

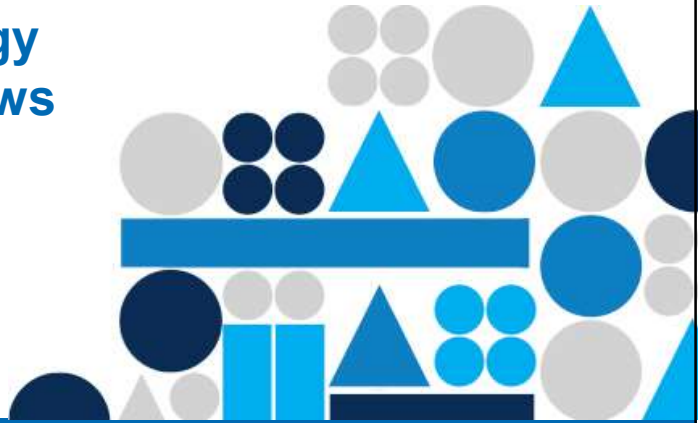
JANUARY 7TH, 2023

A Career Readiness Curriculum for Allergy & Immunology Fellows

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Outline

- Gap Analysis
- Targeted Needs Assessment
- Identification of Deficits of Maximum Importance
- Curriculum Design/Implementation
- Multimodal Assessment



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Gap Analysis

- Open ended conversation with all prior and current fellows identified career readiness as a pressing unmet need
- *“I cold called places I would consider living. I felt clueless on how to find jobs and network”*
- *“The interviews between private practice and academic jobs were very different. Practicing would have been helpful”*
- *“Finding a job seemed very random, not all positions are posted”*
- *“Knowing a timeline of when to start looking would have been helpful”*
- *“No time is too early to talk about the job search”*



Gap Analysis

Current

Most prior graduates felt unprepared to select a job post fellowship at the beginning of their job search

GAP



Ideal

Trainees should be knowledgeable in selecting a position in line with their goals/interests and be a competitive applicant



Children's Hospital Colorado: Our Graduates

- 50% in Private Practice
 - Seeing all ages
- 50% in Academic Medicine
 - 50% seeing all ages
 - 50% seeing primarily pediatric patients
- 90% had attended career development sessions through local or national societies during their training



Targeted Needs Assessment

- Modified Delphi method: 10 graduates
 - Identified a comprehensive list of all potential career planning insufficiencies from interviews
 - Survey was subsequently completed to rank deficits by perceived significance/impact



Identified deficits ranked by impact	
Identified Deficit	Mean Rank Score (Lower scores indicating higher significance/impact)
1. Networking	3.20
2. Timeline for Job Search	4.89
3. Understanding payment/reimbursement structures	6.22
4. Career paths within private practice and academic positions	6.22
5. Contract negotiations	6.44
6. Key Questions/Red flags to ask when exploring positions	6.56
7. Development of CV and Cover Letters	6.78
8. Interview Preparedness	8.11
9. Administrative Aspects: Picking extracts, SPI devices	9.78
10. Transition from fellow to attending: goal setting	10.67
11. Understanding compensation standards/trends	10.89
12. Job search etiquette	11.44
13. Preparedness for the independence of an attending position	12.44
14. Billing and coding	13.22
15. How to hire and train staff	14.22
16. How to establish a relationship with pharmaceutical companies for research	15.44
17. how to establish a relationship with learners (medical students, residents)	16.22
18. Financial Wellness	17.33
19. Leadership Training	17.56
20. Managing difficult interactions	17.78
21. How to transition from Mentee to Mentor	18.0
22. Wellness/Resiliency	19.56



Curriculum Design

1. Networking Skills/ Job Application Timeline
2. CV/Cover Letter Development
3. Q&A with prior graduates: Private Practice
4. Q&A with prior graduates: Academic Medicine
5. Academic Medicine Career Paths
6. Interview Preparedness



Session #1: Networking Skills; Job Application Timeline

- **Learning Objective:**

- Allergy & Immunology Fellows will identify potential positions in line with their career interests through networking or other job search tools by the end of their first year of fellowship as demonstrated by job interviews in their second year.

