Objectives

- Build successful interviewing skills
- Discuss the principles of negotiation
- Analyze the breakdown of FTE time for physicians in academic institutions
- Empower you to recognize your must haves and deal breakers & then ask for them and stay true to yourself on deal breakers
Starting the job search

- Maintain an up-to-date CV!
  - Make sure there are no typos or inaccuracies

- Write your cover letter
  - Make several versions that are detailed for the specific job description
  - Let someone read it and provide critiques (may be hard, but is necessary)

- Look at job opportunities on PIDS website
  - Don’t be afraid to send your CV & cover letter to a hospital that you would like to work in even if they don’t have an opening

- Send these out 9-12 months before the end of fellowship
Factors to Consider

- **Academic & Clinical fit**
  - Basic science powerhouse?
  - Roles for Clinician Educators, ASP, Infection Prevention, etc.?
  - Spectrum of clinical activity (large referral center, bread and butter hospital)

- **Culture of the Section/Division**
  - Colleagues get along?
  - Perceptions of Division Director/Chief?

- **Organization culture**
  - Mission/Vision, values

- **Location & fit for family**

- **Compensation package (Last on purpose!)**
Consider your must haves

- There is no perfect job
- Every position will have a trade off (or two)
- Figure out what is MOST important to you/spouse/family, etc.
The Interview Day

- Ask ahead to interview with specific people
- Have some questions prepared in advance
- Clinical needs and scope
- Be ready to talk about your short- and long-term goals
- Be ready to talk about your strengths & areas you want to improve
- Ask about growth opportunities
The Interview Day

- Wear comfortable clothes
- Get rest & eat
- Engage all team members
- Take a tour: hospital, clinic, etc.
- Explore the city
At the End/After the Interview

- Find out their timeline for making decisions/offers
- Know your timeline as well & be honest about it
- Follow up with any questions you may have
- Send a Thank You note!
Negotiation

Negotiation: a process in which two or more parties resolve a dispute or come to a mutual agreement.
Potential Outcomes

- One party makes out like a bandit, while the other is feeling exploited
  - Ok for a one-off situation
  - Should not happen in a long-term relationship

- Both parties have needs that the other can fill, reach mutually agreeable terms and leave feeling satisfied and ready to work together
## Potential Viewpoints

<table>
<thead>
<tr>
<th>YOUR VIEW</th>
<th>DIVISION DIRECTOR/CHIEF VIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early in 3\textsuperscript{rd} year of fellowship</td>
<td>I run an understaffed division</td>
</tr>
<tr>
<td>Desperately seeking position</td>
<td>We are planning an expansion</td>
</tr>
<tr>
<td>Job market may feel tight (or not)</td>
<td>I need a new researcher/scholar to help drive our research platform</td>
</tr>
<tr>
<td>I will take what I can get</td>
<td>I need a good clinician</td>
</tr>
<tr>
<td>I will do whatever they ask of me</td>
<td>I have a key niche to fill (ASP, IC, etc)</td>
</tr>
<tr>
<td>Geography is important to me</td>
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</tr>
</tbody>
</table>
## Additional Viewpoints

### YOUR VIEW
- I know I can care for complex patients
- I have accomplished my scholarly work
- I have future goals and career plans
- I want an opportunity to grow professionally
- I am open to new opportunities

### DIVISION DIRECTOR/CHIEF VIEW
- I will find/dedicate resources to hire a good candidate
- I will advocate for them
- I am recruiting someone to help them succeed
- I want to help my faculty grow professionally
Bottom Line

- You have significant value and are a desirable candidate
- You can fill the needs of a division
- You have shown that you deserve what you are asking for
- Make people say “No” to you; You might be surprised by “Yes”

“You miss 100% of the shots you don’t take.”
- Wayne Gretzky
Considerations

How is your time divided:
- Clinical
- Administrative
- Research
- Teaching
- Service

Academic rank:
- Instructor vs. Assistant professor
- Promotion tracks, tenure vs. not, is there a pathway for you?

Philosophy and Culture
- You have little influence on this; but it is super important!!

Compensation package:
- Salary, benefits, other (travel, CME funds, society memberships, licensure, etc.)
Defining your FTE

- FTE = Full Time Equivalent
- cFTE = Clinical Full Time Equivalent
- No standard within and across subspecialties

Benchmarking
- Need to know if you will need to meet a benchmark as an individual or as a group
- Some hospitals expect 50th %

Many things go into this: billable vs. non-billable time, inpatient volume, outpatient volume, billing and coding accuracy, etc.
# Clinical FTE Time

