

OBJECTIVES: By the end of this exercise you will be able to:

- 1 Identify goals and anticipated challenges and impediments related to key areas of your personal and professional life in the first year
 - Identify personal and professional goals
 - Identify specific challenges and impediments that you anticipate in the first year of employment
- 2 Identify potential advisory team members by career, specialty and/or skill sets
 - Identify candidates based on their career
 - Identify candidates based on their specialty
 - Identify candidates based on their skillsets

HOW TO USE THIS TOOL



Review the tool to become familiar with its general structure and mechanics



Identify goals, challenges and impediments you would like to build your advisory team around



Identify potential candidates by career, specialty and skillsets



Refer to the resource(s) below for additional assistance in your preparations

INSTRUCTIONS

A personal advisory team is a group of people you assemble to not only assist you through the challenges you will face in “real life” after you graduate from residency but achieve the goals you set for yourself as you launch your career. You will need to know who to turn to for advice on finances, personal wellness, contracts, real estate, etc. It’s important to form this group of “go to” people before you need them.

Your team will typically grow through referrals from your first few advisors and new networking opportunities. For example, your tax advisor may be able to refer you to a trusted contracts lawyer, and so on.

You can begin by making an inventory of what you do well—or not so well—by performing a SWOT Analysis of your strengths, weaknesses, opportunities, and threats. See E-31 in the Online Resource Library.



Exercise:

Creating Your Personal Advisory Team.

Instructions

1. Use the table below to help you identify people to complete the exercise below.
2. Identify the goals and challenges you expect to face in your first year and list them in the Step 1 column.
3. Identify people by career, specialty or skillset that could help you achieve your goals or overcome your challenges and list them in the Step 2 column.
4. List the names of those you can contact to serve on your advisory team or provide you with a reference for someone to serve on your advisory team in the Step 3 column.

- Attorney-Employment
- Pension Plan Advisor
- Preventative Malpractice Advisor
- Attorney-Real Estate
- Insurance-Life and Disability
- Real Estate Agent
- Attorney-Will & Trust
- Business of Medicine
- Relocation Specialist
- Banker
- Mentor-Clinical
- Spiritual Advisor
- Billing/Coding Advisor
- Mortgage Broker
- Personal Trainer
- Coach
- Nutritionist
- Physician Productivity Expert
- Financial Planner
- Investment Advisor

	Step 1	Step 2	Step 3
	List your major goals and/or the biggest challenges anticipated in your first year of employment.	Identify the type of advisor(s) who could support you in meeting your goals or overcoming your challenges. (Refer to the table on Page 1 for assistance.)	List neighbors, colleagues, network acquaintances, friends, and family members who could serve on your personal advisory board or refer you to another.
Career			
Finance			
Personal Life			
Health & Well Being			
Relationships			

Conclusion

The journey never ends

You have taken important first steps toward insuring your future success. You have learned essential skills in mapping out your career path, completing your search, negotiating your contract, and preparing for numerous variables that will certainly arise throughout your life and career in medicine. But it doesn't end here.



From this point forward your life, experiences, career and priorities will continue to evolve. The good news is that the principles and concepts you learned here will continue to apply throughout your journey.

Top 5 Tips:

1. Save and consult this workbook periodically. It is a valuable tool you can leverage throughout your career.
2. Stay alert and aware of the dynamics around you. When circumstances change, be flexible enough to adapt. This can be the single biggest career maker or breaker!
3. Continue to seek the counsel of your “advisory team” of experts, counselors, and mentors.
4. Bookmark the Physician Career Planning home page (www.physiciancareerplanning.com) and the Physician Employer Directory (www.physicianemployerdirectory.com) so you can gain easy access to all Adventure In Medicine’s tools and resources.
5. Stay in contact with us. Let us know how we can serve you better. Are there additional tools, resources or training that you would benefit from? We will be here to grow with you!

Let the Adventure Begin...



