

# Appendix A

## Sample Physician CV

### HEIDI EISENHOWER

1600 Pennsylvania Avenue NW  
Washington, DC 20500

Home: 202-456-1111  
Cell phone: 202-456-1414  
Fax: 202-456-2461  
Email: Heidi@theeisenhowers.com  
DOB: 08-18-81

American Board of Anesthesiology: Board Eligible

California Medical License: CA1234567

### *Post-graduate Training*

**July 2006–June 2007:** Chief Resident, Department of Anesthesiology, Stanford University Hospital and Clinics, Palo Alto, CA.

**July 2004–June 2006:** Anesthesia Residency, Stanford University Hospital and Clinics, Palo Alto, CA.

**July 2003–June 2004:** Internship, Yale-New Haven Hospital, New Haven, CT

### *Education*

**August 1998–May 2002:** Yale University School of Medicine, MD.

**September 1994–June 1998:** University of California at Los Angeles. BA in Psychology

### *Professional Experience*

**June 2002–June 2003:** Medical volunteer for Doctors without Borders.

**June 1996–August 1996:** Volunteer at Hole in the Wall camp for children.

**January 1996–May 1997:** Diabetes counselor at outpatient clinic in Compton, CA.

**October 1995–June 1997:** Phlebotomist at Harbor View Medical Center.

### ***Professional Societies***

American Society of Anesthesiologists.

California Society of Anesthesiologist.

American Medical Association.

### ***Awards Received***

Resident of the Year 2002: Department of Anesthesiology, Stanford Hospitals and Clinics.

AOA: Yale University School of Medicine.

### ***Publications***

Lincoln A, Washington G, and Eisenhower H: Use of oxygen supplementation to augment analgesia following neuroaxial blocks in parturients. *Journal of Clinical Extras* 91(2) 2001: pp. 672–682.

Eisenhower H, Clinton S, and Kennedy M: Comparisons of anesthesia requirements for canines vs. human patients. *Journal of Washington DC Anesthesia* 61(3) 1999: pp. 6–12.

Eisenhower H and Churchill W: Variability of antiemetic dosing requirements based on pedigree. *Journal of Comparative Canine Anesthesia* 12(4) 1998: pp. 234–456.

### ***Outside Interests***

Traveling, triathlons, fluent in German

# Appendix B

## Job Search Timeline Worksheet

### 10–12 months before graduation:<sup>1</sup>

\_\_\_\_: Prioritize traits of your ideal job. Complete job search worksheet detailed in Chapter 1.

\_\_\_\_: Speak with your program's residency director to optimize use of local resources (e.g. alumni networks).

\_\_\_\_: Identify regional or association meetings for networking opportunities.

### 8–10 months before graduation:

\_\_\_\_: Prepare CV and cover letter.

\_\_\_\_: Print business cards or other "handouts" for use when attending meetings.

\_\_\_\_: Attend regional or association meetings.

\_\_\_\_: Prepare list of jobs you are interested in.

\_\_\_\_: Contact potential employers.

### 6–8 months before graduation:

\_\_\_\_: Practice interviews with local faculty.

\_\_\_\_: Actual interviews.

### 6 months:

\_\_\_\_: Review contact and secure job.

\_\_\_\_: Begin licensing process if moving out of state.<sup>2</sup>

---

<sup>1</sup> Please note that timelines vary depending on specialty. If you are planning on a fellowship, some applications need to be completed up to 2 years ahead of start date.

<sup>2</sup> State licensing process can/should be started sooner if you know which state you will be practicing in.

# Appendix C

## Sample Timeline – Months prior to anticipated practice start date

### SIX MONTHS

Write or contact the medical staff office of the hospital(s) and surgery center(s) in which you intend to practice and request that an application package be sent to you. Some hospitals require a “pre-application form” which must be completed, returned, and reviewed before the application package is sent.

