A Guide to Physician Professional Advancement • May 2021

INSIDE

Covid’s impact on telehealth
Exploring telemedicine practice opportunities
Tips for the virtual job interview
Evaluating for cultural fit
How happy are your peers?
Welcome

Regardless of where you are in your career as a physician, NEJM CareerCenter is dedicated to providing you with valuable career resources. As a leader in physician career advancement, we are proud to provide you with our latest tool, the Career Compass magazine. As you will see, it represents a compilation of timely information and tips to help you better navigate through your career development journey. We hope that you will take some time to read through the guide and find the information useful as you plan the next phase of your professional growth. For additional resources, please visit NEJMCareerCenter.org to access our full suite of job-searching tools, which come to you from a trusted and reliable source, the publisher of the New England Journal of Medicine.

Jobs for you, right to your inbox.

Sign up for FREE physician job alerts today!

It’s quick and easy to set up and can give you a valuable edge in finding your next job. Simply set your specialty and location and we’ll automatically send you new jobs that match your criteria.

Get started now at: nejmcareercenter.org/alerts

TABLE OF CONTENTS

5 Telehealth Impact: Physician Survey Analysis
   Survey of physicians and other frontline clinicians during the COVID-19 pandemic

7 Exploring Telemedicine Physician Practice Opportunities
   Options are abundant for physicians with a good ‘webside’ manner and willingness to adapt, but due diligence is essential

9 Preparing for the Virtual Physician-Job Interview
   The most important considerations in preparing for a video interview

12 Evaluating the Cultural Environment and Organizational Support in Physician Opportunities
   Questions are expected — and, ideally, welcomed

18 Excerpts from Medscape’s Physician Lifestyle and Happiness Report 2021
   Personal wellness to the strength of relationships amid a pandemic
At SSM Health, you will receive unrivaled support and unparalleled resources to help you thrive in your practice. We’ll empower you to be the architect of your career and to develop the kind of practice and services that our communities need. We’ll support your passion for your profession and provide resources, staffing, and programs that help you balance your work and life.

A Healing Presence in Missouri and Illinois

SSM Health is the leading health care organization in Missouri. You can experience an urban practice setting within the eight hospitals and 130 care centers and clinics serving the greater St. Louis region. Three hospitals and expansive medical service centers care for additional communities throughout central and northwestern Missouri.

SSM Health is also one of the largest health care organizations serving Southern Illinois. Over 120 SSM Health physicians provide care at two regional hospitals and more than 20 medical group offices.

Visit JoinSSMHealth.com to learn more about our practice culture and to find the right opportunity for you.

INSIDER TIP: PREPARE CONTRACT QUESTIONS AHEAD OF TIME.

Read through your contract offer carefully and prepare a list of questions to review with your recruiter. This can be a real difference maker when it comes to negotiating your contract and it can help you save a lot of time and money once you’re ready to speak with an attorney later in the process.

Hope Valvero
Physician/Provider Talent Acquisition
hope.valvero@ssmhealth.com
SSM Health St. Louis

The Telehealth Impact Study is an initiative of the COVID-19 Healthcare Coalition. Through the physician survey, the coalition seeks to characterize the experience and attitudes of physicians and other frontline clinicians during the COVID-19 pandemic. It expects these findings to help guide medical practices, payers, and government regulators in the months ahead as we create a new normal for clinical care. To view the full survey, visit https://c19hcc.org/telehealth/physician-survey-analysis.

FROM WHERE HAVE YOU CONDUCTED YOUR TELEHEALTH VISITS?

- Clinic: 77.4%
- My Home: 63.6%
- Hospital: 15.1%
- Other: 5.6%

HOW MANY TELEHEALTH VISITS WERE YOU AVERAGING PER WEEK BEFORE AND AFTER MARCH 11, 2020, WHEN THE WORLD HEALTH ORGANIZATION DECLARED THE COVID-19 OUTBREAK TO BE A PANDEMIC?

<table>
<thead>
<tr>
<th>Range</th>
<th>Before March 11, 2020</th>
<th>After March 11, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 5</td>
<td>92.5%</td>
<td>13.3%</td>
</tr>
<tr>
<td>6 to 10</td>
<td>22.5%</td>
<td>3.3%</td>
</tr>
<tr>
<td>11 to 20</td>
<td>25.6%</td>
<td>1.5%</td>
</tr>
<tr>
<td>More than 20</td>
<td>38.6%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

TELEHEALTH IMPACT: PHYSICIAN SURVEY ANALYSIS
Diversity at SSM Health is the foundation of who we are. Our commitment to fostering an inclusive culture that celebrates diversity is a direct reflection of our founding principles, and it’s a reflection of our Mission and our values. For us, diversity isn’t just a part of our past; it’s the key to our future success.