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National Director,
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usarmy.knox.usrec.list.9ebn-apa@mail.mil
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Alabama



7 facilities located in Alabama

Mollie Dingler

Mollie_Dingler@chs.net

Joanne Anderson

Joanne_Anderson@chs.net

(800) 367-6813

National Sponsor (p.28, 34-35)



Montgomery, Alabama

Bonita Lancaster

Manager – Physician Relations

blancaster@baptistfirst.org

334-273-4527



To explore more about what you should know about practicing medicine in

Alabama

and 128 physician employers, Please Visit:

physicianemployerdirectory.com/state/alabama

See more employers at www.physicianemployerdirectory.com/state/alabama

Alaska



Fairbanks, Alaska

Amy Baldwin

Human Resources Officer

Amy.Baldwin@inhc.org

(907) 455-4567 ext.1561



To explore more about what you should know about practicing medicine in

Alaska

and 30 physician employers, Please Visit:

physicianemployerdirectory.com/state/alaska



Palmer, Alaska

Patrice Boston

Recruitment Coordinator

Patrice_Boston@chs.net

615-465-7229

See more employers at www.physicianemployerdirectory.com/state/alaska

Arizona



Carondelet Medical Group. *Be well.*

Tucson, AZ

Samuel Martinez

Regional Physician Recruiter – Tenet Health

samuel2.martinez@tenethealth.com

773-677-8985

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Lake Havasu City, Arizona

Jennifer Coke

Physician Recruiter

Jeni.coke@lpnt.net

928-854-5189



3 facilities located in Arizona

Deborah Starling

Recruitment Coordinator

Deborah_Starling@chs.net

615-465-7274

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See more employers at www.physicianemployerdirectory.com/state/arizona

Arkansas



8 facilities located in Arkansas

Katie Stamper

Recruitment Coordinator
Katie_Stamper@chs.net
(888) 373-9600, ext 7448

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Multiple Facilities in Arkansas –
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Residency Recruiter

residencyrecruiting@medexpress.com
724-288-1503

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Arkansas

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California



Roseville, California

Dara Brennan

Manager, Provider Recruitment
PhyJobs@ah.org
916-865-1905



Pasadena, California

Wivory Bell

Human Resources Manager
wbell@chapcare.org
626.993.1212



Southern California

Amanda Baeza

Human Resources Manager
A.Baeza@chsica.org
951-571-2300

See more employers at www.physicianemployerdirectory.com/state/california

Colorado



Colorado Springs, Colorado

Shaun Urbanozo

Provider Recruiting and
Credentialing Manager
shaun.urbanozo@peakvista.org
719-344-6187



To explore more about what
you should know about
practicing medicine in

Colorado

and 101 physician employers,
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UCHealth

65 sites located in Colorado

Leann Kuhl

Physician Recruitment
leann.kuhl@uchealth.org
970-624-4427

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Connecticut



Multiple Facilities in Connecticut –
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Residency Recruiter

residencyrecruiting@medexpress.com
724-288-1503

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Waterbury, Connecticut

Elena Geanuracos

Physician Recruiter
elena.geanuracos@stmh.org
203-709-6223



To explore more about what
you should know about
practicing medicine in

Connecticut

and 56 physician employers,
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See more employers at www.physicianemployerdirectory.com/state/connecticut

Delaware



Lewes, Delaware

Marilyn Hill

Director of Physician Services
mhill@beebehealthcare.org
302-313-2300 ext. 2101/2113

Sponsor (p.52)



Wilmington, Delaware

Amy Bird

Director, Executive &
Physician Recruitment
302.623.0502
ABird@christianacare.org



Multiple Facilities in Delaware–
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Residency Recruiter

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PHYSICIAN EMPLOYER DIRECTORY

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Florida



Clearwater, Florida

Kathy Sadler-Coccia
 Manager, Physician Recruitment
 & Development
 kathy.sadler-coccia@baycare.org
 813-636-2006



Dade City, Florida

Jacqueline Florez, MBA
 Human Resources Officer
 JFlorez@HCNetwork.org
 352-567-5120



