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40TH ANNUAL MEETING

40 YEARS OF ADVANCING PREGNANCY RESEARCH

- Attractions in Grapevine, Texas
- Returning to Work After a Career Break
- Private Practice
- Being a Mentor

Career Guide

MATERNAL FETAL MEDICINE

Society for Maternal • Fetal Medicine (SMFM) Annual Pregnancy Meeting
February 3 - 8, 2020 • Grapevine, TX



Society for
Maternal • Fetal
Medicine

Living and Working in Beautiful Southern Oregon



Maternal Fetal Medicine Opportunity Medford, Oregon

Asante (Asante.org) is more than a great hospital system in an amazing location. We are a community of passionate providers and service-focused caregivers who collaborate to deliver amazing patient outcomes; a place where our clinicians enjoy a high degree of autonomy with the support of a responsive, physician-led administration.

Our culture, values and people create an environment of sustained medical excellence. All three Asante hospitals have earned five stars from CMS for overall quality – the top rating given. In fact, Asante accounts for three of the five Oregon hospitals to achieve this rare honor.

**** Asante has been named a "Top 15 Health System" 7 years in a row by Watson Health Analytics! ****

Asante is seeking a Maternal Fetal Medicine physician to join our consultative practice in Medford, Oregon. Our practice provides comprehensive consultation services for all aspects of high-risk pregnancies. Candidates must be skilled in invasive prenatal diagnosis, ultrasound, and managing complicated maternal and fetal medical conditions. Our current team consists of 2 physicians, a practice manager and support staff. We have a level III NICU, which consists of 32 beds, and we treat a wide spectrum of maternal and fetal conditions.

Asante Rogue Regional Medical Center is a Level II trauma center dedicated to nurturing, advancing and protecting the health of the people of Southern Oregon and Northern California. With high quality services and the latest medical technology our 378-bed facility is the premier referral center for the region, providing superb medical care with genuine human compassion to over 600,000 people.

OUR CORE VALUES: Excellence - Respect - Honesty - Service - Teamwork

Education: Graduate of an accredited medical school. Successful completion of training in an ACGME accredited OB/GYN residence and Maternal Fetal Medicine fellowship program.

License / Certification: MD or DO licensed by the Oregon Board of Medical Examiners; Board Certified / Eligible in Maternal Fetal Medicine by the American Board of Obstetricians and Gynecologists (ABOG). Must obtain and maintain medical staff membership and appropriate privileges; Must be eligible as a provider for Medicare, Medicaid, and other federal health programs; Physician shall meet all qualifications to participate in hospital's programs for professional malpractice and other liability coverage.

Medford, Oregon is a lovely, picturesque city in Southern Oregon, situated in the Rogue Valley between the Cascade and the Siskiyou mountains. The Rogue Valley is the fourth largest metropolitan area in Oregon, with about 200,000 people. The convenience of an international airport makes traveling easy. Portland and the San Francisco Bay Area are within a 5 to 6 hour drive.

Our mild climate allows for year-round cultural and outdoor recreational activities. The outdoor enthusiast will enjoy rafting, hiking, mountain biking, kayaking and more. Skiing at Mt. Ashland is only 45 minutes from Medford and Mt. Bachelor is in nearby Bend. Medford also has a year-round indoor ice rink for the ice skating and hockey enthusiast and is just over an hour away from Crater Lake and two hours from the scenic Oregon Coast.

Popular yearly events include the Pear Blossom Festival and The Oregon Wine Festival. Nearby is Ashland, Oregon, home to the Oregon Shakespeare Festival and Jacksonville which hosts the Britt Festival during summer. Southern Oregon is a blossoming wine country as well as home to many local craft breweries.

For immediate consideration please email your CV to Stephanie Lash, Physician Recruiter at stephanie.lash@asante.org. Phone: 541-789-2323



Society for Maternal•Fetal Medicine

Established 1977, the Society for Maternal-Fetal Medicine is the premiere membership organization for maternal-fetal medicine (MFM) specialists. Representing the interests in nearly 3,000 physicians and MFM practice professionals, the Society provides education and engages in advocacy efforts to support the work of MFMs and optimize the health of high-risk pregnant women and their babies.

The SMFM offers a membership category for every person on an MFM team! There are several types of membership, based on board certification, stage of training and area of research. Our newest membership category, Practice Professional, is available to Maternal-Fetal Medicine office managers, hospital and office coders, physician recruiters, MFM office staff, practice consultants and members of industry.

Member benefits include:

- reduced registration fees for The Pregnancy Meeting and other in-person educational opportunities
- access to member resources including SMFM's publications, online lecture series, coding tips and archives
- print and online access to the American Journal of Obstetrics and Gynecology (AJOG Gray Journal)
- access to free online lectures, webinars and other educational opportunities through SMFM's Online Learning Management System
- participation in SMFM Communities, where our members share advice, discuss clinical challenges, and connect with members worldwide
- on-line access to career opportunity listings
- the opportunity for your voice to be heard in Washington, DC through SMFM's advocacy and outreach efforts
- access to the SMFM member-only Facebook group

To learn more about SMFM membership and to join go to: <https://www.smfm.org/join!>

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Attractions in Grapevine, Texas

Enjoy the city's restaurants, shops and family attractions.

Known for its restored 19th and 20th-century buildings and structures and the historic hub of the Grapevine Vintage Railroad, Grapevine, Texas is a fun family-friendly destination close to the Dallas and Fort Worth area. The city was named for its proximity to the Grape Vine Prairie, where wild grapes grew. In addition to local wineries, restaurants, shops, and art galleries, Grapevine is also home to various family-oriented attractions, from the focal lake to various play centers, and just about everything in between.

Sea Life Grapevine Aquarium

Getting up close and personal with the ocean's wildlife doesn't have to take place under the sea; at the Sea Life Grapevine Aquarium, it's possible to admire more than 5,000 sea creatures who call the attraction home. This two-story aquarium is home to both exotic saltwater and native freshwater sea life spanned across over 30 displays. The Grapevine Aquarium is fun for the whole family, especially with live feeding experiences, underwater missions, and behind-the-scenes tours.