### FIVE MONTHS

Complete application packet and return it with any requested application fees. The application will include a request for references. This is a good time to contact references to let them know they will receive an inquiry from “Hospital X” regarding your application. The application will also include a request for privileges, as well as a series of questions regarding prior malpractice claims against you, any adverse actions from licensing boards or medical staffs, drug abuse, etc. It is very important that you answer all of these questions as accurately as possible, since they will be checking the validity of all of your answers through database queries.

### FOUR MONTHS

Contact your new practice administrator to ensure that efforts are being taken to obtain any necessary billing numbers from state or governmental agencies and that your credentialing for various insurance companies is proceeding on schedule. At this time, the medical staff office is verifying all of your application items, including your medical school graduation, residency completion, etc. References will hopefully be returned soon, or processing your application may be delayed. It is a good idea to call the office and verify that all items pertaining to your application are complete.

### **THREE MONTHS**

Your application has likely been verified by the Medical Staff credentials office, and has been forwarded to the Department Chairman for a sign-off on your requested privileges. The Department Chairman usually has 30 days to turn this around and return the file to the Medical Staff office.

### **TWO MONTHS**

Your application and request for privileges goes to the Medical Staff Credentials Committee for review and approval. If no issues during the verification process arose, this is generally a “rubber stamp.” If your license is still pending for the State where you intend to practice, your application may be provisionally advanced pending the granting of your license, or held up at this point until it is granted.

### **ONE MONTH**

Your packet of information is finally presented to the Hospital’s Board of Directors for approval and ultimately signed off by the Hospital’s Chief Executive Officer. At this point, you are fully credentialed in the organization and have been granted interim privileges pending proctoring by assigned staff members.

# Appendix D

## State Medical Boards

State medical board	Web site address	Telephone number	Mailing address
Alabama State Board of Medical Examiners	<a href="http://www.albme.org/">http://www.albme.org/</a>	334-242-4116	P.O. Box 946 Montgomery, AL 36101-0946
Alaska Division of Occupational Licensing, State Medical Board	<a href="http://www.dced.state.ak.us/occl/pmed.htm">http://www.dced.state.ak.us/occl/pmed.htm</a>	907-269-8163	550 West Seventh Avenue, Suite 1500 Anchorage, AK 99501-3567
Arizona Board of Medical Examiners	<a href="http://www.azmd.gov/">http://www.azmd.gov/</a>	480-551-2700	9545 E. Doubletree Ranch Rd. Scottsdale, AZ 85258
Arkansas State Medical Board	<a href="http://www.armedicalboard.org/index.asp">http://www.armedicalboard.org/index.asp</a>	501-296-1802	2100 Riverfront Drive Little Rock, AR 72202

(continued)

(continued)

<b>State medical board</b>	<b>Web site address</b>	<b>Telephone number</b>	<b>Mailing address</b>
Medical Board of California	<a href="http://www.medbd.ca.gov/board/contact_us.html">http://www.medbd.ca.gov/board/contact_us.html</a>	916-263-2382	2005 Evergreen Street, Suite 1200 Sacramento, CA 95815
Colorado State Board of Medical Examiners	<a href="http://www.dora.state.co.us/medical/">http://www.dora.state.co.us/medical/</a>	303-894-7690	1560 Broadway, Suite 1350, Denver, CO 80202
State of Connecticut, Department of Public Health	<a href="http://www.ct.gov/dph/site/default.asp">http://www.ct.gov/dph/site/default.asp</a>	860-509-8000	410 Capitol Avenue Hartford, CT 06134
Delaware Board of Medical Practice	<a href="http://dpr.delaware.gov/">http://dpr.delaware.gov/</a>	302-744-4500	Cannon Building 861 Silver Lake Blvd. Suite 203 Dover, DE 19904
District of Columbia Board of Medicine	<a href="http://doh.dc.gov">http://doh.dc.gov</a>	877-672-2174	717 14th Street, NW, Suite 600 Washington, DC 20005
Florida Board of Medicine	<a href="http://www.doh.state.fl.us/">http://www.doh.state.fl.us/</a>	850-488-0595	4052 Bald Cypress Way, Bin # C01 Tallahassee, FL 32399 -3251
Georgia Composite State Board of Medical Examiners	<a href="http://medicalboard.georgia.gov">http://medicalboard.georgia.gov</a>	404-656-3913	2 Peachtree Street, N.W., 36th Floor Atlanta, GA 30303-3465
Hawaii Board of Medical Examiners	<a href="http://hawaii.gov/dcca/areas/pvll/boards/medical/">http://hawaii.gov/dcca/areas/pvll/boards/medical/</a>	808-586-2708	DCCA-PVL Att: BME P.O. Box 3469 Honolulu, HI 96801

