

# CAREER INSIGHTS SURGERY

THE CAREER PLANNING GUIDE FOR SURGERY RESIDENTS AND FELLOWS

VOLUME 1, ISSUE 1

## EMPLOYER PROFILES

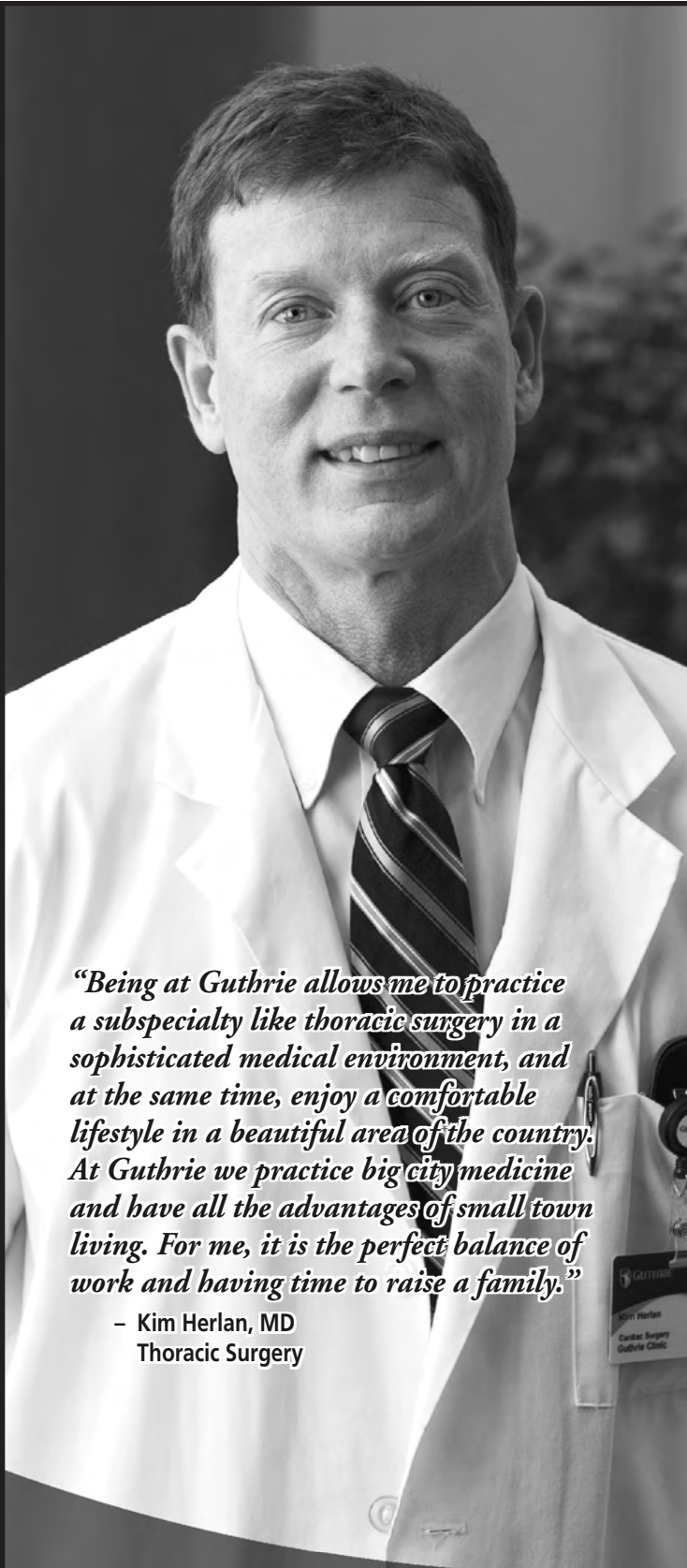
In-depth Descriptions of Employment Opportunities with These Leading Organizations:

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Allina Hospitals & Clinics	MDmoving	Providence Health & Services
Bay Regional Medical Center	Mercy Health System	San Jose Medical Group
Cincinnati MD Resource Center	Methodist Charlton Medical Center	Sherman Health/Sherman Hospital
Detroit Medical Center	MidMichigan Health	Siouxland Surgical Care
East Tennessee State University, James H. Quillen College of Medicine	Munson Healthcare	Surgical Associates of Richmond, Inc.
Group Health Permanente	PeaceHealth Ketchikan General Hospital	University of Tennessee Health Science Center
Guthrie Clinic	Physician Staffing	



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– Kim Herlan, MD  
Thoracic Surgery

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[imagine@guthrie.org](mailto:imagine@guthrie.org)  
1-800-724-1295

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# CAREER INSIGHTS SURGERY

## THE CAREER PLANNING GUIDE FOR SURGERY RESIDENTS AND FELLOWS

### FEATURED EMPLOYERS

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#### Featured Employment Opportunities

Guthrie Clinic .....	Inside Front Cover
MDmoving .....	Outside Back Cover
Providence Health & Services .....	Outside Back Cover

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**UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER**

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Memphis, TN

The University of Tennessee Health Science Center / Methodist Transplant Institute is actively seeking applicants for a two-year transplant surgery fellowship for academic years 2010-2012, to begin training July 1, 2010. The University of Tennessee / Methodist University Hospital Transplant Institute in conjunction with LeBonheur Children's Medical Center performed 129 kidney and 109 liver transplants in 2007 in adults and pediatric patients. This experience also included 40 laparoscopic donor nephrectomies and seven pancreas transplants. In addition to the tremendous transplant opportunity, fellows were primary surgeon or first assistant in over 100 major hepatobiliary cases, and there is opportunity to be involved in over 200 vascular access cases annually. This fellowship is ASTS approved for both liver and kidney transplantation. The University of Tennessee Health Science Center is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA employer.

James D. Eason, M.D., F.A.C.S., Professor of Surgery, Program Director & Chief of Transplantation, UT Methodist Transplant Institute, 1265 Union Avenue, 10th Floor (S1011), Memphis, TN 38104, Email: [jeason1@utm.edu](mailto:jeason1@utm.edu)

**Please contact: Margaret Aranguren, Program Coordinator**  
**Email: [Margaret.aranguren@utmg.org](mailto:Margaret.aranguren@utmg.org), Phone 901-516-8954**  
**Alternate phone 901-516-7070, Fax 901-516-2036**

## BAY REGIONAL MEDICAL CENTER

Bay City, MI



Vascular surgery opportunity

- Income guarantee provided by hospital
- Partnership track
- Vascular surgery only – no general surgery
- Fellowship trained
- In practice, recent graduate or 2008 candidate
- Call 1:4
- Joining private surgical practice
- Male or female

Bay Regional Medical Center is fortunate to be located in Bay County, one of the finest educational, recreational, and cultural areas in the Great Lakes. Bay County enjoys a very low crime rate, excellent shopping, and a wide variety of housing options. Colleges and universities are within commuting distances, and diverse geography allows for a home on the river or bay, in the country, city, or suburbs.

