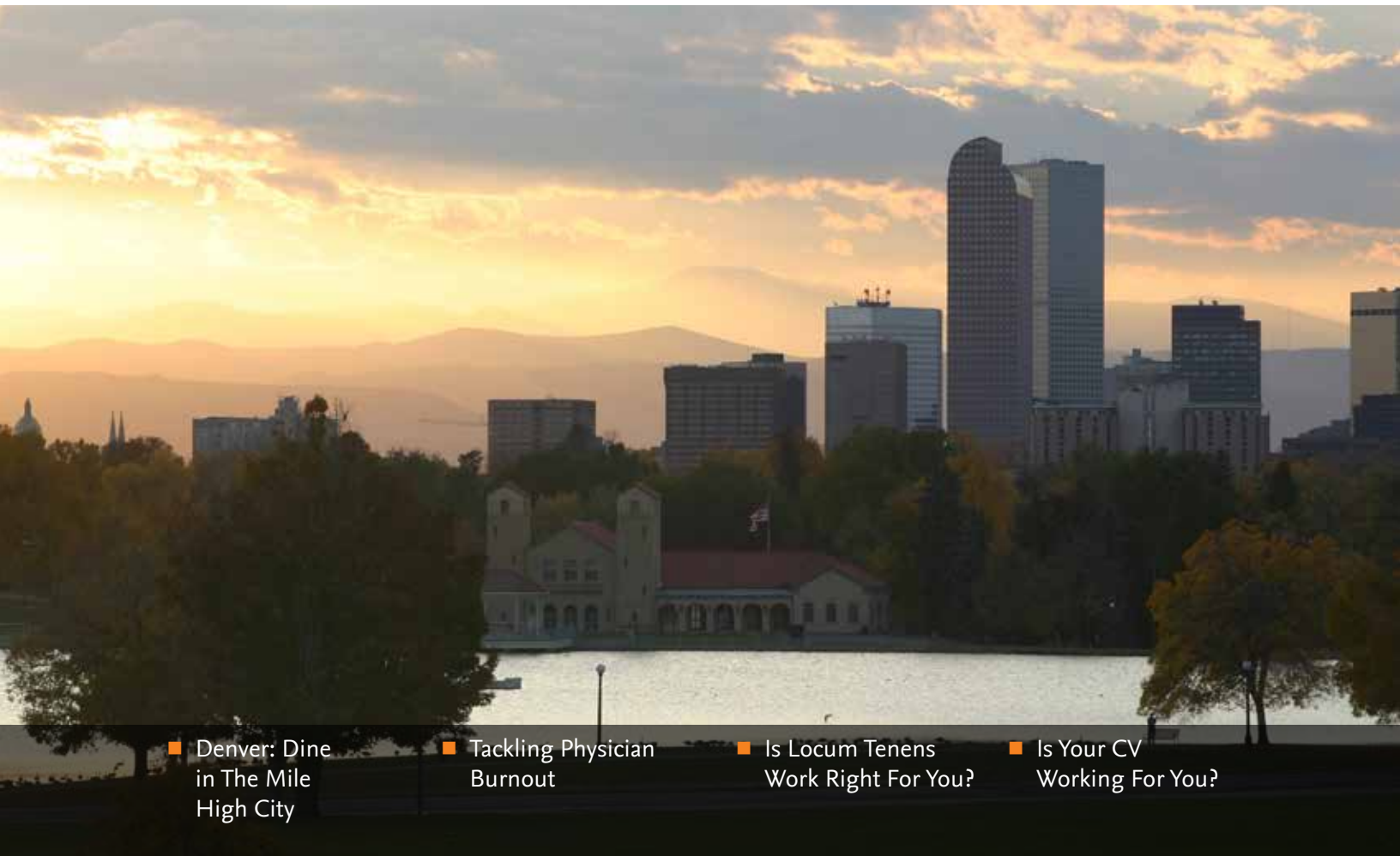


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■ Denver: Dine
in The Mile
High City

■ Tackling Physician
Burnout

■ Is Locum Tenens
Work Right For You?

■ Is Your CV
Working For You?

