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## MD Career Path Edition

Final Year Residents and Fellows, Program Directors

Featured Employer Profile

CompHealth®



June 4, 2015

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Sincerely,

Christopher R. Lynch  
Vice President for Publishing

## Physician Job-Search Timeline: Delayed Approach Not Advised

**Regardless of the market demand for residents' particular specialty, experts recommend that physicians in training start their search early and strategically**

By Bonnie Darves, a Seattle-based freelance health care writer.

Physicians heading into their final year of training often are deluged — overwhelmed, possibly — by the enormous volume of emails, letters, and other communication they receive about potential practice opportunities. With such clear evidence of the demand for their specialty or — in the case of fellows — particular skill set and knowledge, physicians might think that there's no need to rush ahead with their job search.

However, even in this employment market when jobs are plentiful in most specialties and when most physicians will start their first job within weeks of completing training, it's not prudent to delay beginning the search for two key reasons. For one, trainees who have their sights and hearts set on a particularly desirable urban area will find that many comparably qualified colleagues have the same idea. In addition, the final year of training is typically jammed as it is, so trying to compress opportunity exploration, in-site interviews, contract finalization, and pre-employment paperwork completion into a matter of six months is, at the least, a recipe for high stress levels.

Opinions differ among recruiters regarding exactly when residents should launch their job search in earnest, but they concur on this point: Physicians who have ideal-job criteria or special life circumstances should begin exploring opportunities as early the summer before their final year. The professional criteria might be, for example, a very short list of facilities that offer particular surgical equipment or sub-specialty support services, or a desire to work in a specific or uncommon setting. The personal criteria run the gamut: for example, a physician might want to accommodate a spouse who must change jobs or who, increasingly, is also a physician in training, or he or she might have a strong desire to practice either near family or in the same city where the resident is training.

"It's important for residents to remember that if their counterparts are already looking for jobs early in their final year, and potential employers are willing to start talking to candidates as early as the summer before

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the final year, they probably should not wait too long to start looking,” said Cheryl DeVita, a senior search consultant with Cejka Search in St. Louis, Missouri. “I recently worked with two 2015 [graduate] candidates who accepted offers in July 2014, and it’s no longer unusual to see physicians sign contracts during the summer before they start their final training year.”

### **Earlier Start Usually Expands Options**

That kind of aggressive timeline is not the norm, of course, but it’s an indication that some residents are being especially proactive about their job search. At the minimum, residents should expect that the entire process — from inquiring about opportunities to going on site visits to accepting an offer and finalizing the contract — will take six to nine months, according to Peter Cebulka, director of recruiting development and training for the national search firm Merritt Hawkins & Associates.

“Residents should start their search early in the fall, especially if they’re in a less recruited specialty or if they’re very geographically focused on an area that’s relatively saturated with physicians in their specialty,” Mr. Cebulka explained. He pointed out that residents shouldn’t ignore the reason for moving ahead quickly: the potential for a longer than desired unemployment period.

“I’m talking to plenty of 2014 graduates who don’t have jobs yet,” he added. For the most part, that’s either because of unexpected issues with contracts or credentialing for jobs they presumed they would start, or because the physicians simply began looking too late and are having a hard time finding opportunities that appeal to them.

The job-appeal factor is an extremely important consideration for all new physicians, and as such, it’s key to allow adequate time to explore several opportunities to better ensure finding a good fit. “I advise residents not to push their timeline out too far into their final year because, basically, they’re limiting their options,” said Craig Fowler, president of the National Association of Physician Recruiters and vice president of recruiting and training for Pinnacle Health Group in Atlanta. He started hearing from 2015 graduates in July 2014, he explained, and “some residents even started ‘kicking the tires’ in the spring.”

According to Ms. DeVita, physicians whose list of preferred places or organizations is very short should be very proactive in expressing their

interest, especially if the residents think that their eventual application would be strongly considered. “My advice to residents is if you’re particularly interested in specific organizations, reach out to them very early — even several months before your final year,” she said. “Most organizations are receptive to hearing from qualified residents who know about their programs and services.”

That’s good advice, concurred Katie Cole, who is president of Harlequin Recruiting in Denver and who specializes in job opportunities for neurosurgeons. Physicians in low-supply, high-demand specialties such as neurosurgery will surely find jobs, Ms. Cole noted, but they should back up the timeline if they want to explore multiple opportunities or are drawn to specific geographic regions.

“I advise neurosurgeons to start exploring opportunities at least one full year before they complete training — and up to 18 months before if they have a significant interest in pursuing an academic position,” Ms. Cole said, “as academic departments don’t tend to have urgent clinical needs and therefore might start initiating a search or speaking with prospective candidates earlier than private or hospital-employed model practices might.”

### **Setting the PGY-Final-Year Timeline**

Even though actual recommended job-search timelines will differ based on the specialty and the physician’s particular circumstances, it’s helpful to think about how to allocate and segment time during the exploration and search process. All sources interviewed for this article agreed that residents are smart to begin looking at the marketplace conditions for their specialty both across the board and in any geographic area of interest a few months before they start setting interviews. That would mean conducting informal research, reaching out to older colleagues in practice, and simply reviewing the opportunities advertised roughly 12 to 18 months before they finish training.

During this time, physicians who have particular geographic areas in mind should begin researching living costs, housing, community amenities, and schools, if applicable. It’s better to do preliminary research before going to a site interview, Mr. Fowler suggested, so that the physician can arrive in the area reasonably well informed rather than be completely reliant on, for example, a real estate agent’s quick tour during a rushed visit.

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Mr. Cebulka offered the following as a rule of thumb for planning the search-year activities:

- Allow two months to review the overwhelming job-offer information coming in, talk to recruiters, and settle on a “handful of opportunities and places” to explore.
- Allow at least two months to schedule and go on site interviews and possible second interviews. “Residents should keep in mind that there are a lot of busy people involved when they go on site visits — the hiring physician, prospective colleagues, practice or hospital administrators, and human resources staff,” Mr. Cebulka pointed out. “It can take four to eight weeks to get everybody on the calendar to meet with the candidate.”
- Allow up to two months to obtain an offer letter and get a preliminary contract in hand, and then have the contract reviewed legally and finalized. “With larger health systems, there can be a lot of bureaucracy, and it can take considerable time to get a contract completed,” he explained.
- Allow three to five months before the start date to get through the licensing and credentialing process. This timeline varies widely depending on the state, hiring entity, and future practice site(s), but it’s uncommon to see a start date slip because of holdups in licensing and credentialing, Mr. Cebulka added.

This essentially 9- to 12-month timeline should be sufficient for most job searches and most physicians, especially for primary care physicians who are in particularly high demand now. However, special circumstances can necessitate a longer ideal timeline, according to Ms. DeVita. International medical graduate physicians (IMGs) who are on H1 B or J1 visas should start looking for opportunities well before they begin their final year because of the paperwork required after they have received an offer. In the current environment, physicians should expect that source document acquisition and verification for licensing, and immigration review and proceedings could take several months at least — and they should know that snafus are not uncommon.

In addition, some states — such as New Jersey, Florida, and Texas — are notorious for lengthy medical licensing processes. “It can take a few months, depending on the state,” Mr. Cebulka explained. “I’ve seen candidates who sign contracts in March and expect they’ll be starting their jobs on July 15, but that won’t necessarily happen. Physicians have to remember that

they can’t apply for hospital privileges until they have a license, so they should allow plenty of time to avoid being unemployed longer than they hoped to be.”

Generally speaking, most recruiters offer the same key advice to all job-searching residents: The longer your wish list, the longer your timeline should be. “Basically, the more selective you are, the earlier you should start,” Mr. Fowler said. “And be sure to spend the time allotted for site interviews wisely, by reserving that limited time in your final year for going to places where you’re really interested in the opportunities.”

Adewuni Seyi Ojo, MD, an oncologic breast who trained at Columbia University in New York and graduated in June, took precisely the strategic job-search approach that all sources for this article advised. She started looking early, focused closely on her own criteria, and limited her search to the three geographic areas of interest: Texas, the New York City region, and northern Virginia. Dr. Ojo has family in Texas and Virginia, and she grew fond of New York during training. But she eventually found her top-choice position in Texas, at the Center for Cancer and Blood Disorders in Fort Worth.

“I chose to start looking early in my final year because of my geographic criteria, and I decided to focus only on opportunities that I was truly interested in,” Dr. Ojo said, regardless of the particular compensation structures or amounts. Ultimately, she seriously considered only five opportunities and made site visits to just three. “My decision was to be practical and to avoid wasting anyone’s time, and it worked out well for me. My advice to other residents is to make a list of what’s most important to you before you look at any opportunity,” she said, and let that direct “your actions. That way, you don’t end up ‘forcing’ yourself into an opportunity that isn’t a good fit.”

### **Tips for Organizing and Managing the Physician Job Search**

The recruiters interviewed for this article offered the following additional guidance for residents on structuring and conducting their job search:

Back up the timeline to accommodate special circumstance. “When your search is out of the ordinary, for any reason, start your search more than a year ahead of graduation,” Ms. DeVita advised. “If you want to work only part time, if you’re only interested in academic positions, or if your ideal

job is to be an orthopedic surgeon affiliated with a professional sports team, start early.”

Manage your final-year time strategically. “Time management is essential because final year of training is typically the most demanding,” Ms. Cole said. “So spend a lot of time on the phone speaking with potential employers, researching the facility and location, and ideally, talking with other specialists in the locations you’re considering. You want to determine which opportunities are really contenders before you visit, because those visits and interviews are very time-consuming.”

Get help “triaging” opportunities. “A good recruiter can help you sort and distinguish the opportunities you really don’t care about from those that you ought to move forward on,” Mr. Cebulka said. “A recruiter can also help you collect data on the health care markets and geographic locations you’re interested in, to ensure there’s truly a need for your services and to avoid wasting time.”

Did you find this article helpful? What other topics would you like to see covered? Please send us an email to let us know what you thought at [resourcecenter@nejm.org](mailto:resourcecenter@nejm.org).



## Managing Medical Education Debt Strategically

**Residents and early-career physicians should explore repayment and forgiveness options thoroughly, and make informed choices**

By Bonnie Darves, a Seattle-based freelance health care writer.

For physicians who have made it through medical school, survived “Match Day,” and started their training, life is exciting, if exhausting at times. Most residents are well prepared for the rigors of training, but they might be less equipped to deal with one vehicle that helped get them where they are: a bundle or, in some cases, a mountain of education loan debt.

“It was a rude awakening to look at the numbers,” said Alok Patel, MD, a third-year pediatrics resident at the University of Washington, referring to the \$175,000 he owes. “It’s a lot easier to forget about something when it’s in abstract terms. But what I didn’t expect was that I’d be spending \$30 a day on the interest that has accrued.”

The loan debt is a source of anxiety, Dr. Patel admits, but it hasn’t dampened his enthusiasm or altered his plans. He hopes to combine his dual passion in pediatric public health and medical journalism in a career that enables him “to care for vulnerable children and make a difference in their lives.” His action plan is to continue on the income-based loan repayment program through residency, and then work as a hospitalist for a few years and live frugally, to fast-track to pay down his loan.

“Knowing the facts, learning about personal financial management, and having a clear, quantified goal has really helped reduce the anxiety,” said Dr. Patel, who is training at Seattle Children’s Hospital. “It seems more manageable now— I can still pursue my passion and pay back the loans in a reasonable amount of time.”

