

Best Practices



Recruiting Physicians at
The University of Maryland
Medical System



A MESSAGE
FROM OUR
**CHIEF
MEDICAL
OFFICER**

The clinical vision of the University of Maryland Medical System is to provide measurably safe and quality care to the citizens of the State and region. Our goal is that every patient will receive the same high standard of care no matter where or when they touch the System. This is a worthy challenge as we treat nearly 85,000 inpatients a year and conduct more than 240,000 emergency visits in our hospitals and treat over 400,000 outpatients in a multitude of practice settings. You can learn more about our hospitals in the "UMMS 101" article.

As you read the "Spotlight on Shore Health System" 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 recognize our clinical vision can only be attained with active physician leadership and support. To that end, we aim to recruit and retain physicians on our medical staff committed to clinical quality and service excellence. Susan Forlifer, MD, a breast surgeon at The Memorial Hospital at Easton, is an example of just one of these physicians. We hope that her story of how she came to join The Memorial Hospital at Easton, will demonstrate 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

UMMS 101

The University of Maryland Medical System (UMMS) was created in 1984 when the state-owned University Hospital became a private, not-for-profit organization. It has evolved into a dynamic, multi-hospital system with academic, community and specialty service missions. Each of the hospitals that comprise the University of Maryland Medical System has a long history of providing quality health care. UMMS strives to be a standard-setting academic health system with expanded statewide reach and impact. We work in partnership with the University of Maryland School of Medicine, and with our community and specialty hospitals. UMMS features 1,650 beds and more than 2,300 physicians and medical staffs offering Marylanders throughout the state innovative treatment options.

The seven hospitals and health systems within UMMS include:

- Baltimore Washington Medical Center
- Dorchester General Hospital

- Kernan Orthopaedics and Rehabilitation
- Maryland General Hospital
- The Memorial Hospital at Easton
- University of Maryland Medical Center
- University Specialty Hospital

UMMS is an engine for growth and progress. As the third largest private employer in the Baltimore metropolitan area and one of the top 20 employers in the state, it makes a significant contribution to the state economy of Maryland. UMMS operations account for \$3.5 billion in economic activity in the state.

Collectively, we are continuing to advance patient safety and quality standards for medical care, address current and future healthcare workforce needs and improve the health of our neighbors.



 **UNIVERSITY OF MARYLAND
MEDICAL SYSTEM**
www.ummsphysician.jobs

SPOTLIGHT ON SHORE HEALTH SYSTEM

The Shore Health System hospitals' commitment to "Exceptional Care, Every Day" dates back over 100 years. A century of support from the community and a partnership with the University of Maryland Medical System ensures that area residents have access to the country's finest healthcare providers and the latest developments in medical science.

The regional healthcare network serving Caroline, Dorchester, Queen Anne's, and Talbot counties includes The Memorial Hospital at Easton (1907) and Dorchester General Hospital in Cambridge (1898). These hospitals connect residents and visitors to primary care and specialty physicians, emergency medical services, and a coordinated system of prevention, diagnostics, and treatment formed when the hospitals merged in 1996 to form Shore Health System.

Services address the needs of individuals who require specialized care for heart disease, stroke, cancer, joint replacement, pain management, breast disease and wound healing.

The Requard Radiation Oncology Center and Shore Regional Cancer Center offer state-of-the-art oncology services and cancer treatment. The Joint Replacement Center has earned national recognition for its quality patient care and outcomes.

Shore Rehabilitation Services offers comprehensive physical, occupational, and speech therapy at both hospitals and extends care through outpatient centers around the region and at the Center for Integrative Medicine. The Requard Center for Acute Rehabilitation is the mid-Shore's only facility where inpatients are inspired to achieve their optimum level of function following trauma, injury or disease. Shore Home Health and Hospice builds a bridge between the hospitals and outpatient services for individuals and their families. Memorial Hospital at Easton is a designated Stroke Center in the State of Maryland.

