

# Transition to Practice Lecture Series



THE AMERICAN ORTHOPAEDIC ASSOCIATION®

*Leading the profession since 1887*

Fellowship Education Coalition

## Choosing a Practice

Representing multiple orthopaedic subspecialty societies,  
the following members of the Fellowship Education Coalition authored this lecture:

Rex C. Haydon, MD, PhD, FAOA

Lisa K. Cannada, MD, FAOA

Frank E. Chiarappa, MD

James M. Gregory, MD

Marc R. Safran, MD, FAOA

Peter Tang, MD, MPH, FAOA

# Overview

---

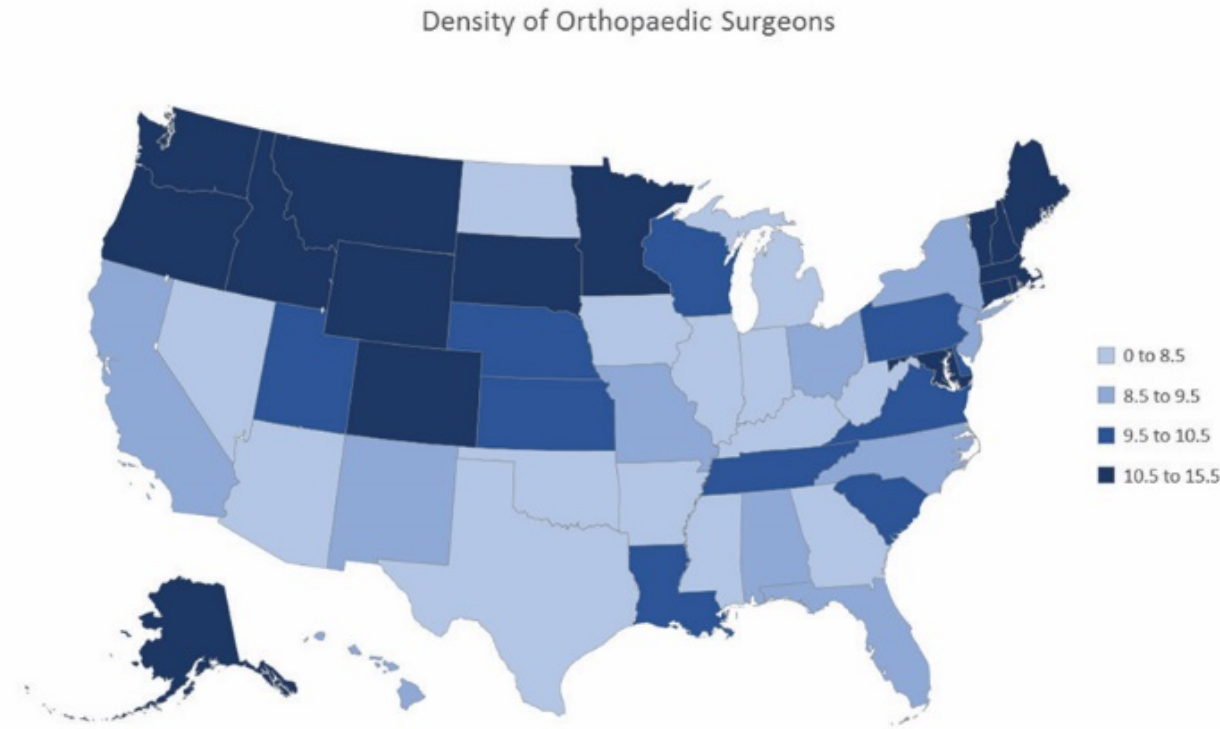
- Today's Practice Environment: Statistics and Trends
- Elements of Selecting a Practice
- Practice Options
- Getting the Job You Want
- Additional Education Resources
- Fellow/Faculty Evaluation
  - [Use this survey](#) to provide your feedback about this module.