Career Guide

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Find out the answer to the question **Is Your CV Working?**



Denver: Dine in The Mile High City

Enjoy some of the best restaurants Denver has to offer.

Denver is a sprawling metropolis that sits on the western edge of the High Plains. Once upon a time, Denver was a cow town. Now the city boasts a diverse economic foundation, encompassing transportation, energy, telecommunications, mining and technology. Denver's economy is booming, which means the city's residents like to dine out. And that means excellent restaurants. Here is a list of some of the best restaurants in The Mile-High City.

The Preservery

Adler Planetarium is a public museum dedicated to astronomy. Located in the RiNo (River North Art District), a charming and hip industrial district, The Preservery stands out because of its innovative and delicious dishes combined with a unique ambience. For starters, there is no tipping, as the tip is included in the price. There is live music that ranges from jazz, to R&B and even classical. The Preserve's menu features eclectic dishes like edible flowers, onion jam, vegan salads, wagyu, octopus and desserts that confectioners dream of.

3040 Blake Street, Denver, CO 80205 | 303-298-6821

<http://thepreservery.com>

The Way Back

Some people describe The Way Back as a restaurant; other people describe it as a bar that serves food. However you choose to define it, The Way Back metes out innovative cocktails, along with standard cocktails concocted correctly and with panache, and an enchanting wine list that caters to any palate. On the food side, The Way Back's menu isn't as extensive as other restaurants, but the offerings are peerless,

including vegetable appetizers that go far beyond carrots sticks, celery and dip. And there's roasted chicken, which on the surface sounds banal, but the chef must wave a magic wand over it because it's the best chicken you'll ever taste.

4132 West 38th Avenue, Denver, CO 80212 | 720-728-8156

<http://thewaybackdenver.com>

Avelina


Avelina holds sway as one of Denver's top restaurants. Set in the center of the downtown area, Avelina's ambience rests on soft lighting, tasteful music, chenille and Italian leather-covered seating. The menu revolves around modern American and Mediterranean dishes prepared with a slightly exotic flair. For example, short ribs glazed in Yuzu and chili; or perhaps flatbread with lamb spiced Moroccan style, served with cauliflower buds roasted to perfection. Another favorite is warm artichokes with shiitakes.

1550 17th Street, Denver, CO 80202 | 720-904-6711

<http://www.avelinadenver.com>

Coperta

Ideally located near Benedict Fountain Park, Coperta specializes in authentic Italian cuisine that has made it something of a destination spot. The restaurant is open for breakfast, lunch and dinner. Coperta's menu offers enticing dishes like pollo allo diavolo, which is chile-marinated chicken charred over wood; and the bucatini all'amatriciana is to die for, arriving with guanciale and polenta dipped in butter and whey, and then cooked just right. For something a little more filling, try the cavatelli immersed in a thick meat



Denver boasts a diverse economic foundation, encompassing transportation, energy, telecommunications, mining and technology.

ragu. Coperta's breakfasts feature Italian roasted coffee and delicate pastries. Lunch fare includes soups, salads and panini.
400 East 20th Avenue, Denver, CO 80203 | 720-749-4666
<http://copertadenver.com>

12@Madison

12@MADISON opened in early 2016. And it's been a hit with diners since day one. The menu offers entrees spanning from light to heavy, including soups and salads, vegetables, seafood and chicken on the light end. The heavy end entails offerings like beef and desserts. The restaurant eschews popular catchwords and tags, opting instead for meticulously prepared dishes, along with spectacular presentation. Popular dishes such as veal sweetbreads and ricotta gnudi keep patrons coming back again and again.

1160 Madison Street, Denver, CO 80206 | 720-216-0190
<https://www.12atmadison.com>

Matsuhisa

Located in Cherry Creek, one of downtown Denver's ritzier neighborhoods, Matsuhisa amalgamates traditional Japanese dishes with innovative touches that provide diners with the ultimate culinary experience. Each dish looks like a work of art, embracing both texture and color. The interior is strikingly lavish, yet not overstated. Be sure to

make reservations well in advance, as the place is booked to the max because the food is so good. This is definitely a destination spot you should add to your list.