Staying ahead of the demand for top notch nurses is a priority for Shore Health System. Memorial Hospital is home to the Chesapeake College School of Nursing and both hospitals provide opportunities for clinical training for nursing students.

Following graduation, nurses prepare for careers in emergency medicine, surgical nursing, and other specialty areas by attending Critical Care University or Graduate University, programs designed and delivered by experienced nurses.

State-of-the-art imaging technology is available at both hospitals and at outpatient centers in Easton, Cambridge, Denton and Centreville. Digital images produced through MRI, CT, and other digital devices are accessible within minutes anywhere in the world, helping physicians make quick and accurate treatment decisions. Memorial Hospital has added PET CT as an additional tool for determining the appropriate course of care for many forms of cancer.



In the OR, sophisticated brain and spine surgery is performed with image-guided surgical navigational equipment usually found only at academic medical centers. Minimally-invasive procedures are performed at both hospitals for a wide range of medical conditions. An ambulatory surgery center offers convenience for patients who return home or to work following surgery.

Shore Health System collaborates with other healthcare providers and social service agencies to ensure that underserved individuals gain access to medical care. One such collaboration, the Children's

Advocacy Center located at Memorial Hospital, brings together a multi-disciplinary team of medical, human services, and law enforcement professionals to investigate and prosecute cases of child abuse while supporting children and their non-offending family members.

Staff and physicians present free educational programs for the community, such as labor and delivery classes led by nurses from the Birthing Center. Nurses and social workers lead support groups that help patients and their families manage diabetes, cancer, and other diseases. The popular "Ask the Doctor" series and regular community forums cover a host of topics such as arthritis, breast cancer, cardiovascular disease, and stroke.

CLINICAL PROGRAM DEVELOPMENTS

University of Maryland Oncology Associates is the University of Maryland Marlene and Stewart Greenebaum Cancer Center's oncology practice at the Baltimore Washington Medical Center in Glen Burnie, Maryland. Two distinguished medical oncologists on the faculty of the University of Maryland School of Medicine, Dr. Mayer Gorbaty and Dr. Harvinder Singh, provide patient consultations, treatment and follow-up care for cancer management at University of Maryland Oncology Associates. They also devote a portion of their time to teaching and consulting with other oncology specialists at the main UMGCC campus in Baltimore.

Maryland General Hospital has expanded its geriatric services by opening a unique, inpatient ACE Unit, specifically designed to provide "Acute Care for the Elderly." Each senior patient will be provided a comprehensive assessment, including evaluations of pain, cognition, function, medication, wounds and deep vein thrombosis. In order to assure the utmost in care, the interdisciplinary team on the ACE unit is headed by geriatricians, a nurse practitioner and specially trained nursing staff. The team also includes members who specialize in pharmacy, rehabilitation, nutrition, social work, and care management.

Two members of the Shore Health System medical staff were finalists in Maryland's annual Health Care Heroes; one of the finalists was breast surgeon and medical director of the Shore

Regional Breast Center Susan Forlifer, MD. Dr. Susan Forlifer has earned a reputation for being an expert in the specialty of breast health. Through her leadership of Shore Regional Breast Center and her private surgical practice, she has created a resource for women that is usually associated with academic medical centers. Below, she shares her experience practicing at The Memorial Hospital at Easton.

1. What made you choose to practice at The Memorial Hospital at Easton? I chose The Memorial Hospital at Easton because it was a rare combination of academic medicine in a rural setting. I had grown up outside of Washington, DC sailing on the Chesapeake Bay, and visiting the Eastern Shore to see my grandfather. I remained a sailor and after 20 years away from Maryland (in Atlanta and San Francisco), I wanted to return to the Chesapeake Bay area. I looked at several practices and was impressed by the academic credentials of the Easton, Maryland practice and of the staff in general. Also, when I came here 17 years ago, my practice was doing a wide range of general and vascular

surgery (from hernias to Whipples, renal access to aortas). It is a beautiful place to live and a good environment for a family.

