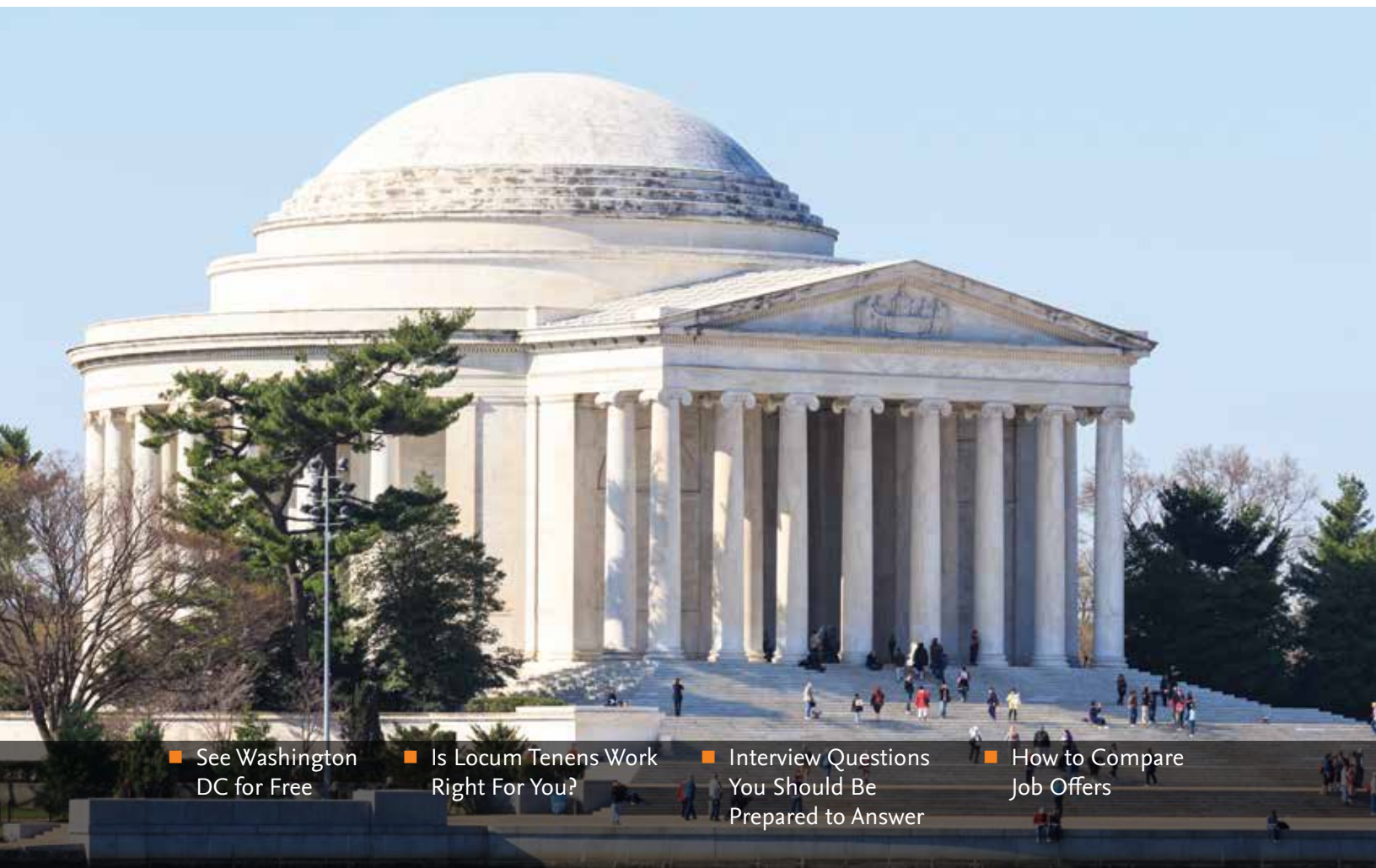


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Find out what **Interview Questions You Should Be Prepared to Answer.**

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Read on for helpful advice on **How to Compare Job Offers.**



See Washington DC for Free

Enjoy the free or low cost splendor of our nation's capital.