Bay County offers a wide variety of sporting and recreational activities, with golf on public and private courses, a civic ice arena with two rinks, tennis, softball, active running and biking clubs, camping, water sports, and some of the best fishing in the world. Winter sports are just as plentiful, with nearby cross-country and downhill skiing, snowmobiling, and hunting.

Bay County is located in east central Michigan on Lake Huron's Saginaw Bay, two hours north of Detroit.

**For further information contact: Konnie Licavoli, Physician Services Coordinator, 1900 Columbus Avenue, Bay City, MI 48708, 800-223-4242, 989-450-9294 (cell), [kmlicavoli@bhsnet.org](mailto:kmlicavoli@bhsnet.org)**

## CINCINNATI MD RESOURCE CENTER

Cincinnati, OH

**Surgeons (Bariatric, Colon & Rectal, General, Orthopedic, Plastic, and Vascular) for Cincinnati, OH, Northern Kentucky, and SE Indiana**

- Fellowship trained Bariatric Surgeon to join premier surgery program in Northern KY
- BC/BE Colon Rectal Surgeon for single-specialty private practice
- Several Orthopedic Surgeons for growing private practices throughout Greater Cincinnati
- 2 Full-time Plastic Surgery faculty positions (primary interest in Breast and the other in Hand)
- 1 General and 3 Vascular Surgeon opportunities

Cincinnati MD Resource Center is a non-profit, community based initiative designed as a central resource for opportunities with hospitals, clinics, and private practices. Compensation and benefit packages are competitive. The health care environment is innovative with nationally recognized hospitals, tobacco-free campuses, a regional health information organization entitled HealthBridge, and a documented 10.9% decrease in medical liability rates for 2007 documented by the Ohio Department of Insurance.

Greater Cincinnati is comprised of 14 counties with the corners of three states - Ohio, Kentucky, and Indiana – and is home to almost 2 million people. Awarded by Fortune magazine as one of the top ten places to live and work Greater Cincinnati offers an active arts community including museums, galleries, theater, ballet and opera. Other local amenities include amusement parks, snow skiing, water sports, an aquarium, car and horse racing, casinos and professional football and baseball.

**Register as a candidate on [www.cincinnatiMDjobs.com](http://www.cincinnatiMDjobs.com) to review details of each position- Phillip L. Kiley, Physician Liaison, [pkiley@cincinnatiMDjobs.com](mailto:pkiley@cincinnatiMDjobs.com), 513.378.5077**

## DETROIT MEDICAL CENTER

Detroit, MI



### Orthopaedic Surgery Sports Medicine Fellowship

Stephen Lemos, M.D., Ph.D. – Fellowship Director

Applications are being accepted for a one-year comprehensive Orthopaedic Surgery SPORTS MEDICINE FELLOWSHIP. This program includes Professional Team Coverage, Fellows own clinic, an arthroscopy course, monthly guest lectures from nationally acclaimed orthopaedic academics and annual AOSSM meeting. This program has received Initial ACGME Accreditation. We have three positions open for 2008-2009 and three positions for 2009-2010. We will be interviewing for four positions for 2010 – 2011 late fall 2008. Applicants must have completed an ACGME accredited residency in orthopaedic surgery, board eligible/board certified.

- Four rotations of three-months each with exceptional, board-certified, fellowship trained, sports medicine orthopaedic surgeons (2 surgeons per rotation).
- Fellows will have the opportunity to participate with many collaborative laboratories. The technical aspects of surgical intervention will be developed in the Departmental Bio-skills Laboratory and the Operating Room under direct supervision of the faculty.
- The fellow will have direct contact with professional athletic teams including the Detroit Tigers, Detroit Red Wings, Detroit Pistons and Detroit Shock under the direction of a faculty member during events.
- The fellows will have their own once a week half day clinic for 6 months with weekly alternating operating room and clinic time, supervised by an attending. This will add a layer of independence to a small part of their training.

Please forward Curriculum Vitae: Dr. Stephen Lemos, c/o Lin Gross, Detroit Medical Center, 3990 John R, Detroit, MI 48201, Phone: (313) 745-0770, Fax: (313) 966-0871, E-mail: [lgross@dmc.org](mailto:lgross@dmc.org), Web site: [www.dmc surgeryhospital.org](http://www.dmc surgeryhospital.org)

## EAST TENNESSEE STATE UNIVERSITY, JAMES H. QUILLEN COLLEGE OF MEDICINE

Johnson City, TN

### Critical Care Surgeon

East Tennessee State University, James H. Quillen College of Medicine is seeking a critical care surgeon to work in a surgical Intensive Care Unit in a community hospital. Surgical Critical Care Fellowship training required and must be BC/BE in Surgical Critical Care at time of hire. Position also includes active general surgery practice. Individual must be interested in teaching general surgery residents and medical students.

Interested candidates are invited to submit curriculum vitae to William Browder, M.D., East Tennessee State University, Department of Surgery, PO Box 70575, Johnson City, TN 37614 or e-mail to [browder@etsu.edu](mailto:browder@etsu.edu). ETSU is an AA/EO employer.

## GROUPHEALTH

Seattle, WA



### Isn't it time for something better?

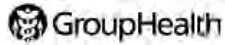
General Surgeon

Group Health Permanente, the Pacific Northwest's premier multi-specialty group, is currently seeking a BC/BE General Surgeon to join our state of the art Surgery Team in Seattle, Washington. The ideal candidate(s) will have a full range of surgical skills and an interest in working on diverse cases. This outstanding team is comprised of five surgeons who encourage team members to pursue individual interests. Competitive salaries, generous benefits, flexible schedules, and built in referral base offered.

For information regarding this position or to submit your CV, please contact Jenelle Van Assen, GHP Specialty Recruiter, at [vanassen.j@ghc.org](mailto:vanassen.j@ghc.org) or the GHP Recruiting Department at 800/543-9323.

## GROUPHEALTH

Olympia, WA



### Isn't it time for something better?

Vascular Surgeon

Group Health Permanente, the Northwest's premier multi-specialty group, is currently seeking a BC/BE General Surgeon with an interest in Vascular Surgery to join our state of the art surgery team located in Olympia, Washington.

The ideal candidate(s) will have a full range of Surgical Skills, including an interest in Vascular Surgery, as well as an interest in working in an innovative group practice. Flexible schedules and outstanding team make this opportunity worth exploring. Competitive salary and generous benefits packages are offered.

**For more information regarding this position or to submit your CV, please contact Janelle Van Assen, GHP Specialty Recruiter, at [vanassen.j@ghc.org](mailto:vanassen.j@ghc.org) or the GHP Recruiting Department at 800/543-9323.**

## METHODIST CHARLTON MEDICAL CENTER

Dallas, TX



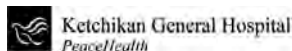
### General Surgery Opportunity in Dallas

A board-certified or board-eligible general surgeon is needed to establish a private practice on the campus of Methodist Charlton Medical Center located approx. 15 minutes southwest of downtown Dallas. There are currently four other surgeons affiliated with this facility who are also solo practitioners and are supportive of recruitment efforts and open to discuss call coverage with incoming surgeon. Methodist Charlton is currently undergoing a multi-million dollar expansion with a new bed tower and ten new OR suites. Expansion is scheduled for completion in summer of 2009. Hospital will provide a competitive income guarantee, practice start-up assistance and practice management services. Excellent opportunity. Please call for further details.