Natalie Anne Manalo, MD, a fourth-year neurology resident at Northwestern University in Chicago, echoes Dr. Patel’s sentiments about the psychological benefit of making a plan. She owes \$220,000 in education loans, and recently married a physician whose loan debt is roughly the same. Overwhelmed by the prospect of paying back so much money, the couple met with a financial planner who specializes in medical education debt.

Dr. Manalo first consolidated her loans, and also paid off a private loan she took out during her last year in medical school to cover her travel expenses for interviews. “It’s less confusing now that the loans are all

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in one place,” said Dr. Manalo. “And even though the private loan wasn’t the highest-interest-rate one, I just wanted to get rid of it.” Dr. Manalo plans to go into private practice, after completing a sleep medicine fellowship next year. Because her husband, a fourth-year orthopedics resident, has been steadily paying off his loans, the plan is to focus on her loans first. “I will go on a 10-year repayment plan rather than just chipping away at interest, so that we can just get rid of that debt faster,” Dr. Manalo said. “It’s a relief to have a plan in place and to know that we’re making progress.”

### Understand the options

Devising a personal strategy to handle a six-figure debt load can be a daunting task, especially for borrowers whose debt is in the vicinity of the current median — \$180,000 in 2013, per the most recent data from the Association of American Medical Colleges (AAMC). Despite this ever-rising number, there’s some good news for debt-saddled residents: loan repayment options have expanded substantially in recent years, and the new options offer considerable flexibility.

In the past, the basic choices for physicians who did not qualify for a federal forgiveness program were a 10- or 25-year fixed-rate repayment plans or a graduated plan in which payments increase over time. Three additional options are available now, including the following:

1. **Income-based repayment (IBR).** Under this option, monthly payments are limited to 15 percent of the borrower’s discretionary (after fixed expenses) income for borrowers who had existing loans as of July 1, 2014. Payments are recalculated annually. The repayment term is 25 years.
2. **Pay As You Earn (PAYE).** This income-driven plan takes into account both income and family size, and a spouse’s eligible loan debt, if applicable. The payment is calculated based on 10 percent of income. The repayment term is 20 years, and forgiveness of remaining debt is granted after 20 years of qualifying payments. Note: Borrowers must have a partial financial hardship to qualify.
3. **Income-contingent repayment (ICR).** Payments are calculated based on adjusted gross income, and are limited to either 20 percent of the borrower’s discretionary income or the amount the borrower would pay with a fixed payment over 12 years. Payments are recalculated annually. The repayment term is 25 years.

To qualify for any of the income-driven plans, the borrower’s federal student loan debt must either exceed annual discretionary income or represent a significant portion of that income.

Another related positive development has occurred with the federal Public Service Loan Forgiveness (PSLF) Program (PSLF). Borrowers who work in nonprofit health care settings who make 10 years of qualifying payments under one of the income-driven plans might qualify for forgiveness of the remaining loan balance. It is important to understand that some types of loans, such as Parent PLUS loans or Special Consolidation loans that repaid a Parent PLUS debt, don’t qualify for treatment under the income-driven plans. However, a Direct Consolidation Loan does qualify, so some borrowers can expand their repayment options by going to the effort to consolidate as many loans as possible.

### IBR plans more flexible

Joy Sorensen Navarre, a Minneapolis-based financial consultant who advises physician borrowers and frequently makes presentations to residency programs on education-debt management, reports that the new plans are already making a difference for borrowers. “More than half of the residents I see who are struggling with payments are not going into deferment or forbearance now — they are getting on income-driven plans,” said Ms. Navarre, who is president of Navigate, LLC, and an investment advisor at Foster Klima. “I do think that there are still a lot of physicians who didn’t get the message about the new repayment and forgiveness options, or think they’re not eligible. There are still lots of questions out there, but the key is for residents to understand that in most cases they can make changes to their repayment plans as their circumstances change.”

One of those questions is actually a misconception — that physician borrowers must be at or near the federal poverty level to qualify for income-pegged plans. “A lot of doctors think it’s a poverty-driven program, so they don’t even look into these plans. But that’s not the case,” Ms. Navarre said. The other misconception she frequently encounters is that once borrowers choose a repayment program, it can’t be changed. In fact, it often can, provided the borrower (and the loans) meet the program’s criteria.

“The point I make to residents is that it’s never too late to look at your options and possibly make a change. It’s a matter of getting your data,

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and then going over the program and options, and testing out various scenarios,” Ms. Navarre explained.

The following is a hypothetical example of a resident with a loan balance of \$200,000 at a 6.80 percent interest rate, an annual adjusted gross income of \$52,000, in a two-taxpayer family. Here is how the payments would work out in three different scenarios: \$2,302 monthly under the standard 10-year payment program, \$1,388 under the 25-year plan, and \$237 under the new PAYE program.

The downside to the lower payments, of course, is that unpaid interest keeps accruing. For Claire Murphy, MD, a pathology resident at the University of Washington, the IBR program has been a help financially, but she is aware of cost. “The IBR is a good option, but when I look at the interest it always feels like I’m throwing away money,” said Dr. Murphy, who will stay on at the University of Washington next year to do a fellowship in hematopathology. She admits that her loan debt of approximately \$190,000 might ultimately influence the practice setting she chooses, but it didn’t play a role in her career choice.

“When I chose pathology, I knew that I wouldn’t do anything else — and I am happy with my choice,” Dr. Murphy said. “But I am feeling that pull between academic and private practice, and I am not sure where I will end up.”

### **Plan repayment proactively**

Another point of confusion about medical education debt is whether consolidation makes sense. “That’s one of the questions we hear frequently from residents — should I consolidate or not?” said Julie Fresne, the AAMC’s director of student financial services. There is no easy answer, Ms. Fresne notes, because it depends on the student’s individual financial circumstances, and the rates, types, and amounts of the loans. The AAMC’s website FIRST (see Resources section at the end of this article) includes a tool to help borrowers figure out whether or not to consolidate their federal loans.

Of course, consolidation doesn’t reduce total indebtedness, but it can simplify matters, so that residents don’t have to keep track of several loans. Generally speaking, consolidation is a good option for physicians who have many loans that all carry comparable interest rates; there is no charge to consolidate, and it’s easier to manage one payment than

eight or nine. However, physicians who have a broad spread in rates might fare better financially in the long run by paying down higher-interest debt more quickly, Ms. Navarre explains, using a targeted repayment plan that allocates relatively higher amounts toward high-interest debt.

Regardless of the strategy physicians choose, the availability of repayment plans that can be directly tied to income levels has been a relief to cash-strapped, anxious residents, Ms. Fresne notes. “For the AAMC and borrowers, one of the most positive things that has happened in recent years is the addition of more income-driven repayment plans,” she said. “It means that, barring unusual circumstances, any medical graduate should be able to repay any amount of debt while practicing in any specialty.”

For Rebecca Rogers, MD, who is the chief internal medicine resident at Cambridge Health Alliance Residency in Cambridge, Massachusetts, and intends to work in an underserved setting, the availability of loan forgiveness options has reduced her anxiety about the nearly \$200,000 she owes in loans. “I have always seen myself practicing in an underserved setting, in either an academic or community clinic setting. So it’s really helpful knowing that there is financial assistance for those of us who are going into primary care,” Dr. Rogers said. “I know that I can make my career decision based on what I want to do — and not on my debt, which sometimes feels like almost too big a number to think about.”

Two other things have helped her psychologically. Harvard Medical School, where Dr. Rogers earned her MD, forgave \$35,000 of her loan debt because she is going into primary care. And during the financially challenging years of medical school and residency, Dr. Rogers said, she has become a self-styled “expert” in living frugally while making modest loan payments, after having to go into forbearance briefly. “For me, it’s been important to pay as I go, for psychological reasons.”

Richard Pels, MD, the longtime director of the Cambridge Health Alliance Residency, is all too familiar with the psychological difficulties that his residents face when they try to reckon with their increasingly higher debt loads. “I wish the system didn’t exert such financial pressures, but that’s the reality for many residents,” said Dr. Pels. “The fact that medical resident salaries haven’t gone up very much, and certainly haven’t kept pace with debt level increases, makes it a struggle for folks during residency and when they leave it.”

On a final note, Dr. Pels reminds residents to prepare financially for the transition from training to practice, when they'll likely have to do some juggling to make ends meet. That's when, in his experience, a second financial reckoning hits home. "When residents transition from training to practice, they have a lot of expenses, and for some it's like sticker shock when they finally look at the total number — for state licenses, staff membership cost, board exams, and DEA registration. That can amount to thousands of dollars," Dr. Pels said. "So it's smart to plan ahead to manage those costs."

### Medical Loan Debt Do's and Don'ts

**Do:** Explore all repayment options — not just the ones that seem easier to understand — and recognize that the income-based plans are helpful but are far more costly than standard repayment.

**Do:** Seek expert guidance before making a major decision on a repayment plan, especially if the debt load is very high — \$200,000 or more. Work with advisors who are experienced with physician education debt and the economics of career progression, rather than generalists.

**Do:** Stay in touch with loan servicers and advise them if your contact information or financial status changes. Loan servicers might change during the repayment period, too, so it's key to keep track of which one is attached to which loan.

**Don't:** Use forbearance unless it's absolutely financially necessary — and if it is, get back to making payments as soon as possible. The accruing interest, which could top \$1,200 a month for the resident with \$200,000 in loans, is added back into the principal, making forbearance a very expensive proposition.

**Don't:** Use lenders or loan servicers as a primary source of information about repayment options. These individuals are expected to manage payment processes efficiently and serve lenders' best interests, which might be in conflict with borrowers' best interests.

**Don't:** Opt for the denial route in dealing with loan debt, or view the debt as a "lump sum" to be paid off in the simplest way possible. The sooner physicians proactively look at their situation and devise a repayment plan that takes into account the complexity of their loan portfolio — loans' varying interest rates and terms — the better off they'll be, financially and possibly psychologically.

### Resources

A growing number of online resources are available for residents and practicing physicians who want to better manage their education debt and explore the loan-repayment and forgiveness options. Following are a few.

**AAMC FIRST.** This online tool from the Association of American Medical Colleges — FIRST is short for Financial Information, Resources, Services, and Tools — helps residents navigate the complexities of education debt and money management. The website offers financial planning tools, loan servicer information, and details on the National Health Service Corps loan-forgiveness programs. See the more than two-dozen fact sheets on topics including deferment and forbearance, loan consolidation, budgeting, and managing financially during residency. Go to [https://www.aamc.org/services/first/first\\_for\\_residents](https://www.aamc.org/services/first/first_for_residents).

**AAMC Debt Fact Card.** This single-page document contains up-to-date information on mean and median indebtedness, a breakdown on the types of loans new graduates are carrying, and sample repayment scenarios. Go to <https://www.aamc.org/download/152968/data/debtfactcard.pdf>.

**U.S. Department of Education's StudentLoans.gov.** The Department of Education website is a comprehensive resource on repayment and consolidation options. Go to <https://studentloans.gov/myDirectLoan/index.action>.

**National Student Loan Data System (NSLDS).** This site is a helpful resource for physicians who are starting to look at their repayment options (or are considering changing their plan) and who want to get a snapshot of their total loan picture. Go to [www.nsls.ed.gov](http://www.nsls.ed.gov).

**FedLoan Servicing.** This website is intended primarily to help borrowers manage their loans and payments. It also provides detailed comparisons on the several loan-repayment options. Go to <http://www.myfedloan.org>.