Love your neighbor, as yourself.

We hope you’ll take pride in being part of a ministry that is committed to improving the lives of patients and the health of communities.

We will continue taking bold steps to ensure better health for all, particularly those who are economically, physically, and socially marginalized. This means investing in the health and well-being of our team members, advancing community programs to close the health equity gap, pursuing collaborative partnerships to ensure life-saving care and medications are accessible and affordable to all, and developing innovative and holistic programs that promote diversity, equity, inclusion, and overall well-being.

Despite the many challenges of 2020, we remained focused on expanding access to all those we serve. This included opening a new academic hospital and expanding our virtual care and health plan offerings.

Visit JoinSSMHealth.com to learn more about our practice culture and to find the right opportunity for you.

INSIDER TIP: GO TO THE SOURCE.

There are a lot of places online where you can search and find jobs, but the best place to learn about potential employers is their own recruitment website. There you will be able to search jobs, learn more about the practice culture, find locations, and research the quality of life. Going directly to the system’s site will help you to vet the employer and gain a better understanding of the job you are applying for.

Jessica Hall
Physician/Provider Talent Acquisition
jessica.hall@ssmhealth.com
SSM Health Good Samaritan Hospital
Mt. Vernon, IL

Exploring Telemedicine Physician Practice Opportunities

Options are abundant for physicians with a good ‘webside’ manner and willingness to adapt, but due diligence is essential

BY BONNIE DARVES

Telemedicine, in the form of virtual patient visits using video platforms, has been making inroads into the broader physician practice realm for more than a decade, but when the pandemic hit, it exploded. Practically overnight, traditional practices and health systems scrambled to get technology in place to ensure that patients at risk for contracting the coronavirus — or experiencing poor outcomes if they did get COVID-19 — had some means of connecting with their physicians. Simultaneously, companies that were already in the virtual-visit business experienced exponential growth in demand for physicians to provide services.

“It’s been nothing short of a seismic effect,” said John Frey, founder of the National Coalition of Healthcare Recruiters (NCHR) in Washington, West Virginia. “Telemedicine was happening, but the coronavirus cracked the egg wide open.” NCHR members are reporting major increases in the number of clients, existing and new, seeking physicians to fill telemedicine positions.

Regardless of whether physicians are seeking a full-time telemedicine position or a part-time opportunity to moonlight doing virtual visits, telehealth practice is here to stay, according to Joseph Kvedar, MD, who is president of the American Telemedicine Association and a virtual-care innovator at Partners HealthCare in Boston.

Teledicine: It’s here to stay

A recent study by the COVID-19 Healthcare Coalition Impact Study Work Group, in which Dr. Kvedar participated, found that telehealth claims increased 50 to 100 times in several US states between July 2019 and July 2020, and grew significantly in all states. A companion survey of 1,594 physicians and health professionals last summer found that 81.6 percent had engaged in interactive video patient visits in 2020 and that nearly 40 percent averaged more than 20 virtual visits a week.

The model’s appeal is obvious for physicians seeking flexibility in their lives, to care for young children or aging parents, for example. Still others will seek part-time, limited telehealth opportunities to increase their income and pay off education debt more quickly. Some might choose the model out of pure preference, after trying it out and finding it a good fit.

For Krista Grow, MD, a Kansas emergency medicine physician, telemedicine provided has proved an ideal solution to an intermediate-term family need. Her husband is doing his fellowship at the Cleveland Clinic, so the family moved to Ohio to stay together. Dr. Grow started doing some telehealth practice, about 12 hours a month, through Sycamore Independent Physicians of Alabama, and she also commutes to Kansas for ER shifts several days a month. “The virtual-visit care model is
sort of slow-paced for me, but I find the work fulfilling. I’m often taking care of patients who can’t see their physician or who have lost their job and their benefits,” she said. “It’s rewarding to be able to help people when they need it.”

Larson Hicks, CEO of Sycamore Independent Physicians, reports a definite uptick in physicians seeking practice arrangements like Dr. Grow’s, either out of personal interest or because of declining patient volumes in the wake of the pandemic. “We have some independent physicians who practice telemedicine because they want to diversify their practice portfolio or gain a new revenue stream. Others like the platforms because they can build their own panel of patients or fill in a hole in their schedule,” said Mr. Hicks.