There's so much to see in Washington, DC. With over 75 museums and an active theater scene, there are cultural possibilities at every turn. The best part? Many of DC's attractions are free or low cost.

Make sure the battery is fully charged on your camera or smart phone and make the most of your down time during your stay at these cultural and noteworthy places of interest.

National Gallery of Art

Composed of an East Building and a West Building this museum is for the art connoisseur. Visit one of the gallery's four cafes for lunch between Matisse and Monet. Free self, guided and audio tours. Visit the website for information on tours in other languages and for special films and symposia, also free.

401 Constitution Avenue NW | Washington, DC 20565

nga.gov

Smithsonian National Museum of Natural History

Over 126 million artifacts on display here. Highlights for the museum include the O. Orkin insect zoo and the Hall of Human Origins, with life-sized models of early humans dating back 6 million years. (The Butterfly Pavilion and the IMAX Theater do charge admission.) Visit the website for information on concerts and other one-time events.

1000 Constitution Avenue NW | Washington, DC 20560

naturalhistory.si.edu

Smithsonian National Air and Space Museum

Amelia Earhart's Lockheed Vega 5B, Charles Lindbergh's Spirit of St. Louis and Wilbur Wright's 1903 Flyer are some of the celebrated aircrafts you'll see here. The museum also features a flight simulator, and a three-level gift shop. (The IMAX theater and Planetarium do charge admission.)

Sixth Street and Independence Avenue SW | Washington, DC 20560

airandspace.si.edu

United States Holocaust Museum

Powerful and deeply moving, this museum is focused on the atrocities of the Holocaust during World War II. Oral histories, the identification of an actual person who experienced the Holocaust and authentic period materials provide a personal connection to those who perished. Book your visit time online to insure entrance.