## DEPARTMENT OF PEDIATRICS
**DIVISION OF Infectious Diseases**

**ESTIMATE OF CLINICAL WORK WEEK (CWW) FOR 100% CLINICAL FACULTY**

**FY 2023 WORKSHEET**

<table>
<thead>
<tr>
<th>CLINICAL CATEGORY</th>
<th>UNIT</th>
<th>UNIT TYPE</th>
<th>HRS / UNIT</th>
<th>ACTUAL UNITS PER WEEK</th>
<th># OF WEEKS</th>
<th>TOTAL HRS PER YEAR</th>
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<tbody>
<tr>
<td>Call - 24 Hour</td>
<td>1</td>
<td>Full Day</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Call - Weeknight</td>
<td>1</td>
<td>Night</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Call - Weekend</td>
<td>1</td>
<td>Weekend</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Call - Weekday</td>
<td>1</td>
<td>Day</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatient Service - Main</td>
<td>1</td>
<td>Week</td>
<td>24</td>
<td>7</td>
<td>6</td>
<td>1,008</td>
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<tr>
<td>Outpatient E&amp;M Based Clin</td>
<td>1</td>
<td>Half Day</td>
<td>4</td>
<td>1</td>
<td>32</td>
<td>128</td>
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<tr>
<td>Inpatient Service - IC</td>
<td>1</td>
<td>Week</td>
<td>24</td>
<td>7</td>
<td>8</td>
<td>1,344</td>
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<tr>
<td>Fellows Clinic</td>
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<td>Half Day</td>
<td>4</td>
<td>1</td>
<td>23</td>
<td>92</td>
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</table>

Estimated Total Clinical Hours Per Year: **2,572**

Estimate of CWW of 100% Clinical Faculty (based on 46 wks): **55.91**
wRVUs

Medicaid Reimbursement
Health Affairs February 2022

wRVUs = work relative value units

- wRVUs are assigned for every patient encounter, procedure, etc.
- Multiplied by a conversion factor to = a specific dollar amount

Medicare = $33.58 per wRVU
(Medicaid is often lower and depends on state)

- Medicaid average = 0.72
Non-clinical FTE time

- **Administrative**
  - Specific role with job description & expectations/deliverables (e.g., Clinical/Medical director, PD/APD)

- **Research**
  - Grant funded and hospital funded
  - Abstracts, papers, grant applications

- **Teaching**
  - Specific role with job description & expectations/deliverables (e.g., Liaison for resident rotation, course director)
  - Often there is no protected time for mentorship of scholarly work; may get a bonus from it though

- **Service**
  - Institution (e.g., hospital committees)
  - University (e.g., medical school committees)
  - Regional/National organization (e.g., AAP, PIDS, ABP, etc.)
Non-clinical FTE time

- Find out what is standard at a particular institution
- What are the expectations for the time within a category
  - 1-2 papers/grants per year?
  - Developing curriculum with metrics for a new or established rotation?
  - Teaching a semester-long class?
  - FTE time for committee members or just committee Chairs? What does that look like?
Elements of Compensation

- Base salary
  - Moving allowance, signing bonus, protected time
- Variable compensation/Bonus structure
  - wRVU for clinical work
  - Academic achievements
  - Citizenship components
  - Teaching/service components
- Other benefits:
  - Health
  - Disability/Life insurance
  - Retirement contributions
  - Vacation time
  - Tuition assistance
  - Childcare availability
  - Parking
  - Sporting event tickets
  - CME
Salary

- Many institutions use national benchmarking databases
  - AAAP (specific to academic pediatrics & includes rank-based salary)
  - MGMA (typically private practice)
  - Sullivan-Cotter (also used in academic pediatrics but rank-based salary not available)
  - AAMC (medical school database, not specific to pediatrics)

<table>
<thead>
<tr>
<th>Rank</th>
<th>25</th>
<th>50</th>
<th>75</th>
<th>90</th>
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<tbody>
<tr>
<td>Assistant Professor</td>
<td>148,614</td>
<td>159,645</td>
<td>172,000</td>
<td>194,490</td>
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</tbody>
</table>
Thoughts on Happiness

- High salary with too much to do and not enough time will not make you happy.
- Moonlighting to make ends meet is typically NOT a long-term solution.
- Fair salary where you are valued & have great colleagues is the sweet spot.

What does happiness mean to you?

- Health: 51%
- A good partnership: 32%
- A close family: 31%
- Enough money: 25%
- A beautiful home: 23%
- Fun, joy in life: 22%
- Friends: 15%
- Freedom: 15%
- Children: 13%
- A good job: 10%

Source: YouGov (Statista) | data in %

https://www.dw.com/en/happiness-where-are-you/a-52826209
What is negotiable?

- Salary (to some extent)
- Clinical FTE (depends on division needs)
- Advanced degrees
- CME/memberships/retirement
- Start up funds or seed money for research
- Technical support (statistician, pharmacist)
- Potentially rank (Instructor vs. Assistant vs. Clinical Asst.)
Final Thoughts

- You have worked hard to get where you are
- You are highly qualified to do your job
- Know your must haves and deal breakers and be true to yourself
- Do your homework. Prepare in advance!
- Be open to new possibilities that you may not have considered previously