Miami, Fort Lauderdale, &
 Palm Beach, Florida

Lane Mitnick
 Florida Region Physician Recruiter
 Lane.Mitnick@tenethealth.com
 561-288-5511

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Georgia



Statesboro, Georgia

Jenny Lee
 Recruitment Coordinator
 Jenny_Lee2@chs.net
 615-465-7728



Dalton, Georgia
 (Close to Chattanooga, TN)

Bonnie Shadix
 Director of Physician Relations
 Bshadix@hhcs.org
 706-272-6551

Sponsor (p.4)



UNIVERSITY
 HEALTH CARE SYSTEM

Augusta, Georgia

Cecile Harwood
 Director of Business Development
 (p) 706/774-2966
 (e) charwood@uh.org

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Hawaii



Kailua, Hawaii

Dara Brennan
 Manager, Provider Recruitment
 PhyJobs@ah.org
 916-865-1905



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 you should know about
 practicing medicine in

Hawaii

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Hana, Maui Hawaii

Cheryl Vasconcellos
 Executive Director
 cvasconcellos@hanahealth.org
 808-248-7515

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Idaho



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Carbondale, Illinois

Cathy Blythe, MBA, FACHE

System Manager, Planning and
Physician Recruitment
618-457-5200 x67963
cathy.blythe@sih.net

National Sponsor (p.20, 26-27)

SWEDISHAMERICAN
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Rockford, Illinois

Jessica Marquez

Supervisor, Physician
Resource Center
jmarquez@swedishamerican.org
779-696-7073



SSMHealth.

Mt. Vernon, Illinois

Jessica Hall, MHA, FASPR

Manager, Physician and
Provider Recruitment
Jessica_Hall@ssmhc.com
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Indiana



Indianapolis, Indiana

Laurita Mirkin, MBA

Physician Recruitment
laurita_mirkin@ahni.com
317-771-9874



South Bend, Indiana

Tawnn Hoover

Physician Recruiter
thoover@southbendclinic.com
574-239-1406



Indianapolis, Indiana

Lauren Carrell

Physician Recruiter
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317.295.5279

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Iowa



Storm Lake, Iowa

Brad Strader
Executive Director
strader.brad@bvrmc.org
712-213-8609



West Des Moines, IA

Cynthia Forsyth
Director of Physician Alignment
CForsyth@mercydesmoines.org
515-954-6608

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Waterloo, Iowa

Raye Jean Becker
Physician Recruitment
rayejean.becker@wfhc.org
319.272.7325

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Kansas



Shawnee Mission, KS

Rebecca Bailey
Director of Physician Recruitment
& Special Projects
Rebecca.bailey@shawneemission.org
913-789-3943



Topeka, Kansas

Marcy Lechner
Director Physician Support Services
785-354-5880
MLechner@stormontvail.org



Overland Park, KS

Amanda Nelson
Sergeant First Class
Amanda.j.nelson44.mil@mail.mil
913-469-1702

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Kentucky



Owensboro, Kentucky

Dianne Miles
Physician Recruiter
Dianne.miles@owensborohealth.org
270-688-1984

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Crestview Hills, Kentucky

Cathy Drennen
Provider Recruiter
Cathy.drennen@stelizabeth.com
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Louisiana



3 facilities located in Louisiana

Mollie Dingler

Recruitment Coordinator
Mollie_Dingler@chs.net
615-465-7729

National Sponsor (p.28, 34-35)



Franklin, Louisiana

Diane Freeman

Human Resources Director
dfreeman@tabhealth.org
337-355-2315



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Maine



Bangor, Maine

Vanessa Sanderson

Recruitment Coordinator
vsanderson@pchc.com
(207) 404-8015

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Maine

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Maryland



12 Facilities across Maryland

Sharee Selah

Director of Physician Recruitment
SSelah@umm.edu
(410) 328-5817

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5 Community Health Centers in the Baltimore Area

