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Career Development 101

Marshall Grodofky, MD

Tao Le, MD, MHS

John Seyerle, MD

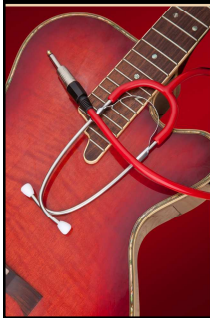
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Learning Objectives

- Understand the differences between various models of clinical and research practice
- List several important considerations when deciding where to practice
- List three things an employer is looking for in a new associate
- Understand which issues you should and should not discuss during a job interview

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Career Options

John Seyerle, MD
Allergy & Asthma Care, Inc.
Cincinnati, Ohio

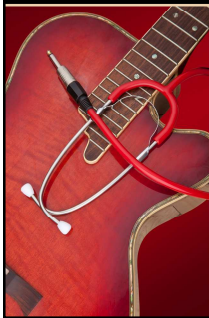
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Objectives

- Pick the perfect job and career with no possible regrets ever

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My Background

- Finished fellowship in 2011
- Previous experience as CPA
- Ran medical department in Navy
- FIT Rep for ACAAI and JCAAI
- Wanted to have input into management of practice or department
- Looked at private and academic

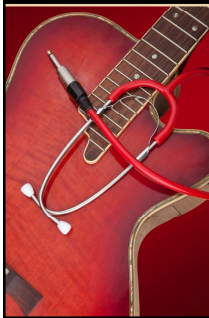
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My Current Practice

- Joined solo practice in 2011
 - Recently purchased old practice
 - Previous MD had stopped new pts
 - Large patient base but few referrals
- 4 offices in Cincinnati and IN
- Able to help grow practice
 - Involved in management at start

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Most Important Advice

- Be honest with yourself!!!
- Don't try to impress your program director or other fellows
- Do what you want to do

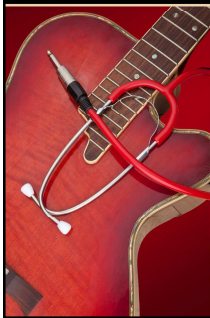
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Why did you go into AI?

- Patients
 - Continuity, treating families
- Interesting diseases
 - Allergies and asthma
 - Immunodeficiencies
- Science
 - TLRs and Interleukens, oh my
 - Love working with mice
- D. All of the above

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What Do You Want to Do?

- Work as part of a team
- Be the boss
 - Control all aspects of practice
- Just see patients
- Win a Nobel prize
- Be president of AAAAI or ACAAI

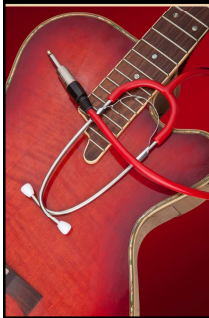
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Options After Fellowship

- First decide your primary job
- Research
 - Clinical, epidemiological, or bench
- Clinical
 - Taking care of patients
- Other
 - Administrative
 - Education

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Research Options

- Academic
- Research institute
- Health department
 - Epidemiology
- Industry
- Clinical practice
 - Clinical research

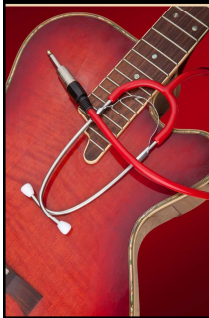
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Clinical Options

- Private practice
 - Individual
 - Small group
 - Large group
 - Multidisciplinary
- Hospital employee
- Academic

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Other Options

- Healthcare organizations
- Insurance companies
- Other institutions
 - Secondary schools
 - Board review organizations
- Most won't start here

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Research Options

- Academic
 - Large range of research options
 - High level of prestige
 - Excellent environment for research
 - Collaboration
 - Relatively lower pay
 - You are not your boss
 - Must pay for yourself - grants

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Research Options

- Research Institute
 - Excellent research environment
 - Focus must fit institute
 - If institute changes focus, uh oh
 - Less opportunity for other options
 - Clinical
 - Teaching

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Research Options

- Health Department
 - Epidemiology
 - Public Health
 - Government job security
 - Lower pay

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Research Options

- Industry
 - You are not your boss
 - Must have clinical applications
 - Pay usually good
 - Research results drive career
 - Do not have to get grants