100 Raul Wallenberg Plaza SW | Washington, DC 20024

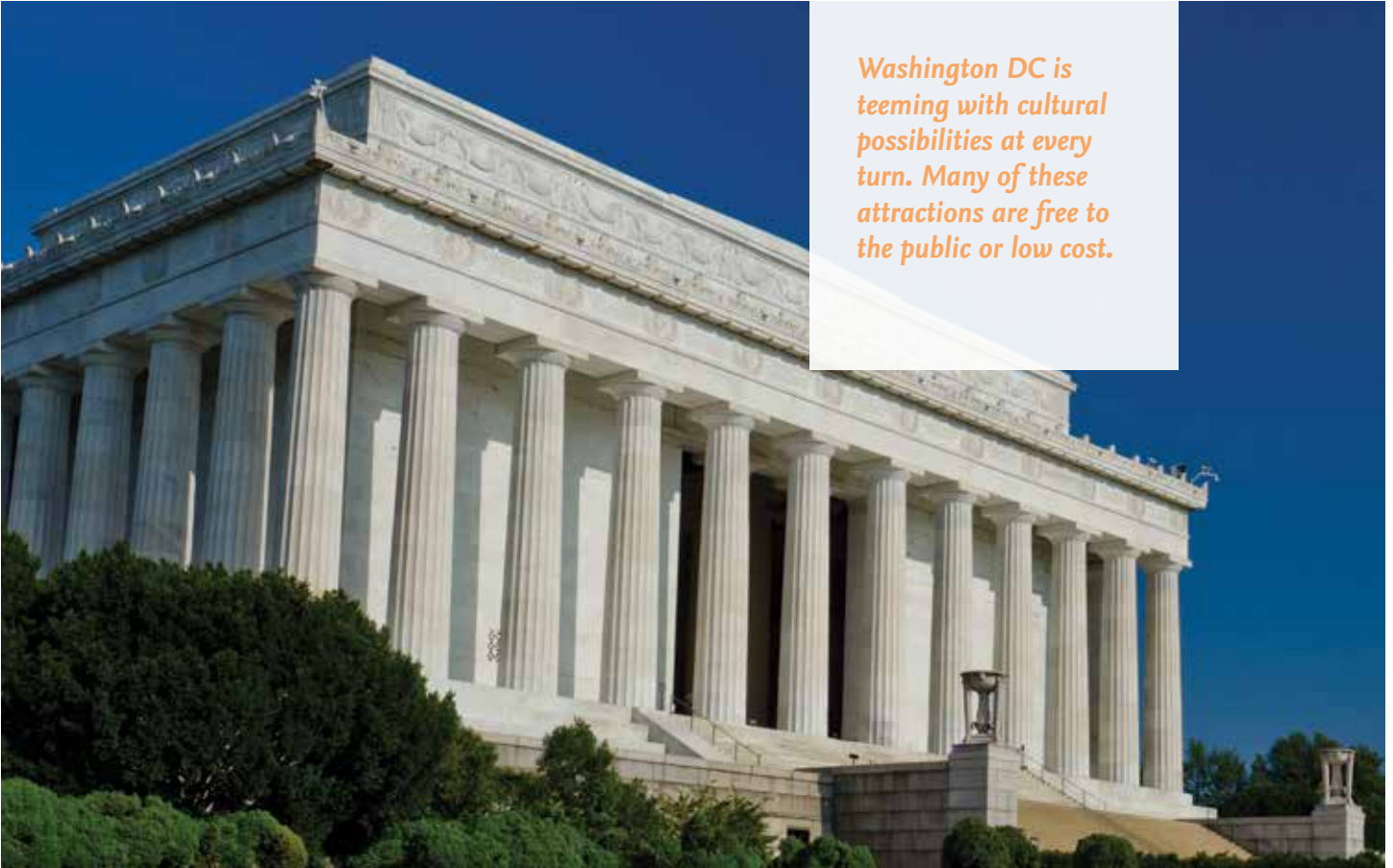
ushmm.org

National Archives

Displays the Charters of Freedom (the Constitution, the Bill of Rights, the Declaration of Independence) and other national treasures. Murals by Barry Faulkner, depicting scenes of the "presentations" of the Declaration of Independence and the Constitution (both fictional) are also on display.

700 Pennsylvania Avenue NW | Washington, DC 20408

archives.gov



Washington DC is teeming with cultural possibilities at every turn. Many of these attractions are free to the public or low cost.

The Kennedy Center

This legendary performing arts center located on the Potomac River is named after President John F. Kennedy, whose famous passion for all things creative gave rise to the Endowment for the arts. Docents give free guided tours of the center every 10 minutes discussing its artwork and the interactive exhibit on the life of President Kennedy. The Millennium Stage in the Grand Foyer offers free concerts, dance performances and other performances at 6pm every night of the year. Visit the website for upcoming free events.

2700 F Street NW | Washington, DC 20566

kennedy-center.org

Basilica of the National Shrine of the Immaculate Conception

Mother Teresa, Pope Francis and Pope John Paul II are just a few of the religious figures who have visited the largest Roman Catholic Church in North America. Chapels saluting the Virgin Mary, Byzantine-style Mosaics and papal artifacts are some of the treasures you'll glimpse as you tour the Basilica. National Shrine is also home to the world's largest collection of contemporary ecclesiastical art including paintings and statues. The Basilica is open 365 days a year and offers daily masses and confessions as well as guided tours.

A gift shop, book store and cafeteria also caters to visitors on the crypt level.

400 Michigan Avenue NE | Washington, DC 20017

nationalshrine.com

Ford's Theatre National Historic Site

Ford's Theatre is a working theatre, historical monument museum and learning center. Ford's theatre museum and education center are open daily for patrons to learn about Civil War Washington and Lincoln's life and assassination. Artifacts related to Lincoln's assassination conspiracy, exhibits exploring his presidency and the Civil War, and a 34-foot tower of Lincoln's books are also available to the public.