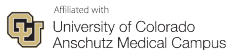
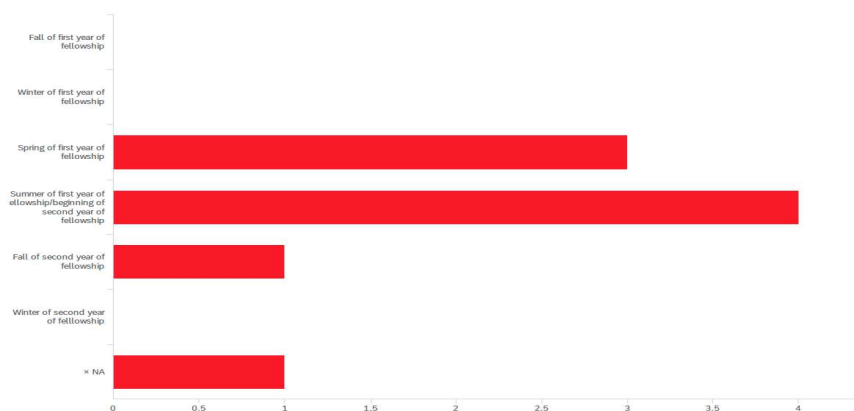
- **Format:**

- Small group discussion between 4 faculty members and first year fellows.

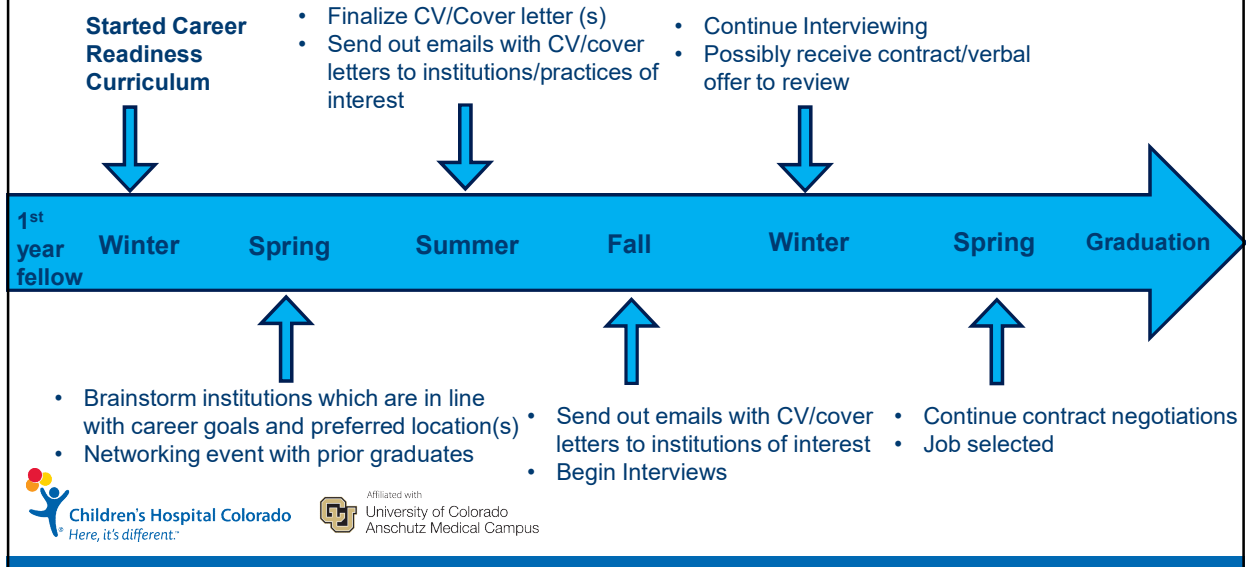


Timeline of Job Search: Feedback From Prior Graduates

Q2 - Which is the best estimate of when you started your job search?



POSSIBLE TIMELINE



Benefits of Networking

- Social Resources
- Advice and support of peers
- Group of people you trust
- New points of view
- Hard to find information
- Opportunities



Networking 101

- **Set your Goals**
 - What are you looking for in a position
 - Why are you a competitive applicant
 - Things you want to learn about a practice/institution
- **Be prepared**
 - What is the position you are reaching out about?
 - Why are you a good fit?
- **Act and follow up**



Discussion of Networking Examples

“Bad” Networking

“Sue,
I wanted to give you time to settle in over there.
Let's grab lunch soon...would love to come
over and see you on campus.
Ciao.”
<name withheld to protect the innocent>



“Better” Networking

Good morning Dr. Smith,
This e-mail is from James <last name>, the blonde guy that sat in towards the front and who was asking you questions last night after your research presentation.
I wanted to thank you for your powerful and fun presentation. I walked away with a much better understanding of health services methodology and the skills I need to develop to become a more effective researcher.
I will keep in touch since I will be looking for a research fellowship in two years.
Kind regards,
<name>
<address, phone, e-mail>