(continued)

(continued)

<b>State medical board</b>	<b>Web site address</b>	<b>Telephone number</b>	<b>Mailing address</b>
Idaho State Board of Medicine	<a href="http://www.bom.state.id.us/">http://www.bom.state.id.us/</a>	208-327-7000	1755 Westgate Drive PO Box 83720 Boise, ID 83720-0058
Illinois Department of Professional Regulation	<a href="http://www.idfpr.com/">http://www.idfpr.com/</a>	217-785-0800	320 W. Washington Springfield, IL 62786
Indiana Health Professions Bureau	<a href="http://www.in.gov/pla/2377.htm">http://www.in.gov/pla/2377.htm</a>	317-234-2060	402 W. Washington Street, Room W072 Indianapolis, IN 46204
State of Iowa Board of Medical Examiners	<a href="http://medicalboard.iowa.gov/">http://medicalboard.iowa.gov/</a>	515-281-5171	400 SW 8th St., Suite C Des Moines, IA 50309-4686
Kansas State Board of Healing Arts	<a href="http://www.ksbha.org/">http://www.ksbha.org/</a>	785-296-7413	235 S. Topeka Boulevard - Topeka, KS 66603-3068
Kentucky Board Medical Licensure	<a href="http://kbml.ky.gov/">http://kbml.ky.gov/</a>	502-429-7150	310 Whittington Parkway, Ste. 1B Louisville, KY 40222
Louisiana State Board of Medical Examiners	<a href="http://www.lsbme.louisiana.gov/">http://www.lsbme.louisiana.gov/</a>	800-296-7549	PO Box 30250 New Orleans, LA 70190-0250
Maine Board of Licensure in Medicine	<a href="http://www.docboard.org/me/me_home.htm">http://www.docboard.org/me/ me_home.htm</a>	207-287-3601	161 Capitol Street 137 State House Station Augusta, ME 04333-0137
Maryland Board of Physician Quality Assurance	<a href="http://www.mbp.state.md.us/">http://www.mbp.state.md.us/</a>	410-764-4777	4201 Patterson Avenue Baltimore, MD 21215
Massachusetts Board of Registration in Medicine	<a href="http://www.massmedboard.org/">http://www.massmedboard.org/</a>	617-654-9800	560 Harrison Avenue, Suite G-4 Boston, MA 02118

(continued)



(continued)

<b>State medical board</b>	<b>Web site address</b>	<b>Telephone number</b>	<b>Mailing address</b>
Michigan Board of Medicine	<a href="http://www.michigan.gov/mdch/0,1607,7-132-27417_27529_27541-58914---,00.html">http://www.michigan.gov/mdch/0,1607,7-132-27417_27529_27541-58914---,00.html</a>	517-373-3740	Capitol View Building 201 Townsend Street Lansing, MI 48913
Minnesota Board of Medical Practice	<a href="http://www.state.mn.us">http://www.state.mn.us</a>	612-617-2130	University Park Plaza 2829 University Avenue, S.E., Suite 500 Minneapolis, MN 55414-3246
Mississippi State Board of Medical Licensure	<a href="http://www.msbl.state.ms.us/">http://www.msbl.state.ms.us/</a>	601-987-3079	1867 Crane Ridge Drive, Suite 200-B Jackson, MS 39216
Missouri State Board of Registration for the Healing Arts	<a href="http://www.pr.mo.gov/healingarts.asp">http://www.pr.mo.gov/healingarts.asp</a>	573-751-0293	3605 Missouri Boulevard P.O. Box 1335 Jefferson City, MO 65102-1335
Montana Board of Medical Examiners	<a href="http://mt.gov/dli/bsd/license/bsd_boards/med_board/board_page.asp">http://mt.gov/dli/bsd/license/bsd_boards/med_board/board_page.asp</a>	406-841-2361	301 South Park, Room 430 PO Box 200517 Helena, MT 59620-0517
Nebraska Health and Human Services System	<a href="http://www.hhs.state.ne.us/">http://www.hhs.state.ne.us/</a>	402-471-3121	P.O. Box 95026 Lincoln, NE 68509-5026
State of Nevada Board of Medical Examiners	<a href="http://www.medboard.nv.gov/">http://www.medboard.nv.gov/</a>	775-688-2559	1105 Terminal Way, Suite 301 Reno, NV 89502