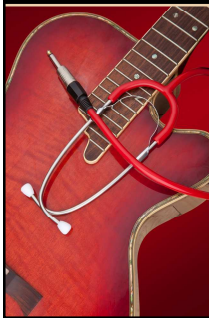
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Research Options

- Clinical practice
 - Primarily drug studies
 - Small investigator initiated studies possible
 - No large multicenter trials (NIH)
 - Income tied to clinical performance
 - Research outcomes secondary

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Clinical Options

- Private practice
 - Individual
 - Be your own boss
 - Need to develop patient base
 - Small group
 - Shared control – cooperation
 - Built in patient base
 - Large group
 - Follow the rules
 - Must be comfortable with group

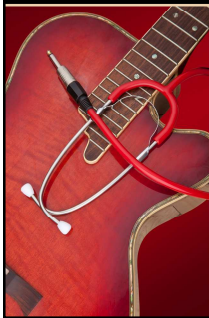
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Clinical Options

- Multidisciplinary group
 - Watch RVU based payment
- Hospital based
 - Employment
 - Similar to multidisciplinary group

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Clinical Options

- Academic
 - You are not the boss
 - Productivity may not be rewarded
 - Billing/collections provided
 - Teaching opportunities
 - Administrative *opportunities*
 - More prestige

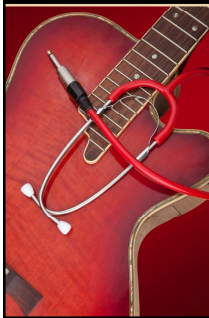
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Interviews

- Interview for different jobs
 - See what you are missing
 - Compare different types of jobs
- An interview doesn't commit you
- Don't go back for second interview unless you are serious

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More to Consider

- Where do you want to live?
 - Will you be happy for 5 years?
 - What happens if grant money or patient referrals dry up?
 - How important is salary?
 - Don't focus on starting salary
 - How important are benefits?
 - Retirement plans with insurance

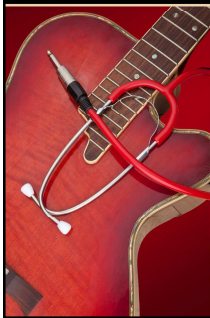
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Advice

- Look for where you fit in
 - You will spend a *lot* of time at work
- Don't take a position because it MIGHT become what you want
 - If it isn't in the contract, it won't happen

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Advice

- Do your homework
 - Talk to others in similar careers
 - Talk to people who have left
 - Why did they leave?
 - Are the problems corrected?
 - Will those problems affect you?

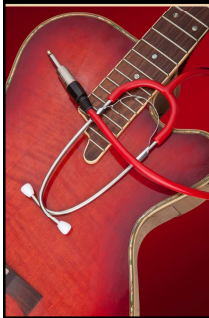
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Final Advice

- Nothing is forever
 - You are not locked into a career
 - Many successful people change careers (often)
- If it doesn't feel right, it isn't
- If it feels right, it probably is

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Job Hunting and Interviewing

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Partner, Central Allergy & Asthma

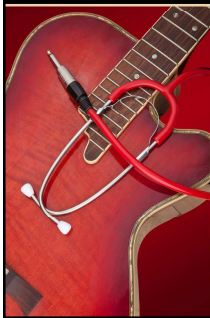
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Disclosures

- None

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Acknowledgments

- Melinda Rathkopf, MD
- Marshall Grodofsky, MD
- Practice Management Committee

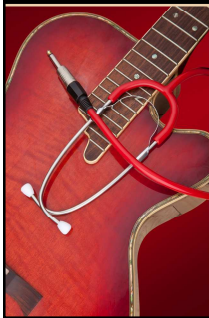
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Strategic Approach

- Be honest and true to yourself!
- What things are most important for you and your family?
- What things are most important about a potential employment situation?