Holly Tate

Clinical Recruiter
holly.tate@bmsi.org
443-703-3478



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Residency Recruiter

residencyrecruiting@medexpress.com
724-288-1503

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Massachusetts



Springfield, Massachusetts

**Office of Physician and
Advanced Practitioner
Recruitment**

www.choosebaystatehealth.org
413-794-2571



Multiple Facilities in Massachusetts—
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residencyrecruiting@medexpress.com
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Medford, Massachusetts

Kim O'Brien
Employment Specialist
kobrien@hallmarkhealth.org
781.338.7517

See more employers at www.physicianemployerdirectory.com/state/massachusetts

Michigan



Western Michigan

Shane Douglas

Recruitment and Communications
SDouglas@familyhealthcare.org
(231) 745-0433 Ext. 55593



Gaylord, Michigan

Jeanie Kelsey and Tiffany Larson

Provider Recruitment
jkelsey@myomh.org
tlarson@myomh.org
989-731-9182

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Lansing, Michigan

Barbara Hilborn

Manager of Provider Recruitment
Barbara.hilborn@sparrow.org
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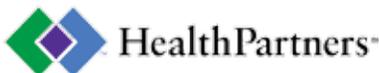
Minnesota



Marshall, Minnesota

Dave Dertien

Physician Recruiter
dave.dertien@avera.org
(605) 322-7691



Minneapolis, Minnesota

Diane Collins

Senior Physician Recruiter
diane.m.collins@healthpartners.com
952-883-5453 or
800-472-4695x3



Bemidji, MN

Celia Beck

Physician Recruiter
celia.beck@sanfordhealth.org
218-333-5056

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Mississippi



13 Hospitals located in Mississippi

Mollie Dingler
Recruitment Coordinator
Mollie_Dingler@chs.net
615-465-7729

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Mississippi

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Missouri



Springfield, Missouri

Paula Johnson
Director of Physician Recruitment
Paula.Johnson@coxhealth.com
(417) 269-4369

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SSMHealth.

Jefferson City, Missouri

Todd Vandewalker
Physician and Provider Recruiter
Todd_Vandewalker@ssmhc.com
573.681.3384

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SSMHealth.

St. Louis, Missouri

Sarah Allison
Physician and Provider
Recruitment Specialist
Sarah_Allison@ssmhc.com
314-523-8054

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See more employers at www.physicianemployerdirectory.com/state/missouri

Montana



Great Falls MT

Erica Martin
Physician Recruiter
ericamartin@benefis.org
406-731-8882



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Montana

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St. Peter's Hospital

Helena, Montana

Kendra Lenhardt
Director of Clinic Operations
klenhardt@stpetes.org
406-495-6906

See more employers at www.physicianemployerdirectory.com/state/montana

Nebraska



13 facilities located in Nebraska

Kassy Youmans
Physician Recruiter
kyoumans@avera.org
605-668-8365



Scottsbluff, Nebraska

Lisa Steele
Director of Provider Recruitment
lisa.steele@rwhs.org
308-630-1723



Multiple clinics located throughout Nebraska

Terri Bangert
Physician Recruitment Specialist
tbangert@stez.org
402-328-3384

See more employers at www.physicianemployerdirectory.com/state/nebraska

Nevada



Elko, Nevada

Bruce Guyant
Regional Director of
Physician Recruiting
bruce.guyant@lpnt.net
(435) 621-2157

PHYSICIAN EMPLOYER DIRECTORY

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New Hampshire



Lebanon, New Hampshire

Melody E. Johnson,
M.Ed., FASPR
Physician Recruiter, Talent Acquisition
Melody.E.Johnson@hitchcock.org
603.653.0431



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**ST. JOSEPH
HOSPITAL**

Nashua, New Hampshire

Sharon Dionne
Physician Recruiter
sdionne@sjnh.org
(603) 882-3000

See more employers at www.physicianemployerdirectory.com/state/new-hampshire

New Jersey



Salem, New Jersey

Crissy Dale
Recruitment Coordinator
Crissy_Dale@chs.net
615-465-2761



Multiple Facilities in New Jersey—
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Residency Recruiter
residencyrecruiting@medexpress.com
724-288-1503