(continued)

(continued)

<b>State medical board</b>	<b>Web site address</b>	<b>Telephone number</b>	<b>Mailing address</b>
New Hampshire Board of Medicine	<a href="http://www.nh.gov/medicine/">http://www.nh.gov/medicine/</a>	603-271-1203	2 Industrial Park Drive #8 Concord, NH 03301
New Jersey State Board of Medical Examiners	<a href="http://www.state.nj.us/ps/cal/medical.htm">http://www.state.nj.us/ps/cal/medical.htm</a>	973-504-6200	124 Halsey Street Newark, NJ 07102
New Mexico Medical Board	<a href="http://www.nmmb.state.nm.us/">http://www.nmmb.state.nm.us/</a>	505-476-7220	2055 S. Pacheco St., Building 400 Santa Fe, NM 87505
New York State Board for Medicine	<a href="http://www.op.nysed.gov/">http://www.op.nysed.gov/</a>	518-474-3817	State Education Building - 2nd floor 89 Washington Avenue Albany, NY 12234
North Carolina Medical Board	<a href="http://www.ncmedboard.org/">http://www.ncmedboard.org/</a>	919-326-1100	PO Box 20007 Raleigh, NC, 27619-0007
North Dakota Board of Medical Examiners	<a href="http://www.ndbomex.com/">http://www.ndbomex.com/</a>	701-328-6500	418 E. Broadway Ave., Suite 12, Bismarck, ND 58501
State Medical Board of Ohio	<a href="http://med.ohio.gov/">http://med.ohio.gov/</a>	614-466-3934	30 E. Broad Street, 3rd Floor, Columbus, OH 43215-6127
Oklahoma State Board of Medical Licensure and Supervision	<a href="http://www.okmedicalboard.org/">http://www.okmedicalboard.org/</a>	405-848-6841	P.O. Box 18256 Oklahoma City, OK 73154-0256

(continued)

(continued)

State medical board	Web site address	Telephone number	Mailing address
Oregon Board of Medical Examiners	<a href="http://www.oregon.gov/OMB/">http://www.oregon.gov/OMB/</a>	971-673-2700	1500 SW 1st Ave., Suite 620 Portland, OR 97201-5847
Pennsylvania State Board of Medicine	<a href="http://www.dos.state.pa.us/bpoa/site/default.asp">http://www.dos.state.pa.us/bpoa/site/default.asp</a>	717-787-8503	P.O. Box 2649 Harrisburg, PA 17105
Rhode Island Board of Medical Licensure and Discipline	<a href="http://www.health.ri.gov/hsr/bmid/">http://www.health.ri.gov/hsr/bmid/</a>	800-942-7434	3 Capitol Hill Providence, RI 02908
South Carolina Board of Medical Examiners	<a href="http://www.ama-assn.org/ama/pub/category/2645.html">http://www.ama-assn.org/ama/pub/category/2645.html</a>	800-896-4500	PO Box 11289 Columbia, SC 29211
South Dakota State Board of Medical & Osteopathic Examiners	<a href="http://doh.sd.gov/boards/medicine/">http://doh.sd.gov/boards/medicine/</a>	605-367-7781	125 S. Main Ave. Sioux Falls, SD 57104
Tennessee Department of Health	<a href="http://health.state.tn.us/">http://health.state.tn.us/</a>	615-741-8402	220 Athens Way, Plaza I, Metrocenter Nashville, TN 37243
Texas State Board of Medical Examiners	<a href="http://www.tmb.state.tx.us/">http://www.tmb.state.tx.us/</a>	512-305-7010	P.O. Box 2029 Austin, TX 78768-2029
State of Utah Department of Commerce	<a href="http://www.dopl.utah.gov/">http://www.dopl.utah.gov/</a>	801-530-6628	P.O. Box 146741 Salt Lake City, UT 84114-6741