2. What would you consider are the benefits of working at The Memorial Hospital at Easton? The benefits are working with physicians whom I respect and can depend on; living with a sailboat in my front yard; and a commute that includes five miles, two bridges complete with herons and sunsets, and two stoplights.

3. How would you describe the facilities? The facilities are undergoing a tremendous change. There have been some excellent upgrades in at Memorial Hospital, including a cardiac rehab, telemetry, ICU, a Joint Center, and new ER. I am on the Strategic Planning Committee responsible for planning renovations and additions to Dorchester General Hospital.

4. How would you describe the culture at Shore Health System? Shore Health System is committed to best practices and has been aggressive in upgrading facilities and recruiting physicians. The affiliation with University of Maryland Medical System has had a good influence on the culture by pulling in a broader perspective.

5. What would you tell a resident/physician considering pursuing a career at Shore Health System? I would tell potential recruits, residents or experienced doctors, physician assistants or nurse practitioners that this is a beautiful place to live. Shore Health System is in a very dynamic phase. Recent recruits to the medical staff have been excellent, and it would be a great place to help shape the institution. It is a great place to raise a family, in a rural setting with lots of arts and music and fine dining and good medicine.

**Susan
Forlifer,
MD**

Medical Director of
Shore Regional Breast Center,
The Memorial Hospital
at Easton



HOSPITAL BY HOSPITAL

Baltimore Washington Medical Center

Named one of the nation's 100 Top Hospitals® by Solucient, BWMC is a 293-bed community hospital that sees about 19,000 inpatients a year, and the Emergency Department sees more than 86,000 patients a year. In 2006, a \$117 million expansion project began that will bring a new patient tower, a new women's health center with obstetrics and an expanded emergency department to the campus in late 2008.

Dorchester General Hospital

Dorchester General Hospital recently opened its doors to the Center for Balance and Neuro Rehabilitation, a state of the art facility for the diagnosis and treatment of balance disorders and the only such facility of its kind in the region.

Kernan Orthopaedics and Rehabilitation

Kernan Orthopaedics and Rehabilitation was the first hospital in Maryland to be awarded the new, three-year designation for "Stroke Specialty Programs" from the Commission on Accreditation of Rehabilitation Facilities (CARF). To receive this designation, Kernan demonstrated that it can maintain a comprehensive program for treatment of all phases of stroke, from prevention, rehabilitation to research.

Maryland General Hospital

Maryland General Hospital (MGH) recently received a Primary Stroke Center designation from the Maryland Institute for Emergency Services Systems, allowing

emergency medical services personnel to transport stroke victims to MGH. The hospital met a series of care criteria to receive the designation, including having a board certified neurologist stroke center director, designated stroke units and two acute stroke teams.

The Memorial Hospital at Easton

The Memorial Hospital at Easton opened its doors to a new 55,000 square foot emergency department to accommodate up to 60,000 patients annually. The former emergency department opened in 1983 to serve 12,000 patients, has been handling over 40,000 visits annually.

University of Maryland Medical Center

The University of Maryland Medical Center implemented computerized provider medication order entry in all of its inpatient units. The new process for medication ordering has reduced order to medication administration time by 65% and decreased verbal orders by over 90%.

University Specialty Hospital

University Specialty Hospital opened Maryland's most unique inpatient and outpatient Pulmonary Rehabilitation Program. The programs are designed to improve the health and quality of life of persons with pulmonary disease through a multi-disciplinary approach. The special feature is the engagement of patient participation in learning to perform skills to care for themselves.

J O B O P P O R T U N I T I E S

Family Medicine- Maryland General Hospital has an available Family Medicine position for BC/BE Physician with interest in resident teaching. Located in Baltimore, Maryland General Hospital is a community teaching hospital and affiliate of the University of Maryland Medical System. Physicians will participate as members of the medical staff of Maryland General Hospital, a 242-bed urban teaching hospital offering a full spectrum of health care for more than 110,000 people annually. Primary responsibilities include resident teaching and inpatient care for private and non-private patients.

