

PracticeLink®



When TO DO What 45

*Navigating your
job-search timeline*

Plus

**The logistics of licensing
& credentialing 53**

**Finding your best
practice fit 61**

Live & Practice

Boulder, Colorado

Florence, Alabama

Hagerstown, Maryland

Iron Mountain, Michigan

\$10

the 2020 Annual
JOB SEARCH *issue*

PracticeLink.com

THE CAREER ADVANCEMENT RESOURCE FOR PHYSICIANS



82

EMPLOYER INFORMATION

- 11 **Company Index**
Where to find the organizations featured in this issue.
- 13 **Specialty Index**
Search for employers recruiting your specialty.
- 14 **Employer Index**
A directory of employers featured in this issue—organized by location. Index includes the page number, contact information, website and codes for the specialties being actively recruited.



56

◀ Ashley Hatt Anderson, D.O.
PHOTO BY JILLIAN EVANS

See this issue's physicians in exclusive video interviews at [Facebook.com/PracticeLink](https://www.facebook.com/PracticeLink)

FEATURES

- 45 **Navigating the job-search journey**
When to do what to find your dream practice. **MARCIA LAYTON TURNER**
- 53 **Licensing, credentialing and hospital privileges—oh my!**
Taking care of the logistics of your next job search. **MARCIA HORN NOYES**
- 61 **Where to practice?**
A look at the most common models that physicians encounter in the job search. **DEBBIE SWANSON**



It took **Sara Hawatmeh, M.D.**, about nine months to become fully credentialed. Begin sooner rather than later, she recommends.

See this issue's physicians in exclusive video interviews at [Facebook.com/PracticeLink](https://www.facebook.com/PracticeLink).



LICENSING, CREDENTIALING and HOSPITAL PRIVILEGES—

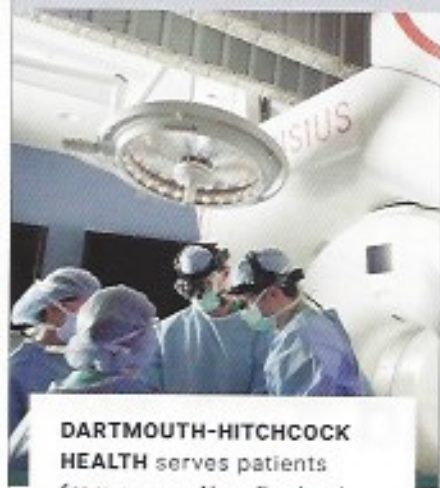
oh my!

*Taking care of the logistics
of ~~your~~ next job search.*

MARCIA HORN NOYES

AS A NEW RESIDENT AT ST. LUKE'S HOSPITAL IN ST. LOUIS, internal medicine physician Sara Hawatmeh, M.D., had already secured her state medical license before starting residency, thanks to the help of her residency coordinator. After finishing postgraduate training, she had to become licensed as an independent physician. That process was also an easy one, since the state allows physicians to apply for future issuance. As a result, she had her new license within a day of her residency license expiration. However, the insurance credentialing process was a different story. "It was a nightmare," Hawatmeh says.

Join NH's only Academic Health System



DARTMOUTH-HITCHCOCK HEALTH serves patients from across New England through its network of more than 1,500 primary and specialty care physicians. The flagship academic medical center, Dartmouth-Hitchcock Medical Center, is ranked the #1 hospital in NH by US News & World Report. With five hospitals, 24 ambulatory clinics and one visiting nurse and hospice organization, physicians have a wealth of choices in work-settings and lifestyles.

Now recruiting for Dermatology, Hospital Medicine, Neurology, OB/GYN, Primary Care, Radiology, General Surgery, Anesthesiology, Otolaryngology

Kyle R. Hayman, DASPR
Manager, Talent Acquisition
kyle.r.hayman@hitchcock.org

Learn more at
DHProviders.org

 Dartmouth-Hitchcock

Physicians across the country know that getting your state license, insurance license and hospital privileges is often a matter of "hurry up and wait." The hurry up part is usually doable, but the waiting is agony. According to the American Medical Association, physicians should plan for at least a 60-day window between submitting a completed licensing application and the actual licensure granting date. Those who, like Hawatmeh, graduated from medical school outside the U.S. should expect it to take slightly longer. State medical licensing boards need time to evaluate each application fairly. But that's not where Hawatmeh, who is now in private practice with her father, ran into the majority of her delays.

Expectation meets reality

Hawatmeh hired a third-party company to help with credentialing. She was told the process would take about 90 days. It took much longer. "I think it was about nine months before I was officially credentialed," she recalls. If just one document is kicked back for missing, outdated or inaccurate information, the process will slow down or even grind to a halt. "The whole process was delayed by maybe a month due to a misplaced signature," Hawatmeh says. She resubmitted documents, only to find out they still weren't correct, without any explanation why. Later, she was told the documents had not been received, although she had proof that they had.

The process may not be as difficult for employees of hospitals or group practices. Hawatmeh says larger

organizations have experienced staffers trained to navigate the process. "No one teaches you these things in residency," she explains. "They send you out into the world, and you are expected to figure out."

Although California- and Florida-based facial plastic surgeon Demetri Arnaoutakis, M.D., never dealt with the same delayed timeframes as Hawatmeh, he shares her frustrations about the mass of paperwork. "When you're a physician and busy seeing patients all day or even a surgeon in the operating room, you can't multitask when it comes to that stuff. You are expected to do the paperwork yourself without delegating it, so it takes time to gather all the documents and type out all the information needed. It's a laborious process," he says.

State-to-state frustrations

Arnaoutakis earned his medical degree at the University of Florida College of Medicine, then spent a year at Johns Hopkins hospital doing head and neck cancer reconstruction research. He then trained in head and neck surgery at UT Southwestern Medical Center in Dallas before doing a facial plastic surgery cosmetic fellowship in Beverly Hills. Each time he moved, he had to go through new state licensing.

"For example, when in California and trying to open an office in Florida, I had to get a Florida medical license, even though I already had a medical license in both Texas and California," explains Arnaoutakis. He says getting his license in Texas took the most time. "Compared to Texas, where it took at least four to five months to process, I was surprised