98 Steele Street, Denver, CO 80206 | 303-329-6628

<https://www.matsuhisarestaurants.com/home/denver>

Mister Tuna

Although the name of the restaurant makes it sound like a fish shack, Mister Tuna, with its gold and black décor, revolves around a diverse menu that includes Vietnamese, Indian and Hawaiian inspiration. Mister Tuna's seafood goes beyond superlative: ahi poke served with avocado; corvina with wheat berries and kampachi seasoned with chili, cilantro, mint and basil. Other favorites are Thai carrot-herb salad, pork with mustard and even grilled pizzas.

3033 Brighton Boulevard, Denver, CO 80216 | 303-831-8862

<https://www.mistertuna.com>

Mizu Izakaya

In Japan, an izakaya is a bar that serves appetizers with beer or other drinks. Mizu does have a sushi bar, a concession to popular taste, because traditional Japanese izakayas don't normally include sushi. Other patron favorites include fish or meat grilled on binchotan charcoals, foie gras and tofu

that rivals soft-serve ice cream from Dairy Queen. The tofu is chilled and showered with a sweet and salty sauce.

1560 Boulder Street, Denver, CO 80211 | 720-372-7100

<http://www.mizudenver.com/>

El Five

Located on the fifth floor of a building in the Lower Highlands (LoHi) area of Denver, El Five's cuisine carries a definite Spanish-Middle Eastern vibe. Along with spectacular views visible through the wall of glass, there's also a balcony for the more quixotic. The décor shimmers with bright festive colors that complement the panoramic views of the Mile-High City. El Five's menu features appetizers (tapas) and paellas, a Valencian rice dish seasoned with saffron and rosemary, graced with artichokes. The wine list is extensive and relevant, and if you want something with a little more kick, the bar concocts imaginative cocktails.

2930 Umatilla, Fifth Floor, Denver, CO 80211 | 303-524-9193

<https://www.elfivedenver.com>

White Pie

When you enter the White Pie, you feel like you've been transported to Connecticut, the home of thin-crust pizza cooked over oak coals. In addition, there is a wonderful selection of salads, pastas and salumi, along with the drink of your choice: beer, wine and correctly mixed cocktails. Bleached wood, brick walls and marble tabletops provide the interior with a northeastern feel. During the warmer months, you can eat your pie on the patio.

1702 Humboldt Street, Denver, CO 80218 | 303-862-5323

<http://www.whitepiedenver.com>

Concourse Restaurant Moderne

Featuring modern American cuisine, the Concourse Restaurant is located in Stapleton, the site of the old airport in Denver, from which the Concourse borrowed its distinctive décor, featuring horizontal lines and lustrous tiled flooring. During the day, the Concourse's menu offers designer coffees, skillet-fried eggs and fresh exotic fruit bowls. As evening approaches, the menu changes, presenting a selection of handmade pastas served in light creamy sauces. Naturally, cocktails, wine and beer are available.

10195 E. 29th Drive, Denver, CO 80238 | 303-550-6934

<http://www.concoursedenver.com>

Fish N Beer

Don't let the name of this restaurant mislead you. Fish N Beer's kitchen puts time and effort into each of its culinary

creations: deep-fried smelt and blowfish tails that melt in your mouth; or salmon or sea bass grilled over fiery coals of oak. Other taste treats include glazed salmon, a dip made of smoked fish and tonnato.

3510 Larimer Street, Denver, CO 80205 | 303-248-3497

<http://fishnbeerdenver.com>

Cattivella Wood Fired Italian

Offering Italian cuisine, Cattivella's interior revolves around a large, open kitchen that allows patrons to sit at the counter and watch as their food is prepared. Natural light fills the dining area, decorated in a chic progressive design that provides a highly-stylized ambience. The menu features salumi, delicately crusted pizzas, a vast array of sublime pastas and a variety of meats sliced on a huge butcher's block. The wine and cocktail bar resides in an expansive dining room with views of the chef's counter and the Butcher's Corner. Cattivella is located in Stapleton.