*(continued on next page)*

### Resources *(continued)*

**Public Service Loan Forgiveness Program.** This site describes the federal program that enables eligible physicians to obtain loan forgiveness in return for public service. It covers the types of loans that qualify for forgiveness and the terms of the program, as well as related consolidation information. Go to <https://studentaid.ed.gov/sites/default/files/public-service-loan-forgiveness.pdf>.

Did you find this article helpful? What other topics would you like to see covered? Please send us an email to let us know what you thought at [resourcecenter@nejm.org](mailto:resourcecenter@nejm.org).



## A Seamless Transition: Surviving Your First Year of Employment

*By Thomas Crawford, MBA, FACHE, Faculty, Department of Urology, College of Medicine, Affiliate Faculty, Department of Health Services Research, Management and Policy College of Public Health and Health Professions, University of Florida and Eliana Cardona, Student, University of Florida*

The primary reason for physician turnover is poor cultural fit,\* and when thinking through this phenomenon, it shouldn't come as a surprise. On the contrary, first interviews generally last no longer than a day-and-half and second interviews may last two days with a preponderance of the time dedicated to searching for a home. With this stated, this is a relatively short courtship and will not provide you with the time required to fully comprehend what it will be like to "live" within your new working environment. Why is this important? To prepare for a national meeting a few years ago, I had estimated that 22 physicians per business day do not make it through the first year of their contracts. Although this may not be statistically significant, it does emphasize the need to assimilate as quickly as possible. Based on this premise, the purpose of this article is to highlight the common mistakes made within the first year of employment and to provide you with strategies to avoid them.

### Common Mistakes

The most common mistake made by physicians of all specialties is attempting to renegotiate the terms of their contracts immediately after commencing their practices. Contractual language is generally nebulous and difficult to comprehend and, unfortunately, if you don't seek clarification prior to signing, you will not know how the terms are interpreted until they are applied to you and your practice. For example, your contract may state that you have to take an equitable share of emergency department call. However, what if the call rotation you believed to be shared between four physicians is only shared by two? This occurs when physicians are exempted for tenure as outlined within the medical staff bylaws, there is unanticipated turnover, etc. Nevertheless, the impact is that you are now on call every other day and every other weekend and as a result, you want to meet and negotiate a different, more sustainable, call rotation. Although no one would argue that one in two call isn't sustainable, attempting to renegotiate the terms of your contract within the first year of employment will not be received favorably and your lack of operational knowledge prior

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to executing the document could lead to strained relationships with the organization's leadership.

During the recruitment process, not only do you have to ensure that you perform your due diligence in an effort to mitigate the delta that may exist between your contract language and your practice reality, you will need to recognize that the undivided attention you received during the recruitment process will be diluted after you commence your practice. When interviewing, you are the focal point of the organization's attention as they put their collective best foot forward in an attempt to acquire your services. However, after you have committed, the attention will be directed at the next pressing need and you may be left to navigate the complexities of the new health environment on your own. Unfortunately, based on this premise, I have seen numerous physicians stumble out of the blocks because they don't know how to get answers to their questions and, although justified, this can result in frustration and the physician being labeled as difficult.

To ensure that you can begin to integrate yourself into the new cultures (practice and/or hospital) that you'll be working within, you will need to find a seasoned physician mentor. A physician mentor can explain where to get your questions answered and, more importantly, he or she can help you navigate both the formal and informal institutional power structures and identify any political landmines that you may inadvertently walk across without knowing.

Always remember that it is better to observe for a lengthy period of time before asserting recommendations for changes to processes, etc. This point was underscored to me years ago, at a medical section meeting of the rural hospital that employed me, when a new internist started making lengthy recommendations on how to improve the efficiency of getting patients from the emergency department to the appropriate medical surgical floor after the determination for admission had been made. Although his suggestions would have positively impacted his practice, it would have had a negative impact on his new colleagues who provided services at locations 35 to 45 minutes from the hospital. After his recommendations were made, a pillar of my medical community quietly questioned, "How long has he been in practice?" Without knowing the larger context that the other physicians practiced within, the new physician offered a suggestion that wasn't implementable, took valuable meeting time that could have been devoted to more pressing issues, and had more than one physician colleague disappointed that this occurred without solid working knowledge of our system of care.

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## Summary

Ensuring that you will be the right cultural fit begins during your interview process. With this stated, make sure you understand how your contract language will impact your practice and continually ask clarifying questions. Once you commence your practice, seek out a respected physician mentor who will answer your questions as they arise and has a firm grasp on the political landscape. Lastly, wait until you have a solid understanding of the cause and effect relationships that anchor the processes or decision-making within your system of care before making recommendations. Leaving your place of employment because you are a poor cultural fit may be avoidable if you create opportunities to understand the culture before and after commencing your employment — this will hedge against the potential of you becoming 1 of the 22 physicians that resigned today.

## References

\*Cejka Search. (2009). Retrieved from [www.cejkasearch.com/Physician-Retention-Survey/2006RetentionSurvey/default.htm](http://www.cejkasearch.com/Physician-Retention-Survey/2006RetentionSurvey/default.htm).

Did you find this article helpful? What other topics would you like to see covered? Please send us an email to let us know what you thought at [resourcecenter@nejm.org](mailto:resourcecenter@nejm.org).





Recent Graduate



Prefers working nights



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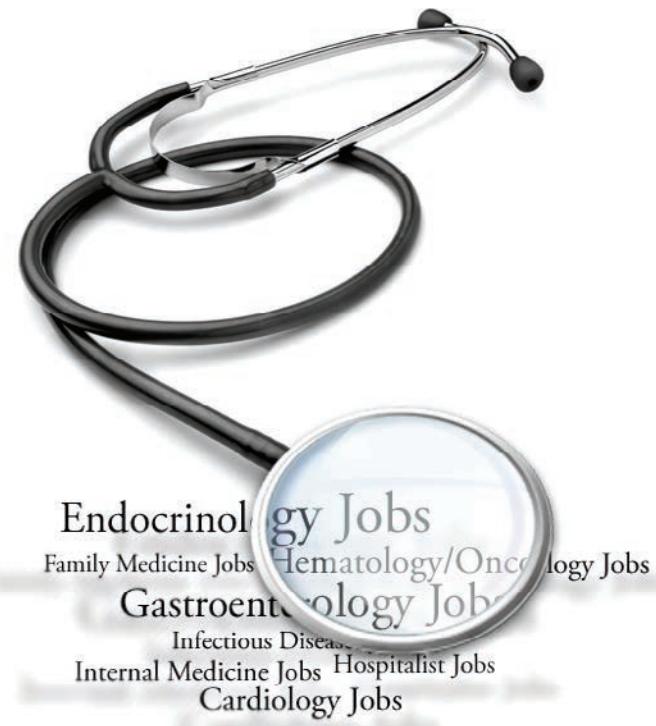
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### Classified Advertising Section

#### Sequence of Classifications

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Anesthesiology	Nuclear Medicine	Public Health	Graduate Training/Fellowships/ Residency Programs
Cardiology	Obstetrics & Gynecology	Pulmonary Disease	Courses, Symposia, Seminars
Critical Care	Occupational Medicine	Radiation Oncology	For Sale/For Rent/Wanted
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As a further example, here is a typical ad and how the pricing for each insertion is calculated: **MEDICAL DIRECTOR** — A dynamic, growth-oriented home health care company is looking for a full-time Medical Director in greater New York. Ideal candidate should be board certified in internal medicine with subspecialties in oncology or gastroenterology. Willing to visit patients at home. Good verbal and written skills required. Attractive salary and benefits. Send CV to: Reply Box 0000, NEJM.

This advertisement is 58 words. At \$7.75 per word, it equals \$449.50. Because a reply box was requested, there is an additional charge of \$75.00 for each insertion. The price is then

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Issue	Closing Date
July 2	June 12
July 9	June 19
July 16	June 25
July 23	July 2

**Critical Care Medicine**

DALLAS, TEXAS — Practice has an opportunity for expanding its Critical Care Intensivist services. BE/BC PUL/CC Medicine needed. Flexible ICU coverage within large DFW Metroplex area hospital. Centrally located in Dallas with major sport affiliates and private schools. Startup volume! No cash buy in. Competitive salary/benefits. E-mail your CV and letter to: intensivistpccc@hotmail.com

**Endocrinology**

ENDOCRINOLOGIST — Prestigious multispecialty practice in a desirable NJ university town is seeking a BC/BE Endocrinologist to join a busy Endocrinology department. Excellent opportunity leading to partnership. Fax CV to Joan Hagedorn, at: 609-430-9481.

**Family Medicine  
(see also IM and Primary Care)**

MAINE: FAMILY HEALTH CARE ASSOCIATES (FHCA) — Part of the Central Maine Medical Family, seeks BE/BC family practitioner to join its well-established six-physician and three nurse practitioner group. The long-standing outpatient practice utilizes Central Maine Medical Center's Adult and Pediatric Hospitalist services and provides medical care to a local private school, adding variety to the providers' work schedules. A modern, state-of-the-art office space has an in-house lab, uses EMR, and staffs a part-time dietician/diabetic educator and embedded LCSW. Generous medical student loan assistance is available. Be a part of a group which is dedicated to their mission of caring for community members throughout their lifespan. Interested candidates should forward CV and cover letter to: Julia Lauer, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240; call: 800-445-7431; e-mail: jlauer@cmhc.org; or fax: 207-795-5696.

MECHANIC FALLS, MAINE — Central Maine Medical Center, a growing regional referral center in Lewiston, is seeking a BE/BC Family Medicine physician to join their Mechanic Falls Family Medicine office. Our small rural two-physician and one-nurse practitioner clinic provides routine care and minor office procedures to patients of all ages. The outpatient-only position offers a very attractive call schedule (approximately 1:20), medical school student loan assistance, competitive salary, and the opportunity to practice in physician-friendly Maine! Please forward your CV to: Julia Lauer, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240; call: 800-445-7431; e-mail: jlauer@cmhc.org; or fax: 207-795-5696. Not a J-1 opportunity.

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MAINE — Bridgton Hospital, part of the Central Maine Medical family, seeks BE/BC Family Medicine physicians to join practices in either Naples or Fryeburg. The opportunities include both inpatient and outpatient responsibilities with OB. Located 45 miles west of Portland, Bridgton Hospital is located in the beautiful Lakes Region of Maine and boasts a wide array of outdoor activities including boating, kayaking, fishing, and skiing. Benefits include medical student loan assistance, attractive call schedule, competitive salary, highly qualified colleagues, and excellent quality of life. For more information, visit their website at: www.bridgtonhospital.org. Interested candidates should contact: Julia Lauer, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240; call: 800-445-7431; e-mail: jlauer@cmhc.org; or fax: 207-795-5696. Not a J-1 opportunity.

COASTAL MAINE — Central Maine Medical Family seeks Family Medicine physician for its employed practice. Join colleagues committed to excellence. This office based position offers a four-day work week, outpatient only call (approximately 1:12), and full EMR. Operating hours will include weekends and evenings to be split among the providers in the region. An attractive compensation and benefits package, including loan repayment, are enhanced by the scenic beauty and abundant outdoor adventure Maine lifestyle affords. Combine your talent and skills with our established excellent reputation of the best physician care. Interested candidates, send CV or call: Gina Mallozzi, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240. Fax: 207-344-0696; e-mail: MallozGi@cmhc.org; or call: 800-445-7431. Not a J-1 opportunity.