(continued)

(continued)

<b>State medical board</b>	<b>Web site address</b>	<b>Telephone number</b>	<b>Mailing address</b>
Vermont Board of Medical Practice	<a href="http://healthvermont.gov/hc/med_board/bmp.aspx">http://healthvermont.gov/hc/med_board/bmp.aspx</a>	802-863-7200	108 Cherry Street Burlington, VT 05402
Virginia Board of Medicine	<a href="http://www.dhp.virginia.gov/">http://www.dhp.virginia.gov/</a>	804-367-4400	9960 Mayland Drive, Suite 300 Richmond, VA 23233-1463
Washington State Department of Public Health	<a href="http://www.doh.wa.gov/PHIP/main/overview.htm">http://www.doh.wa.gov/PHIP/main/overview.htm</a>	360-236-4085	101 Israel Road SE, MS: 47890 Tumwater, WA 98501
West Virginia Board of Medicine	<a href="http://www.wvdhhr.org/wvbom/default.asp">http://www.wvdhhr.org/wvbom/default.asp</a>	304-558-2921	101 Dee Drive, Suite 103 Charleston, WV 25311
State of Wisconsin Medical Examining Board	<a href="http://dhl.wi.gov/index.htm">http://dhl.wi.gov/index.htm</a>	608-266-2112	PO Box 8935, Madison, WI 53708
Wyoming Board of Medicine	<a href="http://wyomedboard.state.wy.us/">http://wyomedboard.state.wy.us/</a>	307-778-7053	320 W. 25th Street, Ste 103 Cheyenne, WY 82002

# Index

- Academic interview questions, 33–34
- Academic medical practice, 6
- Accounts receivable, 47, 55, 57
- ACPE, *see* American College of Physician Executives (ACPE)
- Adobe Reader software, 16
- Aggressive investment portfolio, 94–96, 95*f*
- Alternative career options
  - entrepreneurship, 109–110
  - examples, 110
  - executive M.B.A. programs, 105
  - finding alternative jobs, 103
  - helpful publications, 109
  - malpractice insurance, 101
  - medical administration, 104–105
  - medical devices, 105–106
  - non-medical careers, 108–109
  - overview, 99–100
  - part time work, 104
  - pharmacology, 106
  - reasons to consider, 100–103
  - research, 108
  - resources, 109
  - technical sales, 106
- Alumni networks, 19
- American College of Physician Executives (ACPE), 105
- Anesthesiology interview questions, 37
- Annuities, 83
- Application, medical license, 68
- Arbitration, 58
- Assets, 49
- Association meetings, 20
- Benefits
  - contractual, 57
  - elective, 11–12, 11*t*, 52–53, 52*t*
  - statutory, 11–12, 11*t*, 51–52, 52*t*
- Billing, 47
- Bonus, 51
- Buy-in, 46–50
- Cash flow, 49
- Cash investments, 89–90
- Category 1 courses, 70
- Certified Financial Planners (CFP) Board, 97
- Choosing a Medical Liability Insurance Carrier, 76
- Claims-made malpractice insurance policies, 73–74
- CME, *see* Continuing medical education (CME)
- Cold calling, 24–26
- Common stock, 91–92
- Comparing employment offers, 53–54, 54*t*

**Compensation**

- benefits, 11–12, 11*t*
- expectations, 9–12
- factors influencing, 10–11
- interview questions, 35
- MGMA, 10
- productivity and, 51
- systems, 50–51
- See also* Salary