3000 Grapevine Mills Pkwy | Grapevine TX 76051 | 469-444-3050
visitsealife.com

The Escape Game

Regardless of the season, Grapevine's Escape Game is a fun and interactive attraction for family fun. The Escape Game is the number one escape room in the Dallas-Fort Worth area. There are several 60-minute escape games to choose from, like Gold Rush, the Heist, Prison Break, and Playground, each offering something a little different. These adventures have twists and turns and require communication, teamwork, and problem solving to complete each given mission with the clues provided.

3000 Grapevine Mills Pkwy | Grapevine TX 76051 | 214-692-2180
theescapegame.com

Altitude H2O

For fun, excitement, laughs, and a chance to battle the heat, consider spending time on the water with Altitude H2O. Home to Texas' largest floating obstacle course, Altitude H2O is located on Lake Grapevine in Meadowmere Park. Their Wibit Aqua Park has several slip-and-slide features, such as monkey bars, slopes, a dome, trampolines, balance beams, a half pipe, a rodeo slide, wiggle bridge, hurdle, and more. Just try to keep up with the kids in this action-packed attraction.

3000 Meadowmere Lane | Grapevine TX 76051 | 817-600-2340
altitudeh2o.com

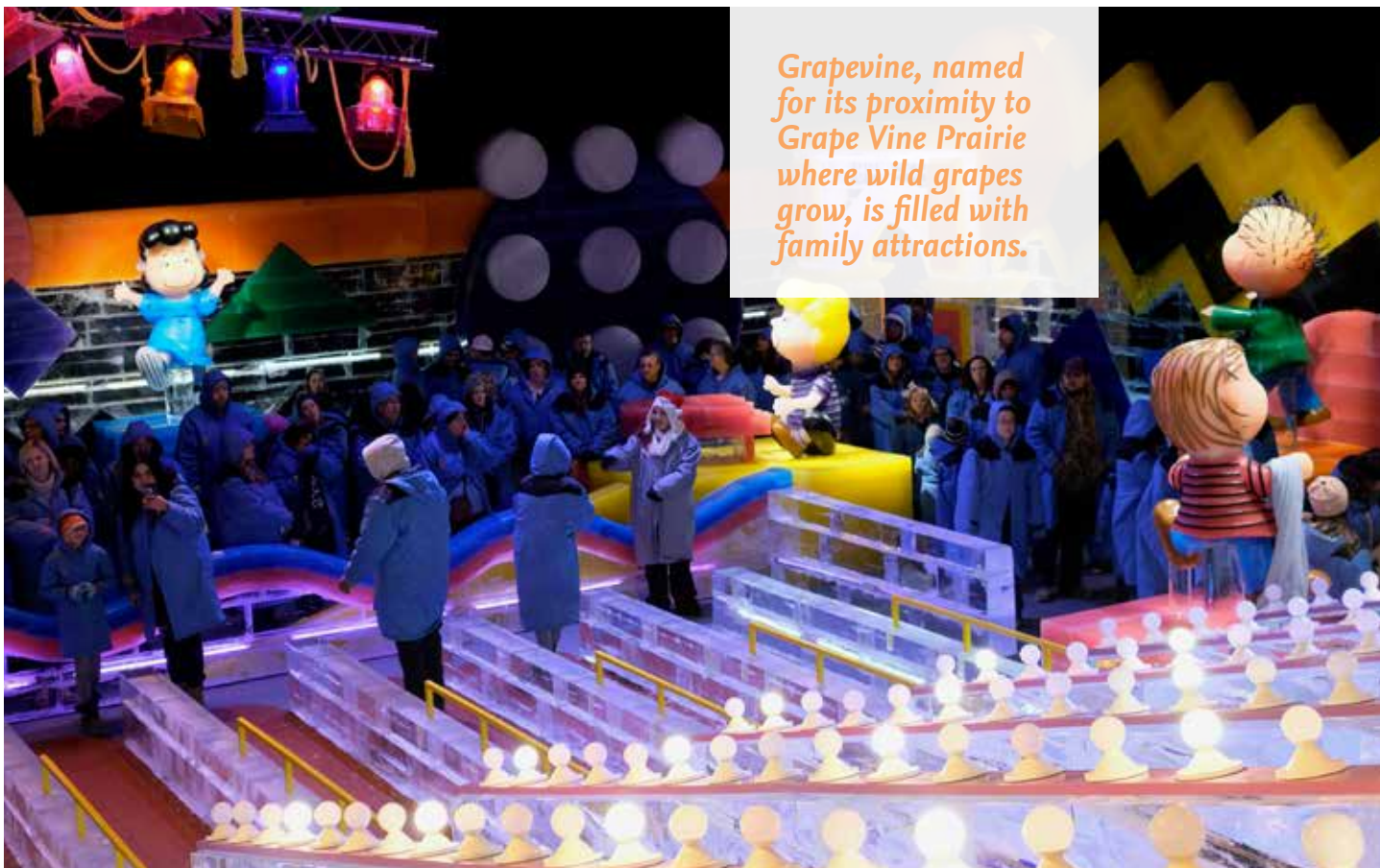
Lone Star Hi-Railers Model Train Exhibit

For an affordable and historic experience, check out the Lone Star Hi-Railers Model Train Exhibit. This excursion is perfect for both history and train buffs, with a first-hand look into the past via a locomotive steam engine. In addition to a classic baggage car on display, there are also scale models created by club members, all ready to be admired. It's a fun and informational exhibit that brings the past to life.

410 W Dallas Rd | Grapevine TX 76051 | 817-914-5272
lonestarhirlers.com

LEGOLAND Discovery Center

Grapevine's Legoland Discovery Center is a dream for families, featuring more than two million Lego bricks. This kid-oriented indoor entertainment center has everything from Lego-themed rides to a 4D theater to a soft play area to Miniland (a creation made to emulate the landmark of the area), all catered to the sizes and interests of children. In the warmer months, swimsuits are a must for the Pirate Beach splash zone.



Grapevine, named for its proximity to Grape Vine Prairie where wild grapes grow, is filled with family attractions.

The Legoland Discovery Center is an interactive attraction designed specifically for kids ages 3 – 10, and all adults must be accompanied by a child.