Networking

- List of networking resources
 - Prior graduates and where they practice
 - Academic societies
 - Additional recruitment sites



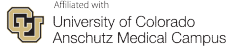
Session #2: CV and Cover Letter Development

- **Learning Objective:**
 - Allergy & Immunology fellows will construct their CV and Cover letters in a way that highlights their accomplishments and strengths by the end of their first year of fellowship through 1:1 review with select faculty members.
- **Format:**
 - Individual session between fellow and 4 faculty members to provide specific feedback to their CV and cover letter (s)



CV and Cover Letter Development

- Sample CV's and Cover letters were sent to trainees prior to the session to use as a guide
- Fellows sent faculty their CV and cover letter(s) prior to session for review
- Thirty-minute individual session with each fellow and faculty to review their CV and cover letter (s) line by line with providing feedback



Session #3: Private Practice Career Paths

- **Learning Objective:**
 - Allergy & Immunology fellows will describe and contrast the differences, such as payment/reimbursement structures, between different career options within allergy & Immunology (i.e., academic versus private practice) through discussion with their mentor by the end of their first year of fellowship.



Private Practice Career Paths

- **Year #1 Format:** Panel of private practice physicians through involvement with local academic society

Pros

- Range of opinions
- Discussion of different practice/payment models based on practice/experience

Cons

- More difficult discussion in a larger group (all CO fellowships invited)
- Less candor
- Less individualized



Private Practice Career Paths

- Salary/Reimbursement structures (i.e., RVU based)
- Partner Opportunities
- Contract negotiations: Salary, administrative support, administrative time
- Expectations on finding new patients
- Key questions to ask about positions



Session #4 Q&A with prior graduates

Learning Objectives:

1. Allergy & Immunology Fellows will describe and contrast the differences, such as payment/reimbursement structures, between different career options within allergy & Immunology (i.e., academic versus private practice) through discussion with their mentor by the end of their first year of fellowship.
2. Allergy & Immunology Fellows will evaluate which career trajectory is in line with their long term personal and professional goals by the end of their first year of fellowship as demonstrated through discussion with fellowship leadership and their career mentor.



Q&A Prior Graduates

- **Year #1 Format:** Open discussion with all prior graduates and current fellows
- **Year #2 Format:** Q&A with prior graduates separate for private practice and academic medicine



Q&A with prior graduates

Year #1 Format: Open discussion with all prior graduates and current fellows.

Pros

- High participation of prior fellows (10 fellows-100%)
- Compare and contrast different positions

Cons

- Difficult to get through all content
- Went too long to cover all questions (2-3 hours)
- Needed more structure



Q&A with prior graduates

- **Year #2 Format:** Separate Q&A with private practice and academic

Pros

- More focused discussion
- Prior graduates were very honest about salaries, negotiations etc.

Cons

- Zoom fatigue
- Difficulty scheduling two separate evening sessions



Session #5: Academic Medicine Career Paths

- **Learning Objective:**
 - Allergy & Immunology Fellows will describe and contrast the differences, such as payment/reimbursement structures, between different career options within allergy & Immunology (i.e., academic versus private practice) through discussion with their mentor by the end of their first year of fellowship.
- **Format:**
 - Small group discussion with section head, program director and fellows



Academic Medicine Career Paths

- **Suggested Discussion Topics:**
 - Different payment/reimbursement structures
 - Contract negotiations: non-compete clauses, benefits, administrative support
 - Key questions to ask/red flags: i.e., nursing/admin support, appointment length time
 - Career paths within academic medicine (i.e., research/scholarly activity; clinician educator; clinical)



Session #6: Interview Preparedness

- **Learning Objective:**
 - Allergy & Immunology fellows will demonstrate preparedness to interview for faculty positions through discussion of their unique strengths and career plans which will be assessed in a 1:1 mock interview by the beginning of their 2nd year of fellowship.
- **Format:**
 - Two mock interviews, simulating private practice and academic positions



Interview Preparedness

- Mock interviews based on real job postings or tailored to individual positions fellows were pursuing
- Twenty-minutes per simulation with 1 faculty member simulating the interviewer, 1 faculty member observing
- Ten minutes for feedback per simulation



Interview Preparedness

Commonly asked questions at private practice interviews to be prepared for:

- How do you think you would integrate in a private practice setting in which patient reviews and satisfaction are important?
- How do you plan to market/network yourself when you join the practice to recruit patients? i.e., building a long-term patient base?
- Do you have a specific clinical niche?



