

BEST *Practices*



RECRUITING PHYSICIANS TO THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM

CRITICAL CARE

Full-time opportunity for BC/BE Critical Care Physicians (Intensivist) in central Anne Arundel County at Baltimore Washington Medical Center, part of the University of Maryland Medical System. Physicians will participate as members of the medical staff of Baltimore Washington Medical Center. The future is at your fingertips at University of Maryland Medical System. We offer excellent salary and benefits.

EMERGENCY MEDICINE

Full-time opportunity for BC/BE Emergency Medicine physician in central Anne Arundel County, Maryland. Competitive salary, incentives, benefit package. The physician opportunity will participate as a member of the medical staff of Baltimore Washington Medical Center, an affiliate of the University of Maryland Medical System. Baltimore Washington Medical Center is a 272 bed suburban community hospital consisting of 600+ physicians to include resident rotation and faculty affiliation with the University of Maryland.

FAMILY MEDICINE

Full-time opportunity for BC/BE Family Medicine Physician on Maryland's Eastern Shore at Shore Health System, an affiliate of the University of Maryland Medical System. Competitive salary, benefit package and incentives. The Memorial Hospital at Easton and Dorchester General Hospital in Cambridge are private, not for profit hospitals with a combined 194 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland.

FAMILY MEDICINE/INTERNAL MEDICINE

Full-time opportunities for BC/BE Internists and Family Practitioners in central Anne Arundel County, Maryland. Competitive salary, incentives, benefit package, built in referrals and partnership opportunities are possible. Physicians can participate as members of the medical staff of Baltimore Washington Medical Center, an affiliate of the University of Maryland Medical System, or admit to an inpatient only hospitalist group.

NEUROLOGY

Full-time opportunity for BC/BE Neurologist on Maryland's Eastern Shore at Shore Health System, an affiliate of the University of Maryland Medical System. Competitive salary, benefit package and incentives. The Memorial Hospital at Easton and Dorchester General Hospital in Cambridge are private, not for profit hospitals with a combined 194 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland.

OB/GYN

Full-time opportunity for BC/BE OB/GYN Physician on Maryland's Eastern Shore at Shore Health System, an affiliate of the University of Maryland Medical System. Competitive salary, benefit package and incentives. The Memorial Hospital at Easton and Dorchester General Hospital in Cambridge are private, not for profit hospitals with a combined 194 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland.

OB/GYN

Full time, salaried position with excellent benefits at Maryland General Hospital located in Baltimore city. Maryland General Hospital is a community teaching hospital and affiliate of the University of Maryland Medical System. Responsibilities will include comprehensive care of patients in outpatient setting. Join an established group of 5 physicians and 7 midwives providing a collaborative practice with a fixed schedule (three days per week) and reasonable call (one weekend per month).

OB/GYN

Full-time opportunities for BC/BE OB/GYNs in central Anne Arundel County, Maryland. Baltimore Washington Medical Center, part of the University of Maryland Medical System, will be opening an 18 bed obstetrical unit in late Summer 2009, and is recruiting now to ensure physician capacity for this growing community. Physicians can participate as members of the medical staff of Baltimore. Excellent salary and benefits.

ORTHOPEDIC SURGERY

Full-time opportunity for BC/BE Orthopedic Surgeon on Maryland's Eastern Shore at Shore Health System, an affiliate of the University of Maryland Medical System. Competitive salary, benefit package and incentives. The Memorial Hospital at Easton and Dorchester General Hospital in Cambridge are private, not for profit hospitals with a combined 194 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland.

PEDIATRIC CARDIOLOGY FACULTY

The University of Maryland School of Medicine, Department of Pediatrics, Division of Pediatric Cardiology is seeking a physician/scientist who conducts laboratory translational research collaborating with researchers with expertise in genetics, adult cardiology, physiology and basic science. Appointment at the Assistant Associate Professor rank and track pending qualifications.

PEDIATRIC EMERGENCY MEDICINE FACULTY

The University of Maryland School of Medicine, Department of Pediatrics is looking for an Academic Pediatric Emergency Medicine physician to join the Division of Pediatric Emergency Medicine at the Associate or Assistant Professor level. Must be Board Certified in Pediatrics and Board Eligible/Certified in Pediatric Emergency Medicine or dually trained and Board Eligible/Certified in Pediatrics and Emergency Medicine. Must demonstrate excellence as a clinician-educator. Competitive salary commensurate with qualifications and experience with a full benefit package.

PULMONARY

Full-time opportunity for BC/BE Pulmonary Critical Care physician on Maryland's Eastern Shore at Shore Health System, an affiliate of the University of Maryland Medical System. Competitive salary, benefit package and incentives. The Memorial Hospital at Easton and Dorchester General Hospital in Cambridge are private, not for profit hospitals with a combined 194 licensed beds offering a complete range of inpatient and

outpatient services to over 100,000 people throughout the Mid-Shore of Maryland.