**Please contact Susan Cogburn, Director of Physician Recruitment at 214 947-7139; fax 214 947-7542; email to [susancogburn@mhd.com](mailto:susancogburn@mhd.com).**

## PEACEHEALTH KETCHIKAN GENERAL HOSPITAL

Ketchikan, AK



Board certified Surgeon needed to share practice with another surgeon in a hospital-employed position. Community is located on an island in Southeast Alaska's beautiful temperate rain-forest. Experience in laparoscopy, endoscopy and trauma management desirable. Generous compensation, paid professional liability coverage and relocation allowance provided.

**Contact Lanetta Lundberg (907) 228-8300, Ext. 7885 or [llundberg@peacehealth.org](mailto:llundberg@peacehealth.org) for more information.**

## SAN JOSE MEDICAL GROUP

San Jose, CA



### General Surgery Opportunity

San Jose Medical Group is currently seeking a fully trained General Surgeon BC/BE by the American Board of Surgery. Practice experience beyond residency training is preferred but not required; clinical competence/ training in laparoscopic surgery is required; fellowship in advanced laparoscopic surgery is desirable but not required.

This is a full-time opportunity providing both office based and hospital consultations and surgery.

San Jose Medical Group is a physician owned, multi-disciplinary medical group practice of 70 employed physicians. The Clinic is located in San Jose, California. We provide experienced staff, excellent office facilities with state of the art equipment and a diverse patient population.

We offer a competitive guaranteed annual salary plus generous benefits that includes health, dental, vision, 401 (k), profit sharing, FSA plan, short-term disability, long-term disability and malpractice insurance. Shareholder status and productivity compensation and quarterly bonus opportunities are available after the first year.

**If you are interested in learning more about this opportunity, please contact Christina Steigerwald, PHR, Physician Recruiter at San Jose Medical Group, Email: [cstei@sanjosemed.com](mailto:cstei@sanjosemed.com), Fax: (408) 278-3192, Phone: (408) 278-3161**

To learn more about SJMG, visit our website at [www.sanjosemed.com](http://www.sanjosemed.com).

**\*\*Visa Sponsorship is not available for this position\*\***

**\*\*\*SJMG is an equal opportunity employer\*\*\***

## SHERMAN HEALTH

Near Chicago



Progressive General Surgery practice seeks a General Surgeon who wants to be an integral part of the Team. The ideal candidate will be a BC/BE Surgeon, well-trained, collegial, and interested in becoming vested partners in shared decision making for present and future growth of the practice.

Explore this outstanding opportunity to join an established and highly reputable practice in a geographic area with tremendous current and future growth. Considerably well-respected in the service area, this practice has been providing exceptional care to the community for decades. Located one hour NW of Downtown Chicago and 20 minutes from O'Hare airport, in the midst of a family and education-oriented community, these Northwest suburbs run alongside the Fox River and provide miles of hiking and biking trails, parks, fine dining, lovely new homes, and excellent public and private schools. The group's comprehensive offer is highly competitive, including great benefits and a two year partnership track. Call would be ~ 1:5.

The physicians are on staff at Sherman Hospital, serving one of the fastest growing counties in the Midwest. Sherman Hospital's new state-of-the-art, 255-all-private bed replacement hospital will open in December 2009, with General Surgery as a premier service line ([www.the-futureofsherman.com](http://www.the-futureofsherman.com)). The group's newest office location is directly across the street from Sherman's replacement hospital, typical of this groups ahead-of-the-curve planning!

**For additional information about this unique opportunity please contact Robin Eckhardt at Sherman Hospital #847/429.5187 days, #847/354.5409 PM's, or email your CV to [robin\\_eckhardt@shermanhospital.org](mailto:robin_eckhardt@shermanhospital.org).**

## SIouxLAND SURGICAL CARE

Sioux City, IA

General Surgery Opportunity in Sioux City, Iowa

- Joining a two physician practice
- Board Certified/Eligible
- Hospital employee with St. Luke's Regional Medical Center, with full benefits
- Each physician does 60-90 procedures/month
- 2 year Guarantee salary \$275-300 K
- 30,000 Sign on bonus (3 year service forgiveness schedule)
- \$50,000 Loan Repayment (\$12,500 at the completion of each year for first 4 years)
- Professional liability insurance: 1 million per occurrence limit, \$3 million general agg limit
- 65% cases done here at St. Luke's
- Office located on St. Luke's campus across from the hospital, next to ambulatory surgery center
- Opportunity to buy into joint venture ambulatory center

Current physicians do some vascular, thoracic, mostly bread and butter procedures.

**For additional information, contact: Steve Liebetrau, Physician Recruiter, St. Luke's Regional Medical Center, 2720 Stone Park Blvd, Sioux City, Iowa 51104, bus phone: 712-279-3331, cell phone: 712-253-2028, email: LiebetSR@stlukes.org**

## SURGICAL ASSOCIATES OF RICHMOND, INC.

Richmond, VA



Large 14 member General and Vascular Surgical Group located in South Richmond, Virginia, is looking for a general surgeon ideally with advanced training, such as additional laparoscopic, trauma, oncology, or the like. The group would also consider non-fellowship trained surgeon deemed to have outstanding long-term potential.

Your duties would be general surgical (non-vascular). Our group has a very long history of providing superior care, and we currently provide services to all three major hospital campuses located in South Richmond. Please visit our website at [www.thesar.com](http://www.thesar.com).

We are a large happy group of surgeons with an excellent business infrastructure positioned for long term success, and we provide a number of ancillary services beyond the operating room. Salary and benefits are competitive with any in the area.

Richmond Virginia is a great place to live and raise a family, with excellent public schools and affordable housing. Recreational and cultural activities are plentiful in this mid-sized city and other activities such as enjoying the beach and snow skiing are within short distances.

**Please contact our administrator, Mr. Eric S. Bell at [belle@thesar.com](mailto:belle@thesar.com) if interested in an interview.**

**Looking for vacancies in a particular region of the country?**

Use this regional directory of recruiters to contact individuals who may be able to help.