Interview Preparedness

Commonly asked questions at academic interviews to be prepared for:

- What is your academic interest? i.e., your niche? Include tangible examples of what you hope to accomplish in the next 3-5 years and how you plan to accomplish them.
- What will YOU bring to their institution/program that is unique? Sell yourself, what is unique about you.
- Why are you a good fit for them? Make sure you have researched the institution in advance. Do they have any needs you help fit?



Career Mentorship

- Required fellows to select a career mentor(s) by mid way through their first year of fellowship
- Faculty member they felt comfortable talking to about their life plans (professional and personal) that is separate than their research mentor
- Faculty development session on serving as a career mentor (as opposed to a research mentor)



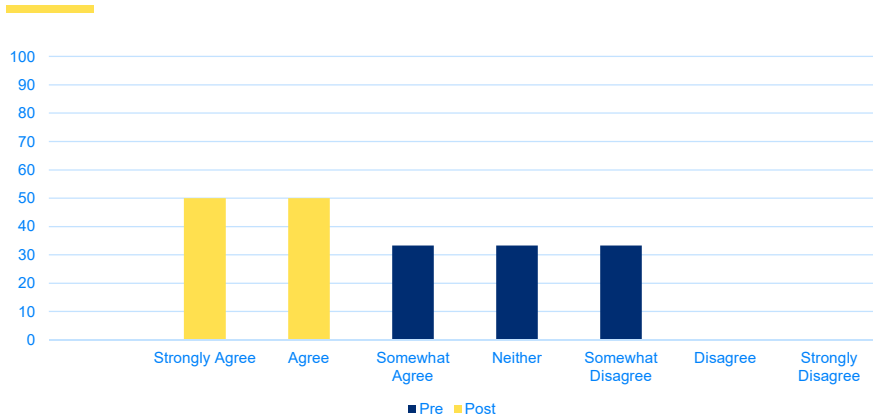
Evaluation

- **Multimodal Assessment**
 - Quantitative Survey Feedback
 - Qualitative Interviews



Please answer whether you agree or disagree with the following statement:

I can describe differences between private practice and academic jobs with examples including differences in payment structures, benefits, partner track in private practice/promotion path in academics.



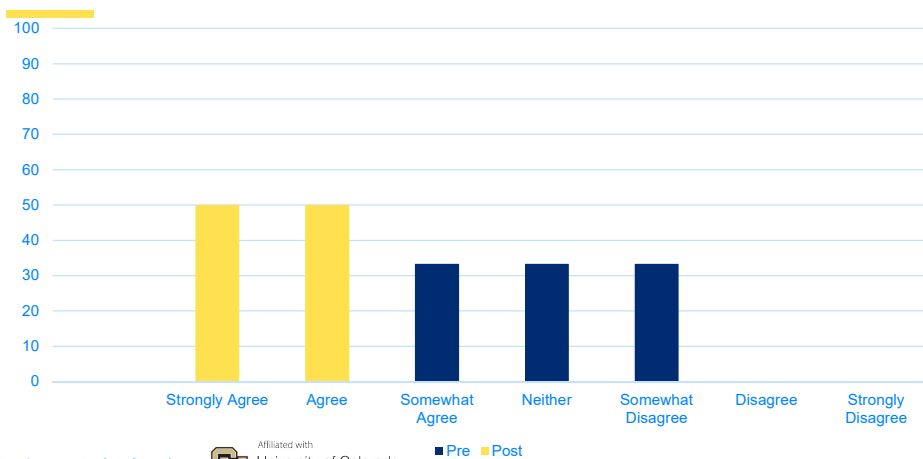
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Please answer whether you agree or disagree with the following statement:

I have enough information to make an informed decision on which career path(s) (i.e., private practice, academics, industry etc.) within Allergy & Immunology were best suited for my personal and professional goals:

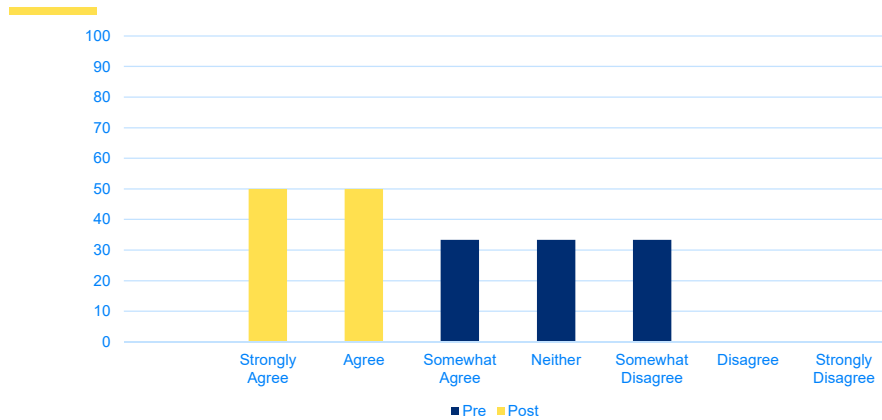


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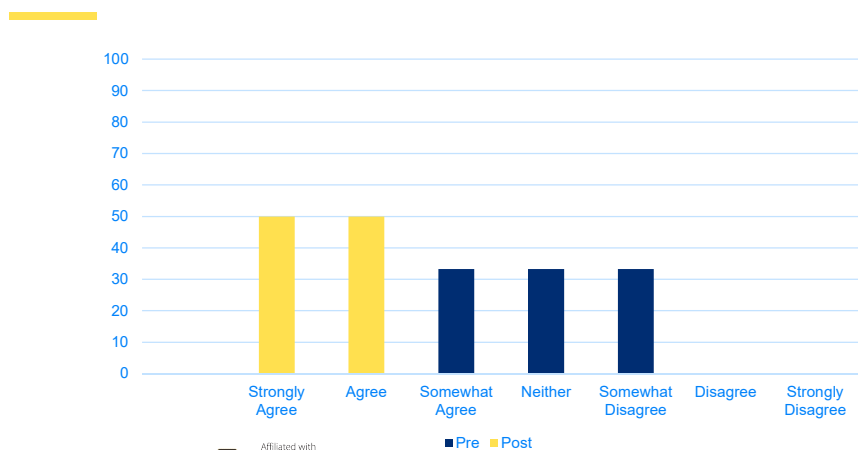
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Please answer whether you agree or disagree with the following statement:
I feel able to identify potential positions in line with my career interests through networking or other job search tools.



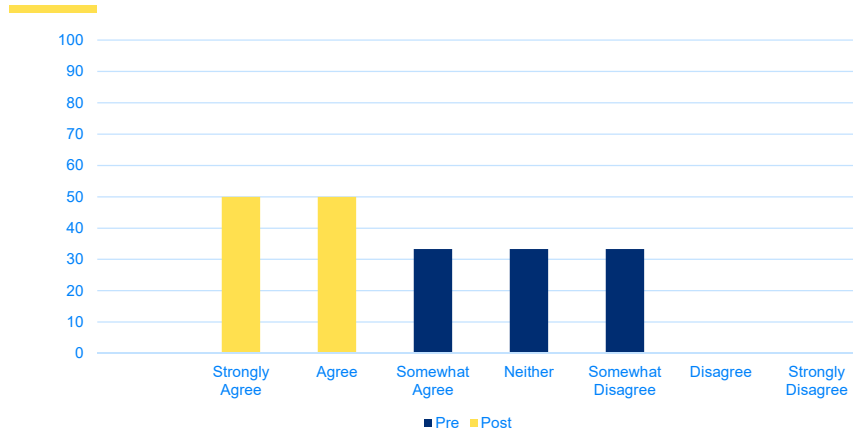
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Please answer whether you agree or disagree with the following statement: I can
construct my CV and Cover letter(s) in a way that highlights my accomplishments and strengths.



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Please answer whether you agree or disagree with the following statement: During interviews, I feel prepared to discuss my unique strengths, what I can contribute to a practice/institution and my career plans.



Qualitative Feedback

Opportunities for Improvement:

- Move Q&A with prior graduates to separate sessions for private practice and academics
 - People ran out of time with 1 session
 - Prepared topics/questions to cover
- Session with prior graduates was higher yield than with private practice physicians in local allergy society
 - Broad overview of information heard elsewhere

Qualitative Feedback

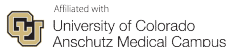
Strengths

Similar sessions attended through local or national societies provided a strong base of general knowledge, the success of the curriculum was due to it being customizable and providing individualized feedback.