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Important Factors When Choosing a Job

Geographic location	65%
Practice setting	49%
Spouse/family reasons	49%
Professional growth opportunity	46%
Call schedule	44%
Compensation	43%
Benefits	39%
Prestige of employer	24%

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Where to Start

- Start looking late summer or early autumn of the last year of fellowship
- Resources
 - Major specialty journals (JACI and Annals) have job listings
 - Job placement centers on AAAAI and ACAAI websites
 - Job fair at annual ACAAI meeting
 - Local allergy societies in the target region
 - Word of mouth from physicians—especially from mentors
 - Medical headhunter services

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Reaching Out

- Sending a letter of inquiry to all practices in desired region(s)
- Many practices contemplate hiring long before they actually advertise
- Customize letter if possible

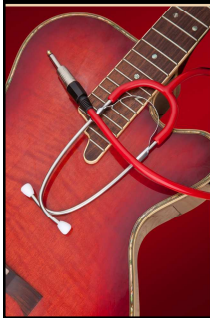
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Have a Successful CV

- Be conservative and professional
- Use a conservative font and avoid overuse of bold, italics, and underlined text
- Be concise and only include relevant information
- Information should be complete, accurate, and current
- Print on a laser printer, high quality paper, or consider professional printing, print on one side only
- The first page is considered the most important
 - Don't try to fit everything on one page
 - A 2 to 4-page CV is considered average for a young professional

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Know the Community

- Size of community
- Proximity of family and friends
- Employment opportunities for spouse
- General economic and social structure
- Quality of schools

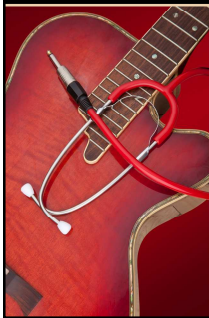
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Know the Community

- Housing costs
- Recreational opportunities
- Area and patient demographics
 - Population
 - Economic background and stability
 - Demand for specialty

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Questions to Ask a Potential Practice

- Number of physicians (small versus large group)
- Setting – urban, suburban, or rural
- Office locations – single office versus several satellite offices

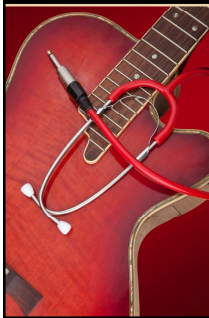
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Questions to Ask a Potential Practice

- Type of practice (academic versus private practice; single specialty versus multi-specialty)
- Patient population characteristics
- Commonly encountered conditions
- How would a new allergist fit in?

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Preparing for the Interview

- Collect and analyze preliminary information
- Bring a list of prepared questions
- Dress for success
- Be early or on time
- Do not plan any other events for the same day, in case the interview goes longer than planned

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During the Interview

- Listen more than you talk
- Promote strengths and any areas of expertise
- Act professionally and never feel “too at home”
- Do not speak negatively of other practices

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After the Interview

- Make notes of a practice after you interview
- Follow up with a thank you letter
 - Samples in the Practice Management Resource Guide

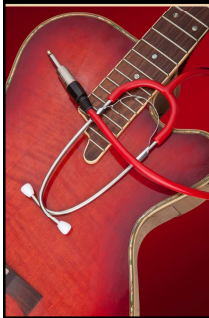
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Gathering Information

- Why are they hiring
- Understand the workload
 - Number of patients seen daily
 - Work hours
 - On-call days
- Review hospital consult responsibilities
 - Location
 - Frequency
 - Cross-coverage of other service, if in a multispecialty group

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Gathering Information

- Inquire as to the insurance payer mix
- Discuss the local environment of allergy practices
 - Other allergists – collegial vs. competitive
 - Non-allergy competition
 - Primary care physicians/NPs and referral patterns
- Inquire into turnover of physicians and staff

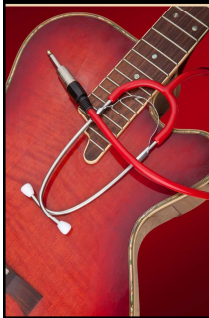
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Gathering Information

- Support staff ratio
 - Will you have your own nurse or medical assistant
- Who's in charge/who makes the decisions
 - Leadership and governance
 - Office manager/administrator

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Gathering Information

- Structure of the group
 - Independent contractors
 - Partnerships/PC/PA
 - Employer/Employee
- Is future partnership an option?
 - How is this determined?
 - What is the timeframe?