**Gastroenterology**

MAINE, SEEKING TWO GASTROENTEROLOGISTS — Central Maine Healthcare is seeking two highly trained and talented gastroenterologists to join a high volume group of six to seven employed gastroenterologists in central-southern Maine including Central Maine Medical Center (CMMC). CMMC is the flagship hospital of Central Maine Healthcare. The medical center is located in Lewiston, Maine; approximately 35-45 minutes north of Portland and 40-50 minutes from the Atlantic coast. The medical center has 250 inpatient beds and offers a broad range of services that include, among many, a Level II trauma center, cardiovascular medicine, vascular and cardiac surgery including a structural heart disease program, and a superb group of general, bariatric, and oncologic surgeons. The Central Maine Medical Group is comprised of approximately 400 providers, approximately half of which are in primary care. Overall, the medical group delivers care across almost 2500 square miles at numerous outpatient sites and four hospitals, including CMMC and two critical access hospitals. The Health system places great emphasis on quality and safety and CMMC has consistently earned an "A" Leapfrog rating. The primary endoscopy suite is a state-of-the-art facility with nine procedure rooms that include ERCP and EUS capabilities. Last year, the gastroenterology group performed 8500 procedures in this facility. Candidates for the position must be able to demonstrate excellent clinical training. The ability to function well within a complex healthcare environment is a must. Qualified candidates must be board certified/board eligible in gastroenterology. These are full-time positions. To apply, please send or e-mail a CV and cover letter to: Julia Lauer, Physician Recruiter, Central Maine Medical Family, 300 Main Street, Lewiston, ME 04240. E-mail: lauerju@CMHC.org. Telephone: 800-445-7431.

BE/BC GASTROENTEROLOGIST — Mid Jersey single specialty practice is expanding. Looking for a hard working, personable addition to our group. Equal partnership and share of ASC available. ERCP experience beneficial but not required. Contact: jerseygastro@yahoo.com

GASTROENTEROLOGIST WITH ADVANCED ENDOSCOPY FELLOWSHIP, IN CHARLOTTESVILLE, VIRGINIA — Martha Jefferson Hospital, a member of Sentara, has an employment opportunity for a board certified/board eligible fellowship trained gastroenterologist with an Advanced Endoscopy Fellowship. This position would include all aspects of care for our gastroenterology patients developing a practice to provide EUS and ERCP. At Martha Jefferson, we are committed to our patients' well-being, to providing caring, personalized service to all people, and to exceeding the expectations of those we serve by creating an extraordinary healthcare experience. We strive to create a healthcare environment where safety and quality are the cornerstones to delivering exceptional healthcare. Our physicians are actively involved with the Hospital in continuously improving clinical quality and the quality of the patient's experience. This position will work collaboratively with well-established GI physicians currently serving the community. Competitive salary and benefits. This is not a J-1 or H-1B Visa opportunity. Contact Judy Tobin at: jdtobin@sentara.com

THREE-MEMBER GASTROENTEROLOGY PRACTICE — With a state-of-the-art Endoscopy Center and Pathology Lab located in Cary, North Carolina looking for a fourth partner. Bilary EUS preferred. E-mail CV to: bmonroe@centerfordigestivediseases.com

GENERAL GASTROENTEROLOGY/ADVANCED ENDOSCOPY, ASSISTANT PROFESSOR — Texas Tech University Health Sciences Center at El Paso Division of Gastroenterology is recruiting for a board-certified gastroenterologist with interests in either Advanced Endoscopy or General GI. Excellent clinical opportunities available in conjunction with our new large endoscopy unit at University Medical Center. Advanced training in ERCP/EUS is preferred. Responsibilities include inpatient and outpatient clinical work, teaching residents and medical students in the clinic and hospital setting, and playing a key role in our Fellowship Program in Gastroenterology. Excellent opportunities for clinical research. Competitive salary with excellent benefits. The department is part of a growing and dynamic campus in a bicultural community along the US-Mexico border. Job Requirements: MD or DO degree plus fellowship-trained and BC/BE in gastroenterology. Ability to obtain unrestricted Texas State Medical License, DPS and DEA. Applicants can apply at: http://www.texasstetech.edu/careers/faculty-positions.php and search under REQ (163BR, 88BR, 156BR, and 3735BR). Interested candidates can also contact Debabrata Mukherjee, MD: Debrabrata.Mukherjee@ttuhsc.edu, Chairman of Medicine or Marc Zuckerman, MD: Marc.Zuckerman@ttuhsc.edu, Chief, Division of Gastroenterology. 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.

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THE LOUIS STOKES CLEVELAND VA MEDICAL CENTER — Seeks a full-time (8/8) full unrestricted Licensure, board certified Geriatrician. The candidate will provide direct care as well as oversight of older patients in our Community Living Center, and work well in patient centered care teams. The present work day for the position is 12:30-9PM. Other responsibilities may include clinical care in a variety of geriatric and/or internal medicine venues, including the Geriatric Primary Care Clinic, Geriatric Ward/inpatient acute-care, or hospice/palliative care as determined by the clinical needs of the Geriatric Section. Participation in the overnight clinical coverage schedule will also be required. Candidates will be eligible for faculty appointment at Case Western Reserve University School of Medicine commensurate with experience. The position offers excellent opportunities to assist in clinical medicine, research in the VSN 10 GRECC, education, and the building of new clinical programs. The LSCDVA is an Equal Opportunity Employer. Interested candidates should submit their curriculum vitae via The Federal Government's Official Jobs Site at: http://www.usajobs.gov, referencing Vacancy Identification Number: FZ-15-AR-1407122-4CA-BU.

**Hematology-Oncology**

PHYSICIAN, HEMATOLOGY/ONCOLOGY — With a strong commitment to raising the bar for healthcare in our community, Nassau University Medical Center is a Level I Trauma Center and a 530-bed teaching hospital affiliated with the North Shore/LIJ Health Care System and Stony Brook University. NUMC treats more than 80,000 emergency patients annually. We currently have an exceptional opportunity for a BC physician to join our Hematology/Oncology practice as a full-time faculty member. In this role, you must have demonstrated interest and clinical experience in all aspects of hematology and oncology, enthusiasm for teaching residents and medical students, and interest in participation in clinical research. You will receive compensation and an appointment in the Department of Osteopathy commensurate with experience and accomplishments. Interested candidates should reply with a curriculum vitae and a cover letter detailing relevant qualifications, experience and interest to: Careers@numc.edu. An EOE.

HEMATOLOGY/ONCOLOGY, NEW YORK — Beautiful Hudson Valley location. Well-established and respected practice looking for third Oncologist/Hematologist to join busy and expanding practice. Ideal location in tri-state area. Competitive compensation and benefits. E-mail CV to: oncology06@yahoo.com

HEMATOLOGY/ONCOLOGY, SOUTHERN CALIFORNIA — Riverside County (60 miles east of Los Angeles). Three-person oncology group seeking BE/BC oncologist for immediate hire. Competitive salary, benefits. Send CV to: wmmcdoc@yahoo.com

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HEMATOLOGY/ONCOLOGY, SOUTHERN CALIFORNIA, PALM SPRINGS — Private oncology group seeking BE/BC oncologist. Nice work and call schedule, competitive salary and benefits. Send CV to: oncposition@gmail.com

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BOSTON AREA HOSPITALIST — Beth Israel Deaconess Hospitals in Boston, Milton, Needham, and Plymouth are Equal Opportunity Employers. We seek hospitalists for day and night positions. Leadership positions available. Women and minorities are particularly encouraged to apply. Carol Hart, 330 Brookline Avenue, Span2, Boston, MA 02215; chart@bidmc.harvard.edu; 617-754-4677; fax: 617-632-0215.

PHYSICIAN, HOSPITALIST (MULTIPLE OPENINGS) — Full-time position working for The Miriam Hospital providing Hospitalist services. Requirements include US Medical Degree or Foreign Equivalent and BE in Internal Medicine. If interested, please apply formally to job requisition number: TMH4330, at: www.lifespanceers.org. EOE of Minorities/Females/Vets/Disability.

NORTH JERSEY BASED HOSPITALIST GROUP — Looking for Academic Hospitalists/Nocturnists. 30 Minutes from New York City. Competitive salary. Excellent benefits. Please send your CV to: medicinospitalist@gmail.com

NEW JERSEY, HOSPITALIST/NOCTURNIST — Physician needed for busy hospital-based practice. Full or part-time. Excellent benefit package. Morris County. 12-Hour shifts. Please e-mail resume to: MaryAnnHamburger@saintclares.org

HOSPITAL MEDICINE — Johns Hopkins University School of Medicine, Division of Hospital Medicine has openings for Board Certified/Eligible Hospitalist Physicians at Johns Hopkins Bayview Medical Center. The Bayview Hospitalist group, a top program in the country overseen by some of today's foremost leaders in Hospital Medicine. The service provides patient care in an environment of clinical excellence and systems' innovations, along with opportunities for career growth in leadership, research, and medical education. Both academic and non-academic positions are available. To apply, e-mail cover letter and CV to Tiffani Panek, CLHM, at: tpanek1@jhmi.edu

EXCEPTIONAL HOSPITALIST OPPORTUNITY IN WINCHESTER, VIRGINIA — 50 Minutes from Northern Virginia/Maryland Suburbs of Washington, DC. Thriving private hospitalist program is seeking physician to join established group. Excellent payer mix of private practice patients with no indigent patient responsibilities. Internist available 24 hours per day for backup or consultation as needed. First-year salary of \$220K plus benefit or a full productivity model with gross income potential ranging from \$250 to \$300K. Sign-on bonus \$30K and moving expense reimbursement \$7.5K. Full partnership offered after two years. We require physicians to be Board Certified/Eligible in Internal Medicine or Family Medicine. Unrestricted Virginia medical license is required. We are not sponsors of J-1/H-1 Visas. Why settle for employment when you can have ownership? Please contact our Medical Director, Daniel Abraham, MD, or e-mail your CV to: dabraham9@yahoo.com

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HOSPITALISTS TO PROVIDE MEDICAL CARE TO PATIENTS OF SIOUX FALLS, SD — And the surrounding area. Completion of an Internal Medicine Residency required. Must be licensed or eligible for licensure in South Dakota and BC/BE qualified. Qualified applicants should send CV and references to: Darla Horton, Sanford Clinic, 1305 West 18th Street, Sioux Falls, SD 57105; 605-328-6994/866-312-3907; darla.horton@sanfordhealth.org

**Internal Medicine  
(see also FM and Primary Care)**

MAINE — Central Maine Medical Center offers an exciting practice opportunity to a BC/BE Internist for its employed practice. Join colleagues committed to excellence. This office based position offers a 4- or 4.5-day work week, outpatient only call (weekend call approximately 1:10), and full EMR. An attractive compensation and benefits package, including loan repayment, are enhanced by the scenic beauty and abundant outdoor adventure Maine lifestyle affords. Combine your talent and skills with our established excellent reputation of the best physician care. Interested candidates, send CV or call: Gina Mallozzi, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240. Fax: 207-344-0696; E-mail: MallozGi@cmhc.org, or call: 800-445-7431. Not a J-1 opportunity.

COASTAL MAINE — Central Maine Medical Center offers an exciting practice opportunity to a BC/BE Internist for its employed practice. Join colleagues committed to excellence. This office based position offers a four-day work week, outpatient only call (approximately 1:12), and full EMR. Operating hours will include weekends and evenings to be split among the providers in the region. An attractive compensation and benefits package, including loan repayment, are enhanced by the scenic beauty and abundant outdoor adventure Maine lifestyle affords. Combine your talent and skills with our established excellent reputation of the best physician care. Interested candidates, send CV or call: Gina Mallozzi, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240. Fax: 207-344-0696; e-mail: MallozGi@cmhc.org; or call: 800-445-7431. Not a J-1 opportunity.