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Marlton, New Jersey

Courtney Kennedy
Director, Physician Network
cakennedy@virtua.org
856-355-0359

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New Mexico



4 facilities located in New Mexico

Patrice Boston
Physician Recruiter
Patrice_Boston@chs.net
615-465-7229

National Sponsor (p.28, 34-35)



Albuquerque, New Mexico

Victor Jensen
Physician Recruiter
Victor.Jensen@ardenthealth.com
505-503-3364



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practicing medicine in

New Mexico

and 61 physician employers,
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New York



Spring Valley, NY

Devora Spira
Recruiting Specialist
Careers@Rhcny.org
845.290.8983



Rochester, New York

Betty Petro
VP, Talent and Learning
Elizabeth.Petro@rochesterregional.org
585-922-1849



Syracuse, New York

Richard Kazel
Manager of Ambulatory Care Services
Richard.Kazel@va.gov
315-425-2405

See more employers at www.physicianemployerdirectory.com/state/new-york

North Carolina



2 facilities located in North Carolina

Joanne Anderson
Recruitment Coordinator
Joanne_Anderson@chs.net
615-465-7441

National Sponsor (p.28, 34-35)



Greensboro, North Carolina

Rebekah Driggers
Director of Physician Recruitment
Rebekah.Driggers@conehealth.com
(336) 832-7784



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North Carolina

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North Dakota



Ellendale, North Dakota

Patty Kline
Physician Recruiter
patty.kline@avera.org
605-622-5044



Bismarck, North Dakota

Connie C. Long
Director of Physician Recruitment
connie.long@sanfordhealth.org
701-323-5417/877-323-5417



Fargo, North Dakota

Patty Absey
Physician Recruitment Manager
patricia.absey@sanfordhealth.org
701.417.4851

See more employers at www.physicianemployerdirectory.com/state/north-dakota

Ohio



Dayton, OH

Eric J. Sedwick, MBA, CPC
System Director
ejsedwick@premierhealth.com
937-208-2482



Findlay, Ohio

Donna Ridenour
Manager, Medical Staff Development
dridenour@bvhealthsystem.org
419-429-6401

National Sponsor (p.44, 50-51)



Cincinnati, Ohio

Debbie Burries
Executive, Physician Recruiter
Debbie_Burries@trihealth.com
513-569-6246

See more employers at www.physicianemployerdirectory.com/state/ohio

Oklahoma



9 Hospitals throughout Oklahoma

Deborah Starling
Recruitment Coordinator
Deborah_Starling@chs.net
(888) 373-9600, ext 4083



St. Anthony

Oklahoma City, Oklahoma

Brooke Byler
Physician and Provider Recruiter
Brooke_Byler@ssmhc.com
405.272.7952

Sponsor (p.36)



Tulsa, Oklahoma

Monica Robinson
HR Director
918-295-6144

See more employers at www.physicianemployerdirectory.com/state/oklahoma

Oregon



Southern Oregon

Aymee Quinn
Senior Manager, Physician and
Advanced Practice Provider
Recruitment
Aymee.quinn@asante.org
541-789-5435



To explore more about what
you should know about
practicing medicine in

Oregon

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Portland, Oregon

Dara Brennan
Manager, Provider Recruitment
PhyJobs@ah.org
916-865-1905

See more employers at www.physicianemployerdirectory.com/state/oregon

Pennsylvania



17 facilities located in Pennsylvania

Crissy Dale
Crissy_Dale@chs.net

Julie Cox
Julie_Cox@chs.net
800-367-6813

National Sponsor (p.28, 34-35)



Williamsport & Wellsboro,
Pennsylvania

Nicole Nardi
Director, Physician Recruitment
& Relations
nnardi@susquehannahealth.org
570-320-7696