# Part I: Today's Practice Environment: Statistics and Trends

---

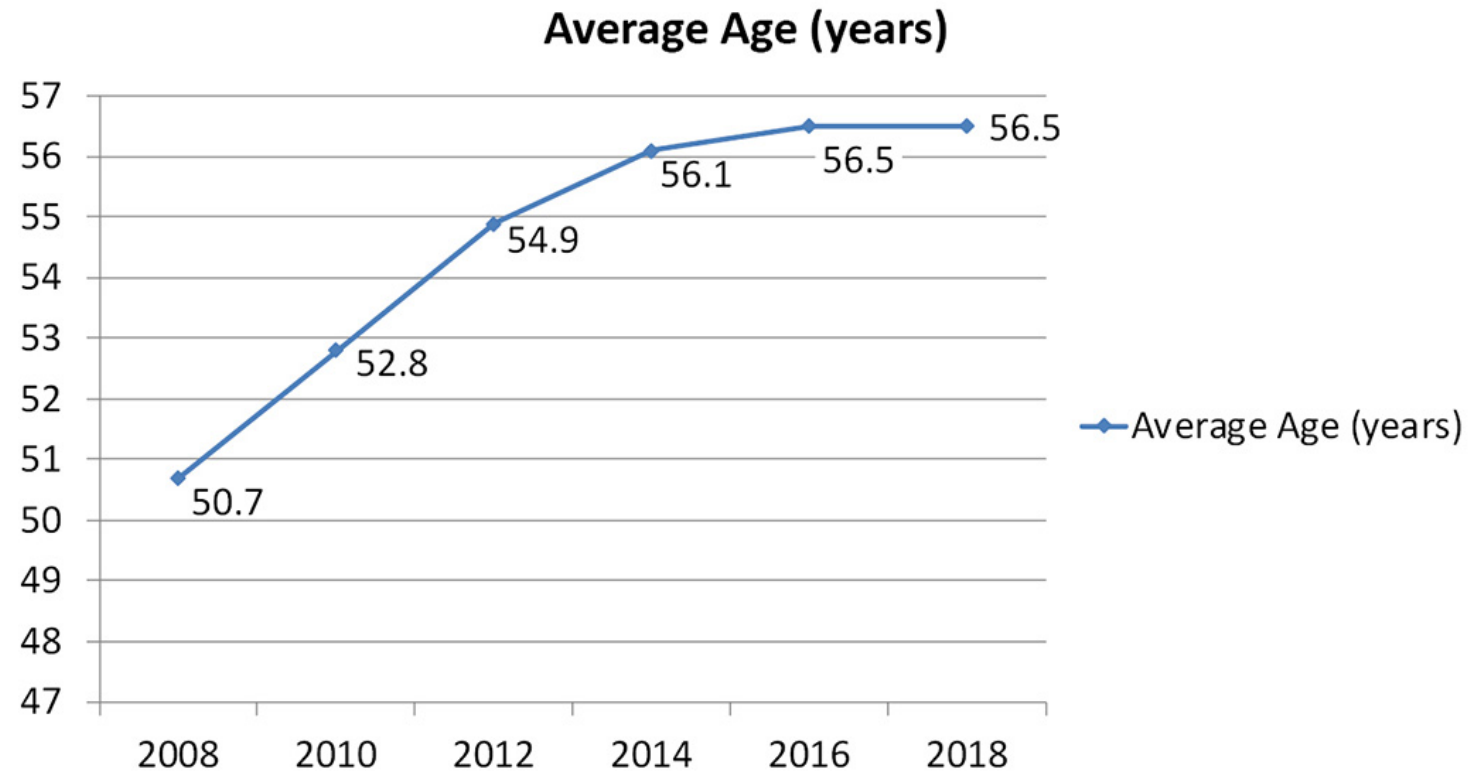
- Demographics: Location, age, race and gender
- Sub-specialization: Current data and trends
- Practice Environments: Current data and Trends

# Demographics: Practice Location



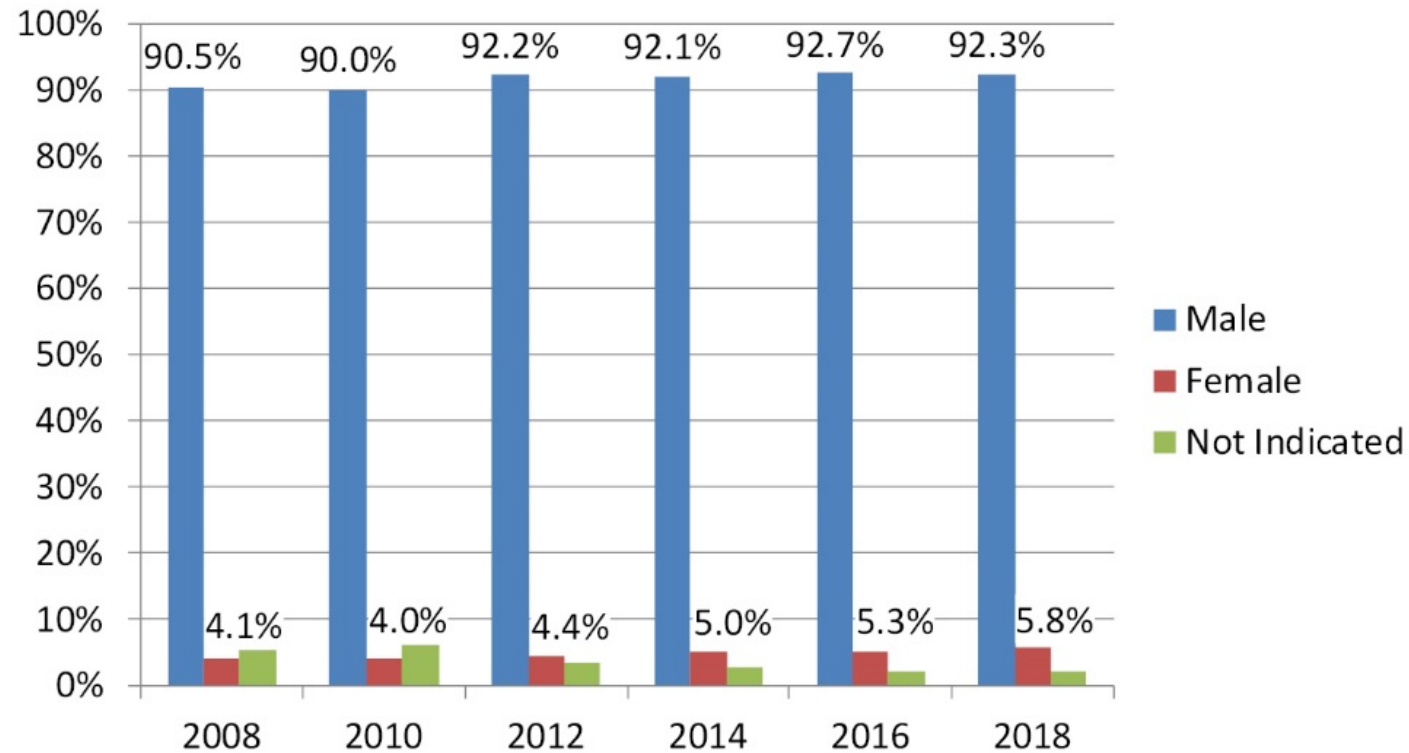
Source: AAOS Now (Aug 2019): 2018 OPUS Survey Illustrates Interesting Orthopaedic Data