3000 Grapevine Mills Pkwy | Grapevine TX 76051 | 469-444-3050
dallasfw.legolanddiscoverycenter.com

Lake Grapevine

This vast body of water sprawls across 8,000 acres with over nine miles of wilderness trails, and is a central hub for activities including boating, fishing, windsurfing, water skiing, swimming, hiking, biking, and camping. It's an outdoor mecca filled with nature, beauty, and activity. Lake Grapevine also boasts two marinas—Scott's Landing Marina and Silver Lake Marina, which provide access to the lake via boats. There's no shortage of adventure on Lake Grapevine.

2100 Lakeview Dr | Grapevine TX 76051
lake-grapevine.com

Peppa Pig World of Play

For families with young, preschool-aged children, the Peppa Pig World of Play is the ultimate stop for a day of fun. Named for and based on the beloved animated television series "Peppa Pig," the World of Play is an indoor play center that gives children the chance to step into the world of their favorite British accented character. This is the first attraction of its kind in the United States that is targeted at preschool children. The park has 14 themed areas of play - from a hunt for eggs in a

chicken coop to taking a journey on the bus with Peppa and her friends - and has several interactive playscapes to explore.

3000 Grapevine Mills Pkwy | Grapevine TX 76051 | 214-285-9110
peppapigworldofplay.com

Texas Star Dinner Theater

The Texas Star Dinner Theater, according to their mantra, is "where historical meets hysterical." This western murder mystery experience, located in historic downtown Grapevine, includes a three-course dinner and an award-winning comedy murder mystery. The meals are traditional American fare, served alongside many unique and original laughs and spoofs in the wild west. This Texas dinner theater is among the best in the state and has earned quite a reputation for cheesy good fun.

816 S Main St | Grapevine TX 76051 | 817-310-5588
texasstardinnertheater.com

Always Dreaming Sailing

Take the family out on the water with a private sailing adventure. Always Dreaming Sailing will take you and your small party out on one of their catered sail boats, fueled by sunshine and wind, complete with assorted finger foods, and complimentary soft drinks, beer, and wine. Choose between the fireworks sail, the sunset sail, or the half or full day sail options.

2500 Oak Grove Loop S | Grapevine TX 76051 | 253-297-2538
sailalwaydreaming.com

Round 1 Bowling and Entertainment

For the ultimate kid-friendly Grapevine experience, take the whole family to Round 1 Bowling and Entertainment. In addition to several lanes of bowling, there's all sorts of other competition-based games and entertainment, including arcade games, karaoke, billiards, darts, ping pong, delicious food, and a kid-centered play zone. Both kiddos and adults won't want to leave this high-action fun zone.

3000 Grapevine Mills Pkwy | Grapevine TX 76051 | 817-873-7981
round1usa.com ■

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makes that possible and will
also help physician recruiters
identify you for open positions.

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If you previously registered on this site, just login
(use Forgot Password if necessary) **Otherwise...**

Just click the **FIRST TIME USER** button.
Complete registration once.
Then update your professional details.

Bookmark the site to return as often as you like.
(We'll remind you once a year.)



Unique Maternal Fetal Medicine Opportunity

Texas Tech University Health Sciences Center and Tenet Healthcare have collaborated in developing a teaching hospital and academic medical facility. As part of this collaboration, TTUHSC El Paso is establishing a new OB/GYN residency program within the Paul L. Foster School of Medicine.

The ideal candidate will provide inpatient and outpatient care, provide teaching experiences for medical students and future resident physicians, as well as develop and deliver curriculum in support of a number of residencies including a transitional year program.

The position requires:

- M.D. / D.O.
- Licensed in Texas or eligible for medical licensure in the State of Texas
- Board certified or preparing for general and/or specialty boards by the American Board of OB/GYN
- Successful completion of an ACGME accredited Obstetrics and Gynecology Residency Program
- Successful completion of an ACGME accredited Maternal-Fetal Medicine Fellowship Program
- Interest in or track record of academic medicine

El Paso has been ranked one of the "50 Safest Metro Cities in America" by the SafeWise Report, consecutive years in a row. Nestled between the Franklin Mountains and the Rio Grande, city residents enjoy 300+ days of sunshine a year, numerous outdoor pursuits, and a vibrant city life at an affordable cost of living. Experience the personally rewarding practice of medicine in this friendly and growing community.

For consideration, please send CV and / or contact:
Sireesha Reddy, M.D.

Professor and Chair | Department of OB/GYN | TTUHSC El Paso-Transmountain
(915) 215-5683 | Sireesha.reddy@ttuhsc.edu

As an EEO/AA employer, the Texas Tech University System and its components will not discriminate in our employment practices based on an applicant's race, ethnicity, color, religion, sex, national origin, age, disability, genetic information or status as a protected veteran

Returning to Work After a Career Break



There are many reasons why physicians take career breaks. Those reasons can include, as they do for other professionals, home life circumstances such as family leave, personal health or caring for a family member full-time.

Physicians may also take a break from practice for reasons unique to the medical profession; for example, to pursue a research post, undertake charitable work overseas or take an approved leave of absence in support of a national or international activity or organization.

The problem of burn-out, while not unique to physicians, does create another reason for physicians to step away from medicine. A 2016 survey for The Physicians Foundation's Survey of America's Physicians found 49 percent of respondents said they often or always experience feelings of burnout.

Whatever the circumstances that led to the career break, physicians can face tough challenges re-entering the profession.

Part of the reason physicians face such challenges when re-entering the profession is because of the lack of national standards or guidance for returning physicians. The AMA has worked with the Federation of State Medical Boards and the American Academy of Pediatrics to promote consensus and drive national standards and processes around physicians returning to work after a career break.

However, the picture remains very patchy. The AMA has found that only 51% of state medical boards have a policy on physician re-entry. Of those that do, different states have different definitions of what constitutes a "career break". And reentry requirements differ widely from state to state.

Be prepared for a lot of paperwork

At a minimum, it is likely you will need to provide letters of recommendation and complete numerous forms. Further, be prepared to pay various registration fees. Depending on where you live, you may also need to take assessment tests and/or undergo a retraining program or proctorship.

If you can, plan ahead

If possible, physicians contemplating a career break should make themselves aware of reentry regulations in their state (or state of likely reentry to the profession) before taking a break. This means forethought when initially making the break, so that during your break you can continue with activities that will help you reenter the profession when you are ready to do so. This can involve several hundred dollars per year and time spent taking Continuing Medical Education (CME) courses to keep your license current. While this might not be possible for physicians taking unexpected breaks or working abroad, for those taking a career break to care for relatives or raise children, it may be possible to maintain licensure and keep up to date with continuing professional education. However, even then, the path isn't always as straight-forward as, perhaps, it ought to be.