SURGICAL ONCOLOGY

Baltimore Washington Medical Center (BWMC) is currently recruiting for a Surgical Oncologist. This is an exceptional opportunity for a fellowship trained Surgical Oncologist to work in a busy freestanding comprehensive cancer center. Competitive salary, incentives, benefit package. This opportunity will participate as a member of the medical staff of Baltimore Washington Medical Center, an affiliate of the University of Maryland Medical System. Baltimore Washington Medical Center is a 272 bed suburban community hospital consisting of 600+ physicians to include resident rotation and faculty affiliation with the University of Maryland.

UROLOGY

Leadership/Clinical Urologist position available for board certified physician at Maryland General Hospital in Baltimore City. Maryland General Hospital is a community teaching hospital and affiliate of the University of Maryland Medical System. Responsibilities will include comprehensive care of patients in outpatient, inpatient and surgical settings as well as Division leadership responsibilities. Skills and experience running a department and a proven track record of program expansion are important.

CALENDAR

Events listed below are best suited for residents and fellows.

Career MD Job Fair, New Haven, CT

Saturday, January 24th, 2009
10 am – 2 pm
Omni New Haven Hotel

Career MD Job Fair, Baltimore, MD

Thursday, February 5th, 2009
5 pm – 9 pm
Marriott Baltimore Inner Harbor
at Camden Yards



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Best Practices is produced by the University of Maryland Medical Center marketing department for the medical community of University of Maryland Medical System.

For questions, comments or requests for copies of *Best Practices*, contact Sharee Selah at 410-328-5817 or sselah@umm.edu.



A Message from OUR CHIEF MEDICAL OFFICER

Welcome to the winter edition of *Best Practices*.

Thank you for your interest in learning more about the University of Maryland

Medical System (UMMS). As a constantly evolving medical institution, UMMS has grown to a multi-hospital system that has genuine impact throughout our State. Our nine hospitals and numerous ambulatory centers not only offer you a choice of locations – from urban to suburban and rural – but also a choice of practice settings, including academic, teaching and community.

As you read our “Spotlight on Baltimore Washington Medical Center” and Hospital by Hospital sections, you will no doubt see our widespread commitment to implementing best practices in patient care, operational design and technology.

We know that achieving our clinical vision cannot happen without active physician leadership and support. To that end, we strive to recruit physicians committed to excellence in both clinical quality and service. *And we give them the support they need to take their career – and patient care – to new levels.* Dr. Larry Linder, chief medical officer and senior vice president at Baltimore Washington Medical Center, provides his overview of how Baltimore Washington Medical Center continues to demonstrate a track record of meeting these objectives strengthened by our commitment to the practice of tomorrow's medicine here today at UMMS.

Kind regards,

Glenn F. Robbins, M.D.
Senior Vice President and Chief Medical Officer
University of Maryland Medical System

BALANCING *the* SCIENCE and ART OF FINDING THE RIGHT OPPORTUNITY

The privilege of becoming a physician has no doubt required navigating the challenges of choosing the right education, surviving residency match, long hours and difficult rotations, fellowship applications and for many of you - further advanced training. The process has been arduous. The same holds true for the next step of finding the right job. An alarming statistic suggests that 70% of physicians change positions within the first three years of post residency and fellowship training.

The good news, however, is that we are facing a universal physician shortage. The supply/demand problem will peak in the year 2020. What that means to you is that your skills will be in high demand. Consider leveraging the physician shortage to your advantage by thinking strategically. You have mastered the science of practicing medicine. You must now master the art of landing the perfect

You have worked hard to become a physician. You owe it to yourself to dedicate that extra effort to landing the perfect job.

job. Talk with peers and network with faculty in your training programs. Start exploring career options at least one to

two years in advance of completing your training. Yes, there is a shortage, but to secure the best opportunity you need to start early. A few suggestions include visiting career sections and looking for ads in journals and physician career websites, attending physician career job fairs, and preparing a professional CV and cover letter.

Look, and possibly interview, at 4-6 positions. Develop a pro and con list for your preferred positions. Remember that culture and team are just as important as nuts and bolts work requirements. Prior to an interview, research the practice or hospital. Find out where the physicians trained and completed their residency. Prepare a list of questions. Research if the community meets your needs outside of medicine. Being happy with hobbies and personal areas of interest will enhance long term satisfaction. Finally, before signing a contract, hire a legal representative to review the contract on your behalf.