# Demographics: Age



Source: AAOS Now (Sept 2019): A Snapshot of U.S. Orthopaedic Surgeons: Results from the 2018 OPUS Survey

# Demographics: Gender



Source: AAOS Now (Aug 2019): 2018 OPUS Survey Illustrates Interesting Orthopaedic Data

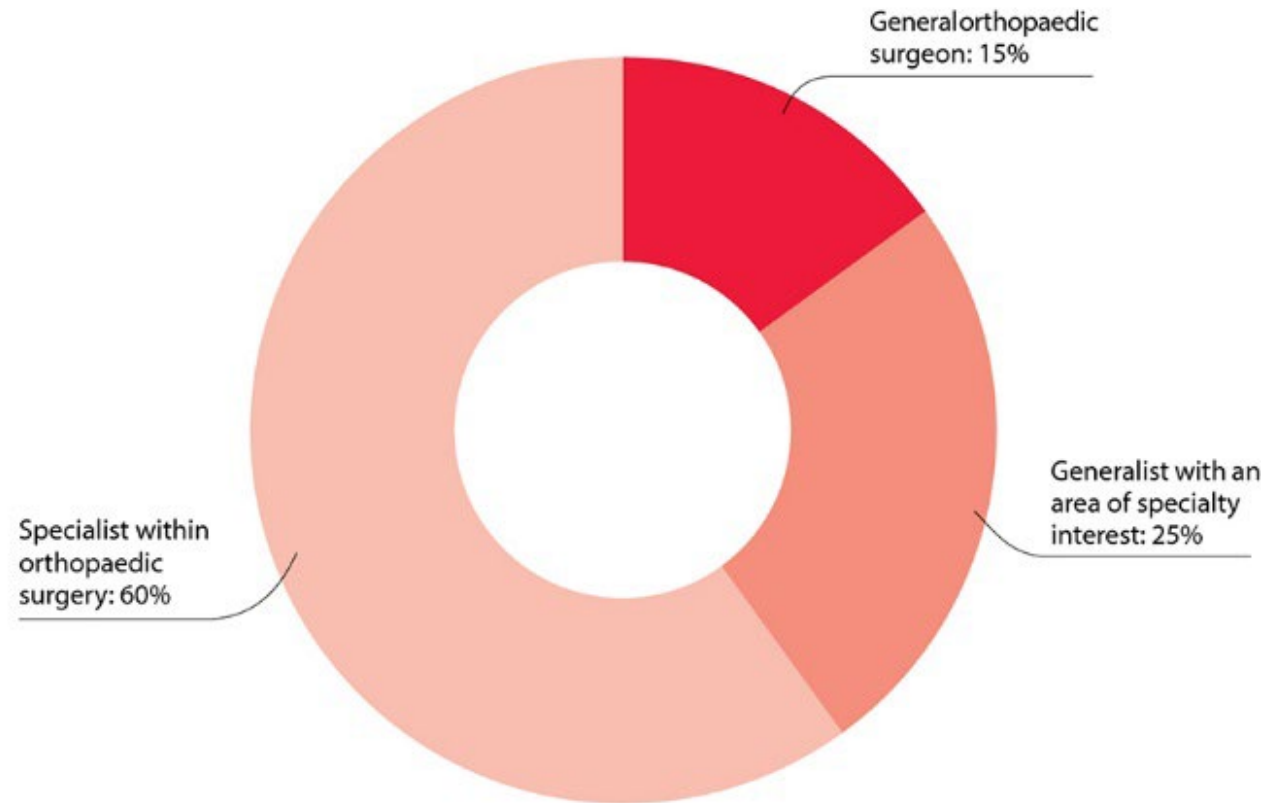
# Demographics: Race/Ethnicity

	2008	2010	2012	2014	2016	2018
Caucasian	89.3%	88.5%	88.4%	88.0%	86.6%	84.7%
Asian	5.2%	5.3%	5.6%	5.2%	6.7%	6.7%
Hispanic/Latino	1.9%	1.8%	1.8%	1.5%	1.7%	2.2%
Other	1.1%	1.6%	1.4%	2.8%	1.7%	2.9%
African-American	1.6%	1.7%	1.6%	1.4%	1.5%	1.9%
Multiracial	0.6%	0.8%	0.9%	0.8%	1.2%	1.2%
Native American	0.4%	0.3%	0.3%	0.4%	0.4%	0.4%

Source: AAOS Now (Sept 2019): A Snapshot of U.S. Orthopaedic Surgeons: Results from the 2018 OPUS Survey