NEW PRIMARY CARE OFFICE — New, outpatient practice with cutting-edge technology seeks Internist. No call, nights, or weekends. Great support staff, supervise NPs. Rewarding financial package. Great coastal locale, easy access to metropolitan areas. Linda Shulman, Alpha Medical Group: 800-584-5001; lshulman@alphamg.org. Visit: www.alphamg.org

INTERNAL MEDICINE DOCTORS, NEW YORK CITY — Large, multispecialty group affiliated with prestigious academic medical center, seeking BC internist/primary care physician for superb opportunity for full-time office-based practice, turn-key set up in new office/midtown Manhattan. Partner-track position, with incentives, excellent benefits, and 401K. Please forward CV via e-mail: cmgmdcareers@gmail.com

COLUMBIADOCTORS — The outpatient health network for Columbia University is actively seeking Internal Medicine physicians for the expansion of their multispecialty practices in Orange and Rockland Counties, bedroom communities to NYC. We seek highly motivated individuals who seek an academic employment with a group of talented specialist to deliver excellent healthcare in our community. Competitive salary with excellent fringe package. No hospital responsibilities. Please send resume to Dr. David Ramos, Managing Physician at: dr133@cumc.columbia.edu

CHICAGO INTERNIST (MD OR DO) — Needed to join a primary care group in NW suburb of Chicago immediately. Top compensation, partnership. Bilingual is a plus. Fax CV to: 847-717-6872 or e-mail to: Midwestmedicine@gmail.com

UWORLD AUTHORS — On-site Internal Medicine physician authors wanted to collaborate with our subspecialty authors on writing and editing content for our web-based Qbanks. Authors will work part-time at our corporate office and part-time in clinical setting. Physicians must be ABIM certified or eligible. Salary potential is \$250,000+/year in addition to our comprehensive benefits-package. For more information: uworld.com/jobs

BE/BC INTERNIST — Practicing “traditional” medicine while serving our community has made us a respected and growing practice. Prescott is Arizona’s third largest metro area, 90 miles north of Phoenix. Boasting a four-season climate with average daily temperatures 15 to 18 degrees cooler than Phoenix, the high desert climate delivers a wonderful living environment. For more information, send your CV to: PrescottAZIM@gmail.com

THE UNIVERSITY OF NEVADA SCHOOL OF MEDICINE — Is especially interested in candidates who will complement our vision of diversity and enhance the excellence of our academic community through their research, teaching and patient care. To learn more about our two site locations, please visit: <http://medicine.nevada.edu/> and to join our team, please visit: <https://www.unrsearch.com>. AA/EOE. Women and under-represented groups are encouraged to apply. Positions funded by Federal contracts may be subject to the E-Verify process for employment eligibility verification.

THE UNIVERSITY OF NEVADA SCHOOL OF MEDICINE — Department of Internal Medicine in Las Vegas is seeking three General Internists to join their team. If you are a leader we are looking for an Associate Program Director for the Residency Program and a Director of Quality Improvement. This position will provide teaching, research and patient care. To join our team, contact John Varras, at: 702-671-2345; or: [jvarras@medicine.nevada.edu](mailto:jvarras@medicine.nevada.edu); or visit: [www.unrsearch.com](http://www.unrsearch.com). AA/EOE Women and under-represented groups are encouraged to apply.

### Nephrology

NEPHROLOGY — A private practice in central New Jersey is looking for a Board Certified Nephrologist. If interested, fax CV to: 973-992-9024; or e-mail CV to: [modernnephro@gmail.com](mailto:modernnephro@gmail.com). If you have any questions, please contact Jane at: 973-992-9022.

METRO NYC PRACTICE — Is seeking a bright and energetic FT/PT clinical nephrologist. Competitive compensation and comprehensive benefits package. Recent graduates welcome. E-mail CV to: [RenalNYC@outlook.com](mailto:RenalNYC@outlook.com)

BUSY NEPHROLOGY PRACTICE — Is looking to add an associate by 07/15 or 07-2016 to meet referral needs in University town with medical school and residency, 55 minutes east of Atlanta, Georgia. Competitive salary and benefits. Excellent school system. E-mail resume at: [ngncmd@gmail.com](mailto:ngncmd@gmail.com). J-1 or H-1 Visa can apply.

NEPHROLOGY OPPORTUNITIES NATION-WIDE — Excellent compensation, benefits with partnership. For additional information, call: Martin Osinski, NephrologyUSA, 800-367-3218. E-mail: [mo@nephrologyusa.com](mailto:mo@nephrologyusa.com); website: [www.NephrologyUSA.com](http://www.NephrologyUSA.com)

NEPHROLOGIST, MICHIGAN — Immediate opening, two nephrologists and one PA need third nephrologist. Busy practice in great family area. Competitive salary and benefits. No J-1s. Send CV to: [Dialysis.consultants@gmail.com](mailto:Dialysis.consultants@gmail.com)

NEPHROLOGIST TO JOIN A BUSY NEPHROLOGY GROUP IN LOCATIONS — Chicago Suburbs; Tampa, Florida; Texas, and opportunities in other states. Competitive salary/benefits package and partnership track. Please e-mail CV to: [cneph@yahoo.com](mailto:cneph@yahoo.com). J-1, H1-B positions available.

### Neurology

MASSACHUSETTS, CAMBRIDGE, NEUROLOGIST MOONLIGHTER — Mount Auburn Hospital and Harvard Medical School seek an Inpatient and Emergency Neurologist Moonlighter to provide state-of-the-art clinical neurological evaluation and management to hospitalized and emergency department patients. This facility requires a Neurologist Moonlighter to help with inpatient rounding and call coverage. Will provide support to leadership of the stroke service, provide leadership in the education of medical residents and multi-disciplinary staff regarding neurological emergencies and in-patient diagnosis and management. Will assist an active group of experienced clinicians. The ideal candidate will be board certified, or will be enrolled in a neurology sub-specialty fellowship, and have malpractice coverage, as well as an active, unrestricted Massachusetts medical license in hand. Assistance with hospital privileges will be provided. Please send CV, a statement of career goals, and names of three potential references, by e-mail to: [vtstone@mah.harvard.edu](mailto:vtstone@mah.harvard.edu). Mount Auburn Hospital and Harvard Medical School are Equal Opportunity Employers who specifically request applications from women and minorities.

### Pediatric Neurology

PEDIATRIC NEUROLOGIST — To provide medical care to patients of Sioux Falls, SD and the surrounding area. Completion of a Pediatric Neurology Fellowship required. Must be licensed or eligible for licensure in South Dakota and BC/BE qualified. Qualified applicants should send CV and references to: Mary Jo Burkman, Sanford Clinic, 1305 West 18th Street, Sioux Falls, SD 57105; 605-328-6996/866-312-3907; [maryjo.burkman@sanfordhealth.org](mailto:maryjo.burkman@sanfordhealth.org)

### Primary Care

MULTISPECIALTY GROUP — Has opportunities for Primary Care providers in different health-care settings in NY tri-state. Competitive salary and benefits. Forward resume to: [recruitment@essenmd.com](mailto:recruitment@essenmd.com)

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### Rheumatology

MAINE — Central Maine Medical Center, a multispecialty regional referral center, is looking for a BC/BE Rheumatologist to join its well-established employed practice. We work collaboratively with a skilled network of medical specialists, receive referrals from a large base of primary care physicians, and have an active infusion center. Interest in diagnostic and procedural ultrasound is a plus! Central Maine’s location is ideal as we are close to the ocean, lakes, and mountains, offering unlimited recreational possibilities. Interested candidates, send CV or call: Julia Lauer, Central Maine Medical Center, 300 Main Street, Lewiston, ME 04240. Fax: 207-795-5696; e-mail: [JLauer@cmhc.org](mailto:JLauer@cmhc.org); or call: 800-445-7431. Not a J-1 opportunity.

### Chiefs/Directors/Dept. Heads

DEPUTY SECRETARY OF HEALTH INNOVATION — Pennsylvania Department of Health is searching for a physician or registered nurse with advanced degree to lead Pennsylvania’s health innovation initiatives. Develop statewide policy and legislation to facilitate health innovation practices including facilitating population health and health care delivery transformation; set standards for program improvement; implement methods to improve care for high-cost, high-risk populations; develop strategies to coordinate healthcare delivery between public and private entities. Requires MD, DO, DDS/DDM/DMD, DVM, DrPH, or PhD in related field, plus five years in health care delivery with two years of managerial experience. Innovative payment system experience preferred. Competitive salary and benefit package: hospital/medical, dental, vision, prescription drug coverage, generous leave, paid holidays, life insurance, and retirement. Submit resume/Personal Data Sheet to: [dkeister@pa.gov](mailto:dkeister@pa.gov) entitled “Dep Sec for Health Innovation”. EOE.

### For Sale/For Rent/Wanted

PRIME MEDICAL SPACE IN WELLESLEY — Great medical office locations in Wellesley on Walnut and Washington Streets. Suites available from 1,274 to 10,000 S.F. Some suites are plumbed and move-in ready! Best locations close to the MassPike, I-95, Routes 9 and 16, and NW Hospital. Contact Michael or Vida at: 781-235-0532; [mhoban@haynesmanagement.com](mailto:mhoban@haynesmanagement.com); or: [vida@haynesmanagement.com](mailto:vida@haynesmanagement.com); [www.haynesmanagement.com](http://www.haynesmanagement.com)

SOLO PRIVATE PRACTICE FOR SALE — Fort Lauderdale, Florida. Internal Medicine. Men’s Health, 40%, HIV 18-64 Year old population. No Medicare. 954-288-5445 or: [matthewyoushock@gmail.com](mailto:matthewyoushock@gmail.com)

RARE OPPORTUNITY NEAR ST. FRANCIS HOSPITAL, BARTLETT, TENNESSEE — Three-storey 15,000 sq.ft. stand alone office building for lease. Will build to suit 200-15,000 sq.ft. starting at \$16.00 sq.ft. all inclusive. Call Joe Filipiak at Mascom Properties at: 901-312-8898 or: 901-620-1661.

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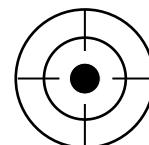
Lake Forest Hospital has delivered outstanding healthcare to its surrounding communities for over a century and is ranked among Illinois and Chicago’s “Best Hospitals” by *U.S. News & World Report*. Lake Forest Hospital is also recognized as the #1 “Consumer Choice” hospital in Lake and Kenosha counties by National Research Corporation.

If you are interested in advancing your career as a hospitalist with Northwestern Medicine Lake Forest Hospital, please email your CV and cover letter to [RMPRecruitment@nmff.org](mailto:RMPRecruitment@nmff.org).

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Memorial Health University Medical Center is an award-winning healthcare organization serving a 35-county area in southeast Georgia and southern South Carolina. The system includes Memorial University Medical Center, a 654-bed tertiary medical center; Memorial Health University Physicians, the area’s largest group practice; a major medical education program; business and industry services; Level One Trauma Services, and NurseOne, a 24-hour call center.

Memorial Health is one of the largest employers in the region, with over 4,000 Team Members. As southeast Georgia’s only teaching and research hospital, we have partnered with Mercer University School of Medicine. The four year program is located on our medical campus and matriculates 40 new physicians each year. In addition, we have six residency programs, including internal medicine.