You have worked hard to become a physician. You owe it to yourself to dedicate that extra effort to landing the perfect job. If you plan on staying in the Maryland area, please visit our physician career website for a full listing of current openings at www.ummsphysician.jobs. I also welcome you to contact me, Sharee Selah, MBA, Corporate Physician Recruiter, University of Maryland Medical System at sselah@umm.edu.



www.ummsphysician.jobs

For a listing of key job opportunities within UMMS, see page 4.

Spotlight on BALTIMORE WASHINGTON MEDICAL CENTER



DR. LARRY LINDER
EMERGENCY MEDICINE PHYSICIAN
BALTIMORE WASHINGTON MEDICAL CENTER



The medical staff at Baltimore Washington Medical Center consistently raises the bar for quality care.

More than 20 years ago, the Medical Center created one of the first clinical pathway programs, designed to decrease

variation in quality and improve patient safety. The tradition of quality innovation has continued ever since. Today, physician-led teams pave the way for everything from surgical infection prevention and multidisciplinary care to cutting-edge technology and minimally invasive procedures.

With more than 600 board-certified or board-eligible physicians on staff, Baltimore Washington Medical Center offers more than 50 specialties to patients throughout the Baltimore, Annapolis and Washington D.C. region. Our capabilities are augmented through our affiliation with the University of Maryland Medical System, giving patients access to academic physicians and cutting-edge medicine.

“Physicians at BWMC enjoy the best of both worlds,” said Dr. Larry Linder, chief medical officer and senior vice president. “BWMC is a community hospital with

the type of culture that attracts and retains the best. But physicians also experience the clinical variety and high-level care one would expect from a tertiary care center.”

In 2006, Solucient (part of Thomson Healthcare) recognized Baltimore Washington Medical Center as one of its 100 Top Hospitals. The award signifies the medical center’s excellence in clinical outcomes, patient safety, financial performance, efficiency and growth in patient volume. BWMC was the only hospital in Maryland and Washington D.C. to receive this prestigious award.

The medical center also consistently performs at or above the state average when it comes to the Maryland Health Care Commission’s quality measures and “Maryland Hospital Performance Evaluation Guide.”



“The culture is extremely patient-centric,” Dr. Linder said. “We’re not satisfied offering new service lines unless we know we can offer the highest level of care available. We also recognize each person’s role in offering this care. It’s this atmosphere that continually keeps our nurse vacancy level among the lowest in the state and makes this an extraordinarily satisfying place for physicians to practice.”

In January, BWMC will open a new patient building with 111 private beds. This addition is part of a \$117 million project that also expanded the Emergency Department and will bring obstetrics to the campus in fall 2009.

HOSPITAL by HOSPITAL

BALTIMORE WASHINGTON MEDICAL CENTER (BWMC) recently purchased the da Vinci® Surgical System. BWMC was the first hospital in the Baltimore region to offer the da Vinci® S HD™ System, which integrates 3D high definition endoscopy and state-of-the-art robotic technology. The new system is used for gynecologic, thoracic and urologic procedures.

CHESTER RIVER HOSPITAL CENTER joined the University of Maryland Medical System in July 2008. The hospital has recently added a team of hospitalist physicians to its staff to improve the service level for patients and enhance the efficiency of inpatient care. Hospitalists are based in the hospital and coordinate the care of patients from the time they are admitted until their discharge.

DORCHESTER GENERAL HOSPITAL
A new Sleep Disorders Center has opened at Dorchester General Hospital, expanding Shore Health

System’s capacity by two diagnostic beds for a total of six, making possible a rapid turnaround for referring physicians. The Regional Sleep Disorders Center at Shore Health System is the only accredited center on Maryland’s Eastern Shore.

KERNAN ORTHOPAEDICS AND REHABILITATION
Kernan Hospital will be transitioning from paper patient records to a new electronic patient record system during Spring 2009. Known as Portfolio, the new system will provide better access to all test results for a patient’s care team, offer a more secure patient medical record, reassurance of correct medication selection and dosing, and provide an improved overall patient care experience.

MARYLAND GENERAL HOSPITAL
The Joslin Diabetes Center has received recognition for providing quality care to patients with diabetes from the National Committee for Quality Assurance (NCQA) and the American Diabetes Association (ADA) Diabetes Physician Recognition Program. The

recognition is based on the demonstration of the Program’s key diabetes care measures, including eye and foot exams, blood pressure and cholesterol tests, as well as diabetes control.

THE MEMORIAL HOSPITAL AT EASTON
The Joslin Diabetes Center Affiliate at Shore Health System and a Regional Transplant Clinic have opened to serve patients in Memorial Hospital’s new Freeman Outpatient Center, which is also home to the Regional Pain Center. These additions to the advanced clinical programs are made possible by Shore Health System’s partnership with UMMS and the School of Medicine, its faculty and leadership.