# Sub-specialization: Current snapshot

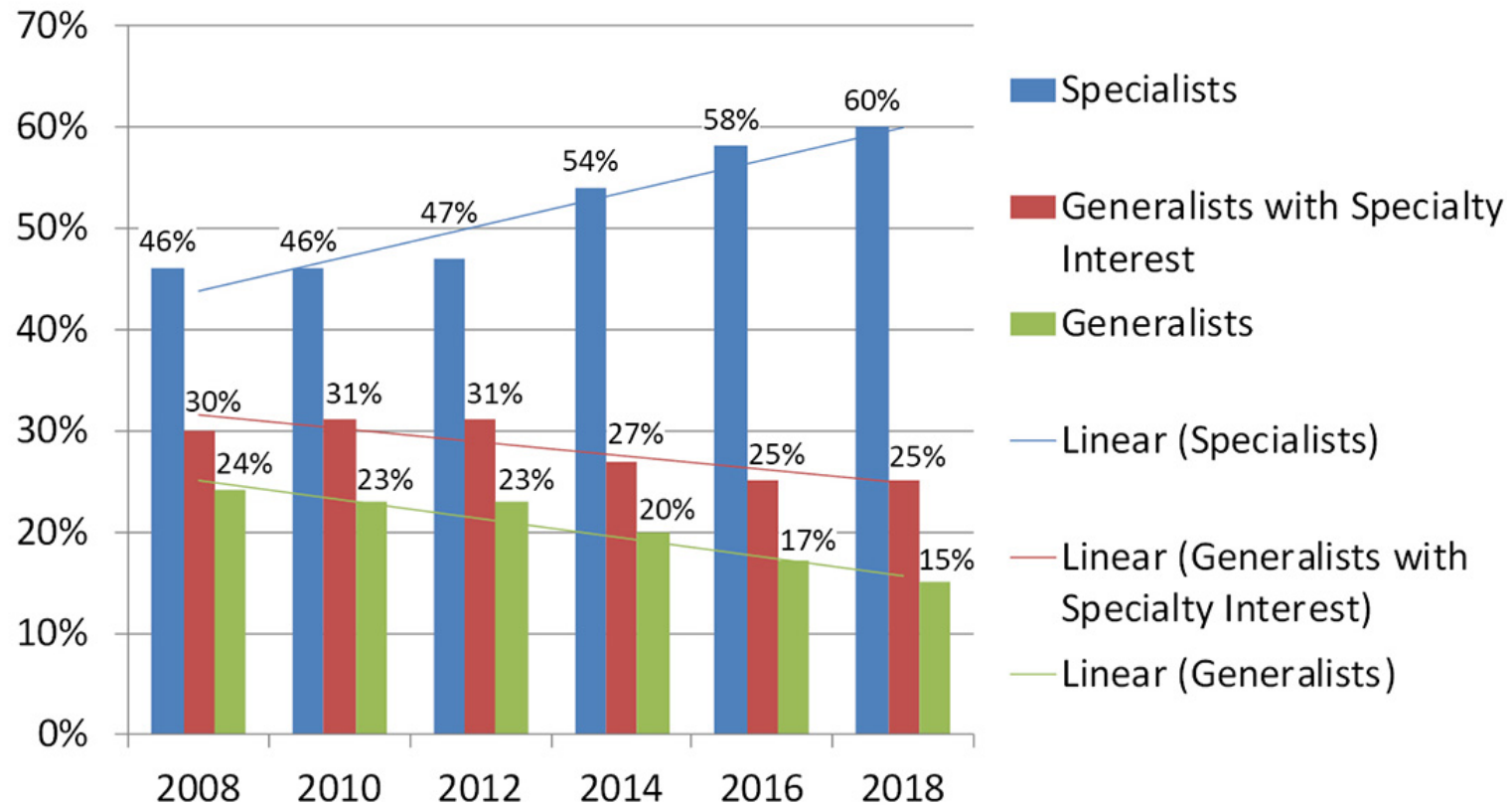
---



Source: AAOS Now (Aug 2019): 2018 OPUS Survey Illustrates Interesting Orthopaedic Data