#### The position includes:

- \* Faculty for the internal medicine education of Mercer students and the internal medicine residency program
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#### Please send curriculum vitae to:

Dr. Michael Wilkowski at  
[WilkowskiMichael@gmail.com](mailto:WilkowskiMichael@gmail.com)

### Endocrinology

#### Assistant Professor

Texas Tech University Health Sciences Center at El Paso Division of Endocrinology is recruiting for a board certified Endocrinology physician.

Responsibilities include inpatient and outpatient clinical work, teaching residents and medical students in the clinic and hospital setting. Excellent opportunities for clinical research. Competitive salary with excellent benefits. The department is part of a growing and dynamic campus in a multicultural community along the US-Mexico border.

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#### Applicants can apply at:

<http://www.texastech.edu/careers/faculty-positions.php>  
and search under REQ 1364BR.

#### Interested candidates can also contact:

Debabrata Mukherjee, M.D.  
[Debabrata.Mukherjee@ttuhsc.edu](mailto:Debabrata.Mukherjee@ttuhsc.edu)  
Chairman of Medicine  
or Carlos Franco, MBA  
[Carlos.Franco@ttuhsc.edu](mailto:Carlos.Franco@ttuhsc.edu)  
Clinical Administrator

*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.*

### FAMILY PRACTICE OPPORTUNITIES Southwest, Ohio

**Premier Health** (Atrium Medical Center/ Middletown, Good Samaritan Hospital/ Dayton, Miami Valley Hospital/ Dayton and Upper Valley Medical Center/Troy) is actively recruiting family physicians to join private practices and our employed physician groups.

Full-time traditional, outpatient only and hospitalist opportunities are currently available in several locations including Darke County, Miami County, greater Dayton and northern Cincinnati areas.

Qualified candidates will enjoy excellent base compensation, production bonus, signing bonus, **student loan repayment** and a rich benefit package including reimbursement for relocation expenses.

Conveniently located with easy access to Columbus, Cincinnati, Indianapolis and the Dayton International Airport. Amenities include major and minor league baseball, professional football, museums, symphonies, several theater options including the Schuster Performing Arts Center, numerous dining and shopping opportunities, and excellent educational and housing options.

#### For more information contact:

Eric J. Sedwick  
Physician Support Services  
937-208-2482  
[esjedwick@PremierHealth.com](mailto:esjedwick@PremierHealth.com)

Premier Health

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#### Please forward CV to:

[careers@mdics.com](mailto:careers@mdics.com)  
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## Division Chief – Geriatrics

### Cambridge Health Alliance

Cambridge Health Alliance (CHA) a nationally recognized, academic public healthcare system in Massachusetts, is currently recruiting a Division Chief to oversee both clinical and teaching activities for our well established Geriatric Division. Our healthcare system is comprised of three campuses and an integrated network of primary and specialty care practices in Cambridge, Somerville and Boston's metro North Region. CHA is affiliated with both **Harvard Medical School** and **Tufts University School of Medicine**.

This position has academic, clinical and administrative responsibilities and will provide leadership and ensure quality services for the frail older adults throughout CHA. The Geriatrics Division consists of clinical activities in the PACE Program (Program for All Inclusive Care of the Elderly) geri psych in-patient services, House Calls and Nursing Homes as well as providing primary care consultations.

Ideal candidates will be FT, Board Certified in Geriatrics, patient centered and possess excellent clinical/communication skills and a demonstrated commitment to work with a multicultural, underserved geriatric patient population. At least two years post fellowship experience is required and previous employment in an academic, multisite setting is preferred.

Teaching opportunities exist for Harvard Medical Students, CHA residents, geriatrics fellows as well as HMS faculty. At CHA we offer a supportive and collegial environment, a strong infrastructure, a fully integrated electronic medical records system (Epic) and a competitive salary/benefits package. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability status, protected veteran status, or any other characteristic protected by law.

Please forward CV's to **Laura Schofield, Sr. Director of Physician Recruitment**, Cambridge Health Alliance, 1493 Cambridge Street, Cambridge, MA, 02139. **Phone:** (617) 665-3555, **Fax:** (617) 665-3553. **Email:** Lschofield@challiance.org; www.challiance.org. EOE.

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## Section Chief, Gastroenterology

Central Maine Healthcare is seeking a strong innovative Section Chief to lead a high volume group of five employed gastroenterologists in central-southern Maine including Central Maine Medical Center (CMMC). CMMC is the flagship hospital of Central Maine Healthcare. The medical center is located in Lewiston, Maine; approximately 35-45 minutes north of Portland and 40 – 50 minutes from the Atlantic coast. The medical center has 250 inpatient beds and offers a broad range of services that include, among many, a Level II trauma center, cardiovascular medicine, vascular and cardiac surgery including a structural heart disease program, and a superb group of general, bariatric, and oncologic surgeons. The Central Maine Medical Group is comprised of approximately 400 providers, approximately half of which are in primary care. Overall, the group delivers care across almost 2500 square miles at numerous outpatient sites and four hospitals, including CMMC and two critical access hospitals. The Healthsystem places great emphasis on quality and safety and CMMC has consistently earned an "A" Leapfrog rating.

The primary endoscopy suite is a state-of-the-art facility with 9 procedure rooms that include ERCP and EUS capabilities. Last year, the gastroenterology group performed 8500 procedures in this facility.

Candidates for the position must be able to demonstrate clinical excellence as well as the ability to successfully lead a multi-physician practice. Qualified candidates must be board certified in gastroenterology. This is a full-time position with shared clinical and administrative responsibilities. To apply, please send or email a CV and cover letter to:

**Julia Lauer, Physician Recruiter**  
Central Maine Medical Family  
300 Main Street  
Lewiston, ME 04240

Email: lauerju@CMHC.org Telephone 800/445-7431



## Rheumatologist

### Cambridge Health Alliance, Cambridge, Massachusetts

Cambridge Health Alliance, a nationally recognized, award-winning, academically affiliated health system, is currently seeking a BC Rheumatologist to work in a growing community based practice. Our health system is comprised of three campuses, and an integrated network of both primary and specialty care practices in Cambridge, Somerville and Boston's Metro North Region.

Ideal candidate will be FT and possess excellent clinical/communication skills as well as a strong commitment to serve our multicultural, underserved patient population. Interest in resident education, working in a team based environment and participating in quality improvement initiatives is desired. This is an excellent opportunity for both personal and professional growth. We offer a supportive environment with a strong infrastructure, an integrated electronic medical records system (Epic) and competitive salary and benefits package.

Cambridge Health Alliance is a teaching affiliate of Harvard Medical School and Tufts University School of Medicine. We offer excellent opportunities for teaching medical students and Internal Medicine and Family Medicine residents.

Please forward CV's to **Laura Schofield, Sr. Director of Physician Recruitment**, CHA, 1493 Cambridge Street, Cambridge, MA, 02139. **Email:** Lschofield@challiance.org **Phone:** (617) 665-3555/(866) 322-1669, **Fax:** (617) 665-3553.

EOE. [www.challiance.org](http://www.challiance.org)

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Please email Patricia Lowicki, Director of Physician Recruitment and Retention at [patti.lowicki@hhhealth.org](mailto:patti.lowicki@hhhealth.org) or call 860-558-6591. And for more information about current opportunities, the HHC system and our region please visit [www.JoinHartfordHealthCare.com](http://www.JoinHartfordHealthCare.com)

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- Internal medicine – outpatient
- Neurosurgery
- Obstetrics/gynecology
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### Chief of Anesthesia - Cambridge Health Alliance Anesthesia Associates of Massachusetts

Cambridge Health Alliance (CHA), an award winning, public health system, is currently recruiting for a BC, FT Chief of Anesthesia to oversee a well established and talented Department of Perioperative Services. CHA is a teaching affiliate of Harvard Medical School (HMS) and this position will have a faculty appointment at HMS. The Chief of the Department of Anesthesia is employed by Anesthesia Associates of Massachusetts (AAM) and will act as the primary liaison between CHA and AAM.

Under the direction of CHA's Chief Medical Officer, the Chief of Anesthesia will provide both clinical and administrative leadership and have oversight of the delivery of high quality anesthesia services throughout CHA.

The Chief of Anesthesia has both clinical and administrative responsibilities. Ideal candidate will have at least 5 years of progressive leadership experience as well as successful track record of recruitment, retention, professional development and mentoring of junior staff. Demonstrated ability to implement department wide protocols, identify clinical process improvement and quality initiatives in a multi site system is essential. Candidates must have excellent clinical/communication/organizational skills, an understanding of ACO/PCMH strategies, previous experience in interdisciplinary collaboration and strategic planning. Candidates must also possess a strong commitment to our underserved, multi-cultural patient population. Previous employment in an academic, safety net system is a plus. Experience with developing and overseeing graduate and undergraduate medical education programs is preferred.

At CHA we offer a supportive and collegial environment with a strong infrastructure – including a fully integrated Electronic Medical Record system (Epic), as well as the opportunity to work with dedicated colleagues similarly committed to providing high quality health care to a diverse patient population. Excellent opportunities exist for teaching medical students/residents, and we strongly encourage both women and minorities to apply.

Please forward CV's to **Laura Schofield, Sr. Director of Physician Recruitment**, Cambridge Health Alliance, 1493 Cambridge Street, Cambridge, MA, 02139. **Phone:** (617) 665-3555, **Fax:** (617) 665-3553. **Email:** Lschofield@challiance.org; www.challiance.org. EOE.

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Please send CV to: **Lin Fong, Physician Recruitment**  
Harvard Vanguard Medical Associates  
275 Grove Street, Suite 3-300, Newton, MA 02466-2275  
Fax: (617) 559-8255, E-mail: lin\_fong@atriushealth.org  
or call (800) 222-4606, or (617) 559-8275 within Massachusetts  
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[www.harvardvanguard.org](http://www.harvardvanguard.org)



Atrius Health

Orange Regional Medical Center, affiliated with Touro Medical College, is seeking physicians for the position of Hospitalist in our Greater Hudson Valley Health System (GHVHS) Medical Group.

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or email: [physicianrecruitment@ormc.org](mailto:physicianrecruitment@ormc.org)

### Chief of Surgery - Cambridge Health Alliance

Cambridge Health Alliance (CHA), an award winning, public health system, is currently recruiting for a BC, FT Chief of Surgery to oversee a well established and talented Department of Surgery. CHA is a teaching affiliate of Harvard Medical School (HMS) and this position will have a faculty appointment at HMS as an assistant or associate professor.

The Chief of Surgery will provide both clinical and administrative leadership and have oversight of the delivery of high quality surgical services throughout CHA. The Department of Surgery consists of over 10 subspecialties. Our health system is comprised of three hospital campuses and an integrated network of both primary and specialty care practices in Cambridge, Somerville and Boston's Metro North Region.

Ideal candidate will have at least 5 years of progressive leadership experience as well as successful track record of recruitment, retention, professional development and mentoring of junior staff. Demonstrated ability to implement department wide protocols, identify clinical process improvement and quality initiatives in a multi site system is essential. Candidates must have excellent clinical/communication/organizational skills, an understanding of ACO/PCMH strategies, previous experience in interdisciplinary collaboration and strategic planning. Candidates must also possess a strong commitment to our underserved, multi-cultural patient population. Previous employment in an academic, safety net system is a plus. Experience with developing and overseeing graduate and undergraduate medical education programs is preferred.