UNIVERSITY SPECIALTY HOSPITAL (USH)
(USH) has earned an outstanding reputation for designing and implementing one of Maryland’s leading Brain Injury Rehabilitation Programs. Since 1995, USH has provided behavioral management and modification for patients with behavior or cognitive issues following a brain injury.



What made you choose to practice at Baltimore Washington Medical Center?

To be honest, my initial reasons for choosing Baltimore Washington Medical Center (BWMC) were self-centered. I wanted a waterfront house and needed to

be close to the University of Maryland where my wife was still finishing her residency. BWMC had a busy, high acuity Emergency Department and paid well and I had a lot of medical school debt. I figured I would only be here for a few years and it was all about lifestyle. It was not until after I began working here that I discovered what a great place this is. When my wife finished her program she said, “Okay, let’s go,” and I said, “Forget it, this is a great place, I’m not leaving.” That was 17 years ago and it has only improved since then.

What are the benefits of working at Baltimore Washington Medical Center?

Working at BWMC allows me to work with dedicated, talented staff and physicians. Everyone works as a team towards a common goal. The administration is forward thinking and includes physicians in the decision-making process. Not to mention that parking is free and right on campus so getting in and out is simple. We have won many recent awards. Thomson Reuters (Solucient)® named us one of the Top 100 Hospitals® in the nation and a quality ranking organization awarded us for being in the top 5% of hospitals in the nation and also named our general surgery and vascular surgery programs as the best in Maryland for the second year in a row. The hospital was also awarded best employer of the year by the Baltimore Washington Business Partnership.

How would you describe the facilities?

The Medical Center was built in 1965 and has undergone an expansion in every decade since it opened. In January, the Medical Center opened its largest expansion to-date – a \$117 million project that includes a 111-bed patient tower, a

new intensive care unit, an expanded emergency department that opened in July 2008 and in fall 2009 an obstetrics unit. The ER now consists of 69-beds, treating 94,000 patients a year. The facilities continue to expand as our community grows and the medical center continually evaluates its technology so we can remain competitive.

How would you describe the culture at Baltimore Washington Medical Center?

BWMC is a family-centered organization that is focused on quality care and customer service. It is not only a great place to receive care, but it is also a great place to work. In fact, over 200 employees have worked at BWMC for more than 25 years. I often hear people who are visiting or receiving care remark on the friendly, caring staff. A letter we recently received from a patient says it all “... From the minute I walked in the front door of BWMC, I was met with the most kind, caring and professional people I have ever experienced in my life,” wrote the patient. “...I could fill 10 pages listing all of the people and efforts made to make my stay at your hospital the most positive experience I have ever had. Thank you.” People come here, they like it, and they stay. While the rest of the state averages around a 10-13% nurse vacancy rate, BWMC averages 2-3%.

What would you tell a resident/physician considering pursuing a career at Baltimore Washington Medical Center?

BWMC offers a great mix of the things we all find important. We have strong academic ties which allow us to remain on the cutting edge and in many cases, provide the opportunity to teach for those who so chose. We are located near the intersection of two major highways, a great location with easy access to Baltimore, Washington, Annapolis and an international airport. If you’re not a “city person,” we are close to farms, woods, and the Chesapeake Bay. Most importantly, we have a great culture. It’s a happy environment. You will spend a lot of your life at work and I can’t stress how important that is. Here at BWMC everyone is dedicated and committed to making our community a better place. Choosing to work at BWMC is like choosing a second family, where we care for each other and our patients.

Clinical Program DEVELOPMENTS

MARYLAND GENERAL HOSPITAL

The American College of Cardiology and American Heart Association recommend referral of high risk heart failure patients to disease management programs like the Maryland General Hospital Center for Heart Failure. The Center re-opened in January 2008, and has doubled its patient load since that time. The Center specializes in patients with systolic or diastolic left ventricular dysfunction who are newly diagnosed, recently hospitalized, or difficult to manage on their heart failure regimens. The Center for Heart Failure staff provides inpatient and outpatient heart failure consultations, initiation and titration of heart failure medications, and extensive patient and family education and support.

SHORE HEALTH SYSTEM

Shore Health System has added the latest of its imaging upgrades with the installation of digital mammography at every diagnostic site in the network, including its two hospitals and three outpatient centers. The Senographe digital system offers faster mammograms, lower doses of radiation and digital images which can be electronically transferred to referring physicians, including direct transmittal into the patient’s medical record of participating physicians. Digital mammography has added to the comprehensive clinical services available through Shore’s Regional Breast Center and is another successful component of the comprehensive cancer program of Shore Regional Cancer Center in Easton.