Consider paying for a return to work program

Not only do you need to demonstrate your competence to the medical board and any potential employers, you need to satisfy



Returning to work after a hiatus poses a problem in the medical field, even if you have planned ahead, retained your license and continued professional development courses.

yourself that you are ready to return. Taking advantage of formal reentry programs can make the transition back to practice much smoother – both practically and emotionally. However, these programs also require significant forward planning. Programs typically last 6 months or more and can cost upwards of \$5k - \$10k.

There are a growing number of opportunities available around the country to help physicians make the transition. The AMA-backed Physician Reentry to the Workplace Project offers useful guidance if you want to take this route back to practice.

As well as giving you much-needed confidence, and potentially satisfying your local medical board, adding such a program to your CV can help to alleviate any concerns potential employers might have – especially those focused on patient safety – when considering interviewing a physician who is returning to work after a significant break.

Finding the right role

While taking a career break doesn't have to mean the end of your medical career, it is, nonetheless, important to recognize that things aren't going to pick up where they left off.

Be realistic when looking at positions. While there is no harm applying for positions at the same seniority as you had at the beginning of your break, you should also consider – and be prepared to accept – a more junior role. What's more, you should be prepared that any roles you are offered may be contingent upon you undertaking a retraining program, perhaps at your own cost.

Work part-time

Continuing to work in some form of part-time practice is the best way to avoid many of the headaches associated with reentry. A part-time position is also a great way to ease yourself back into work gradually. Working part-time has many advantages, giving you the time to combine part-time work with study and other programs required to refresh your skills and update knowledge.

Even if part-time work isn't your long-term goal, consider applying for part-time positions as a way to reenter practice. It opens up more opportunities for you and it's worth remembering that part-time positions can often become full-time positions.

Your CV: Focus on the positives

When it comes to applying for a suitable role, keep your time out of the profession to a single line on your CV. You need to be honest about time spent out of practice, but your CV isn't the place for protracted explanations. One line with the dates and a concise description is enough.

Use your cover letter – or your interview – to expand on your reasons for the break and, most importantly, your desire to return to practice.

The interview: prepare to deal with objections

In an article in the *New York Times*, Pauline W. Chen, M.D. talks about a deep-seated reluctance in the profession to admit to

taking career breaks. Chen suggests that, despite record numbers of doctors choosing to take time off, there is still a stigma in medicine around taking career breaks. It is therefore important to prepare how you are going to talk about and answer questions about the time you have spent out of the profession.

The best way to challenge and overcome any possible stigma is to be open about your reasons for choosing to take the career break and the particular challenges you were facing. You don't need to give excessive detail about time spent outside the profession, unless it is pertinent to your professional skills, so if you find the conversation veering in this direction, refocus the discussion onto your reasons for wishing to re-enter the profession and your qualifications for doing so.

The best way to counter objections is to demonstrate your professional skills and experience and to genuinely express your drive and desire to reenter medicine.

It can be difficult to reestablish your career after a significant break. A lot will depend upon your personal circumstances and where you live, but resources are available to help you. For further information, check out the AMA Physician Reentry to the Workplace Project resources as a starting point.

Whatever your personal circumstances, however, one thing is clear: patience and determination are going to be your two greatest assets as a physician seeking to return to practice. ■

Sources

Fat Sheet on Physician Reentry, [American Medical Association](#)

Physician Reentry Regulations, [American Medical Association](#)

When the Doctor Returns to Doctoring, Pauline W. Chen. (Jan. 10, 2013) - [The New York Times](#)

Issue Briefs: Schema for a Reentry Educational System, (Jan 23, 2013) - [Physician Reentry](#)

A Physician Reentry into the Workforce Inventory, The Physician Reentry into the Workforce Project (June 4, 2015) - [Physician Reentry](#)

For Doctors Who Take A Break From Practice, Coming Back Can Be Tough, Anna Gorman. (June 15, 2015) - [Kaiser Health News](#)

How to: Explain a gap in your CV, Michael Cheary. - [Reed.co.uk](#)

Maternal and Fetal Medicine Physician Opportunity Allegheny Health Network, Pittsburgh, PA

The Department of Obstetrics and Gynecology at the Allegheny Health Network, Pittsburgh, Pennsylvania, is seeking full-time Maternal-Fetal Medicine Physicians.

Qualifications include:

- Board Certified or Board Qualified in Maternal-Fetal Medicine
- Position open to graduates with US Residency and Fellowship training
- Must have experience in research
- Interest in teaching and working with residents and medical students

Allegheny Health Network is academically affiliated with Temple University School of Medicine and Drexel University School of Medicine. The division has a robust delivery network and ample support staff.

In addition to the Maternal-Fetal Medicine Program, AHN features/includes:

- Two Level III neonatal ICUs and two Level II neonatal ICUs; >7300 deliveries per year
- The region's first Infant Apnea Center created at West Penn Hospital
- The Allegheny Health Network Center for Reproductive Medicine which provides couples facing infertility an array of fertility options, including intrauterine insemination, in vitro fertilization and a comprehensive local donor egg program.
- A Division of Maternal-Fetal Medicine that includes Reproductive/Medical Genetics.
- Strong Ob/Gyn Ultrasound services and Genetic Counseling services (16 ultrasound sites, 16 ultrasound techs, and 5 genetic counselors).
- West Penn Hospital has a dedicated Perinatal Hospice Program and the Alexis Joy D'Achille Center for Perinatal Mental Health.
- Joint programs with Medical Endocrinology for diabetes in pregnancy, Women's Cardiology Group and Women's Behavioral Health Program

Benefits:

- The physician will be employed by the Allegheny Clinic of the Allegheny Health Network.
- Total compensation package includes salary and benefits including medical, dental, vision insurance, life insurance, short-term disability, long-term disability, flexible spending account, cash balance retirement plan, 401K retirement savings plan, 457(b) deferred compensation plan, paid vacation and CME allowance, paid sick days, paid holidays, possible relocation assistance, work-life balance program, credit union, and paid bereavement days.