10195 E. 29th Drive, #110, Denver, CO 80238 | 303-645-3779

<http://www.cattivelladenver.com/> ■

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Tackling Physician Burnout

Burnout is the state of mental and physical exhaustion caused by one's professional life. The term was first used by the psychologist Herbert Freudenberger, the author of *Burnout: The High Cost of Achievement* to describe the consequences of people in high-stress careers with set ideals. Freudenberger noted that burnout was particularly prevalent in 'helping' professions like healthcare. In fact, burnout is on the rise in the medical industry. The 2017 Physician Lifestyle Survey reported that 51% of the participants (over 14,000 participants) suffered from burnout. That's up from 46% in 2015 and 40% in 2013.

Burnout also appears to be more common in women than in men. Approximately 55% of women in the 2017 study reported burnout compared to 45% of men. Conversely, 45% of men and 39% of women reported being happy at work.

Why Physicians Suffer Burnout

Healthcare is a high-stress industry, making it ripe for burnout. There are a number of things that can cause burnout:

- Long, demanding hours
- Pressure from patients or colleagues
- Employer issues
- Work overload
- Too many administrative challenges

Problems outside of work can also lead to burnout. Marital issues, family problems, and financial worries are

all major contributors. Understanding how at risk you are for burnout as a physician is important. Once you know what can trigger it, you can begin to develop preventive coping mechanisms to head it off at the pass.

How to Identify and Avoid Burnout

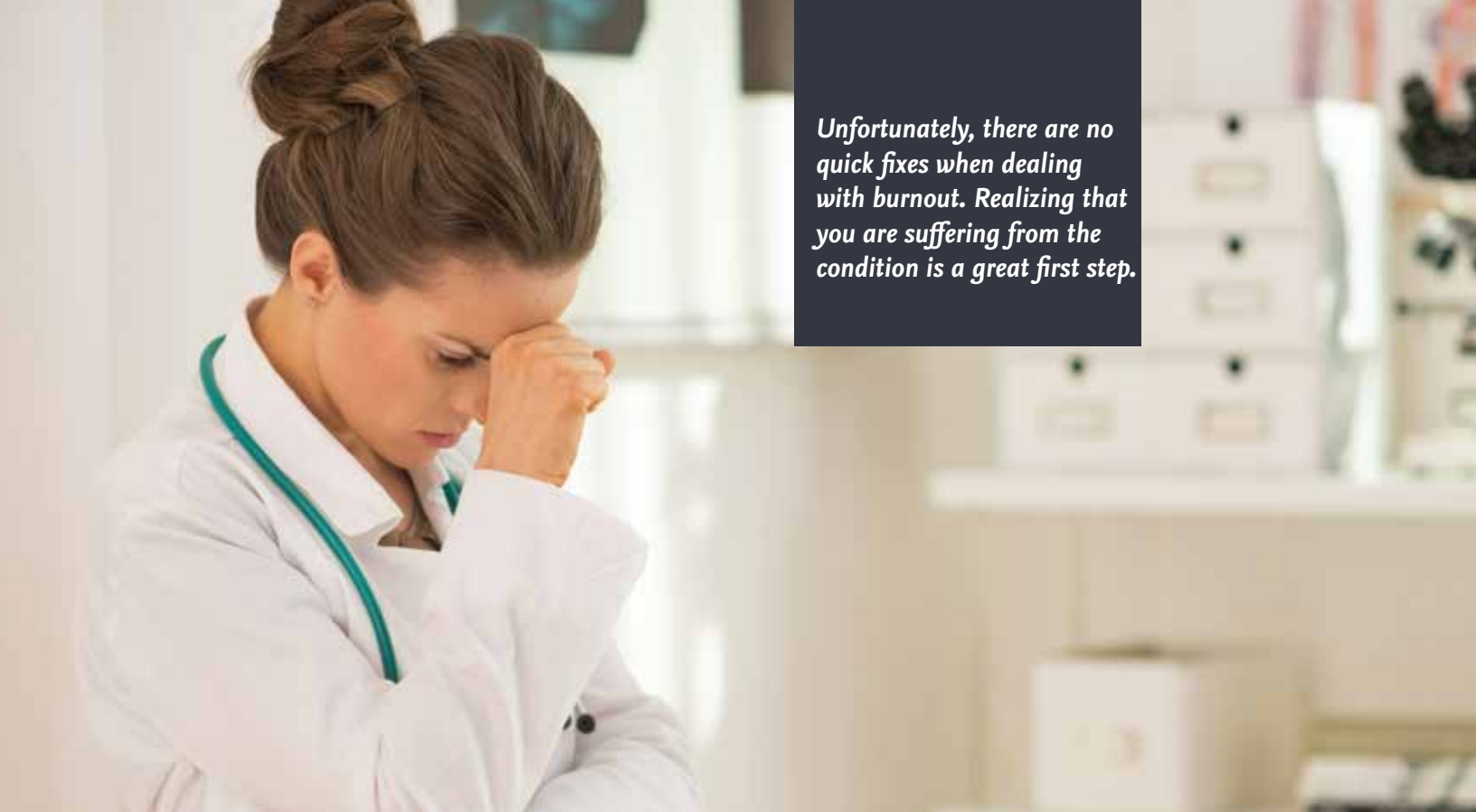
Unfortunately, there are no quick fixes when dealing with burnout. Realizing that you are suffering from the condition is a great first step, however. The following steps won't all work for you, but one or two could provide the solution you need to get rid of burnout.