511 10th Street NW | Washington, DC 20004

fords.org

Smithsonian Museum of African American History and Culture

This newest addition to the Smithsonian family opened September 2016. Located right by the Washington Monument,

(continued on page 8)



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- MedStar Southern Maryland Hospital Center
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- MedStar Washington Hospital Center
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CONTACT Lindsay Smoot

Physician Recruitment Specialist, MedStar Medical Group
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(continued from page 5)

it is the only national museum devoted exclusively to African American culture and focuses on understanding history through the viewpoint of the African American experience. Collections document art and history covering artifacts dating from the African Diaspora to present day. The museum is free to the public like all Smithsonian museums; same-day timed entry passes are available starting at 6:30 am daily only through the website.

1400 Constitution Avenue NW | Washington, DC 20560

nmaahc.si.edu

Old Stone House

The Old Stone House was built in 1765 and is the oldest structures on its original foundation in Washington, DC. Originally Suter's Tavern, the site was also a car dealership when the government purchased the property in 1953. It has been cared for by the National Park Service since 1960 and is open daily from 11am-6pm.

3051 M Street NW | Washington, DC 20007

nps.gov/places/old-stone-house.htm

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1025 5th Street NW | Washington, DC 20001

politics-prose.com

Capitol Building

The main entrance to the US Capitol is the Capitol Visitor Center. Below the grounds, there are guided tours of the US Capitol Rotunda, an orientation film, and Emancipation Hall's historic treasures. Above ground is the awe-inspiring Library of Congress, offering tours of the world's largest collection of historic books, papers and recordings. The Visitor Center is open Monday through Saturday from 8:30am-4:30pm. Tours are free, but tour passes are required.

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Is Locum Tenens Work Right for You?

Locum Tenens (Latin for “to hold the place of”) is a temporary work assignment for a physician. The reasons for considering locum tenens work can vary as widely as the physicians considering it. Perhaps you’re a new physician and you want to try out several positions to help you decide on a long-term job. Perhaps the idea of committing to a practice or hospital full time doesn’t appeal to your sense of freedom and adventure. Maybe you’re a mom and you want to be able to spend more time at home. Or, you’re a retired (or semi-retired) physician not quite ready to hang up the stethoscope.

The good news is that there is no shortage of locum tenens work for physicians. According to The Association of American Medical Colleges, the advancing age of the American population will create a demand for physicians that will exceed the supply by 91,000 by the year 2020. This deficit will grow to 131,000 by 2025 because the supply of physicians has remained flat over the last 20 years. A 2015 Staff Care Survey of Temporary Physician Staffing Trends reports that 91% of healthcare facilities used locum tenens physicians. Seventy three percent of healthcare facility managers said they use at least one locum tenens physician a month while 18% reported using four or more.

A primary care physician has a per-diem rate of \$600-\$800 daily and can make approximately \$150,000 a year, slightly less than an employed physician. Locum tenens salary is dependent, of course, on how often a physician is working assignments. Most assignments last a couple of weeks, while some can last up to a year. “Some locations have a hard time finding permanent primary care doctors and rely on locum tenens help, which can take some time,” says Sean Ebner, President of Staff Care. Sixty-eight percent of healthcare facility managers typically use locum tenens physicians to fill in until a permanent doctor is found while 67% use them to fill in for staff who have left. Today, more physicians are making locum tenens their full-time employment. Staff Care estimates that fewer than 50% of physicians remain in private practice. Most locum tenens physicians have worked in a permanent practice, but over 7%

have indicated they have only ever worked on a locum tenens basis. Twenty-one percent of physicians begin working locum tenens directly after completing their residencies and that number of younger physicians is increasing. Many physicians have become disenchanted with the “business” of medicine and have opted to become temporary staff on a full-time basis. The top reported benefits to working locum tenens include flexibility (85%), pay rate (53%), and “no politics” (51%).

Janice Boughton, MD left her private practice to become a locum tenens physician and wrote of her experience on the medical social media blog Kevin MD. Having worked in several states including Alaska, she discusses selecting an agency (Staff Care is one of them), the application and screening processes and the ups and downs of locum tenens work. The experience for her was a positive one, but it is not for everyone.