**MIDWEST**

**Nora S. Barber**

Physician Recruitment Coordinator  
MidMichigan Health  
4005 Orchard Drive  
Midland, Michigan 48670  
ph: (800) 444-6421  
fax: (989) 839-1376  
recruitment@midmichigan.org  
www.midmichigan.org/opportunities

**Christy McChesney**

Physician Services Coordinator  
Physician Staffing  
30680 Bainbridge Rd.  
Cleveland, OH 44139  
ph: 440-542-5000  
fax: 440-542-5005  
clmchesney@physicianstaffing.com  
www.physicianstaffing.com

**Ms. Cary Sullivan**

Director, Physician Recruitment  
& Retention  
Guthrie Clinic / Robert Packer Hospital  
One Guthrie Square  
Sayre, PA 18840  
ph: 570.882.3510 / 800.724.1295  
fax: 570.882.3098  
sullivan\_cary@guthrie.org  
www.guthrie.org

**Deborah Glicker**

Director, Physician Services and Recruitment  
Munson Healthcare  
1105 Sixth Street  
Traverse City, MI 49684  
ph: 231-935-5890  
fax: 231-935-5885  
dglicker@mhc.net  
munsonhealthcare.org

**Kaitlin Osborn**

Physician Recruitment Specialist  
Allina Hospitals & Clinics  
2925 Chicago Avenue, Mail Route  
10703  
Minneapolis, MN 55407  
Phone: (800) 248-4921  
Fax: (612) 262-4163  
recruit@allina.com  
www.allina.com

**Becky Trujillo**

Physician Recruiter  
Mercy Health System  
1000 Mineral Point Ave.  
Janesville, WI 53545  
Phone: (608) 756-6186  
Fax: (608) 756-6567  
btrujillo@mhsjvl.org  
www.mercyhealthsystem.org

**WEST**

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fax: 570.882.3098  
sullivan\_cary@guthrie.org  
www.guthrie.org

**Christina Steigerwald**

PHR, Physician Recruiter  
San Jose Medical Group  
San Jose, CA  
Phone: (408) 278-3161  
Fax: (408) 278-3192  
Email: cstei@sanjosemed.com

**Janelle Van Assen**

GHP Specialty Recruiter  
Group Health Permanente  
Olympia, Washington  
800/543-9323  
vanassen.j@ghc.org

**NORTHEAST**

**Dana Goldberg, MS**

Market Connection Consulting  
Meriden, CT  
Phone: (203) 440-0897  
Fax: (203) 440-0928  
danagoldberg@cox.net

**Dr. Patricia O'Neill MD**

Co-Director, Trauma and Surgical  
Critical Care  
Kings County Hospital  
Brooklyn, New York  
ph: (718) 245-4686  
fax: (718) 245-4055  
paoneill@pol.net

**Ms. Cary Sullivan**

Director, Physician Recruitment  
& Retention  
Guthrie Clinic / Robert Packer Hospital  
One Guthrie Square  
Sayre, PA 18840  
ph: 570.882.3510 / 800.724.1295  
fax: 570.882.3098  
sullivan\_cary@guthrie.org  
www.guthrie.org

# Life After Residency? The Money Factor

By Jeff Eckert, MBA, CFM, CMA, President, MediCo Unlimited, LLC  
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As residents and fellows complete their training, they face significant professional choices. Some may choose to work for hospitals, others may opt for private practice, and still others might be drawn to academics or to start their own practices. Whatever the individual choice, compensation is always a key factor of employment. There are many resources that define compensation expectations for various specialties, but the details that go into arriving at that number are often difficult to find. It is risky to “hang your hat” on that single number without understanding the underlying structure of the compensation. As we all know, the devil is often in the details. Hopefully, this brief synopsis of a highly complex issue will help prepare you to gather vital information before you place your signature on the dotted line.

Whether you choose to work on a fixed salary or on some type of productivity system, your income will ultimately be tied to expectations that affect your compensation. You should have a clear understanding of what those expectations are, and you should make sure that you are responsible for only those issues that are under your control. It is important that a feedback system be in place that will communicate those expectations to you, especially until you reach partner status. Some of the basic expectations that are typically required under any pay system are described in the list that follows. All of these are under your control, and failure to meet these expectations can affect either salary or productivity pay plans.

- The minimum number of clinical hours you will be expected to work
- Board certification requirements, including time limits to achieve certification
- Amount of call coverage expected of you
- Minimum patient/staff survey scores expected of you
- Expectations for your participation in meetings, conferences, committees, etc.
- Minimum annual RVU generation expected of you
- Timeliness of medical records and dictation

Activities that are out of your control, such as those that follow, should not be part of the pay system.

- Billing office efficiency. Tying your income to the percentage of billings collected; i.e., the collection factor.
- Arbitrary allocation of costs that you do not control; e.g., pro rata cost sharing of external transcription costs that you do not utilize

- Annual changes in RVU’s by CMS, without corresponding adjustments by the corporation
- Structural shortfalls; e.g., lack of clinic time due to a shortage of exam rooms

There are four global compensation questions that need to be answered to your satisfaction. These questions address fairness, common values, and full disclosure, the cornerstone of long and successful relationships:

- Has the practice or the hospital quantitatively defined “productivity” or the requirements for obtaining full pay?
- Are the requirements reasonable, and do they reflect annual market changes?
- Is the compensation system aligned with the corporation’s value system and your own personal values? For example, does the hospital that serves the poor allow for a significant amount of non-revenue producing indigent care?
- Does the compensation system consider differences in individual physician roles? For example, one physician may be involved in research and new program development, while another may not.

Other compensation issues that are often overlooked include the following:

- What external physician earnings belong to the group; e.g., expert witness fees, honorariums, inventions, books, moonlighting, etc?
- Should you leave your place of employment, what accounts receivable will you be allowed to keep?
- What pre-tax physician expense account is available for clinical purchases?

It is always important to realize that there are flaws in every pay system. No system is perfect. In fact, it is unrealistic to think or demand otherwise. Relying on anecdotal data is a trap that poisons physician/employer negotiations. It is better to focus on asking the right questions, and the dollars will take care of themselves.



**About the Author:** MediCo Unlimited specializes in new practice start ups, practice assessments, payor contracting, and strategic planning. Mr. Eckert has 23 years of Fortune 500, medical practice, and medical consulting experience. He is a sought after speaker and has been published in national journals. His physician support also extends to legislative testimony on leading issues, such as prompt pay. Contact Jeff at 913-851-1887 or e-mail him at [jeckert@medicounlimited.com](mailto:jeckert@medicounlimited.com). Visit [www.medicounlimited.com](http://www.medicounlimited.com) to learn more. © 2005 MediCo Unlimited, LLC. Published with permission.

# How to Select the Right Practice Opportunity...

By Paul Hiltz, Vice President, Physician Services and Debbie Mancini, Regional Director, Physician Services Mercy Health Partners of Southwest Ohio. Reprinted with Permission of the Authors

**Introduction** Selecting the right practice opportunity can be overwhelming whether you are just coming out of residency or moving from an established practice. By following these steps, you can make the process a little more manageable.

**Pre-Visit** Before you begin contacting other practices or headhunters, it is important for you to decide what you want. That may sound obvious, but many physicians have never taken the time to decide where (geographically) they would most like to live, which may be the most important question to start with.