See your doctor

It may seem counter-intuitive to visit another medical professional given your training, but a physician trained in Stress Management can offer a different perspective and identify issues that may be aggravating the issue. Existing medical conditions, nutritional imbalances, and lack of sleep can all play a part and add to the feeling of burnout.

Be aware of your feelings

When you're feeling burned out, it can be difficult to determine exactly how you feel and what is wrong, which can add to your stress levels. Being present in the moment is a great way to zero in on exactly how you feel as you are feeling it, so you can isolate any triggers that might not previously have been obvious to you. Doing this frequently throughout the day, even if it's just for a couple of seconds, can help you understand how you feel and why. Once you know how you feel - whether you are



Unfortunately, there are no quick fixes when dealing with burnout. Realizing that you are suffering from the condition is a great first step.

stressed, angry, tense, or tired - and why you feel this way, you can take steps to fix it.

Exercise more

Exercise can be a great stress reliever. If you feel like you are suffering from symptoms of burnout and you don't have an exercise plan, consider incorporating it into your daily routine. Health professionals have some of the busiest lives of any profession, but even 10 minutes of jumping rope or yoga stretches in the morning can help you focus.

Talk to people

Reaching out to friends, family and even colleagues can be a great way to relieve stress. Even if you only tell someone how you are feeling at that very moment, saying it out loud can help you understand how you feel. Speaking to other professionals can help you understand that other may feel the way you do. Knowing that you are not alone can be a big help.

Get away from it all

If you're burned out at work, trying to power through it is not the answer. Instead, take a break and try to get away from it all. It doesn't have to be for a week; a weekend can work, too. A change of scenery could be just the thing you need to recharge your battery.

Be open to new opportunities

Quitting your job may seem like the most straightforward solution, but there's no guarantee that you won't feel exactly the same way in your new job. Before considering quitting, implement some of the strategies above that can help you relieve stress and achieve a better work-life balance. If you still feel burned out after a couple of months of implementing these coping techniques, then you should take a closer look at your hours and responsibilities and consider other career options that will work best for you (ex: locum tenens work; seeing less patients; relocating to a rural setting).

Remember, it's normal to feel stressed in any profession. But when feeling fed up becomes the norm, it's time to take steps to deal with burnout before it affects your entire life. ■



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Twin Falls, located in scenic southern Idaho, receives a variety of temperatures that four distinct seasons have to offer. Located in Southern Idaho, just under two hours from Boise, Twin Falls is best known for Shoshone Falls - "Niagara of the West" - and bountiful outdoor adventures. Adventure seekers here can enjoy whitewater rafting, kayaking, rock-climbing and BASE jumping from Perrine Bridge. Twin Falls has a thriving agriculture-based economy, which powers its reputation as a preferred location for food science, production and processing companies. Local schools receive strong support from the community in both academics and sports, while also enriching the community's arts and culture scene. With a low crime rate, good schools and endless opportunities for the outdoor enthusiast, you'll find Twin Falls is unhurried, unspoiled and unassuming.