The Allegheny Clinic is an integrated network of primary and specialty care providers committed to achieving the highest level of patient satisfaction and clinical performance. Based in Pittsburgh, the organization includes over 900 physicians (2100 physicians on staff within the Allegheny Health Network) who practice in communities throughout Western Pennsylvania. Our physicians – along with a group of dedicated, compassionate nurses and support staff – provide a wide range of diagnostic, clinical and preventive services to patients of all ages. The Allegheny Health Network is recognized as the healthcare quality and personalized service leader in its market.

Interested candidates should contact: Michelle Holden, Physician Recruiter at michelle.holden@ahn.org

Allegheny Health Network and its affiliates prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, sexual orientation, or national origin. Allegheny Health Network and its affiliates take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, sexual orientation, national origin, protected veteran status or disability.

BE/BC MFM Physician Kalamazoo, MI

Bronson Maternal Fetal Medicine in Kalamazoo, MI is seeking a BE/BC MFM physician to join their group of three MFM's and one NP. The practice is a growing, primarily consultative service that includes five sonographers, a genetic counselor and a diabetes education team. The practice performs pre-conceptual counseling, prenatal screening and diagnosis, as well as evaluation and treatment of maternal and fetal medical and obstetric complications. The NICU is staffed by six dedicated neonatologists and four neonatal nurse practitioners. Our practices provide comprehensive maternal-fetal medicine support and maternal transport services to our ten county service area.

Bronson Methodist Hospital and Bronson Maternal-Fetal Medicine are committed to providing outstanding medical care and an exceptional patient experience.

Thanks to the efforts of more than 8,000 employees and our 1,000+ member medical staff, Bronson is ranked among the best healthcare organizations in the nation for quality, safety, service, and patient, provider and staff engagement.

Bronson Methodist Hospital is affiliated with the Homer Stryker WMed School of Medicine. The MFM Division is actively involved in medical student and Ob/Gyn resident education.

The community is family friendly with an abundance of activities including festivals, fine arts, and sporting opportunities; a vibrant downtown with easy access to smaller communities; and excellent public and private schools. A variety of theatre venues, the Kalamazoo Symphony Orchestra, and the Kalamazoo Institute of Art enhance quality of life. Access to outdoor activities abound, including many public and private golf courses, trails for biking, running, and cross-country skiing. Beautiful Lake Michigan is only 45 minutes away.

Candidates please email CV to
Hilary Wade wadeh@bronsonhg.org or call 269.341.7596



Seeking Maternal Fetal Medicine Physicians in Southern Indiana

St. Vincent Evansville Maternal Fetal Medicine has a strong foundation: skilled, adequate, friendly staff in a beautiful, conveniently located space with state of the art equipment. There is additional growth potential which consists of 90-mile radius primary service area representing 880,000 lives as well as employed OBGYN group with 10 physicians and two advance practice providers.

Due to increasing volumes, we are seeking maternal-fetal medicine physicians (2) to join our established and growing practice. Leadership opportunity available!

- St. Vincent Health System is the largest delivery system in Indiana and the Evansville based Maternal-Fetal Medicine program is 20+ years strong
- St. Vincent Evansville Hospital for Women and Children is a part of the main Evansville campus, a 375-bed hospital, Level III NICU and Level II Pediatric and Adult Trauma Center
- Call is 1:2 with additional coverage available for vacation and CME
- Our obstetric facility includes an extensive labor and delivery suite and on-site 24/7 OB hospitalist coverage

Our faith-based ministry is part of Ascension Health, the largest Catholic health system in the USA. Ascension Health is dedicated to individualized, spiritually centered, holistic care for individuals and communities

For more information, please contact:

Beth Speer, DASPR

Physician Recruiter

St. Vincent Medical Group

812.485.1470 | beth.speer@ascension.org

stvincent.org | ascension.org

Career Guide

A powerful and effective recruitment solution that reaches top healthcare talent through the industry's key society conferences and myHealthTalent.com.

Reach both active and passive job seekers to fill your position quickly and effectively.

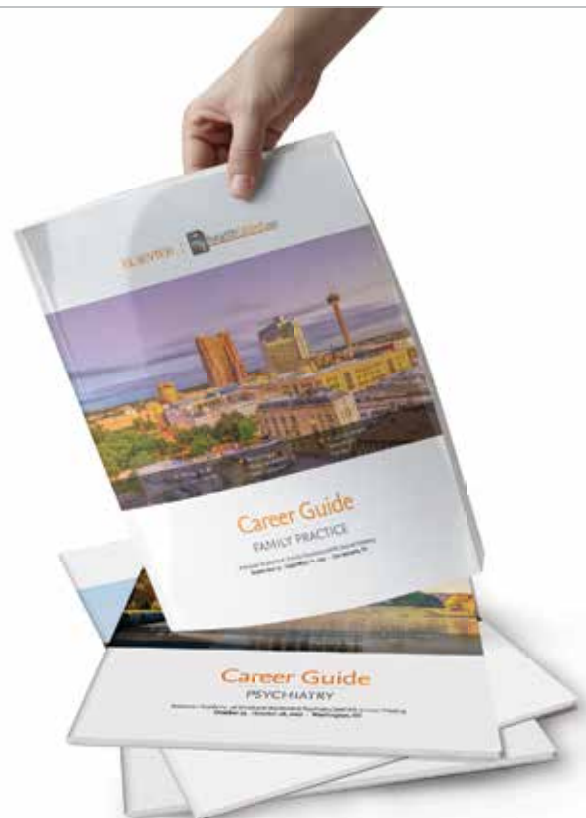
Contact

Philip Prigal

p.prigal@elsevier.com

347-556-0473

to reserve your space!





Private Practice: The Pros & Cons of Self-Employment

Working in a hospital can be very attractive to many physicians: the regular guaranteed salary, the pension contributions, the holiday and sick pay all add up to a compelling package. However, a recent Medscape report found that self-employed physicians are more satisfied than employed physicians (63 percent vs 55 percent). It suggests that employed physicians dislike the lack of autonomy, the limited income potential and limited influence in decision-making.

By contrast, their self-employed counterparts in private practice, enjoy the flexibility and greater autonomy in decision-making, particularly concerning income potential. “Being a solo practitioner and trying to run an efficient practice allows me to not have to see the large numbers of patients on a daily basis that my employed colleagues are faced with,” says J. Scott Litton Jr, MD, a private practitioner. “Patients are scheduled for 15- and 20-minute slots and gaps are purposely left in my schedule to accommodate the same-day call-ins. While this can be a very stressful day-to-day workflow, it is nonetheless very rewarding at the end of the day.”