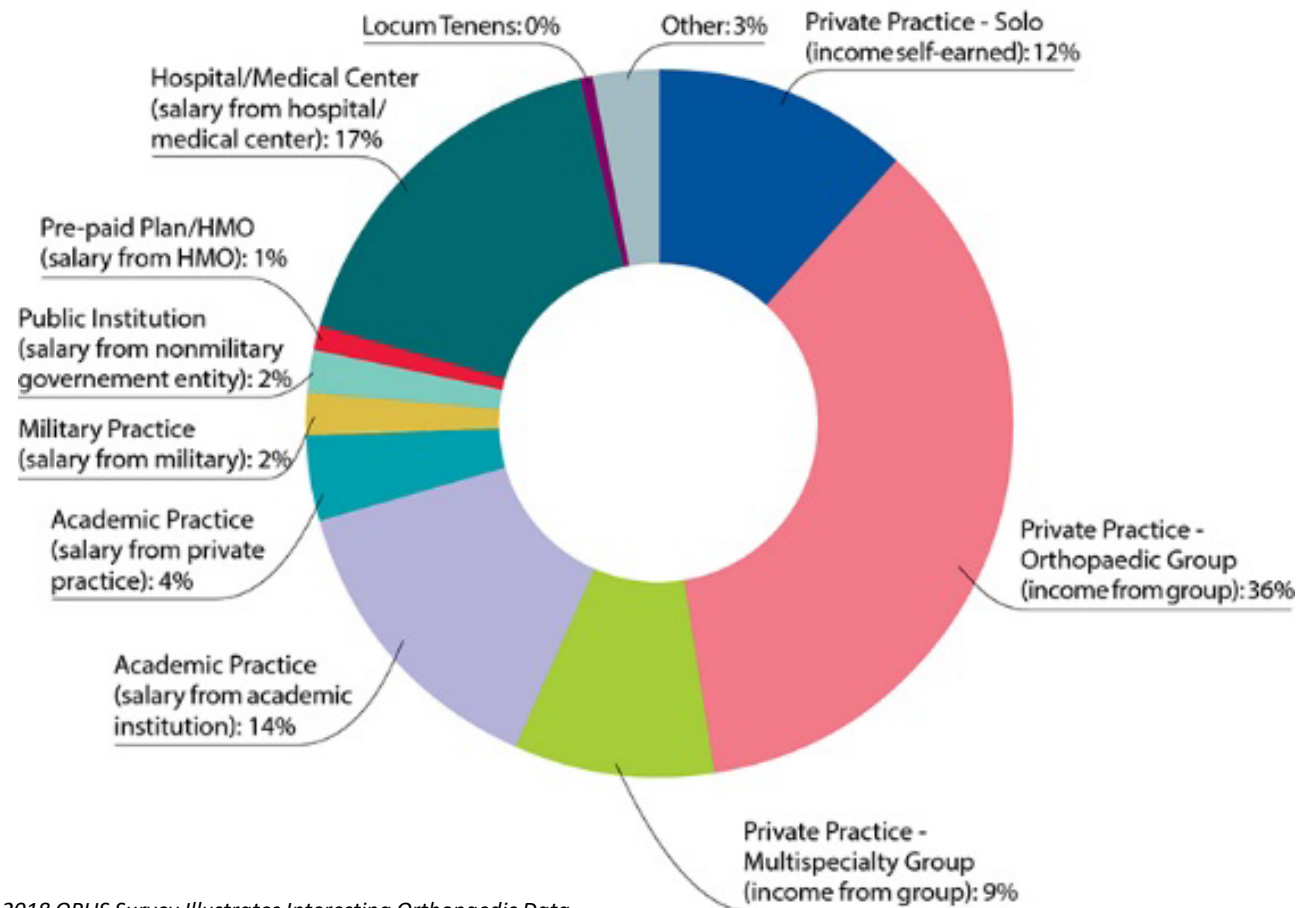


# Sub-Specialization: Longitudinal Trends



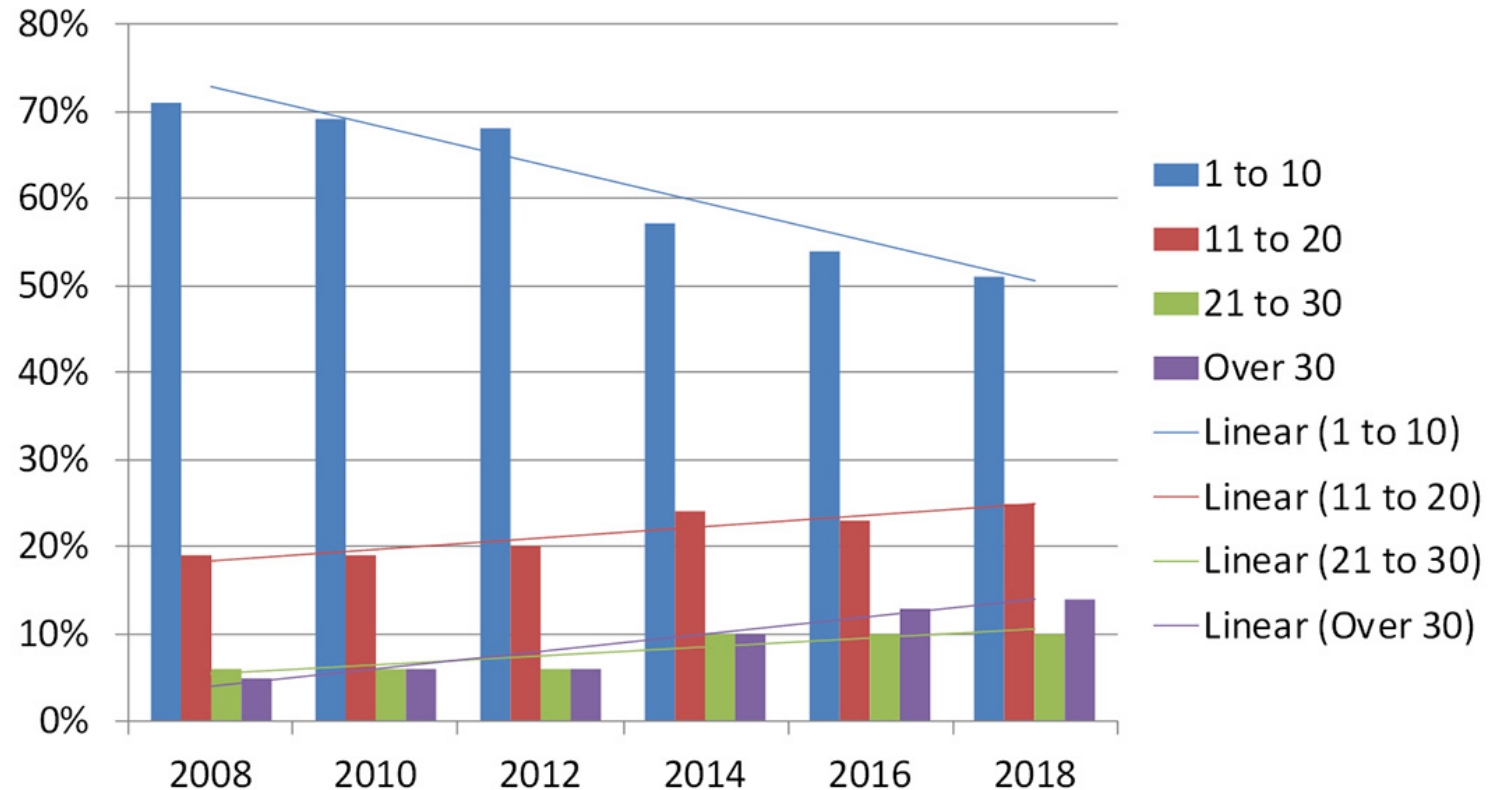
Source: AAOS Now (Sept 2019): A Snapshot of U.S. Orthopaedic Surgeons: Results from the 2018 OPUS Survey

# Practice Environments: Current Snapshot



Source: AAOS Now (Aug 2019): 2018 OPUS Survey Illustrates Interesting Orthopaedic Data

# Practice Size: Current Data and Trends



Source: AAOS Now (Sept 2019): A Snapshot of U.S. Orthopaedic Surgeons: Results from the 2018 OPUS Survey

# Part I: Summary

---

- Wide variations in the density of orthopaedic surgeons across US
- Average age is increasing. Surgeons staying in practice longer
- Slow increase in women and under-represented minority in workforce
- Increasing sub-specialization over time
- Trends towards practicing in larger groups that are increasingly owned by hospitals/health systems

## Part II: Elements of Selecting a Practice

---

- Decide how to decide
- Know yourself
- Ask the big questions
- Think about long-term goals
- Look at the details

# Step 1 – How Do We Make Decisions?

---



- Choosing a practice is a complex decision, with incomplete information
- We encounter this type of decision commonly as orthopaedic surgeons
  - In clinical situations we are trained to make these decisions via evidence-based guidelines, expert opinion, or previous experience
  - Residency and fellowship decisions are outsourced to the match process
- Are these the right tools for deciding on a practice?