HIGHLIGHTS

- Highly competitive guaranteed base salary with potential production and quality incentives;
- Generous recruitment incentives may include **housing allowance, student loan repayment, residency stipend and relocation**;
- Hospital employed with great benefits, retirement, malpractice, vacation and CME allowance;
- Medical education opportunities; residents and medical students

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For more information on this and other St. Luke's opportunities, please contact Tracey Duncan via email: duncantr@slhs.org or phone: 208.814.0656.

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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](#) ■

Is Your CV Working?

How to Stand Out as a Candidate and Create a Good First Impression.

After graduating from medical school, you may assume that you'll be able to walk into a job at practically any medical facility in the country. After all, the world needs qualified doctors and nurses. Unfortunately, getting the job that you want in medicine can often be as difficult as getting into medical school in the first place. Hundreds of candidates, all likely as qualified as you, are applying. For less specialized roles, the competition can be much more intense. Often, the only chance candidates have at getting a foot in the door is their CV. And because most candidates have received the same level of education and work experience, the smallest thing can make a difference. [Research](#) shows you only have 6.25 seconds to impress an employer—you better make those seconds count. With that in mind, is your CV working?

Is Everything Present and Correct?

The biggest mistake you can make on your CV is not including all of your relevant information. At the same time, be careful not to overdo it. In most instances, a two- to four-page CV is enough. However, experienced academics would usually have longer CVs because of the nature of their jobs. There aren't strict rules to the structure of your CV as accepted practices. Your name, your education, and details of your current and previous positions are by far the most important. According to [Ladders](#), employers focus the majority (80%) of the initial six seconds on these areas.

For residents or new physicians who do not have much work experience yet, the most emphasized category in your CV should be your medical education. Include the name of your medical school, the city and state or country where it is located, your degree, and year of completion. For your list of internships, residencies, and fellowships, include your area of specialization, the facility, and its location, as well as the year of completion. Also, highlight academic or other achievements. Below is a breakdown of everything a thorough [medical CV](#) should cover:

- Education

- Training
- Internship
- Residency
- Fellowship
- Practice
- Academic Distinctions/Leadership Positions
- Research
- Practice Experience (distinguish categories like management, direct care, hospital-based, etc.)
- Publications
- Presentations
- Professional Memberships
- Board Certification (list boards and national examinations that you have taken)
- Licensure (list down the states where you have a license to practice medicine)
- Other Relevant Work Experience
- Professional Honors/Distinctions
- Other Relevant Specialized Skills

Aside from having all of the correct information, you must also make sure that your CV is well-structured and accurate. It is important that you don't embellish because chances are it will be spotted quickly. [The Society for Human Resource Management](#) found that 60% of HR professionals discover "inaccuracies" in the resumes they review.

Does it Pass a Quick Scan?

Often a quick scan is all your CV receives. It has to cut the mustard in this respect. [CompHealth](#) has a guide to making sure your CV stands out within 15 seconds. The key points are making sure that your CV:

- Aligns with the skills and experience the job requires
- Includes all of the key information employers look for: education, board certification, work history, career history, timelines
- Is easy on the eyes
- Is error-free

If your CV looks good at first pass, you can then start analyzing it in detail.

Is it Free of Typos or Errors?

As a medical professional, you need to be meticulous in your attention to detail. In our world, one small error can have significant, often harmful consequences. An error or typo on your CV isn't a good start. In a survey of 150 executives by Accountemps, 40% said one typo was enough to rule a candidate out.

When you've spent so long polishing your CV, it can be hard to see the forest through the trees. Typos aren't immediately obvious. The key, therefore, is to have someone look over your CV for you. Better yet, find a healthcare professional or someone who has experience recruiting employees to take a look at your CV. They will be able to offer a level of insight your friends or family can't.

Does Your CV Come with a Cover Letter?

Some physicians looking for a practice opportunity might think that a cover letter isn't important. More often than not, however, a cover letter will differentiate you from other people who applied for the position. While all CVs can look and read the same, a cover letter is a chance to stand out and be different. You might be the only candidate to include one at all.