At CHA we offer a supportive and collegial environment with a strong infrastructure - including a fully integrated Electronic Medical Record system (Epic), as well as the opportunity to work with dedicated colleagues similarly committed to providing high quality health care to a diverse patient population. Excellent opportunities exist for teaching medical students/residents. We are an EOE.

Please forward CV's to **Laura Schofield, Sr. Director of Physician Recruitment**, Cambridge Health Alliance, 1493 Cambridge Street, Cambridge, MA, 02139. **Phone:** (617) 665-3555, **Fax:** (617) 665-3553. **Email:** Lschofield@challiance.org; www.challiance.org. EOE.

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## Emergency Physician Leadership Positions

Geisinger Health System is seeking Emergency Medicine physicians for multiple leadership positions throughout its service area in Northeast and Central Pennsylvania.

**Emergency Medicine Residency Program Director, Geisinger Medical Center (GMC) Danville, Pa.**  
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**Director, Emergency Medicine, Geisinger-Shamokin Area Community Hospital (G-SACH) Coal Township, Pa.**

The Director of Emergency Medicine at G-SACH will manage a team of Emergency Medicine physicians and advanced practice providers. G-SACH, a licensed 70 bed hospital with 45 acute, 15 skilled, and 10 gero-psychiatry beds, has the latest in surgical and health information technology.

**Assistant Director, Emergency Medicine, Geisinger Wyoming Valley (GWV) Wilkes-Barre, Pa.**

The Assistant Medical Director will provide leadership and management for the Emergency Department. The ED at GWV has over 60,000 visits annually and houses a total of 32 beds including: 24 acute, 3 trauma, and 5 acute/isolation. The hospital is currently an accredited Level II Trauma Center and holds a Level I Heart Attack Program.

Additional associate-level positions are also available throughout Geisinger Health System.

For more information visit [geisinger.org/careers](http://geisinger.org/careers) or contact: **Miranda Grace, Department of Professional Staffing**, at 717.242.7109 or [mgrace@geisinger.edu](mailto:mgrace@geisinger.edu).

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NORTH SHORE MEDICAL CENTER

**Nocturnist Opportunities, North of Boston**

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Interested candidates should send their CV to:

**Louis Caligiuri**  
Director, Physician Services, at:  
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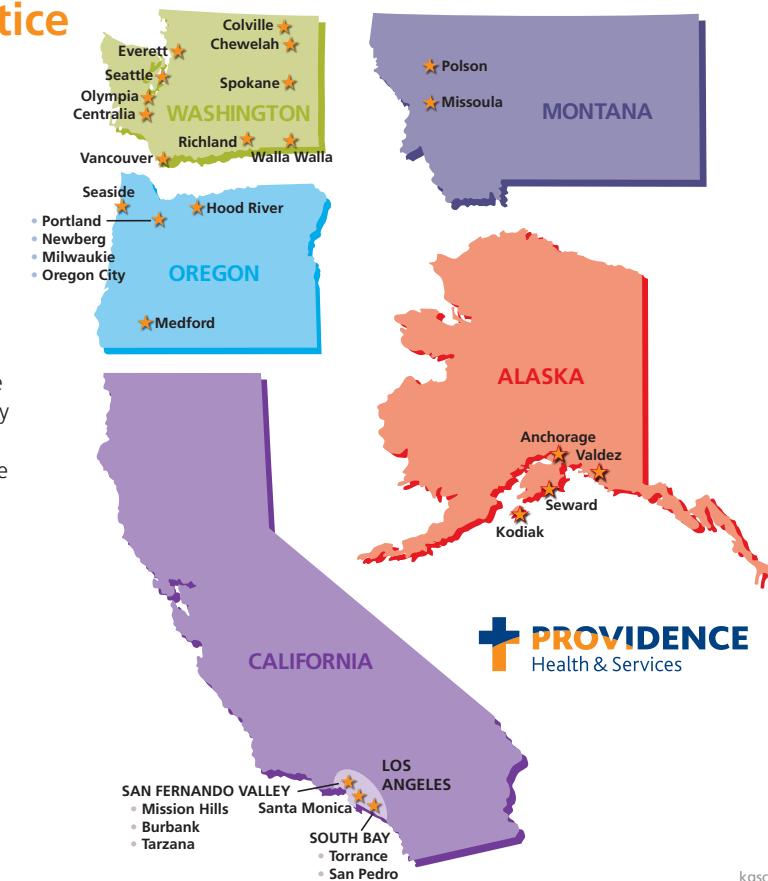
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Please send CV's to **Laura Schofield, Sr. Director of Physician Recruitment, Cambridge Health Alliance, 1493 Cambridge St., Cambridge MA 02139.** Email: [Lschofield@challiance.org](mailto:Lschofield@challiance.org); Phone: 617-665-3555; Fax: 617-665-3553.

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- ◆ Urgent Care
- ◆ Med/Peds
- ◆ Rheumatology
- ◆ Endocrinology

**Marshfield Clinic** is overseen by an 11-member physician Board of Directors and a physician executive director. Marshfield Clinic physicians and staff serve more than 350,000 unique patients each year through accessible, high quality health care, research and education. With over 700 physicians in 86 medical specialties and sub-specialties as well as 6,800 employees in about 60 locations in Wisconsin, Marshfield Clinic is nationally recognized for innovative practices and quality care.

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- ◆ ENT
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- ◆ Internal Medicine
- ◆ Medical Director, Urgent Care
- ◆ Orthopedic Surgery
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- ◆ Pediatric Pulmonology
- ◆ Pediatric Surgery
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For more information contact:

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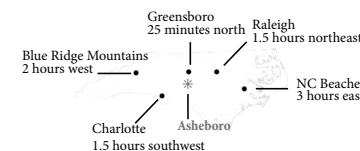
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Respond to:

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7 Southwoods Blvd, 4th Floor  
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**The Veterans Affairs Pittsburgh Healthcare System (VAPHS) and University of Pittsburgh School of Medicine (UPSOM) are seeking qualified U.S. Citizens for the following positions:**

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**Full-Time Chief of Cardiology**  
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**Full-Time Transplant Surgeon**  
The VA Pittsburgh Healthcare System (VAPHS) has an immediate opening for a full-time BC/BE Transplant Surgeon. The preferred candidate will have at least 5 years of training and experience in abdominal transplantation. Administrative experience within transplantation preferred. The ideal candidate will perform the full spectrum of abdominal transplantation care. The candidate must qualify for an academic appointment through the University of Pittsburgh School of Medicine for resident and medical student teaching will be required.

**Part-Time Physician, Hematology/Oncologist**  
The VA Pittsburgh Healthcare System (VAPHS) and the University of Pittsburgh School of Medicine (UPSOM) are seeking a part-time BC Hematologist/Oncologist with training and experience in hematologic malignancies, including acute leukemia. Candidates must qualify for an academic appointment at the UPSOM.

**CVs should be submitted to:**  
Teddy Galberth (Teddy.Galberth2@va.gov)  
or Jessica Lakari (Jessica.Lakari@va.gov)  
Human Resources Specialist, VAPHS

VAPHS and UPSOM are Equal Opportunity Employers



## Clinician/Clinical Investigator Center for Immuno-Oncology

The Center for Immuno-Oncology at the Dana-Farber Cancer Institute seeks to recruit a clinician/investigator to join the faculty at the Dana-Farber Cancer Institute, its partner institution, the Brigham and Women's Hospital, and Harvard Medical School. The physician will join a multidisciplinary team of dedicated patient care providers and be expected to provide both outpatient and inpatient care. The physician would participate in the development of Phase I and Phase II clinical trials that focus on the development of immune therapy. The successful candidate would be caring for patients on such trials, overseeing the conduct of immune therapy trials, assisting in the development of novel immune therapy approaches, as well as guiding and collaborating on correlative sciences and biomarker development. The candidate will also have a faculty appointment at the Instructor or Assistant Professor level at Harvard Medical School commensurate with your academic accomplishments and institutional policies. Candidates must be board eligible/certified in Medical Oncology and have outstanding patient care and interpersonal skills. Experience with clinical trials is desirable.

**Please submit curriculum vitae and the names of three references to: F. Stephen Hodi, M.D., Dana-Farber Cancer Institute, 450 Brookline Avenue, Boston, MA 02115, Stephen\_Hodi@dfci.harvard.edu.**



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David Geffen School of Medicine

## Chair, Department of Neurology

The University of California Los Angeles invites applicants for the position of Professor and Chair, Department of Neurology, David Geffen School of Medicine (DGSOM). Reporting to the Vice Chancellor for Health Sciences, the Chair will provide vision, leadership and strategic direction in meeting the educational, research, and clinical missions of the Department. Responsibilities include overall management, academic planning, budget, personnel, resource allocation and program development.

Candidates must have an outstanding record of leadership, research and clinical excellence, and a demonstrated commitment to education. Additional requirements include a proven track record of management in academics, national leadership in professional organizations, national recognition for scholarship, M.D. degree or equivalent, eligibility for California medical licensure, and documented experience and expertise in mentoring junior faculty.

The Department of Neurology at the DGSOM is relentless in its pursuit of innovation, strategic growth and success. Founded by Augustus S. Rose, M.D. in 1951, the department has grown to its current size with 106 faculty with primary appointments, 11 with secondary appointments, 5 active emeriti faculty, and 59 voluntary faculty throughout the local region. The department is integrated with seven affiliated hospitals including Harbor/UCLA Medical Center, Olive View/UCLA Medical Center, Cedars-Sinai Medical Center, the Greater Los Angeles Veterans Administration Medical Center, and Charles Drew University. These affiliations provide the ability to serve a diverse community throughout the region.

The department is organized into disease-specific and method-specific programs, including all of the major categories of neurological diseases. The department enjoyed a #1 ranking in NIH funding for nine consecutive years and currently is in the top five nationally. The faculty lead comprehensive clinical programs at the Ronald Reagan UCLA (RRUCLA) and Santa Monica UCLA Medical Centers. *US News & World Report* has recognized RRUCLA as Best in the West and one of the top five Best Hospitals in the nation, and it recognized UCLA in the top 10 for best adult neurology/neurosurgery care. The department has a strong tradition in the development of clinician-scientists and is home to 125 trainees. The Neurology residency training program is rated in the top 10 nationally and attracts applicants from the finest institutions in the nation. The faculty are educational leaders who chair many of the courses at national meetings and are the authors of many noted textbooks on sub-disciplines in neurology.

Confidential review of applications, nominations and expressions of interest will begin immediately and continue until an appointment is made. Compensation for the position is highly competitive. All qualified candidates, including women and minorities, are encouraged to apply.

Electronic submission of materials is preferred. A letter of interest, curriculum vitae and the names of 3 references should be submitted online to: <https://recruit.apo.ucla.edu/apply/JPF00997>

**Alan M. Fogelman, M.D.**  
**Search Committee Chair**  
**Tel: 310-825-6058**  
**Email: afogelman@mednet.ucla.edu**

*The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. For the complete University of California nondiscrimination and affirmative action policy see: UC Nondiscrimination and Affirmative Action Policy.*



## Dermatologist

Cambridge Health Alliance (CHA) is a nationally recognized, award winning public health system and we are currently expanding our Dermatology Division within the Department of Medicine and recruiting dermatologist to join our practice. CHA is a teaching affiliate of both **Harvard Medical School** and **Tufts University Medical School**. As we transition to becoming an Accountable Care Organization, dermatology services will be essential to the success of our Patient Centered Health Care Model.