After location, focus your attention on things such as group size. Are you interested in a small or large group? This will have implications for your call schedule. How often would you be comfortable being on call?

You will also want to think about whether you want a hospital practice or whether you would prefer to turn patients over to a Hospitalist group.

How about nursing homes? Do you feel comfortable covering nursing homes for other members of your practice? Or would you rather not do this? Be honest!

Finally, consider your productivity. How busy would you like to be? How many patients per day do you feel comfortable seeing? "Busy" means different things to different people. Think through all of these things prior to interviewing with a group.

## The Visit

- Pay attention to and look for group chemistry as one of the most important factors in selecting a practice. Remember that picking a physician partner is not like a marriage, it is a marriage. Your physician partner or partners will help determine your financial and professional future. You will also be spending a large amount of your waking hours with your physician partners.
- Pay attention to the general environment. What is the general atmosphere of the practice? What is the group's style and efficiency of handling patients? Does it appear to be well managed?
- Learn about the structure of the group from a legal, financial and decision-making standpoint.
- Ask questions about the group's expectations of the new physician. How busy does the group expect you to be, and how quickly? How does the group plan to promote the new physician to build the practice?

After all of the above questions are answered to your satisfaction, you can begin to investigate the compensation package including salary, bonus, benefits and other perks of the job. Ideally, groups will be able to answer these questions, but don't be surprised if they have a hard time getting specific with their answers. Many groups have not added a new practitioner for a

while and have not thought through the details of their particular offering.

**Additional Thoughts on the Interview** The following tips will help make your visit more successful:

- Pay attention to your appearance. Many groups get immediately turned off by a great clinician simply because that clinician is dressed unprofessionally or too casually. Remember that you are being interviewed for a six-figure job, and your potential employer wants to make sure that you will uphold their reputation.
- Be sure to be on time.
- Rehearse your talking points so you can cover your philosophy of care, give some background on your clinical training and your work ethic.
- As you wind up the visit, get clarity on the decision-making process. Find out who will be making the decision and in what time frame. Determine who your main point of contact will be and let them know what your decision-making process is.

Settle on the general business terms before going to the time and expense of hiring an attorney. Once the general business terms have been agreed to, you should expect a formal, legal contract that you can review with your attorney. Don't make the mistake of trying to save on legal fees by doing this yourself. For a few hundred dollars up front, with good legal advice, you can avoid major complications and headaches down the road.

Following these few simple steps should make your selection process easier. If you would like to contact us with specific questions, feel free to do so by either e-mail or telephone.

## About the Authors

*Paul Hiltz, MHA (Masters in Healthcare Administration from Xavier University); VP Physician Services, Mercy Health Partners Southwest Ohio; 20 years experience in hospital and physician group practice administration; Memberships: American College of Healthcare Executives; Medical Group Management Association Contact Info: [pchiltz@health-partners.org](mailto:pchiltz@health-partners.org), 513-981-6375*

*Debbie Mancini, CMSR; Regional Director of Physician Services Mercy Health Partners Southwest Ohio; 10 years experience in physician group practice operations and physician recruitment and retention; Memberships: The American Academy of Medical Management and Association of Staff Physician Recruiters Contact Info: [dxmancini@health-partners.org](mailto:dxmancini@health-partners.org), 513-981-6375*

# Hints for Graduating Residents in Finding an Ideal First Job and Prospering at It...

By Christopher Kashnig, Manger of Physician Recruitment, Christie Clinic. Reprinted with Permission of the Author

## 1. Location

Limit yourself geographically. Be realistic. Don't consider opportunities in Kansas and Connecticut unless there is a unique reason to do so, e.g. you are originally from Kansas and your spouse is originally from Connecticut. Most candidates are primarily interested in a defined geographical area, such as a southern Wisconsin and Chicagoland. Many potential employers dismiss candidates who are unfocused.

## 2. Type Of Practice

Think about what type of practice setting suits you- Are you entrepreneurial or not? Residents generally select between the following: multi-specialty group, single specialty group, hospital employment, hospital-sponsored group practice, hospital-sponsored solo practice, HMO, or some hybrid of these. It is difficult to imagine a physician seriously considering opportunities with both a 250-physician multi-specialty group and a solo practice. Generally they attract different sorts of folks. Again, many potential employers dismiss candidates who are unfocused.

## 3. Income

Be realistic regarding the first year's salary or guarantee. While there are regional differences in income, there aren't huge differences within a region unless there is a 'catch' somewhere. Remember the old adage--if it looks too good to be true, it probably is! Unusually high salaries frequently are accompanied with professional isolation, geographical isolation, poor call coverage, and difficult working conditions.

## 4. Short Term vs. Long Term Income

Assume that you will stay in this practice opportunity for 20 years. Don't worry so much about the first year's income-- Instead focus on the fifth year's income, tenth year's income, and long term stability- Young physicians who overly concentrate on short term income frequently change jobs after two years. Unfortunately, some physicians never learn this, and change jobs every 2-3 years for their entire careers.

## 5. Working Conditions

Again, be realistic-everyone wants a high income with lots of time off and minimal call responsibilities. Find out what the working conditions are before you interview-if they don't fit your lifestyle, look elsewhere. Nothing irritates a hiring physician or administrator more than an applicant trying to bargain the working conditions, e.g. time off, call, office space requirements.

## 6. Be Honest

If there are certain things that are non-negotiable for professional or personal reasons, tell the potential employer this upfront. An example might be an unwillingness of a Family Practitioner to practice Obstetrics. It is better to clear this up early rather than have it become a sore spot later.

## 7. Be Flexible

Things are never as good or bad as they seem. You will be much happier if you try to remain as flexible in medicine as possible. In addition, with the health care delivery system changing constantly, you must be able to go with the flow. Related to this, no position is perfect. They all have pluses or minuses.

## 8. Computers

Become computer literate. Enough said.

## 9. Seek Out Other Professionals

Early on in your professional career, you should seek out a competent attorney, accountant, and financial advisor. If you lose confidence in any of them, replace him/her ASAP. If you don't know whom to contact, ask other physicians in the community. I am reminded of an expression of my father, a music teacher, now retired, said; "My attorney and I have an agreement. I don't update my will and he doesn't give trombone lessons."

## 10. Balance Your Life

Everyone needs activities outside of medicine. Set aside time for yourself, especially physical exercise. You will have more energy to practice medicine if you strike a balance. By the same token, don't let your outside interest dictate your career. Remember, you're a physician first and an amateur hockey player, musician, etc...second. Like any other professional, you will undoubtedly have to make sacrifices to balance these competing interests.