Whatever telemedicine model physicians are interested in, they’ll find opportunities, said Ateev Mehrotra, MD, MPH, a Harvard health care policy researcher and hospitalist at Beth Israel Deaconess Medical Center in Boston. “If physicians want to be free spirits, they can do 100 percent telemedicine,” he said. At companies like Blue Sky Neurology, physicians do virtual consults on stroke or neurological disorders. “Moving forward, physicians need a few years of post-training practice experience before making the shift. Moving from practice telemedicine because they want to diversify their practice portfolio or gain a new revenue stream. Others like the platforms because they can build their own panel of patients or fill in a hole in their schedule,” said Mr. Hicks.

What telemedicine organizations look for

All sources interviewed for this article agreed that practicing telemedicine requires a change of mindset and that physicians who want to do virtual practice need a few years of post-training practice experience before making the shift. Moving from in-office visits to virtual ones is a definite adjustment because video visits obviously don’t allow for a traditional physical exam. Physicians who need to listen to the heart and lungs, check a patient’s ears, or examine a rash must use technology. They’ll also have to be extra diligent in obtaining a history in new patients and adept at establishing rapport quickly. “Not everyone can communicate effectively virtually, so that’s one of the qualities we screen for, in addition to solid experience,” Brian Carpenter, MD, national medical director for Sound Physicians said. His company seeks hospitalists with at least three years of onsite practice experience, for example, as well as a strong critical care comfort level.

“Beyond practice experience, telemedicine organizations are looking for is physicians who are personable, adaptable, and willing to learn something new,” Mr. Hicks said. It also helps when physicians have licenses in multiple states. That’s become easier with the advent of the Interstate Medical Licensure Compact, which expedites licensing among its 30 participating states.

Tony Yuan, MD, medical director at Doctor On Demand, which employs 600 physicians and has seen a dramatic spike in demand in 2020, boils it down to what he calls good “webside” manner. “Anyone can learn the skills and pick up the technology, but we’re looking for physicians who present themselves well, who are compassionate and approachable,” Dr. Yuan said, “and who can adapt to the volume.” Most video visits are scheduled for 15 minutes, with a short buffer between visits.

Tyler Covey, CPA, who is CEO of the national firm MDstaffers in Rancho Cordova, California, echoes that demand-versus-supply dilemma. His company filled 900 telemedicine positions (for physicians and advance practice clinicians) in a single month.

“There’s a lot of variation, but for physicians, I think the important thing is ensuring the organization is well equipped to support virtual care,” Mr. Covey said. Ideally, that means having dedicated support personnel, top-notch technology, a system for ensuring patients are prepared for the visit, and a platform in which the electronic health record (EHR) is integrated. “Not all telemedicine jobs are created equally,” he said.

For the extended version of this story, visit NEJM CAREER CENTER.org.
SSM Health is more than one of the largest Catholic, not-for-profit integrated health care systems in the Midwest. We are a healing ministry of more than 11,000 providers and 40,000 employees practicing with one shared purpose:

Through our exceptional health care services, we reveal the healing presence of God.

SSM Health has become the destination for exceptional physicians who desire to practice medicine that truly makes a difference. Here, clinical providers are part of an inclusive environment where their expertise and talents can flourish alongside like-minded professionals working to transform health care. Our relentless clinical drive and unwavering commitment to purpose guide everything we do. Together, we are improving the health of our communities and the lives of everyone we serve — including our employees.

Discover the difference of practicing with purpose at SSM Health. Visit JoinSSMHealth.com or scan the code to find the right opportunity for you.

Stephanie Schnepp, MD
Breast Surgery, General Surgery, St Louis, MO

At every step along the way, I feel like my patients are surrounded by a team of people that really care about them and people that are happy to be at their jobs and involved in patient care.

Dany Thekkemuriyil, MD
Rheumatology and Internal Medicine, St. Louis, MO

At SSM Health, our comprehensive approach at all levels of care drives our clinical and medical advancements. But it’s our Mission-focused approach of delivering advanced, patient-focused medicine with respect and compassion that truly separates us.

Adam Buhalog
Family Medicine, Edgerton, WI

I take my time listening to my patients. In rheumatology, I believe 80% of the time you can make a diagnosis just by carefully listening to your patients. The rest of the tests you order, they’re all just to confirm your diagnosis.
Evaluating the Cultural Environment and Organizational Support in Physician Opportunities

Physicians should proceed from the premise that their questions are expected — and, ideally, welcomed

BY BONNIE DARVES

The pandemic has had far-reaching effects in many areas of physician practice — namely added stress, job-security concerns, and emotional and psychological challenges for physicians at the front lines of care. This sustained disruption in the practice environment has also prompted many physicians to take a deep look into what matters most to them. That, in turn, has impelled some to reevaluate — even reorder — their priorities for the jobs they’re in or the new opportunities they’re considering.