# Step 1 – How Do We Make Decisions?

---

- Most business leaders who are faced with new situations and complex decisions default to experience with familiar decision-making tools<sup>1</sup>
  - Can lead to bad decisions, because the tool is not appropriately matched to the scenario
  - Most fellows/residents have no experience choosing a practice, and may fall into the same pattern as a result
- We need to “decide how to decide”
  - Consciously develop a new decision-making tool
  - Self-knowledge

1. Courtney H, et al. *Harvard Business Review*. Nov 2013

## Step 2 – Knowing Yourself

---

- Understanding what things are important to you is critically important to landing in a practice you want
- Begin list before the job search begins
- Things to consider include, but are not limited to:
  - **Location**
    - Climate, urban/rural, close to family
  - **Income**
    - Guaranteed, high ceiling vs high floor
    - Passive investment opportunities
  - **Type of Practice**
    - Employed/academic/private/solo practice
    - Risk tolerance
    - General, subspecialty, call expectations
  - **Lifestyle**
    - Work hour expectations, time off, flexible hours, after hours coverage
  - **Work Culture**
  - **Autonomy**



## Step 2 – Knowing Yourself

---

Practice Size: Do you want partners in your specialty or do you want to be the solo specialist?

- Single Specialty Group
  - All Hand or Spine
- Multispecialty Group
- Small Group vs Big Group
- Academic vs Private vs Hospital Based vs HMO



## Step 2 – Knowing Yourself

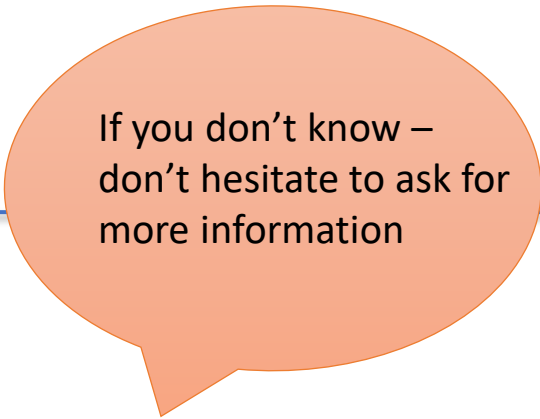
---

- “I want it all” is not helpful
- List specific priorities
- Discuss with family
- Keep list and re-assess as you go through residency, fellowship, and interviews
- Use list as your decision-making tool to evaluate job opportunities



## Step 3 – Ask the Big Questions

---




If you don't know –  
don't hesitate to ask for  
more information

- Before diving into the numbers, think big picture
- What does your gut tell you?
  - Excited about the opportunity? Hesitant?
- How does this opportunity line up with your list of preferences?
  - What sacrifices will you have to make?
- Can you envision yourself in that practice environment?
  - If not, trust your judgement, and look somewhere else

## Step 4 – Think About Long-Term Goals

---



Hold off on detailed negotiations until you feel comfortable that you could see yourself there

- Tendency is to evaluate a practice opportunity based on the first few years
- What are your long-term goals?
  - Can you reach these goals through this practice opportunity?
- Do you know how to be successful in that practice?
  - How is it defined? What is your path to success?
- Can you define the best- and worst-case scenarios?
  - How likely is each?
  - Talk to those who have left

## Step 5 – Look at the Details

---

- Income
  - How much?
  - Where does it come from?
- Practice details and culture
- Staffing
- General considerations

## Step 5 – Look at the Details

---

### How Do You Get Paid?

- When you start AND after a couple years
  - Salary
  - Salary w/ Bonus
    - Can You Make the Bonus?
  - RVU
  - Collections
- If RVU / Salary – How is it determined in following years?
  - (\$ per RVU as well as RVU Benchmarks)



## Step 5 – Look at the Details

---

### How Do You Get Paid?

- How is overhead determined?
  - Split evenly
  - Based on clinic use
  - Based on collections





## Step 5 – Look at the Details

---

### How Do You Get Paid?

- Is there an ancillary income revenue stream?
  - MRI, PT, surgery ctr, DME
- Does everyone have an equal share?
  - Do you buy in?
- When does it start?
  - After you make partner





# Step 5 – Look at the Details

---

## Practice Specifics

- How are patients divided?
  - Evenly
  - All to you until you are busy
  - Well-insured/good cases go to the senior partner



# Step 5 – Look at the Details

---

## Practice Specifics

- How long until partner?
- What does that mean?
  - Pay to buy in?
    - To what?
  - Vote
  - Share in ancillaries