Adams, Lancaster, Lebanon, & York,
Pennsylvania

Josh Irwin
Director, Physician Recruitment
jirwin2@wellspan.org
717-851-6924

See more employers at www.physicianemployerdirectory.com/state/pennsylvania

Rhode Island



PHYSICIAN EMPLOYER DIRECTORY

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Rhode Island

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South Carolina



Greenville, South Carolina

Kendra Hall
Sr. Physician Recruiter
kbhall@ghs.org
864-797-6114



6 facilities located in South Carolina

Joanne Anderson
Recruitment Coordinator
Joanne_Anderson@chs.net
615-465-7441

National Sponsor (p.28, 34-35)



Columbia & Sumter, South Carolina

Andrew Hartsoe
Director, Healthcare Provider
Recruitment
physicianopportunities@palmettohealth.org
803-296-3848

See more employers at www.physicianemployerdirectory.com/state/south-carolina

South Dakota



56 Facilities in South Dakota

Christa Henderson
Director of Physician Recruitment
christa.henderson@avera.org
605-322-7870



To explore more about what you should know about practicing medicine in

South Dakota

and 66 physician employers,
Please Visit:

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Sioux Falls, SD

Mary Jo Burkman
Sr. Director Physician Recruitment
mary.jo.burkman@sanfordhealth.org
605-328-6996

See more employers at www.physicianemployerdirectory.com/state/south-dakota

Tennessee



17 facilities throughout TN

Patrice Boston
Patrice_Boston@chs.net

Katie Stamper
Katie_Stamper@chs.net
800-367-6813

PHYSICIAN EMPLOYER DIRECTORY

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Tennessee

and 174 physician employers,
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Texas



Multiple Facilities in Texas—
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Residency Recruiter
residencyrecruiting@medexpress.com
724-288-1503

National Sponsor (p.77)



Dallas/Fort Worth, Texas

Kay Wysong-Pearce
Director of Physician Recruitment
KayWysong@mhd.com
214-947-7148



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**Linda Hamar and
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Physician Recruiters
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National Sponsor (p.6, 18-19)

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Utah



PHYSICIAN EMPLOYER DIRECTORY

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Vermont



PHYSICIAN EMPLOYER DIRECTORY

To explore more about what you should know about practicing medicine in

Vermont

and 19 physician employers,
Please Visit:

physicianemployerdirectory.com/state/vermont

See more employers at www.physicianemployerdirectory.com/state/vermont

Virginia



Harrisonburg, Virginia

Zizi Sipe

zcsipe@sentara.com

Stephanine Hutchens

sxhutche@sentara.com

540-433-4439 or 540-564-7126



MCV Physicians

Richmond, Virginia

Stacey Ellis

Physician Recruiter

stacey.ellis@vcuhealth.org

804-628-9660



Abingdon, Lebanon & Marion, Virginia

Contact one of our physician recruiters!

recruiting@vephealthcare.com

925-225-5837

See more employers at www.physicianemployerdirectory.com/state/virginia

Washington



4 facilities located in Washington

Patrice Boston

Recruitment Coordinator

patrice_boston@chs.net

615-465-7229

National Sponsor (p.28, 34-35)



Walla Walla, Washington

Dara Brennan

Manager, Provider Recruitment

PhyJobs@ah.org

916-865-1905



To explore more about what you should know about practicing medicine in

Washington

and 127 physician employers,
Please Visit:

physicianemployerdirectory.com/state/washington

See more employers at www.physicianemployerdirectory.com/state/washington

West Virginia



Elkins, West Virginia

Amy C. Yokum, CMSR

Director of Physician Development
yokum.amy@dhsww.com
304.637.3466



Multiple Facilities in West Virginia—
Go to MedExpress.com for a full list

Residency Recruiter

residencyrecruiting@medexpress.com
724-288-1503

National Sponsor (p.77)



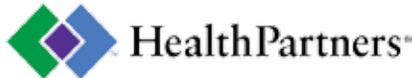
Bridgeport, West Virginia

Laura Blake, FASPR

Director of Physician Services
laura.blake@wvumedicine.org
681-342-1613

See more employers at www.physicianemployerdirectory.com/state/west-virginia

Wisconsin



Amery, Osceola, New Richmond &
Hudson, Wisconsin

Diane Collins

Senior Physician Recruiter
diane.m.collins@healthpartners.com
952-883-5453 or 800-472-4695x3



SSMHealth.