Howard Rodenberg, MD MPH, columnist for the Journal of Emergency Medical Services, wrote about his locum tenens experience on his blog Writing with Scissors. While locum tenens wasn’t for him, he notes it was great for his ego. He discusses the great demand for his experience from numerous agencies vying to place him during his locum tenens stint.

The fact is, all specialties are in high demand for locum tenens work. For those interested in higher pay with work flexibility, locum tenens may become the rule rather than the exception.

Learn More

There are several staffing companies specializing in locum tenens staffing for physicians. The following is a list of companies that can discuss in depth why locum tenens may be right for you and match you up with the most appropriate assignments: [Staff Care](#), [CompHealth](#), [Weatherby](#), [Aerotek](#), [Vista Staffing Solutions](#), [Medical Doctor Associates](#), [Mary Kraft Staffing](#), [Delta Healthcare Providers](#) ■

Interview Questions You Should Be Prepared to Answer



When medical institutions and facilities look to hire physicians, they are looking not just to fill a position but for a leader who can respond well to stress, work well with others and communicate effectively with patients and foster a patient-centric environment.

For physicians looking for or intending to look for a job, the outlook is bright. According to the Bureau of Labor Statistics, the employment of physicians and surgeons is projected to grow 14 percent from 2014 to 2024, much faster than the average for all occupations. The job market is bullish because of the increased demand for healthcare services by the growing and aging population.

This means that your job prospects for 2017 and beyond are excellent as hospitals and group practices are recruiting physicians with a sense of urgency. However, nailing the interview requires preparation and thought.

Beyond the usual questions such as how do you think you will be able to contribute to the organization and what you are looking for in your next job, physician recruiters will ask questions that seek to consider a candidate's past behavior. This increasingly popular technique is known as behavioral interviewing and is based on the principle that past behavior can predict future behavior.

A physician recruiter from CompHealth.com, a healthcare staffing agency, outlines what he looks for when he brings on a new physician.

"In an ideal situation, quality is number one. I'm looking for a doctor with a strong skill set, but he (or she) also needs to communicate effectively with staff and with patients," he said.


"Today's healthcare consumers are savvy. They want more than just a physician with good clinical skills. They want somebody who is going to listen to them, take care of them and truly understand who they are."

In fact, according to the Association of Staff Physician Recruiters (ASPR), nearly 60% of in-house physician recruiters are using behavioral interview questions to determine factors such as:

- Your leadership skills
- How you handle stress in a fast-paced environment
- Your level of empathy
- Communication skills
- Problem-solving skills
- Your level of (patient) focus

To help you nail that interview, to follow are some of the top questions encountered by candidates for physician positions. This list is not exhaustive, but is a good place to start. If two candidates have matching qualifications, the one who will get the job will almost invariably be the one who displays not just strong clinical skills, but also high emotional intelligence - which is the ability to understand your own emotions as well as discern others' emotions - and then use that information to guide your thoughts and actions.

Here's a tip: what you say and how you say it will give interviewers an indication of how you will behave on the job.



“Today’s healthcare consumers are savvy. They want more than just a physician with good clinical skills.”

Behavioral Questions

1. How do you react under pressure or in an emergency?

Spend some time to think about your answer. A good way to answer this would be to show that in emergency situations, your priority is the care of the patient.

2. Describe a time when you had a dispute with a colleague and how you handled it.

Answer this by painting the scenario and detailing the background; the action that you would take; and the outcome of the situation.

3. Have you ever had conflict with a supervisor? Describe the situation and how you handled it.

There is no textbook answer to this question. Drawing from your history will show recruiters how you would truly behave in such a situation.

The next four questions have no right or wrong answers.

When you get open-ended questions, do include examples in your responses. Providing details and responses will enable the interviewer to see if you are a right ‘match’ for the job.

4. What is the biggest mistake you’ve ever made on the job, and what did you learn from it?

5. Describe a time when you were faced with a stressful situation and you demonstrated your coping skills.

6. Give a specific example of a time when you had to conform to a policy that you did not agree with.

7. What do you do if you disagree with a patient?

Standard Questions

In addition to the above behavioral questions, give some thought to these standard questions:

What are your strengths?