**Confidentiality, 65****Conservative investment**

- portfolio, 94–96, 95*f*

**Continuing medical education (CME), 69–70****Contract termination, 57–58****Contracts, 56–59****Co-residents, 21****Corporations, 48****Cost of living, 2****Couples, 23****Cover letter, 17****Credentialing**

- definition, 61–62
- HIPAA, 62–63
- HIPDB, 62–63
- IPA, 61
- Joint Commission, 63
- Medicaid, 61
- Medical Staff application, 63
- Medicare, 61
- NPDB, 62
- primary source
  - verification, 62
- references, 63

**Credentials committee, 64****Curriculum vitae (CV), 13**

- contents, 14–16
- cover letter, 17
- letters of reference, 18
- Portable Document Format (.pdf), 16
- post-graduate training, 15
- professional experience, 15
- professional qualifications, 15

- publications, 16

- sample, 14*t*, 111–112

- subject areas, 15–16

- tips, 14–15

**CV, *see* Curriculum vitae (CV)****Disability insurance, 82****The Doctor's Company, 76, 77****Dollar-cost averaging, 96****Do-not-compete clauses, 57****Driving under the influence (DUI), 70–71****Drug and alcohol issues, 70–71****DUI, *see* Driving under the influence (DUI)****Electronic medical records, 41–43****Employment offers**

- accounts receivable, 47, 55, 57
- arbitration, 58
- assets, 49
- benefits, contractual, 57
- benefits, elective, 52–53, 52*t*
- benefits, statutory, 51–52, 52*t*
- billing, 47
- bonus, 51
- buy-in, 46–50
- cash flow, 49
- comparing, 53–54, 54*t*
- compensation systems, 50–51
- contract termination, 57–58
- contracts, 56–59
- corporations, 48
- do-not-compete clauses, 57
- duties, 57
- evergreen clauses, 57
- goodwill and, 49
- group overhead, 47
- group ownership, 46, 48
- group reputation, 45–47
- group structure, 46
- Health Grades rating, 46

- hospital contract, value of, 49
- Institute for Healthcare Improvement, 46
- Joint Commission rating, 46
- Leapfrog Group rating, 46
- legal issues, 58
- magnet status, 46
- malpractice insurance, medical, 58
- malpractice insurance, tail, 55
- negotiable items, 54–56
- overtime pay, 50
- partnerships, 46, 48
- patient safety initiatives, 46
- poison pill, 56
- policies, procedures, 59
- practice valuation, 49–50
- productivity, rewards for, 51
- profitability, 51
- PTO, 52, 52*t*
- salary, guarantee, 57
- salary, starting, 50
- salary, straight, 50
- shares, 46, 48
- stock, 48
- term, termination date, 57
- vacation pay, 52, 52*t*
- Entrepreneurship, 109–110
- ETF, *see* Exchange Traded Fund (ETF)
- Evergreen clauses, 57
- Exchange Traded Fund (ETF), 93–94
- Expired medical license, 68–69
- Faculty network, 23
- Family, 1–2
- Financial advisors, 96–97
- Financial planning
  - aggressive investment portfolio, 94–96, 95*f*
  - cash investments, 89–90
  - CFP Board, 97
  - common stock, 91–92
  - conservative investment portfolio, 94–96, 95*f*
  - dollar-cost averaging, 96
  - ETF, 93–94
  - financial advisors, 96–97
  - home purchase, cash flow examples, 85*t*
  - home purchase, opportunity cost, 86
  - inflation, 89
  - investing basics, 88–89
  - IRS tax code 403B, 87
  - 401 K plan, 87
  - market capitalization, 92
  - moderate investment portfolio, 94–96, 95*f*
  - mutual funds, 92–93
  - no-load mutual funds, 92–93
  - pension, profit sharing plan, 87–88
  - preferred stock, 91–92
  - real estate investments, 84–86
  - retirement accounts, 87–88
  - sharks, 79–80
  - Standard and Poor's 500, 93
  - stocks, 91–92
  - student loans, 86–87
  - See also* Insurance
- Freelancing, *see* Locum tenens
- Geography, 22–23
- Goodwill, 49
- Government practice, 4–5
- Group
  - malpractice insurance coverage, 76
  - overhead, 47
  - ownership, 46, 48
  - practice, prepaid, 6
  - reputation, 45–47
  - structure, 46