### *About the Author*

*Christopher Kashnig is the Manager of Physician Recruitment for the Christie Clinic in Champaign, IL. Christie Clinic is a physician-owned multi-specialty group of 85 physicians, 20 mid-level providers, and 600 employees. It was founded by the Christie brothers in 1929 and now has a main clinic in downtown Champaign and five satellite offices throughout the Champaign area. Christopher Kashnig has 20 years of experience in physician recruitment, including eight years with Christie Clinic. He has a BA from the University of Notre Dame and both an MS and MBA from the University of Wisconsin-Milwaukee.*

# Finding the Perfect Job

By Ann Korinek, Physician Recruiter, Henry Ford Medical Group  
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## Step 1: Preparation

If you're a 2006 graduate and you think finding a job is something you won't need to worry about until next year - you're wrong!

Start now to avoid the pressure that builds as graduation nears. Assemble the basics: A CV, education about the market and scanned documents to expedite the credentialing process.

### KEEP YOUR CV SIMPLE.

If you're just graduating from your first program, education, accomplishments, and honors will be the theme. Include dates (month and year) to make it easy for the reader to follow your CV's timeline. If there is a time gap explain that in the cover letter.

A 12 point font is sufficient. Bold and underline sparingly to highlight key points. Allow plenty of space around each section. Make sure it is error free - have a non-medical person read it for understanding. Use action words to describe your skills. Make sure you list "board eligible". Above all - have an electronic version that is universal - such as Adobe Acrobat. Always include email and then always check your email.

Cover letters should say what your CV doesn't -- the type and size of practice you are looking for, type of patient population that attracts you, and any special interests that are not otherwise readily apparent. Address the letter to the person receiving your CV (this shows you did your homework).

### PRIMARY AND SPECIALTY JOB AVAILABILITY CAN VARY GEOGRAPHICALLY.

Educate yourself. Check out your society's or State's website. MOM (Medical Opportunities in Michigan at [www.mimom.org](http://www.mimom.org)) lists opportunities from hospitals by state and region from, not only Michigan but Ohio, Pennsylvania and Indiana. You can send your CV directly to the job or post it publicly. From this you will get an idea of locations, type of practice, hours and even salary and benefits. This is also the time to identify any job fairs in your area. Medical societies frequently offer opportunities to meet recruiters one-on-one during lunch or half day session.

### SCAN YOUR CREDENTIALS.

Keep diplomas, certificates, licenses, etc. in a file that you use EVERY time you apply for a position or to a third party payer. The credentialing process can take from 3-6 months and seriously impact your start date. If you're going to relocate you may, inadvertently, pack needed paperwork. Scanning or filing key documents now will save time when you need it.

As a rule, there are two recruitment cycles. Many positions are posted in September and hired by November with a second wave of openings in January and filled by March. It is generally assumed by recruiters, that the more serious (and therefore

more desirable) candidates start early. Some simple preparation now will assure you're part of that group!

## Step 2: Ready, Set, Interview!!

Over the next few months you'll probably interview more than you will any other time in your life. For you, this is an opportunity to land that perfect job. For the interviewer it's a chance to determine why you should be hired over anyone else.

To be successful you'll need to ooze self confidence (not arrogance), high energy, initiative, and good interpersonal skills. They'll want to know how you handle conflict, accept responsibility and, above all, if you have leadership potential.

Start by identifying your goals. Prepare answers to the standard questions you know you will get that refer to your training, competence and ultimate career path. Know your strengths, weaknesses, reasons you want this job and something about your employer. Be prepared to discuss these - rehearse with someone if necessary. If you're the nervous type remember that, while they are interviewing you, you are also interviewing them.

### BEWARE THE MOST COMMON PITFALLS!

- Never submit a sloppy or error laden CV
- Never be late
- Avoid the limp handshake. (Cultivate a strong, look-your-interviewer-in-the-eye handshake)
- Don't be arrogant
- NEVER speak ill of past employers or make excuses for past behavior

### CAPITALIZE ON THE LITTLE THINGS!

- Courtesy - remember even the secretary in the waiting room is interviewing you
- Dress well - Choose at least two interview outfits, remember you WANT to be invited back. Nails should be clean and short, hair groomed and simple, no perfume or aftershave (just in case there's an allergic interviewer) and avoid bright colors
- Give complete answers that are short and pithy
- Arrive a "little" early (too early and you become an interruption)
- Show interest, lean forward slightly and don't fidget

### REHEARSE THE COMMON QUESTIONS.

Question(Q): Tell me about yourself.

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Answer(A): Highlight your accomplishments

Q: What are your weaknesses?

A: Give a thoughtful answer such as: " I tend to work independently and sometimes may not ask for help when I need it." Demonstrate your self-awareness

Q: Do you have any questions for me?

A: YES! ALWAYS YES!

If you know of something that negatively impacts your application, don't wait for it to come up - address it first. For example, if you can't commit to a long-term position because of a spouse in training, suggest that hiring you now will instill loyalty to the practice and/or hospital in the event you BOTH end up staying in the area.

Finally, if the interview isn't going well consider: Asking the interviewer some questions. Clarify that you're on the right track with your answer. Smile and, if all else fails, keep in mind that you may not be the reason the interviewer is having a bad day.

### Step 3: Benefit Terminology

If you're like most residents or fellows you haven't given much thought to the benefits you have. As you hunt for your new job, however, you have the opportunity to "shop" your benefits and see what's available. Learning some simple terminology will help.

#### MALPRACTICE INSURANCE TERMS

There are two types: "Occurrence" and "Claims Made". The differences are important. "Occurrence" coverage is for all malpractice cases that arise while you are working in your practice or after you leave. "Claims made", on the other hand, only covers you while you are working in the practice and you must pay for "tail coverage" to continue the insurance after you leave.

If you are offered "claims made" insurance, make sure you ask the cost to continue the tail coverage when you leave the practice. This will be an important part of any exit strategy when you look for your next position. "Tail coverage" is also referred to as "nose coverage" when you are joining a practice and have these payments from your previous malpractice coverage.

#### HEALTH INSURANCE TERMS

COBRA: When you leave a job, you and your dependents have the right to continue health and dental coverage through the Consolidated Omnibus Reconciliation Act (COBRA) for up to eighteen (18) months. Before you leave residency check to see what this will cost. If your new employer doesn't provide immediate health or dental coverage, you may need to sign up for COBRA in the interim.

Ask at your new position if there is a "qualifying period". (This is the length of time you need to be on the job before the benefit starts.) If there is a lag between beginning practice and coverage you may be able to maintain coverage through COBRA.

Ask your new employer about "pre-existing conditions". Some insurances will not cover medical conditions for which you have received previous treatment. This term may also apply to a pre-existing medical condition such as a pregnancy. Having this information can save you from unexpected medical expenses.

#### SALARY TERMINOLOGY

Having salary "at risk" is very common. When you are considering an opportunity, make sure you understand what the expectations are for productivity, patient satisfaction, and any other quality or productivity measures. Failing to meet these requirements can result in a portion of your salary being reduced ("at risk"). By the same token, if you exceed expectations you may receive an incentive.

#### CONTRACT TERMS

While not always easy to enforce, many practices include a "non-compete clause" in their contract. Generally this clause is added to protect the current practice. The clause will prohibit you from practicing within a certain radius from the current practice (ie: 10 miles) for a certain period of time (ie: three years). You can ask to have this clause removed from the document, but if it's not, be prepared to comply with the requirement.