# Step 5 – Look at the Details

---

## Practice Specifics

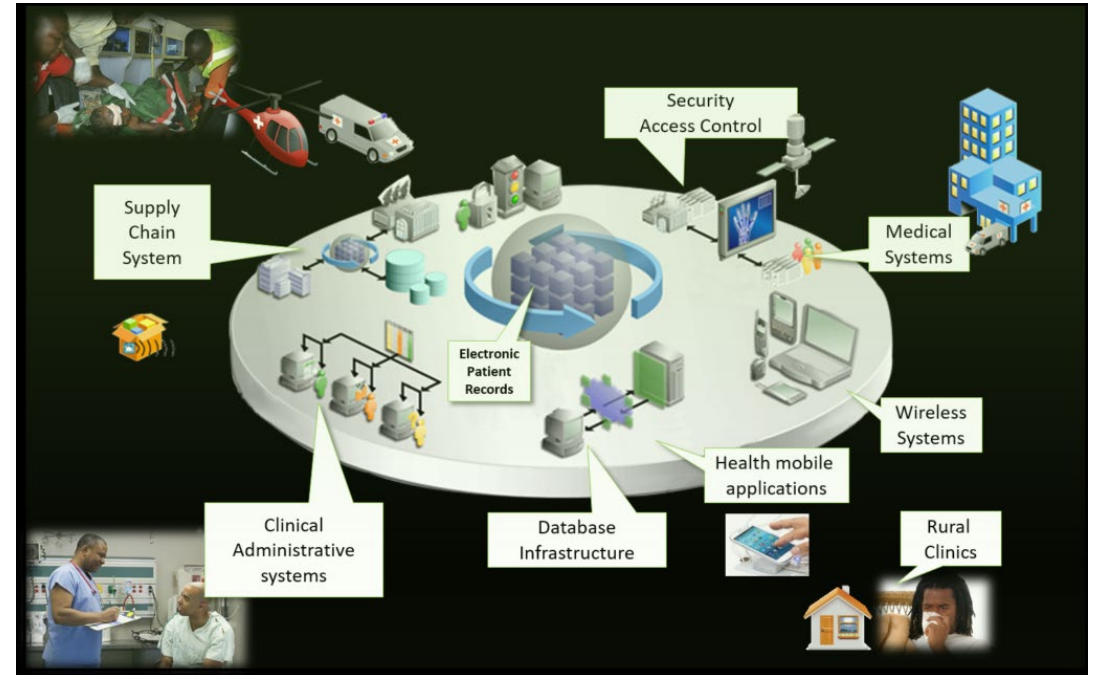
- How is call decided?
- How much call do you take?
  - Do you have any control over that?
  - Is there an age when people do not take call?
  - Is there pay for call?



# Step 5 – Look at the Details

## Practice Specifics

- Does your group have infrastructure for:
  - Expansion for your arrival?
  - Electronic medical records?
  - Value assessment?



# Step 5 – Look at the Details

---

## Staffing

- Do you get assistants?
- Who picks your assistants?
  - In clinic
  - In office
  - Same person?
  - Nurses in clinic
  - Receptionist
  - APPs



# Step 5 – Look at the Details

---

## General Considerations

- Are you starting a new practice or taking over someone's practice?
- Why did they leave?





## Step 5 – Look at the Details

---

### General Considerations

- Are your priorities aligned with the group's/partners in the group?
- Are you the only academically minded person in a private group or vice versa?



## Part II: Summary

---

- Know what you want
  - Start early
  - Make a list, discuss with family, and revisit it
- Start broad, work towards details
  - How does the job line up with your list of preferences?
  - Think big picture, long-term
  - Trust your gut
  - Understand best/worse case scenarios
  - Save the details for the end
- Make your decision



## Part III: Practice Options – Advantages/Disadvantages

---

- Solo/Small Group Practices
- Private Large Group Practice
- Hospital/Hospital System Practice
- Academic Practice

## Solo/Small Group: PROS

---

- You are in control: PRIDE
- You are your own BOSS
- You build the practice
  - Marketing
- You choose what to do

## Solo/Small Group: CONS

---

- Must have a business sense
- Costs
  - Equipment (xray, EPIC, office)
  - Personnel
- Time off
  - Who covers call
  - Who answers patient questions
  - Complications if you are gone
- Hard work to build a practice

# Private Large Group Practice: PROS

---

- Business based on production
  - Production determines income
- Need clinical efficiency (learned)
- Pick your assistants (PA, NP, MA etc)
- Ownership (Surgicenter, MRI etc)
- Marketing already present?

# Private Multispecialty Practice: CONS

---

- Administrative
  - Board
  - Hospital
- Rounding
  - Multiple hospitals
  - Weekends?
- Business based on production
  - Have to build practice
  - Know the competition
    - Group
    - Community

# Hospital/Hospital System Employee: PROS

---

- Professional Service Agreement (PSA)
- Hospitals need doctors/surgeons
- Physicians maintain independence
- Flexibility & stability
- Do not have to maintain practice
- Can expand practice together

# Hospital/Hospital System Employee: CONS

---

- Less control over employees
- Less control over services
- May provide lots of \$\$\$ for first two years....To entice: can you meet your numbers?
- May build practice with younger, less experienced partners

# Academic Practice: PROS

---

- Working with Residents
  - They do work
  - You can see them grow
- Teaching and Mentoring
- Research
- Exposure to “Cutting Edge”
- Staying abreast of education



# Academic Practice: CONS

---

- Residents
  - Take time
- Hierarchy exists
- Academic productivity required for promotion
- Administrative day?
- Protected time

## Part III: Summary

---

- REALIZE: No job is perfect
- Know what to expect
- Do your homework in advance
- It still might not work out...