Craig Fowler, former president of the National Association of Physician Recruiters (NAPR), stresses the important role a cover letter can play. He believes eight out of ten candidates who express interest in a role don't include a cover letter with their CV. It can really be a differentiator between getting the interview and getting passed over for consideration.

A cover letter is the best way to show your future employer that you have researched the position and the organization before you applied. Where your CV will show you are qualified, a cover letter can describe why you want the role, what you like about it and why you should be considered.

Don't overdo it, however. A single-page, three-paragraph cover letter is recommended. Use simple language and a professional, business letter layout.

Ideally, the first paragraph should include a self-introduction and should state why you are writing. The second paragraph should provide the reasons behind your interest in the opportunity, why you like the position and why you want to work for that organization. In the third and last paragraph, thank the recipient for reviewing your application and conclude the letter by saying that you look forward to hearing from the recipient soon.

Underestimating the importance of your CV and not giving it the time and attention it deserves is as bad as not having one at all. As the first thing recruiters and healthcare HR professionals read about you, make sure they are impressed.

We hope these tips will help your CV catch a recruiter's eye. ■



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QUALIFICATIONS:

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- State of Michigan Medical License
- Brain injury experience
- Demonstrated leadership experience

Grand Rapids, the state's second-largest city, is a friendly and creative community that health care professionals are choosing as the place to grow their medical careers. The city recently was named one of the top 10 cities for physicians to practice (Becker's Hospital Review 2016).

CONTACT:

616.840.8180 or darci.luyk@maryfreebed.com

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Berkshire Health Systems is seeking a BC/BE Physiatrist to join our hospital-based practice.

- Ideal candidate will provide primarily Outpatient coverage with occasional support to the Inpatient unit
- The practice works closely with Neurology, Neurosurgery, Pain Management and Osteopathy taking a full spectrum approach to care
- Opportunity to serve a diverse population in Berkshire County in Western Massachusetts
- BHS offers a competitive compensation and benefit's package, as well as full relocation

Berkshire Medical Center, BHS's 302-bed community teaching hospital, is a major teaching affiliate of the University of Massachusetts Medical School.

- We offer the latest technology and a system-wide electronic health record
- BHS is the region's leading provider of comprehensive healthcare services

At Berkshire Health Systems we understand the importance of balancing work with a healthy personal lifestyle.

- 4-season resort community with endless cultural opportunities including world renowned music, art, theater, and museums, as well as year round recreational activities from skiing to kayaking
- Excellent public and private schools make this an idea family location
- Just 2 ½ hours from both Boston and New York City

This is a great opportunity to practice in a beautiful and culturally rich area while being affiliated with a health system with award winning programs, nationally recognized physicians, and world class technology.

Interested candidates are invited to contact Liz Mahan, Physician Recruiter at (413) 395-7866. Please apply online at: www.berkshirehealthsystems.org



IT ALL HAPPENS here

If you are ready to join a physical medicine and rehabilitation department as part of a large physician-led organization, give us a look.

- » Interdisciplinary team of four PM&R physicians
- » Dedicated hospitalists to help with medically complex patients
- » A 33-bed rehabilitation hospital delivering specialized care and advanced treatment for stroke, brain and spinal cord injury, neurological disorders, orthopedic, amputations and general rehabilitation
- » Outstanding therapy and nursing staff
- » Competitive base salary plus production bonus
- » Generous, comprehensive benefits include: 403(b), company-funded defined benefit pension plan, CME, malpractice and more
- » Academic affiliation and research opportunities with Virginia Tech Carilion School of Medicine
- » Opportunity for consults and/or outpatient practice if interested
- » Large primary care and specialty referral base of 700+ physicians
- » Goal of shared weekend call 1:6; phone call from home
- » Electronic medical record (EPIC)

Roanoke, Va. is home to multiple award winning festivals, over 30 miles of paved greenway, art, music, museums and theater. Roanoke has it all--low cost of living, easy access to multiple major metropolitan areas, breathtaking outdoor opportunities, performing arts, award winning restaurants, wineries, craft breweries, shopping and minor league sports.

For additional information, please contact Amy Silcox, physician recruiter, at amsilcox@carilionclinic.org or 540-224-5187.



Inspiring better health.™