This position is primarily clinical and will practice general dermatology in an ambulatory setting as well as a possibility of inpatient and emergency department consultations. Ideal candidates will be either PT/FT, BC, possess two years of post residency experience and substantial interest in developing quality improvement projects, expanding Tele-dermatology services, as well as curriculum development for both medical student and resident education. Interest in pediatrics is preferred but not required. Candidates must possess excellent clinical/communications skills, commitment towards our multicultural, underserved patient population and a strong interest in teaching. Ability to collaborate and work in a multidisciplinary team environment is required.

At CHA we offer a supportive and collegial environment with a strong infrastructure- including an EMR system, as well as the opportunity to work with dedicated colleagues committed to providing high quality health care to a diverse patient population. Excellent opportunities exist for teaching medical students/residents, and we strongly encourage both women and minorities to apply.

Please forward CV's to **Laura Schofield, Sr. Director of Physician Recruitment**, Cambridge Health Alliance, 1493 Cambridge Street, Cambridge, MA, 02139. **Phone:** (617) 665-3555, **Fax:** (617) 665-3553. **Email:** [lschofield@challiance.org](mailto:lschofield@challiance.org); [www.challiance.org](http://www.challiance.org). EOE.

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Emerson has strategic alliances with Massachusetts General Hospital, Brigham and Women's and Tufts Medical Center.

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### If you would like more information please contact:

Diane Forte  
[dforte@emersonhosp.org](mailto:dforte@emersonhosp.org)  
phone: 978-287-3002  
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- Nocturnist
- OB/GYN
- Orthopedic Surgeon
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## Hospitalist

Cambridge Health Alliance (CHA) a well respected, nationally recognized, public healthcare system in Massachusetts, is currently recruiting a hospitalist to join our well established hospitalist service. Our healthcare system is comprised of three campuses and an integrated network of primary and specialty care practices in Cambridge, Somerville and Boston's metro North Region. CHA is affiliated with both **Harvard Medical School** and **Tufts University School of Medicine**.

We are currently recruiting BC/BE hospitalist to join a division of 12 hospitalists with responsibilities to cover inpatient services at both our Cambridge and Whidden campuses. This position has both day and night clinical responsibilities. Ideal candidates will be FT (will consider part time), patient centered, possess excellent clinical/communication skills and demonstrate a strong commitment to work with a multicultural, underserved patient population. Experience and interest in performing clinical procedures, as well as resident and medical student teaching is preferred but not required. If interested, opportunities exist for work shifts and leadership roles in local nursing homes.

At CHA we offer a supportive and collegial environment, a strong infrastructure, a fully integrated electronic medical records systems (Epic) and a competitive salary/benefits package.

Please forward CV's to **Laura Schofield, Sr. Director of Physician Recruitment**, Cambridge Health Alliance, 1493 Cambridge Street, Cambridge, MA, 02139. **Phone:** (617) 665-3555, **Fax:** (617) 665-3553. **Email:** [Lschofield@challiance.org](mailto:Lschofield@challiance.org); [www.challiance.org](http://www.challiance.org). EOE.

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### Chief, Division of General Internal Medicine Mount Auburn Hospital, Cambridge, MA

Mount Auburn Hospital, a Harvard Medical School teaching hospital serving the greater Cambridge, MA metropolitan area is seeking an innovative physician leader to serve as Chief of the Division of General Internal Medicine. The Division is comprised of over 50 primary care physicians and more than 30 hospitalists, many of whom have substantial residency and medical student teaching commitments. The ideal candidate will be a primary care physician with experience in inpatient medicine, and expertise and experience in primary care practice leadership and practice transformation, faculty development and medical education. Priority will be given to candidates who have health services research or medical education research skills and an ability to foster research activities within the Division. To be considered, candidates should be eligible for a faculty appointment at Harvard Medical School at the Assistant Professor level or above. Qualified applicants are encouraged to apply and all inquiries and applications will be kept in the strictest confidence.

Written nominations, applications or expressions of interest should be submitted to:

[vstone@mah.harvard.edu](mailto:vstone@mah.harvard.edu)

For questions, please call 617-499-5309

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## Make an impact as part of our Pulmonology team.

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- Occupational Medicine
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- Hospitalist

**Call Christine Bourbeau, Director of Physician Recruitment, today at 855-894-5590, or email your CV and letter of interest to [CBourbea@stfranciscare.org](mailto:CBourbea@stfranciscare.org) for immediate consideration.**

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- Orthopedic Surgery General (Monett)
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- Rheumatology
- Urology

**Opportunities in Branson, Mo.**

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- Internal Medicine - Outpatient only
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- Neurology
- OB/GYN
- Orthopedic Surgery
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Springfield

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The Dartmouth-Hitchcock System, located throughout New Hampshire and Vermont is one of nation's leading innovators in clinical care and national healthcare policy. We are actively re-designing the delivery of primary and hospital-based care and looking for enthusiastic faculty and clinicians with a passion for innovation and change. Candidates interested in academic practice will receive a faculty appointment at the Geisel School of Medicine at Dartmouth at a rank commensurate with experience.

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# UC San Diego

## Assistant, Associate or Full Professor (HS Clinical) - Medicine - Breast Medical Oncology (10-974)

Faculty Position in Hematology/Oncology, and the Comprehensive Breast Health Center. The Division of Hematology/Oncology (<http://med.ucsd.edu>) in the Department of Medicine and the Comprehensive Breast Health Center at the University of California, San Diego is committed to academic excellence and diversity within the faculty, staff, and student body. The Division and Center is actively recruiting a clinician dedicated to breast oncology. Individuals with a track record of successful clinical trials leadership or translational research and with a commitment to excellence in patient care are encouraged to apply. The individual will continue to help expand the multidisciplinary clinical breast program and participate in the educational activities of the Division, must be board certified/eligible in Medical Oncology, and must be eligible for a State of California medical license.

The Comprehensive Breast Health Center is led by dual trained surgeon and is vastly multidisciplinary in nature, including all aspects of an NCI designated cancer center level of care, as it is part of the Moores Cancer Center at UCSD. This recruit will be under the leadership of both the Breast Center Director and the Chief of Hematology/Oncology.

UCSD is interested in candidates who have demonstrated commitment to excellence in teaching, research, service and/or patient care leading to an equitable and diverse scholarly environment. Our breast cancer program is rapidly growing and additional medical oncology faculty is needed to join our multidisciplinary team with surgical oncology, reconstructive surgery, radiation oncology, breast radiology, pathology, genetics, psychiatry/psychology, social work and nursing. We anticipate occupying our new physical space in 2017 with a 15 exam room/3 consult room clinic, 12 chair breast specific infusion center and adjacent breast imaging center. We are seeking an individual who has the qualifications and ambition to help grow all aspects of this program.

The Department is interested in candidates who have demonstrated commitment to excellence by providing leadership in teaching, research or service towards building an equitable and diverse scholarly environment. Salary is commensurate with qualifications and based on University of California pay scales.

Review of applications will begin June 3, 2015 and position will remain open until filled.

This search is being headed by Dr Anne Wallace and Dr Razelle Kurzrock. Interested applicants should submit their CV, a list of references, and a separate statement summarizing their experiences and their vision for professional contributions in the area of equity and diversity (see <http://facultyequity.ucsd.edu/faculty-applicant-C2D-info.asp> for further information) to the UCSD application collection system at <http://aptrkr.com/611446>

The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, age or protected veteran status.

UC San Diego is an Equal Employment Opportunity (EEO) employer and welcomes all qualified applicants. Applicants will receive fair and impartial consideration without regard to race, sex, color, religion, national origin, age, disability, veteran status, genetic data, or religion or other legally protected status.

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- Geriatric Psychiatry
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[www.elliotphysicians.org](http://www.elliotphysicians.org)

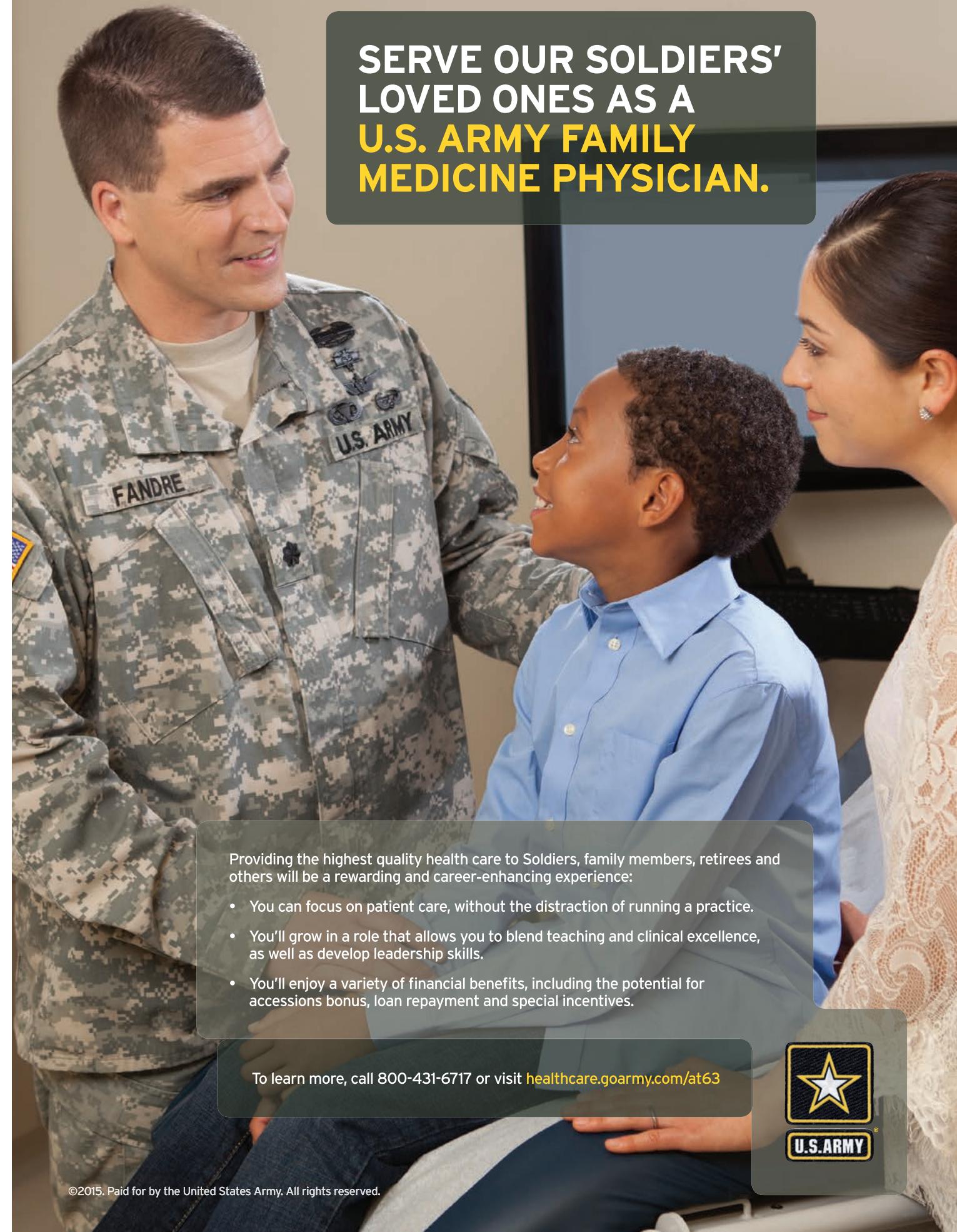
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