Greater Satisfaction in Private Practice

Physicians working in private practice will typically draw a salary on a monthly or quarterly basis based on the practice income after all expenses – such as rent, staff and administrative costs – are paid. This gives a self-employed physician greater control over their income; they can choose to work longer hours to provide an evening or weekend service to their patients, for example. Writing for the American Academy of Family Physicians (AAFP), Peter Rippey, MD, makes the case that, “In

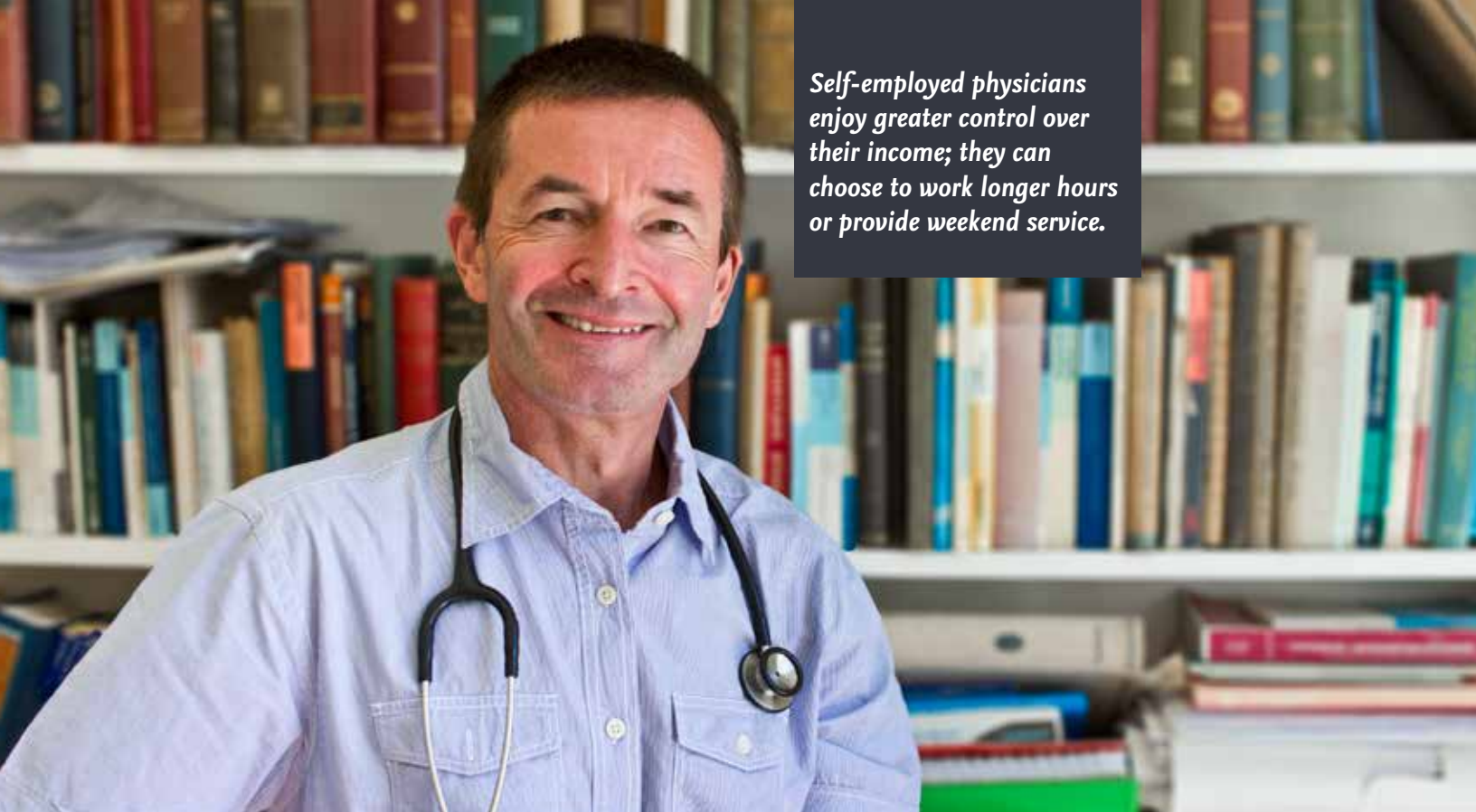
private practice, I also get to decide what hours I work, what procedural services I provide, what my scope of practice is, when I take vacation and who I have assist me.” He also points out that private practice can help to plug holes in medical provision and provide an important service for patients. “Private practices are a vital means for health care access, especially in rural areas (where) the next closest option may be more than an hour away,” he says.

However, Rippey also recognizes that “the uncertainty of the health care landscape as the Patient Protection and Affordable Care Act continues to be implemented – along with the challenges related to payment, electronic health records (EHRs), meaningful use and ICD-10 looming on the horizon – seems to have spurred a mass exodus from private practice to employed positions.” In fact, the AAFP states that more than 85 percent of new physicians are employed.

The significant capital required to set up in private practice and the lack of financial certainty, especially in the first few years, do act as considerable barriers to new physicians who would like the autonomy and flexibility private practice can deliver. Some experts estimate that set-up costs alone can total somewhere in the region of \$70,000 to \$100,000. The American Small Business Administration estimates that 50 percent of new businesses fold within the first five years, this represents a serious financial risk for the would-be self-employed physician

The Costs Private Practice

Any physician that is considering investing in a private practice



Self-employed physicians enjoy greater control over their income; they can choose to work longer hours or provide weekend service.

would be well advised to seek expert financial and legal advice at an early stage.

The costs associated with setting up a private practice must include:

- Malpractice insurance
- Rent or mortgage for premises, as well as any redecorating costs
- Computer, records and accounting systems
- Basic office equipment and furnishings
- Sales and marketing costs, including signage and advertising
- Medical equipment and supplies, although the cost of this can be reduced by opting for “gently used” equipment until the practice is clearing a profit and it can be replaced for new
- Staffing costs
- External consultancy costs, e.g. tax and legal advisors
- Tax liabilities
- Professional development and other professional and medical credentialing costs

By assessing and planning for these complex costs a physician running their own private practice needs to be well versed in finance, human resources and business administration – as well as their own medical specialty.