As with any new endeavor, learning the terminology is critical to success. While this is not a comprehensive list of terms, you will find that familiarity with these simple phrases will help as you negotiate your first offer. Read information thoroughly and ask questions when in doubt.

***About the Author:** Ann Korinek has been a physician recruiter with the Henry Ford Health System for 15 years. She developed the very successful centralized physician recruitment model currently used by the 900 physician Henry Ford Medical Group to recruit 90-100 physicians annually which has all but eliminated the Group's reliance on outside recruitment firms. Ann conducts annual job hunting seminars for the Medical Group's residents and fellows while supporting leadership executive search efforts. She received her B.A. in Public Relations from Wayne State University.*

# Legal Issues Related to Your First Physician Employment Agreement

By Jason M. Brocks, Esq.  
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Your first post-residency position in private practice is a big step. Before you begin seeing patients, however, you will need to confront your physician employment agreement. This article discusses legal issues that often arise in relation to employment agreements with medical practices.

## What kind of employment agreement do you need?

A potential employer might give you what he or she refers to as a “standard” or “boilerplate” employment agreement. Do not assume anything from the use of those terms – especially, do not assume that the employment agreement addresses everything that you might be concerned about or that its provisions are favorable to you. The employment agreement given to you by the medical practice may have been edited many times in the course of negotiations with other physicians who joined the practice. Such a “recycled” agreement may reflect someone else’s needs more than it reflects your own, and it could even include terms with unintended legal implications for your situation.

On the other hand, you may encounter a situation where a potential employer does not provide you with a written employment agreement. Assume that you meet with your potential employer and have a very friendly and productive discussion with him or her about the most important issues surrounding your employment. At the end of your meeting, the potential employer offers you a job on terms that you like. The potential employer tells you that he or she thinks it is fine if you just shake hands and build your employment relationship on what you just discussed.

Although you may be excited about working for the potential employer and have the highest respect for him or her, you should always reduce your agreement to writing because a written agreement will provide a road map for the future if you and the potential employer have to part ways. Keep in mind that you might have to leave for any number of reasons, either at your employer’s request or on your own accord. For example, you might get a once-in-a-lifetime offer to be chairman of a department at a world class medical center. It is possible that your departure from the medical practice, for whatever reason, could cause negative feelings or logistical difficulties; in either case, you would want some of the extra security of a written employment agreement.

Anything related to the employer-employee relationship that you and the potential employer agree to should be included in the written employment agreement. For example, if the first draft of

the employment agreement gives you 2 weeks of vacation time and then during an informational meeting your potential employer says you can have 3 weeks of vacation time, make sure that the written agreement is changed to 3 weeks. Similarly, if the first draft of the employment agreement did not address vacation time at all, you should ask that it be added or clarified to reflect the results of your discussions. The terms of your written employment agreement will represent the entire agreement between you and your employer, so make sure that the employment agreement is comprehensive.

## What issues should your employment agreement address?

The following list includes some important points that should be addressed in your employment agreement. You should make sure that these and any other issues pertaining to your employment that affect you are included in the agreement.

- Compensation
- On-call schedule
- Time off (vacation time, personal days / sick days, family leave, CME) (including whether such time off will be paid or unpaid)
- Reimbursement of work-related expenses
- Malpractice insurance (including responsibility for payment of premiums and the type of policy)
- Outside activities (including teaching and research)
- Benefits (including health insurance, life insurance, disability insurance, retirement account)
- Term and Termination (including “for cause” and “without cause” termination, responsibility and procedures for notifying patients of your departure, and status of patient medical records)

## When will you become a partner?

Your prospects of becoming a partner (an owner rather than an employee of the medical practice) may be addressed in the employment agreement, although any reference to that topic may be relatively brief. For example, the employment agreement may state that you will be considered for partnership after a certain amount of time at the practice and that you will be told at least “x” months before the end of the employment agreement’s term whether or not you will be offered a partnership, in order to give you time to seek out other opportunities, if necessary.

Other issues surrounding your partnership in the medical prac-

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tice, such as the buy-in cost and / or your right to see a copy of the partnership documents, might only be addressed in a separate “letter of intent” or even orally in discussions between you and the physicians in the practice. Each situation is different when it comes to partnership issues – it often comes down to the personalities involved and the perceived sensitivity of the information. Due to the importance of this issue to your decision about whether to accept an offer, however, get as much information as possible before you sign an employment agreement.

### **Do you need a lawyer?**

Some doctors decide to negotiate their employment agreement without the aid of an attorney. If you do not hire an attorney, make sure to carefully read the entire employment agreement and ask a lot of questions about it. Above all, make sure that you understand and are comfortable with your rights and responsibilities. Whether or not you decide to hire an attorney, it is always advisable to have an objective third party review the employment agreement before you commit to a position with a medical practice.

If you decide to hire an attorney, remember that, like doctors, attorneys often specialize. When considering an attorney to advise you about your first employment agreement with a medical practice, it is helpful to ask some questions. For example, how much experience does the attorney have with reviewing, drafting and negotiating physician employment agreements? This is an important question because an experienced health care lawyer will understand the nuances of physician employment, including the relevant health care laws that govern medical practice.

An attorney can be your best friend (really!) as you decide whether a particular job opportunity is the right one for you. An attorney will help you to understand the details of your employment agreement and give you some perspective on the most important issues before you sign it. An attorney will also negotiate on your behalf and preserve and even strengthen the important relationship between you and the physicians who you will be working with every day. For example, you might be nervous or uncomfortable asking for a reduction in the geographic scope or timing of a restrictive covenant (a restrictive covenant, also known as a “covenant not to compete” or a “noncompete” provision, limits your right to practice medicine within a certain distance from a medical practice for a certain amount of time after leaving the practice). However, if your attorney explains that the restrictive covenant in your employment agreement is unreasonable when

compared with current practice in the potential employer’s specialty and / or geographic area, a request to change the restrictive covenant might be put in a more positive light.

Read the employment agreement (and have someone else read it too). Ask questions. Make sure that the content of the employment agreement reflects your discussions. All of these things will help you to have a good start to your new medical practice and give you peace of mind. That way, you can focus on the exciting job ahead of you – taking care of patients.

*Jason M. Brocks, J.D., M.P.H. practices health care law in New York City, where he advises physicians about legal issues related to medical practice, including employment agreements, formation of solo and group medical practices and compliance with New York State and federal health care laws. Mr. Brocks is admitted to practice in New York.*

*He can be reached at 212-223-4996 or online at [www.jasonbrocks.com](http://www.jasonbrocks.com). This article is for informational purposes only. It is not intended as legal advice and should not be used as a substitute for the advice of an attorney.*

# Bum References - Job Seeking Physicians Beware

By Lynden Kidd, CEO of Next Iteration  
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Most of us take for granted that if we provide the names and contact information of colleagues to prospective employers that the colleagues or attending physicians recommending us will be objective, fair and supportive of our professionalism in their comments.