- *“This curriculum was beneficial because it was customized to each trainee. It complemented the broader resources available in other settings.”*



Source: National Training Laboratories, Bethel, Maine



Qualitative Feedback

- *“ I felt highly prepared for interviews. Questions that I received feedback on during my mock interview were asked and I was more prepared in my response.”*
- *“It was nice to have dedicated time for faculty to review my CV and give me specific feedback”*
- *“ I likely would have received much of this information in a more piecemeal way so having it all organized was incredibly helpful”*
- *“The Q&A with prior graduates was probably the most beneficial session. They were all very honest”*



2021 FIT Exit Survey

Satisfaction with practice opportunities

Was it difficult finding a satisfactory position?

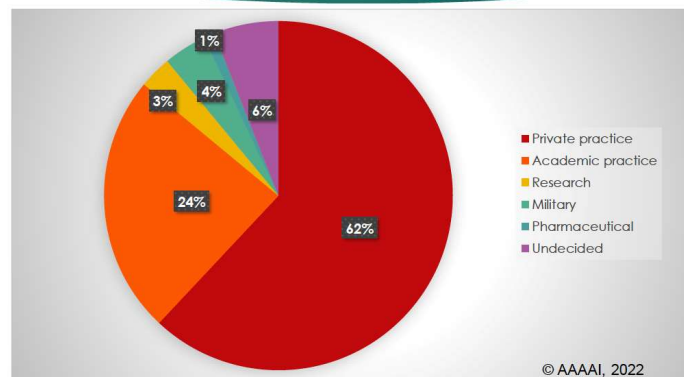
Yes	40%
No	60%

If yes, what difficulties did you encounter?

Overall lack of positions/practice opportunities	90%
Lack of positions in desired setting	66%
Inadequate salary/compensation/benefits offered	48%
Family considerations	41%
Long commute to the practice location	38%
Prefer to live in a larger city	31%
Limited opportunities due to Visa status	7%
Prefer to live in a smaller city	3%

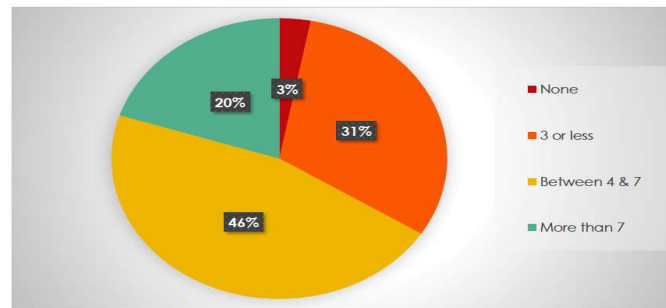
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Primary Practice Setting



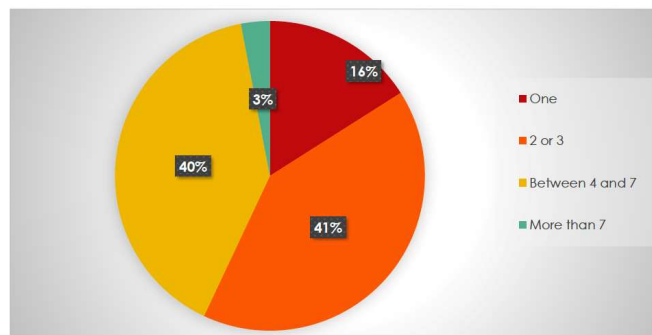
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In your search for employment, how many positions did you inquire about?



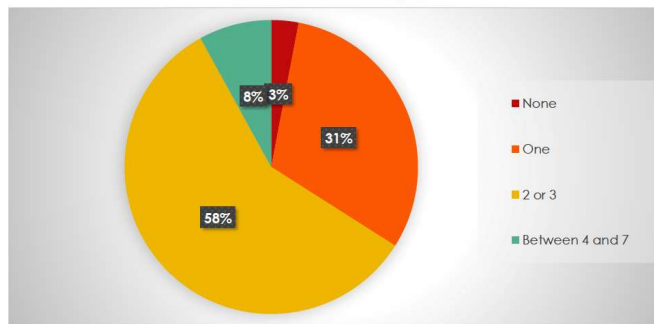
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How many of your position inquiries led to interviews?



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How many job offers did you receive?



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Take Aways

- As the areas of deficit identified occurred despite our trainees attending career development sessions elsewhere, this curriculum is likely applicable to other AI programs.
- The Q&A with prior graduates was the most impactful session.
- The success of our curriculum was due to its personalized nature and complements similar resources available in a larger settings.



Questions?



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