- Health Grades rating, 46
- Health Insurance Portability and Accountability Act (HIPAA), 62–63
- Healthcare Integrity and Protection Data Bank (HIPDB), 62–63
- HMO, *see* Prepaid group practice
- Home buying, 85*t*, 86
- Hospital contract, value of, 49
- Independent Practice Organization (IPA), 61
- Indian Health Service, 5
- Inflation, 89
- Institute for Healthcare Improvement, 46
- Insurance
  - agents, 80, 82
  - annuities, 83
  - disability, 82
  - liability, 80
  - life, 80–81
  - long-term care, 83
  - term life, 81
  - whole life, 81
- Insurance, malpractice
  - alternative career options, 101
  - California, 74–75
  - carrier choice, 77–78
  - claims-made policies, 73–74
  - Doctor's Company, 76–77
  - group coverage, 76
  - interview questions (to ask), 35–36
  - locum tenens work, 77
  - mature premiums, 74
  - medical, 58
  - MICRA, 74–75
  - NAIC, 76
  - occurrence policies, 73
  - part-time employment, 77
  - premiums, 74–75
  - questions for potential carriers, 78
  - resources, 76
  - retroactive malpractice risk, 74
  - tail coverage, 55, 76–77
  - typical policy, 75
  - volunteer work, 77
- Internal medicine, 39–41
- Interview
  - basics, 29–31
  - chronic illness, 31–32
  - difficult questions, 31–32
  - DUI, 31–32
  - failed board exams, 31–32
  - job termination, 31–32
  - mental health, 31–32
  - not answering a question, 32
  - past issues, 31
  - personal health issues, 31–32
  - potential weakness, 31–32
  - preparing for, 32–37
  - recurring issues, 31–32
  - rehab, 31–32
  - things not to do, 30–31
  - things to do, 29–30
  - things to do after, 43–44
- Interview questions
  - academic, 33–34
  - anesthesiology, 37
  - compensation, 35
  - electronic medical records, 41–43
  - general, 33
  - internal medicine, 39–41
  - for interviewer, 34–35
  - malpractice, professional affairs, 35–36
  - other, 36–37
  - pediatrics, 38–39
  - specialties, 37–43



- surgery, 43
- work flow, 41–43
- Investments, *see* Financial planning
- IPA, *see* Independent Practice Organization
- IRS tax code 403B, 87
- Job offers, *see* Employment offers
- Job search
  - alumni networks, 19
  - association meetings, 20
  - cold calling, 24–26
  - co-residents, 21
  - couples, 23
  - examples, 21–24
  - faculty network, 23
  - geography, 22–23
  - locum tenens, 23–24
  - online postings, 20
  - recruiters, 20–21
  - regional hospitals and clinics, 21
  - residency program
    - faculty, 20
  - resources, 19–21
  - timing, 27
- Joint Commission, 46, 63
- 401 K plan, 87
- Kaiser Permanente Medical Group, 6–7
- Leapfrog Group rating, 46
- Legal issues, 58
- Letters of reference, 18
- Liability insurance, 80
- License, medical
  - application forms, 68
  - Category 1 courses, 70
  - CME, 69–70
  - drug, alcohol issues, 70–71
  - DUI, 70–71
  - expired, 68–69
  - instructions, 68
  - Live Scan fingerprint process, 68
  - maintaining, 68–70
  - Medical Board, state, 67–71
  - obtaining, 68
  - paperwork, 67
  - probationary, 71
  - recertification, 68–70
  - requirements, 68
- Life insurance, 80–81
- Location
  - choosing, 3
  - cost of living, 2
  - family and, 1–2
- Locum tenens, 23–24, 77
- Long-term care insurance, 83
- Magnet status, 46
- Malpractice insurance, *see* Insurance, malpractice
- Market capitalization, 92
- Mature malpractice insurance
  - premiums, 74
- M.B.A. programs, executive, 105
- Medicaid, 61
- Medical administration,
  - careers in, 104–105
- Medical Board, state, 67–71
- Medical devices, careers in, 105–106
- Medical Group Management Association (MGMA), 10
- Medical Injury Compensation Reform Act (MICRA), 74–75
- Medical license, *see* License, medical
- Medical practice, *see* Practice, medical
- Medical specialties, 37–43