Madison, Wisconsin

Cindy Hamburg

Senior Physician Provider Recruiter
cindy.hamburg@deancare.com
608.294.6250

Sponsor (p.36)



Kenosha & Pleasant Prairie,
Wisconsin

Michelle Plemmons

Director of Physician Recruitment
Michelle.Plemmons@uhsi.org
262-656-2942

See more employers at www.physicianemployerdirectory.com/state/wisconsin

Wyoming



Gillette, Wyoming

Karissa Viergets

Physician Recruiter
karissa.viergets@cchwyo.org
307.688.1531



To explore more about what
you should know about
practicing medicine in

Wyoming

and 31 physician employers,
Please Visit:

[physicianemployerdirectory.com
/state/wyoming](http://physicianemployerdirectory.com/state/wyoming)



Cheyenne, Wyoming

Phyllis Hime

Physician Recruiter
phyllis.hime@crmcwy.org
307-633-7767

See more employers at www.physicianemployerdirectory.com/state/wyoming



Networking Groups

In-House Physician Recruiter Networking Groups

Know where you want to work? Did you know that there are regions throughout the country that have associations with physician recruitment members that would like to hear from you? See below for a list of those associations supporting select geographic areas you may wish to use to launch your career.

Missouri, Iowa, Nebraska, and Kansas



In-house Physician Recruitment Networking Organization of 86 Members representing **61 organizations** located in:

- Missouri
- Iowa
- Nebraska
- Kansas

National Sponsor -- Page 84

Nationwide

U.S.A.