Family Medicine/Internal Medicine- Excellent 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.

Geriatrics- Exceptional Opportunity for BC/BE Geriatrician in central Anne Arundel County, Maryland. Competitive salary, incentives, benefit package, built in referrals and partnership opportunities are possible. 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.

Anesthesiology- Tidewater Anesthesia Associates, located on Maryland's Eastern Shore, is looking for a BC/BE Anesthesiologist to join their busy practice in Easton, Maryland. Practice affiliated with Shore Health System, an affiliate of the University of Maryland Medical System. Shore Health System includes two hospitals with a combined 192 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland. Competitive salary, benefit package and incentives.

Gastroenterology- Digestive Health Associates, located on Maryland's Eastern Shore, is looking for a BC/BE Gastroenterologist to join their busy practice in Easton, Maryland. Practice affiliated with Shore Health System, an affiliate of the University of Maryland Medical System. Shore Health System includes two not for profit hospitals with a combined 192 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland. Competitive salary, benefit package and incentives.

Pathologist- Chesapeake Pathology Associates, located on Maryland's Eastern Shore, has an immediate opening for a BC/BE Pathologist in Easton, Maryland. Specialty training in skin, breast, or gastro-intestinal pathology would be an advantage. Surgical

pathology fellowship desirable but not required. Physician will oversee two hospital laboratories with Shore Health System, an affiliate of University of Maryland Medical System, located 20 minutes apart by car. Competitive salary, benefit package and incentives.

Pediatrician- Exceptional Opportunity for BC/BE Pediatrician on Maryland's Eastern Shore at Bay Pediatrics. Practice affiliated with Shore Health System, an affiliate of the University of Maryland Medical System. Shore Health System includes Memorial Hospital at Easton and Dorchester General Hospital in Cambridge, both not for profit hospitals with a combined 192 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland. Competitive salary, benefit package and incentives.

Pulmonary- Exceptional Opportunity for BC/BE Pulmonary Disease Physician on Maryland's Eastern Shore at Shore Health System, an affiliate of the University of Maryland Medical System. The Memorial Hospital at Easton and Dorchester General Hospital in Cambridge are private, not for profit hospitals with a combined 236 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland. Situated on Maryland's Eastern Shore, these two hospitals affiliated in 1996 to form Shore Health System, offering a broad scope of physician specialties and additional off-site facilities. Competitive salary, benefit package and incentives.

OB/GYN- Chesapeake Women's Health, located on Maryland's Eastern Shore, is in need of an additional BC/BE OB/GYN Physician to join their busy practice in Easton, Maryland. Practice affiliated with Shore Health System, an affiliate of the University of Maryland Medical System. Shore Health System includes two not for profit hospitals with a combined 192 licensed beds offering a complete range of inpatient and outpatient services to over 100,000 people throughout the Mid-Shore of Maryland. Competitive salary, benefit package and incentives.

Family Medicine- Choptank Community Health System (CCHS), located on Maryland's Eastern Shore, is looking for a BC/BE Family Medicine Physician for their busy practice affiliated with Shore Health System, a member of the University of Maryland Medical System. CCHS provides access to health care through the delivery of comprehensive medical, dental and behavioral health care services to in Talbot, Caroline and Dorchester Counties. Competitive salary, benefit package and incentives.

Endocrinology- Excellent opportunity for a BC/BE Endocrinologist to join the staff of the Joslin Diabetes Center at Shore Health System. Physician will be joining a very busy hospital-based practice affiliated with the Joslin Diabetes Center at the University of Maryland Medical Center.



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

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

C A L E N D A R

Events listed below are best suited for residents and fellows.

CareerMD Job Fair, New Haven
Saturday, March 1, 2008

10:00am to 2:00pm at the Omni New Haven Hotel at Yale

CareerMD Job Fair, Washington, DC
Tuesday, October 7, 2008

11:00am to 3:00pm at the Georgetown University
Conference Center Hotel