This may not be a deciding factor, as most applicants have something good to say about themselves. So, say something direct like: I have a strong work ethic, passion, compassion and can work well with others; or I am great with kids.

What are your weaknesses?

Talk about a weakness that is tolerable: something that would not seem negative to the employer. An example would be that you are an overachiever, always working too hard. Add as well, that you are continuously working to better yourself.

Another tactic is to talk about the skills you have improved upon in your previous job. Outline your initial level of functioning and how you have improved in that time. This shows the interviewer that you can take the necessary steps to improve yourself.

A word of caution - Make sure not to talk about your improving on a skill that is related to the job you are interviewing for. You don’t want the interviewer to question your ability.

(continued on page 14)

How to Compare Job Offers

When you've worked so hard for so long to get to the stage where you are ready to start full-time employment as a physician, getting a job offer can feel like your crowning achievement. Getting two or three offers can make you feel on top of the world. But before you can celebrate, you have one final, tough decision to make—which job offer to accept. It's not always easy or obvious, but by using this article as a guide, we hope you will be able to make the right decision to suit your situation.

How Does the Pay Stack Up?

While you have most likely accumulated a large amount of student debt, salary will always be a big consideration when it comes to choosing between jobs.

Salary isn't always straightforward to compare, particularly when employers can pay physicians in four ways: a straight salary (fee for service), pay for performance, a bundled payment model, and a comprehensive care model.

Understand the difference between all four and, if you have a preferred model, consider asking the employer if the model is flexible. If it isn't, this might be one way of choosing between different job offers, particularly if the total compensation package between the jobs is similar.

If your future pay is performance-based, you should also explore not just which metrics will be used to determine compensation, but how well equipped the organization is to help physicians achieve their targets.

Try not to get too fixated on the guaranteed salary amount. While this is important for the first few years of your role, particularly if you have a dependent family, Tom Dobosenski, president of the American Medical Group Association

consulting practice, believes that it is much more important to consider what happens to the compensation structure when the guarantee stops. This typically happens around year three.

Nevertheless, it's important to understand whether your initial pay is comparable to industry averages. For this, consult the Medical Group Management Association Compensation Survey.

Where Will You Be Living?

The geographic location of the job is, unsurprisingly, one of the top considerations for junior physicians. Where you live has a huge impact on your life, your future, and your happiness. While some may enjoy the challenge of relocating to a new city, others will want to stay close to their family. The cost of living can differ hugely between states, thereby having an impact on your compensation, and even the basis of your work.

Where you work has an impact on how you work. Particularly if you are one of the few medical school graduates planning to work in the countryside. The differences can be huge. While urban work will provide you with greater support, a chance to specialize and a higher salary, practicing in a rural environment may offer greater opportunity to become a central figure in the community and take on broader, more diverse work. The kind of physician you become will, in part, be shaped by where you live.

When you take into account where you live, a larger salary doesn't necessarily mean more money to spend. If compensation is a huge driving factor for you, take time to consider how where you are going to be living will affect that. A slightly smaller salary may go a lot further in a state with a low cost of living compared to a higher salary in a larger state like



Choosing between job offers isn't easy, but it's a good problem to have when you've dedicated more than a decade of your life to reach this stage in your career.

New York or California. Sperling's Best Places offers insight into how far your salary is likely to go.

Do You Fit the Culture?

You may think that the type of work and your remuneration package are the most important factors to consider when choosing between job offers. While these are incredibly important and go a long way in determining your future happiness, of equal importance is the way in which you fit into the hiring organization. Does your personality fit their culture? Research by Cejka Search showed that poor cultural fit is the main cause of voluntary physician turnover. Which goes to show that even if you love the work, it's important that you feel at home within the organization, too.

If you've completed a residency or interned at one of the organizations offering you a full-time job, you will probably know if you were a good fit. Did you enjoy collaborating with other staff members? Did you look forward to going to work every morning? Did you socialize with staff members outside of work hours? If you can't see yourself working at the organization for the next five years of your life, it might not be the right choice for you.