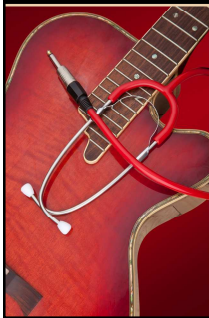
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Gathering Information

- Starting salary
- Benefits package
- Fair market value of practice/buy-in/partnership
- Access to financial books/records
- Shadow the physicians in clinic
- Speak with staff

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Digging Deeper

- Speak with other physicians in the community
- What is the reputation of the group?
- Speaking with any physician who has left the practice
- Sit in the office waiting room, speak with patients
- Call the office to schedule an appointment and speak with staff

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Offers

- 1-3 may be expected
- Verbal vs. written
- Is NOT an employment agreement

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Get a Good Attorney

- With experience in medical employment contracts
- Referrals from the local societies, hospitals or state societies
- National Society of Certified Healthcare Business Consultants
<http://www.nschbc.org/>

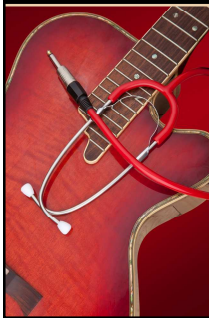
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Resources

- AAAAI Practice Resources
<http://www.aaaai.org/>
- Le, T., ed. *AAAAI Practice Management Resource Guide*, 2012 (4th) ed. AAAAI, 2012.
- NAIA-FIT Mentor-Mentee Program
- NAIA Academic Career Development Webinars.

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Resources

- *Best Friend's Guide to Finding a Practice*. CHG Healthcare Services and ASPR, 2006.
http://www.comphealth.com/pdf/physician/per/aspr_best_friends_guide.pdf
- NEJM Career Center
<http://www.nejmcareercenter.org>

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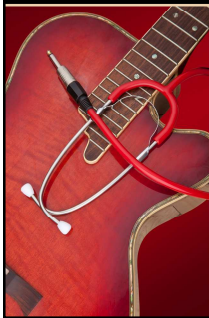


Career Development 101:

“What are employers looking for in a fellow?”

Marshall Grodofsky, MD
West Hartford, CT

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Background

- I'm member of the AAAAI Practice Management Committee. E-mail address: grodoc@aol.com
- I'm President of the New England Society of Allergy & I'm RSL Region 1 Governor for the AAAAI
- In private practice for a 9 physician allergy practice in central CT
 - We've added 7 associates and merged with an established group in my 27 years in the practice

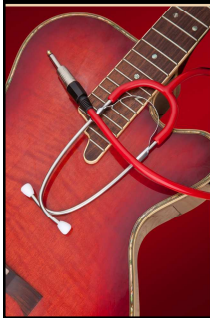
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Issues Involved in Joining an Established Private Practice

- New associate is being brought on to expand the existing practice, or replace a retiring partner
- Will the personalities mesh?
- Will the new associate be a "team" player?
- Will the expansion be financially viable?

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Partnership is a Marriage!

- Unspoken main question during the search for both parties should always be “Can I live with this person?”

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Unspoken Issue

- Both sides feel they are being taken advantage of
- As an employer (seller) I ask myself - “Can I afford the salary?”
- As the recruit I know you are asking yourself “Am I being compensated fairly?”

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Your Options

- More than money – will you be happy long term in the situation?
- You don't have to join a practice
- Starting up your own practice requires an investment (for equipment, creation of workable space, trained staff, paying for cost of down time)
- Conservative estimates: \$150,000 - 300,000

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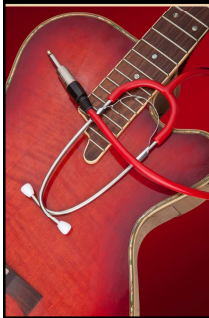


Evaluating Opportunities

- Is income or lifestyle more important to you?
- Where do you want to spend your waking hours when not working?
- Do you want to be near or far from family?
- Would you prefer control or colleagues?
- Consider financial issues
- Begin the search!

Spend a lot of time and ask a lot of questions!

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Answers You Want to Get

- Will I be supported/trained?
- Will I get unbiased, honest advice?
- Will I be treated fairly?
- Will my family be happy in this area?

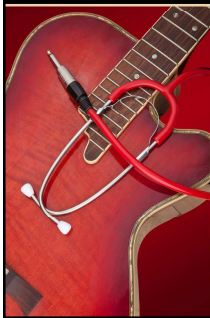
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Employer Issues

- Wants to get back their initial investment (recruitment costs, increased practice expenses for larger group)
- Will the new associate increase market share, or only funnel patients away from me?

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Employer Questions I Try to Answer

- Will this person treat my patients like I do?
- Does this person “listen” or is he/she a “know it all”?
- Does this person bring “something to the table”?

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Employer Questions I Try to Answer

- Does this person take an interest in the “business” of medicine?
- How does he/she interact with staff?

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Questions?