Being Your Own Boss

If HR, marketing, finance, facility management, and revenue

cycle management don't hold much appeal to you as a physician, then private practice is probably not for you – unless you find yourself to be an experienced office manager.

However, Mark A. Rosen, MD, argues that, “if you are entrepreneurial and enjoy the business of medicine, including being a team player, taking risks, having a vision of the future and the marketplace, and negotiating with others, you will enjoy private practice. It isn't easy, but some of us find it rewarding.”

Not only do self-employed physicians have greater decision-making freedom, they can swiftly respond to events, office dynamics, medical treatments and trends because they are less hampered by bureaucracy than large healthcare groups.

This freedom might be realized in many ways: from sponsoring local sports teams, through to offering a sliding fee scale based on a patient's ability to pay. Building up a strong relationship with the local community in this way then enables the physician to enjoy a high patient retention rate, boosting profits and morale. You are free to decide which direction you want to take your practice because you are the boss. ■

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ABOUT THE AUTHOR

Melanie Grano is a freelance business writer and 20-year Journalism veteran who regularly contributes to career-based publications, including *ThirdCertainty* and *Computer Times*.



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The MetroHealth System Faculty: Maternal-Fetal Medicine

We are seeking applications to join our academically oriented Division of Maternal-Fetal Medicine. We seek an individual with an interest in clinical practice, teaching, and research. A successful candidate will possess excellent interpersonal and teaching skills, will be Board Certified or a candidate for Certification in Maternal-Fetal Medicine, and eligible for licensure in the State of Ohio. This position is anticipated to be at the Assistant or Associate Professor level in the Department of Reproductive Biology at Case Western Reserve University. Rank will be commensurate with qualifications and experience.

In addition to being a Clinical Center within the Eunice Kennedy Shriver NICHD-MFMU (Jennifer Bailit, MD, MPH, PI) and NuMoM2b-HHS (Brian Mercer, M.D., PI) Research Networks, the Division's ongoing funded research includes clinical and basic studies regarding hypertension, preterm birth prediction and prevention, fetal membrane physiology, evaluation and implementation of quality of care measures. The Case Western Reserve University CTSA-Clinical Research Unit and Center for Reproductive Health at MetroHealth Medical Center are located adjacent to our L&D and NICU suites, offering support for clinical and bench research. CWRU offers the only Maternal-Fetal Medicine Fellowship in Northeast Ohio. Our faculty is actively involved in the education of MetroHealth's Ob/Gyn residents and Case Western Reserve University medical students.

The MetroHealth System is redesigning its campus with an innovative transformation plan to exceed the ever-changing needs of patients and programs for the community. This billion-dollar transformation is the largest public construction project in Cuyahoga County and one of the largest in the nation. By 2023, the new hospital tower will be home to 270 private rooms with additional state-of-the-art facilities, population health initiatives, as well as a re-imagined campus environment. We invite you to be our partner in this important journey as we strive to transform health care in Northeast Ohio.

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- Superb park system surrounding the city with many hiking opportunities
- Nationally renowned food and dining scene

If you are interested or would like additional information, please contact:

Kelly Gibson, M.D. Director, Division of Maternal Fetal Medicine, Department of Ob/Gyn kgibson@metrohealth.org or
Brian Mercer, M.D. Chair, Department of Ob/Gyn, Professor, Reproductive Biology bmercer@metrohealth.org

In employment, as in education, Case Western Reserve University and The MetroHealth System are committed to Equal Opportunity and World Class Diversity.



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Being a Mentor



Anyone who has enjoyed the experience of being coached by a sympathetic and knowledgeable mentor knows how special, and beneficial the mentor-mentee relationship can be. There are many powerful reasons to become a mentor.

The main attraction is, of course, helping others just starting out in their careers to excel. Sharing the knowledge you have picked up during your own path can give meaning to your own career trajectory, your self-worth and the value you derive from your job. The mentoring relationship also has an important role to play in mitigating the causes and effects of physician burnout for both parties.

Mentoring holds a special attraction for women and minorities who have advanced in their own careers because they can help promote greater diversity in the medical field by helping young people overcome the challenges they themselves faced.

A good mentor-mentee relationship also provides a valuable opportunity for reverse mentoring; helping the more experienced physician to stay in touch with current thinking and language, discuss new trends in technologies and processes, as well as to build and maintain relationships with the younger generations entering the profession.

The Qualities of a Good Mentor

Physicians who have risen to the top of their institution or area of clinical expertise will undoubtedly attract a fair number of younger interns and physicians who would like to be mentored by them. This is no guarantee, however, that the physician will make a good mentor.

While reputation is certainly important, the personal and behavioral characteristics of a physician can play an even more significant role in determining the success of a mentor-mentee relationship.

Having an open mind and a willingness to help others succeed are essential characteristics for any mentor. The ability to build a good rapport with students and junior members of staff is also important.