Association of Staff Physician Recruiters
www.aspr.org

CANADA

Canadian Association of Staff Physician Recruiters
www.caspr.ca

State and Regional

Carolinas Association of Physician Recruiters
www.capsnet.org

Illinois Staff Physician Recruiters
www.isprnet.org

Indiana Society of Physician Recruiters
www.inspr.org

Michigan Recruitment & Retention Network
tinyurl.com/zf954xo

Mid-Atlantic Physician Recruiter Association
www.maprainc.org

Northeast Physician Recruitment Association
www.nepra.org

Southeast Physician Recruiter Association
sepra-aspr.com

Southwest Physician Recruiter Association
swpra.org

Upstate New York Physician Recruiters
www.nyphysiciancareers.org

Wisconsin Staff Physician Recruiters
wiphysicianrecruiters.org



Associations

Physician Recruitment Associations Supporting Rural and Underserved Markets

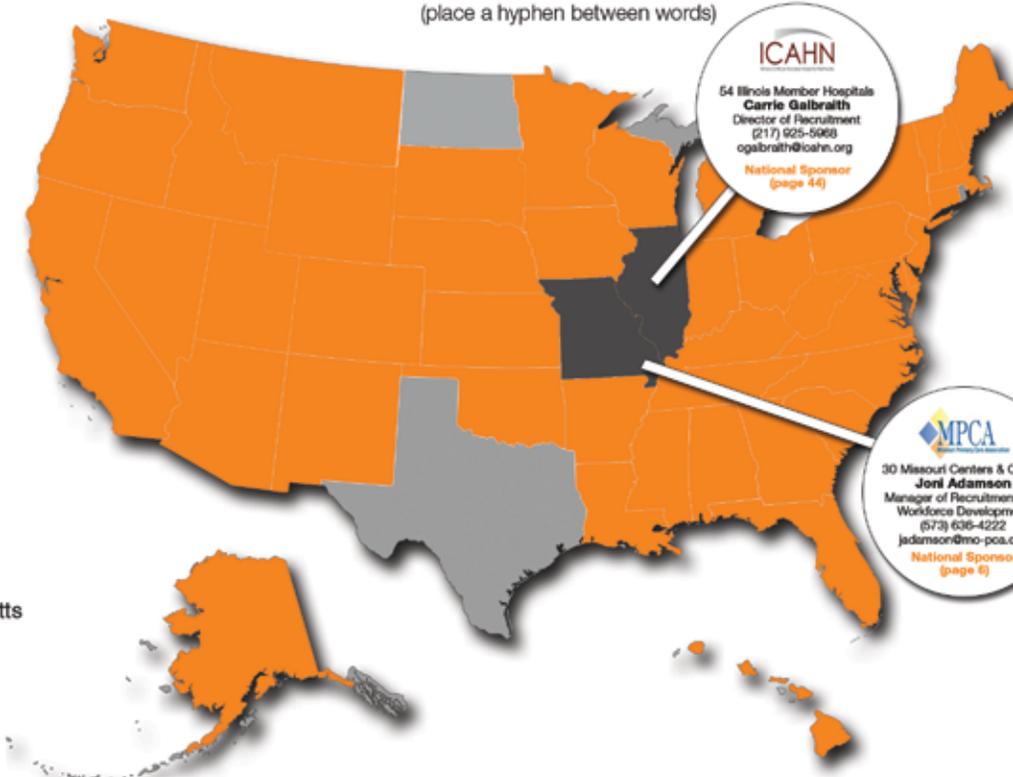
Interested in starting your career in rural or underserved markets? Learn how the below associations and networking groups can help you find the right opportunity.

 <p>Visit: 3rnet.org Email: info@3rnet.org Call: 800-787-2512</p>	<p>Search 2,800+ physician opportunities! Unbiased information on:</p> <ul style="list-style-type: none"> • Loan repayment programs • J1 Visa waivers • Insights into local communities 	<p>National Sponsor Page 60</p>
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To view opportunities by state, in your browser enter:
3rnet.org/locations/your-state

(place a hyphen between words)

- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- Florida
- Georgia
- Hawaii
- Idaho
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maine
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi



- Montana
- Nebraska
- Nevada
- New-Hampshire
- New-Jersey
- New-Mexico
- New-York
- North-Carolina
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode-Island
- South-Carolina
- South-Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Washington
- West-Virginia
- Wisconsin
- Wyoming

<p>Western Canada <i>Welcome Home</i> Rhoda Yakubowski Recruitment Consultant info@saskdocs.ca (306) 933-5000</p>	<p>Jobs for Doctors: BC, Alberta, Saskatchewan, and Manitoba</p>	<p>National Sponsor Page 52</p>
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Where the road
to success,
meets living
the good life.



With excellent quality, a great community to raise your family and a new hospital – WE HAVE GREAT PHYSICIAN OPPORTUNITIES!

Owensboro Health is licensed for 477 beds and serves a 14-county area in western Kentucky and southern Indiana including a population of nearly 300,000. We recently opened a state-of-the-art, new hospital with countless technological advancements.

Owensboro, KY is a thriving town with a community feel but numerous metropolitan amenities. Owensboro was identified by **Bloomberg Business Week** as one of the **"Best Places to Raise Kids"** and **CNN Money** recently named Owensboro as one of the **"Top 100 Places to Live."**

With excellent schools, parks and recreation, numerous places to worship and enjoy time with your family - Owensboro Health is proud to call Owensboro home. We think you will be too.

CALL MITCHELL SIMS, PHYSICIAN RECRUITMENT MANAGER - 270-485-2725

RECRUITING SEVERAL SPECIALTIES INCLUDING:

- OUTPATIENT NEUROLOGY
- NEUROHOSPITALISTS
- GASTROENTEROLOGY
- RHEUMATOLOGY
- ENDOCRINOLOGY
- PRIMARY CARE



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