If you haven't worked at one or a few of the organizations offering you a role, take some time to investigate the culture of the organization. Use your school's alumni network, as well as other connections you have made within the industry to find someone working within the organization.

Consider the Fine Print

A job offer is more than just an invitation to work at a particular practice for a particular salary. There is also a contract involved and comparing contracts should be a final step in your decision. This can be particularly decisive if you have narrowed it down to two or three job offers. While not immediately relevant, the fine print of a contract—things like the malpractice tail coverage and non-compete clauses—can be incredibly important years down the line. Don't get trapped into believing that non-competes aren't enforceable. They are legally binding in the vast majority of states. As a result, you should be wary of any contract that has a particularly restrictive non-compete clause. When it comes to malpractice, it is important to understand which party is responsible for Tail coverage and under what circumstances. Finally, make sure you are comfortable with the amount of notice that both parties have to give when the contract is terminated. While you may want to move onto a new opportunity quickly, you'll also want time to find a new job if the organization closes down your practice area or makes redundancies.

Choosing between job offers isn't easy, but it's a good problem to have. When you've dedicated a decade or more of your life to reach this stage in your career, it is worth spending time deliberating a decision that will have a huge impact on your future. Think about your short-term and long-term goals, use the advice in this article and talk to your mentor, professional network, friends and family. The right choice will become clear soon enough. ■

(continued from page 11)

Why did you choose to become a physician?

Don't make the mistake of stating money as a key motivation; no one wants to hire a physician motivated solely by the dollar. Be genuine when you say something like "I have respect for human life; that is why I want to dedicate my life to the care and service of people."

Why are you leaving your current job?

Again, it is going to be difficult for you to know the best answer to such a question, let alone one that would impress the interviewer. You should say things like wanting more varied duties and responsibilities or more opportunities for continuing education. Do not never to bad-mouth your current or most recent past employer.

What are your achievements so far?

List the awards you have achieved so far: Include scholarships. Highlight any seminars that you have organized or been invited to speak at. If you are a member of any professional medical association or society, highlighting these would show your dedication to the profession.

Expect Unexpected Questions

According to Bob Levoy, a well-known author of seven books on human resources and practice management topics, "The purpose of these [unexpected] questions is to ascertain if job applicants are as capable and sincere as they say they are. They're all open-ended, allowing candidates to divulge as much or as little as they want."

How a candidate answers such questions provides recruiters an inside look at the candidate to determine if he/she will be a good fit for the job.

For example:

When we call your references, what are we likely to hear?

It is best here to detail both the positive and the negative.

Do you have any malpractice history?

Sometimes, candidates are stunned when asked this question. Remember to be up front. If you are dishonest, the truth can come back to haunt you at some point.

Paul Hannig, PhD, a psychotherapist with more than 40 years of interview training and experience says, "Expect anything and everything. There may be surprises. Prepare for unanticipated questions. The interviewers know what answers they want and the candidate may not be able to anticipate the hidden agenda of the interviewers. They will ask you questions about yourself, your philosophy, experience, and aspirations." Express your commitment to your profession and show your passion for the work. Be prepared to answer all questions about yourself. Appear open and authentic. A good sense of humor and a smile goes a long way."

Good Luck! ■

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Why Elliot?

- Full specialty support (Adult and Pediatric)
- Designated ER Nocturnists to ease the night shift burden
- Collaborative and experienced Providers and RN staff
- Opportunity to teach
- Excellent Compensation package with Sign-On Bonus and Relocation

Why New Hampshire?

- No state income tax or state sales tax
- Less than an hour drive to Boston
- Four-season attractions with plenty of seasonal outdoor and indoor activities
- Top rated school systems

To apply, email Fran Lannan at:
Flannan@elliott-hs.org
or online at **ElliotPhysicians.org**.

Elliot Health System
www.elliottphysicians.org



facebook.com/ElliotPhysicians



[@ElliotPhysician](https://twitter.com/ElliotPhysician)

Elliot Health System is an equal opportunity employer embracing the strength that diversity brings to the workplace. We provide a welcoming and supportive environment for employees of all ethnic backgrounds, cultures, ages, lifestyles and physical abilities.