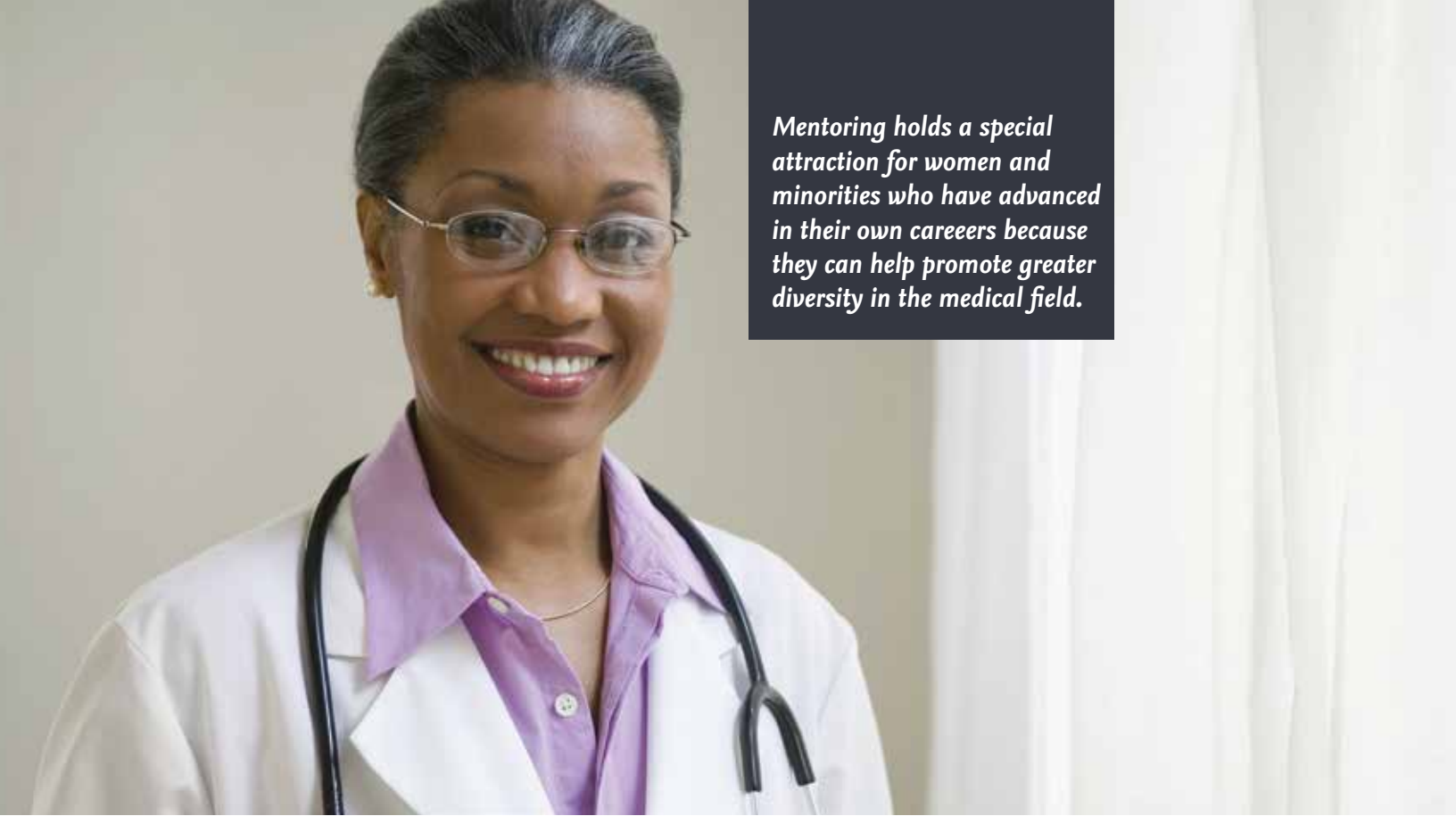
Time management can also be critical - mentors need to be available to their mentee. It can work well if both parties are able to schedule a regular time to meet, listen and talk through their concerns away from the workplace. It is ideal if you can make this a regular occasion; for example, lunch on the first Friday of every month. While making the time might seem like a challenge in an already over-stretched schedule, the benefits that mentoring offers makes finding time well worth the effort.

Mentoring and Diversity

The mentor relationship offers more than straight-forward technical, clinical and career guidance. Mentors have an important role to play in offering emotional support and guidance. This is certainly true when race and gender come into play. As we've already noted, mentoring has an important role to play in promoting diversity in medicine.

Physicians have to cope with many stressors. Learning to face down racism and/or sexism on top of the other challenges of the job can exacerbate feelings of physician burnout. The support and guidance of a senior staff member who understands these additional challenges can be critical for young medical students.

Writing in STAT, Jennifer Adaaze Okwerekwu relates the story of the racism she experienced during her medical practice. She cites Dr. Sue Taylor, a former medical director of palliative care for Tucson Medical Center in Arizona, who made the



Mentoring holds a special attraction for women and minorities who have advanced in their own careers because they can help promote greater diversity in the medical field.

point, “if students targeted by racial aggression don’t see their mentors actively moving to curb racism, that sends a powerful message.” Corporate civility coach, Sue Jacques, suggests that mentors should prepare themselves by creating a guiding set of principles that summarize how you will treat others and how you expect to be treated yourself. She says pre-determining these standards will help you deal with awkward experiences with grace.

Tips for Mentoring Success

Being a mentor requires you to exemplify model behavior and make good choices, Jacques states. Showing leadership and acting as a role model at all times is part of a senior physician’s responsibility. Emotional capacity is also important to the success of the mentoring relationship. A study by Dunn and colleagues identifies self-disclosure as an important attribute within the relationship.

Perhaps the most important tip for a successful mentoring relationship is to talk about both parties’ expectations of the mentoring relationship from the start. Don’t overpromise or set unrealistic expectations; be open about what you both are able to commit to.

A mentor’s role is to encourage self-empowerment. Depending on which stage a mentee is in their career, the mentor may have a huge potential impact on the development and trajectory of the mentee’s career plans. The mentor’s job is never to direct - but instead, to listen, share their experiences, talk through the options and suggest possibilities, never forgetting that ultimately the mentee has to be responsible for his or her own career.

Finding a Mentee

Senior physicians at the top of their fields may find themselves approached to be a mentor quite regularly. In these instances, the key to determine who to mentor are those students with whom you have a natural rapport and will be able to create value through your relationship. Some teaching facilities have a program to match interns with senior physicians, so the decision is removed from the physicians’ hands.

If neither of these circumstances apply to you, there are database matching services which can put would-be mentors and mentees in touch with each other. The American College of Physicians (ACP)’s Mentoring Database is a good place to start. The American Medical Women’s Association (AMWA) also operates a mentoring database.

If you don’t have time to commit for an extended period, you may wish to consider reaching out to younger generations before they make the educational choices that will help them pursue a career in Medicine. The Doctors Back to School and Mentoring in Medicine programs reach out, particularly to under-represented black and ethnic minority school age kids, to help open their eyes to the possibility of a career in medicine and encourage much-needed diversity in the profession.

To learn more about becoming a mentor, please visit:

acponline.org

amwa-doc.org/doctors/become-a-mentor

ama-assn.org/content/doctors-back-school-program

medicalmentor.org/about-us ■

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ABOUT THE AUTHOR

Melanie Grano is a freelance business writer and 20-year Journalism veteran who regularly contributes to career-based publications, including *ThirdCertainty* and *Computer Times*.

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