# Part IV:

## Getting the Job You Want

---

- Networks
- Fellowship directors
- Job directories
- Cold emailing
- Consultants

# Established Network

---

- Keep in mind you have already been in the profession for 6 years
- You have an established network of attendings from residency and fellowship
- You have a network of co-residents and past residency graduates
- These attendings and residents have their own professional (including places they trained) and personal network that may have contacts in your desired location and practice setting
- Engage your network to find job opportunities

# Fellowship Director (FD)

---

- Your FD has a vested interest in getting you to the next step (job)
- You should count your FD as part of your network
- Your FD may have more contacts especially in academic settings due to the academic nature of the position
- Your FD can connect you to past graduates of the fellowship who are in regions of interest

# Job Listings/Directories

---

- Utilize the job listings on the AAOS website
- Utilize the job listings on any sub-specialty websites
- Utilize advertisements in JBJS, JAAOS and your specialty journals

# Cold Emailing

---

- With the internet it is very easy to find practices and their contact information in your desired location
- It is also easy to find contact information for academic/hospital practices
- Email practices in places you would like to practice to see if there are positions
- Sometimes they may not have a position only because they are not planning ahead; your contact may make them evaluate their situation and they may realize they could use someone in 9 -12 months
- Your email should be brief – introduce yourself, tell them where you are training right now, what your ties to the regions are, when you would like your position to start, what you are looking for in a practice, and attach your CV

# Consultants

---

- As a last resort use consultants
- Consultants are useful if you are looking for a job in a region in which you are unfamiliar and you have no contacts
- Typically, any job that is worthwhile will be advertised in a major orthopaedic website or journal so a consultant will not add to your search
- Consultants will bombard you with undesirable job offerings even after your search is over



## Part V: Additional Educational Resources

---

- AAOS
- JBJS
- American College of Surgeons
- American Medical Association
- Sub-specialty Societies

# AAOS

---

[AAOS Career Center Job Board](https://www.healthcareers.com/aaos/search-jobs/)

(<https://www.healthcareers.com/aaos/search-jobs/>)



# JBJS

---

## [JBJS Career Center](http://careers.jbjsjobs.org/jobs/search/)

(<http://careers.jbjsjobs.org/jobs/search/>)



# JAMA

---

American Medical Association Career Center  
(<https://careers.jamanetwork.com/>)

**JAMA Career Center.**

# American College of Surgeons

---

[American College of Surgeons Career Center](https://surgeonjobs.facs.org/)  
(<https://surgeonjobs.facs.org/>)



# Subspecialty Societies

---

## AOSSM

### [Job board](#)

[https://www.sportsmed.org/aossmimis/Members/About/Professional\\_Opportunities/Members/About/Professional\\_Opportunities.aspx?hkey=d456cec2-4e6b-4477-aa82-bffec74a898c](https://www.sportsmed.org/aossmimis/Members/About/Professional_Opportunities/Members/About/Professional_Opportunities.aspx?hkey=d456cec2-4e6b-4477-aa82-bffec74a898c)



## ASES

### [Job board](#)

<https://www.ases-assn.org/about-ases/shoulder-and-elbow-career-opportunities/>



## AAHKS

[Practice Resources](#) (clinical practice guidelines, ICD-10 coding, risk stratification, performance measures)

<http://www.aahks.org/practice-resources/>

### [Job Center](#)

<https://careers.aahks.org/>



## NASS

### [Job Board](#)

<https://careers.spine.org/>



# Subspecialty Societies

---

## OTA

[Young Practitioners Resources](#) "Finding your first job in an academic setting" and "Finding your first job in a private setting".

<https://ota.org/fellowship/young-practitioners>

[Practice management & coding resources](#)

(members only)

<https://ota.org/careers-practice>

[Job Board](#)

<https://ota.org/careers-practice/job-board>



## POSNA

[Job Board](#)

<https://posna.org/Resources/Job-Board/Find-A-Job>



## MSTS

none



# Subspecialty Societies

---

## AOFAS

[Practice Management Resources](https://prc.aofas.org/Public/Catalog/Details.aspx?id=gcuLJu7tV/u7002C%2bR/7pQ%3d%3d&returnurl=/Users/UserOnlineCourse.aspx?LearningActivityID%3dgcLJu7tV%2fu7002C%2bR%2f7pQ%3d%3d) (members only)

<https://prc.aofas.org/Public/Catalog/Details.aspx?id=gcuLJu7tV/u7002C%2bR/7pQ%3d%3d&returnurl=/Users/UserOnlineCourse.aspx?LearningActivityID%3dgcLJu7tV%2fu7002C%2bR%2f7pQ%3d%3d>

[Job Board](https://careers.aofas.org/jobs/)

<https://careers.aofas.org/jobs/>



## ASSH

[Webinars on Practice management](https://www.assh.org/search-results?searchTerm=practice%20management) -Choosing the best practice for me: academic/private (members only)

[https://www.assh.org/search-results?searchTerm=practice management](https://www.assh.org/search-results?searchTerm=practice%20management)

[Job Board](https://jobs.assh.org/jobs/)

<https://jobs.assh.org/jobs/>



## AANA

[Practice management](https://www.aana.org/AANAIMIS/Members/Education/Online_Education/Members/Education/Online-Education.aspx?hkey=fcc3eb02-1a8a-4ea6-8601-1c0d081b5fea)- Coding, Career & Practice Mgmt Videos including "Finding the Right Job" (members only)

[https://www.aana.org/AANAIMIS/Members/Education/Online\\_Education/Members/Education/Online-Education.aspx?hkey=fcc3eb02-1a8a-4ea6-8601-1c0d081b5fea](https://www.aana.org/AANAIMIS/Members/Education/Online_Education/Members/Education/Online-Education.aspx?hkey=fcc3eb02-1a8a-4ea6-8601-1c0d081b5fea)





# Transition to Practice Lecture Series



THE AMERICAN ORTHOPAEDIC ASSOCIATION®

*Leading the profession since 1887*

Fellowship Education Coalition

Please help us improve our support of best practices in education:  
[Use this survey](#) to provide your feedback about this module.

Submit questions or comments about the  
Transition to Practice Lecture Series to [cord@aoassn.org](mailto:cord@aoassn.org)