Connected to LinkedIn?

Follow our **LinkedIn** Company page to stay informed of career opportunities from top employers, read career advice articles, and receive conference updates.

Search for **"myHealthTalent"** on LinkedIn and follow our page



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Emergency Medicine Opportunity

Garrett Regional Medical Center, nestled in the scenic mountains of beautiful western Maryland, is seeking a physician BC EM to join our team.

- Full-time, 12-hour shifts, employed position joining an established team
- 20,000 ED visits annually
- Modern facility with state-of-the-art technology, including EMR, CPOE and patient tracking
- ED committed to high quality patient care and satisfaction
- Competitive compensation and benefits package including malpractice insurance, health, dental and vision insurance, CME allowance, retirement and more

Live and work in a mountain playground with good schools, low crime and a stable economy.

GRMC is a progressive rural community hospital located just minutes away from Deep Creek Lake, The Wisp Ski Resort and numerous state parks where you can enjoy every season to its fullest and all that nature has to offer!

To learn more about our area, hospital and great schools, visit:

www.deepcreektimes.com

www.gcmh.com

www.garrettcourtschools.org

Our ED provides exceptional clinical care to residents and visitors of Garrett County, MD, and the West Virginia counties of Preston, Tucker, Mineral and Grant.

Qualified applicants may apply on-line at www.gcmh.com or in person any weekday at:

Garrett Regional Medical Center
Human Resources Department
251 North Fourth Street
Oakland, MD 21550

email your resume to
humanresources@gcmh.com

or

FAX your resume to us at
301-533-4328

EOE

H/V M/F

JOIN OUR TEAM!

Steward Health Care, a physician-led organization, is seeking Emergency physicians to join our rapidly expanding system.

Steward Health Care is the largest fully integrated community care organization and community hospital network in New England. Our EM departments offer excellent support staff, EMR, midlevel coverage, flexible scheduling, and more.

Other Steward EM highlights:

- Recently opened 4 newly constructed state-of-the-art EDs
- Competitive compensation and benefits package
- Full time, Part-time, and Per Diem opportunities.
- Teaching Hospitals-3 of our EDs have resident rotations, including 2 with EM



Steward

To learn more about joining the Steward team, contact Catrina Morgan, Physician Recruitment Specialist, to confidentially discuss our opportunities.
Tel: 781-551-5629 Email: Catrina.Morgan@steward.org

Leading the future of health care.

AMERICAN COLLEGE OF EMERGENCY PHYSICIANS
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October 29-31, 2017

Walter E. Washington Convention Center
Washington, D.C.

EMERGENCY MEDICINE RESIDENTS' ASSOCIATION
JOB FAIR - Booth #T144

October 29, 2017

Walter E. Washington Convention Center
Washington, D.C.

EMERGENCY MEDICINE OPPORTUNITIES Northern & Central California

The Permanente Medical Group, Inc. is one of the largest medical groups in the nation with over 9,000 physicians, 22 medical centers, numerous clinics throughout Northern and Central California.

For more information about our career opportunities with Kaiser Permanente, please visit us at <http://physiciancareers-ncal.kp.org> or call (800) 777-4912. CVs can be sent to Roy.B.Hernandez@kp.org.

WE OFFER:

- Physician-led organization – career growth and leadership
- Professional freedom
- State-of-the-art facilities
- Multi-specialty collaboration and integration
- Technology-driven innovation
- Mission driven, patient care-centered and one of the largest progressive medical groups in the nation!

EXTRAORDINARY BENEFITS:

- Shareholder track
- Unparalleled stability – 70 years strong
- Shared call
- Moving allowance
- No cost medical and dental
- Home loan assistance (approval required)
- Malpractice and tail insurance
- Three retirement plans, including pension
- Paid holidays, sick leave, education leave (with generous stipend)



The Permanente Medical Group, Inc.

We are an EOE/AA/M/F/D/V Employer. VEVRAA Federal Contractor

<http://physiciancareers-ncal.kp.org>