- Medical Staff
  - acceptance, 64
  - application, 63
  - bylaws, 65
  - credentialing,
    - see* Credentialing
  - privileges, *see* Privileges to practice
- Medicare, 61
- MGMA, *see* Medical Group Management Association (MGMA)
- MICRA, *see* Medical Injury Compensation Reform Act (MICRA)
- Military practice, 4–5
- Moderate investment portfolio, 94–96, 95*f*
- Mutual funds, 92–93
- National Association of Insurance Commissioners (NAIC), 76
- National Practitioner Data Bank (NPDB), 62
- Negotiable contract items, 54–56
- No-load mutual funds, 92–93
- Non-medical careers, 108–109
- NPDB, *see* National Practitioner Data Bank (NPDB)
- Occurrence malpractice insurance policies, 73
- Online postings (for jobs), 20
- Overtime pay, 50
- Paperwork, medical license, 67
- Partnerships, 46, 48
- Part-time employment, 77, 104
- Patient safety initiatives, 46
- .pdf, *see* Portable Document Format (.pdf)
- Pediatrics, 38–39
- Pension and profit sharing plan, 87–88
- Personal time off (PTO), 52, 52*t*
- Pharmacology, careers in, 106
- Poison pill, 56
- Policies and procedures, 59
- Portable Document Format (.pdf), 16
- Post-graduate training, 15
- Practice, medical
  - overhead, 47
  - reputation, 45–47
  - structure, 46
  - valuation, 49–50
- Practice type
  - academic, 6
  - choosing, 4
  - government, 4–5
  - Indian Health Service, 5
  - Kaiser Permanente Medical Group, 6–7
  - military, 4–5
  - prepaid group, 6
  - private, 8–9
  - resources, 9
  - U. S. Public Health Service, 5
  - Veteran's Administration, 5
- Preferred stock, 91–92
- Premiums, malpractice insurance, 74–75
- Prepaid group practice, 6
- Primary source verification, 62
- Private practice, 8–9
- Privileges to practice
  - confidentiality, 65
  - credentials committee, 64
  - Medical Staff acceptance, 64
  - Medical Staff bylaws, 65
- Probationary medical license, 71
- Professional affairs, 35–36
- Professional experience, 15
- Professional qualifications, 15

- Profitability, 51  
PTO, *see* Personal time off (PTO)  
Publications, 16  
  
Real estate investments, 84–86  
Recertification, medical license, 68–70  
Recruiters, 20–21  
References, 63  
Regional hospitals and clinics, 21  
Research, careers in, 108  
Residency program faculty, 20  
Retirement accounts, 87–88  
Retroactive malpractice risk, 74  
  
Salary  
    guarantee, 57  
    starting, 50  
    straight, 50  
    *See also* Compensation  
Shares, *see* Stock  
Sharks, 79–80  
  
Specialties, medical, 37–43  
Staff model HMO, *see* Prepaid group practice  
Standard and Poor's 500, 93  
Stock, 46, 48, 91–92  
Student loans, 86–87  
Surgery, 43  
  
Technical sales, careers in, 106  
Term and termination date, 57  
Term life insurance, 81  
  
U. S. Public Health Service, 5  
University practice, *see* Academic medical practice  
  
Vacation pay, 52, 52*t*  
Veteran's Administration, 5  
Volunteer work, 77  
  
Whole life insurance, 81  
Work flow, 41–43