I recently had a candidate who was very forthright about sharing reference letters. He easily forwarded letters written on his behalf early in the recruitment process. Because of his "up front" management of that issue, I suspect many prospective employers didn't actually call the references for more background but relied instead on the letter exclusively as the reference check.

**Beware to the practice that hires going only on a written letter of reference they may not know enough about your colleagues AND beware to the job seeking physician who thinks that his references won't be contacted directly.**

In the example above, one of the practices where the candidate was seeking employment actually called one of the references instead of simply relying on the letter. What the hiring practice heard from the reference wasn't so flattering to the job seeking physician candidate. In fact, it was so poor that the group decided not to issue an offer and called another practice where the candidate was interviewing in the same community to share what they had learned. The second practice verified the info and actually withdrew their offer before it was accepted. The job seeking physician was left wondering why and what happened.

As a candidate, you shouldn't be left wondering why. When you ask someone to be a reference for you, also ask how they handle references and whether they will speak fairly of your skills and experience. Don't assume they will be a good reference without asking them if they have a good impression of your work and experience. If you get any kind of hint of negativity in their answer - find another reference. When you are at the finish line headed into offer negotiations, the last thing you want to do is fall on your face because a reference was negative or even neutral. If you suspect that a reference may not be as strong as you'd like - ask them about their comments or have someone objective speak with them on your behalf. If you are working with a trusted independent physician recruiter - the recruiter can call and check a reference in anticipation of working with you. That recruiter should be able to verify for you if your references are as strong a resource as you need for your job search campaign. (Note: I suggest an independent recruiter versus an internal recruiting profes-

sional because the results would bias an internal recruiter's conclusions about your candidacy with their employer.)

As in everything you do, the devil is in the details and knowing you have solid professional references is key to success in your career search.



*Lynden Kidd, JD has 20 years experience within the healthcare industry working as an executive; management consultant, executive search consultant and owner of a healthcare recruiting firm.*

*Before founding Next Iteration, Lynden led a medical staff of over 120 multispecialty physicians as vice president of medical affairs in a medium-size acute care medical center for almost a decade; then as an experienced associate consultant with a national management services consulting firm (in a practice dedicated exclusively to healthcare delivery) worked with many of the country's leading academic and private healthcare systems, medical centers and physician practice groups. Lynden refined her recruiting skills in a boutique retainer search firm exclusive to the healthcare, life sciences, biopharmaceutical and medical device industries. There she was dedicated to selling search services, identifying top level talent; training recruiting consultants and developing internal, international corporate operation systems and procedures. Now she leads a team of consultants who support her recruiting business, Next Iteration; and manages a busy recruiting desk herself serving the healthcare industry, specializing in physician placement. Lynden especially enjoys working with residents and fellows on their job search. She can be reached at 215-579-1751; lynden@nextiteration.net; or more about her company can be seen at [www.nextiteration.net](http://www.nextiteration.net) at [www.nihealthjobs.com](http://www.nihealthjobs.com) and [www.MDCareerCompass.com](http://www.MDCareerCompass.com). Free job search hints and tips can be found at her blog <http://recruitinginhealthcare.blogspot.com>*

# CareerMD Career Fairs

2008

## Residents, Fellows, and Physicians: You are Invited!

### About CareerMD Career Fairs

Residents, fellows, and physicians **in all specialties** are invited to attend upcoming CareerMD Career Fairs in cities across the country. Meet potential employers face-to-face and learn about career opportunities. Even if you are only in your first or second year of training, employers want to meet you now!

Employers will be coming from all parts of the country to attend upcoming CareerMD Career Fairs in the following cities:

- Atlanta, GA
- Birmingham, AL
- Boston, MA
- Chapel Hill, NC
- Chicago, IL
- Cleveland, OH
- Columbus, OH
- Dallas, TX
- Detroit, MI
- Kansas City, MO
- Los Angeles, CA
- Milwaukee, WI
- Minneapolis, MN
- Newark, NJ
- New York, NY
- Philadelphia, PA
- San Francisco, CA
- Seattle, WA
- St. Louis, MO
- Washington, DC
- And more. Visit [www.CareerMD.com/careerfairs.shtm](http://www.CareerMD.com/careerfairs.shtm) for information about dates, locations, and additional cities we will be visiting in 2008

### Register to Attend

Residents, fellows & physicians who wish to attend any of these events should **RSVP** by phone (800) 355-2626 or email: [PhysicianServices@CareerMD.com](mailto:PhysicianServices@CareerMD.com)

There is **no cost** for job-seeking residents, fellows & physicians to attend

### Unable to attend, but interested in learning more?

If you are unable to attend a CareerMD Career Fair but would like to have your CV circulated among participating employers, you may send it via email to: [PhysicianServices@CareerMD.com](mailto:PhysicianServices@CareerMD.com)

### Register to Exhibit

#### Employers & Recruiters:

Register to exhibit at upcoming CareerMD Career Fairs while space is still available! For more information, contact Charles Howell by phone at (800) 355-2626 or by email: [CHowell@CareerMD.com](mailto:CHowell@CareerMD.com)

### Feedback from Attendees at Past CareerMD Career Fairs

*"I am glad to have been part of the career fair in New York. It was a great venue for me to get in contact with future opportunities. I think it was a well-organized and well-planned event."*

*"As a first-year fellow who did not actively seek opportunities outside academia during residency, this event was an excellent way to meet with individuals in the community and introduce myself more to the possibility of practice outside of the university setting. I thought it was a good size event (not too many or too few people to talk with), and that the individuals I met with were quite knowl-*

*edgeable about the situation in their community (even beyond their own institutions)."*

*"The Career Fair was very helpful in my search for an Addiction Psychiatry position. I was able to network, get tips on geographical locations and current hospitals of interest."*

*"Just wanted to thank you for the great job fair that you and CareerMD.com organized here in Boston. I found excellent opportunities and information from all the employers. Thanks a lot!"*

*"Thanks for organizing the career fair. I enjoyed it and I got to meet a lot of prospective employ-*

*ers - I have contacted two since that time. Space was well-distributed, and I also appreciate that you sent out a list of which hospitals were looking for which spots, so I could read in advance and focus my search."*

*"Thank you for the invitation to the excellently planned and well-run recruitment fair. The experience was more than I had ever expected. I spent a lot of time with the recruiters in Family Practice and I was able to establish a network and introduce myself to these people. I also met many folks of Hospitalists groups and mingled with them also."*

### About CareerMD



CareerMD is a career-planning website for medical students, residents, fellows and physicians offering free access to information about training and employment opportunities all over the country. CareerMD publishes the CAREER INSIGHTS Guides and free monthly electronic newsletters for job-seeking residents, fellows, and physicians. Visit the CareerMD.com website to learn more about how to locate employment and training opportunities online.



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