While a good cultural fit and practice support structure have always been important, those two considerations, along with work-life balance, have begun to eclipse compensation on the wish-list scale, recruiters are reporting. “Of course, what constitutes a good fit is personal and individual for each physician, and what’s important for residents coming out might differ from priorities for career physicians. But what we’re seeing, since the pandemic, is that physicians are placing a higher priority on work-life balance and family concerns.”

As one that she thinks young physicians should ensure they ask: What is your strategy around physician well-being? “To some extent, it’s a generational thing. Seasoned physicians may be willing to work themselves to the bone to make good money, but that’s not core to this newer generation — the Generation Y and millennial physicians,” she said. “They’re hard workers, but they’re also committed to having work-life balance.”

Ms. Moses cautions that if an employing entity’s interviewers appear reluctant to answer the “physician well-being” question, or if the question is received negatively, that might be a sign that the organization isn’t focused on physician well-being.

Do ask all the questions on your mind

Even though it’s hard to assess culture and physician support from afar — especially when onsite interviews and those all-important dinners with prospective colleagues haven’t been possible — there are ways to get a sense of the practice environment. Ms. Hekowczyk maintained. She urges job-seeking physicians to review the organization’s website thoroughly for evidence of cultural characteristics and then set one-on-one conversations with prospective physician partners. This can help physicians determine, she said, “whether the practice environment is one that they’ll likely thrive in.” In her organization, Ms. Hekowczyk noted, there’s a strong emphasis on ensuring that candidates have ample opportunities to ask questions of their prospective colleagues — and all questions are fair game if they’re important to the physician.

One of those culture questions has taken on new importance of late, Ms. Moses reports, and it’s one that she thinks young physicians should ensure they ask: What is your strategy around physician well-being? “To some extent, it’s a generational thing. Seasoned physicians may be willing to work themselves to the bone to make good money, but that’s not core to this newer generation — the Generation Y and millennial physicians,” she said. “They’re hard workers, but they’re also committed to having work-life balance.”

Ms. Hekowczyk says that if an employing entity’s interviewers appear reluctant to answer the “physician well-being” question, or if the question is received negatively, that might be a sign that the organization isn’t focused on physician well-being.

“Don’t be afraid to ask all your important questions about culture — those questions are very important to finding a good fit,” she said.

Lynne Peterson, president of the Association for Advancing Physician and Provider Recruitment and a 30-year veteran of physician recruiting, believes that cultural fit is too important a consideration for it to be short-changed in the job-search process. “Physicians really need to look at both practice and organizational culture,” said Ms. Peterson, senior director and ambassador of Provider Recruitment and Retention for Bluetime Physician Services in Stillwater, Minnesota. “At the practice level, that culture encompasses things like whether you like and trust prospective colleagues, and if you can be assured that they’ll take care of your patients when you’re not around.”

Organizational culture is important for a different reason, Ms. Peterson explained. “You want to make sure that the organization truly supports the practice, that when executives talk to physicians, the physicians’ voices are truly heard.” Further, she said, physicians should try to find out, from prospective colleagues, whether “what the C-suite people say about doctors is borne out by physicians.”
An exceptional career starts with an exceptional recruitment experience. We are here to welcome you into our healing ministry and help you find more purpose in your practice.

At SSM Health, you will find an engaging leadership team that offers you the support and resources you need to excel, plus a voice in the decisions which guide the direction of our system and your practice.

**A Healing Presence in Oklahoma**

SSM Health St. Anthony has been a consistent presence for healing in Oklahoma for more than 120 years. We have grown to include four major hospitals in Oklahoma City and Shawnee with 16 affiliated hospitals and care centers in communities throughout the surrounding counties. Together, we provide a full spectrum of comprehensive care for more than 1.2 million people in central Oklahoma.

Enjoy the greater Oklahoma City metro area with its unique blend of small-town hospitality combined with cosmopolitan flair and city amenities that make this region feel like America’s biggest small town.

Visit [JoinSSMHealth.com](http://JoinSSMHealth.com) to learn more about our practice culture and to find the right opportunity for you.

---

**Assessing collegial environment and practice support**

For invasive cardiologist Eks Wye Pollock IV, MD, at UCHealth in Fort Collins, Colorado, assurance of a culture of collegiality and having a good team were key considerations, along with a family-supportive environment, as he began looking for his first practice position. “That question was answered for me at each interview,” he said of his experience at UCHealth, his first choice because of the university’s standing and the practice’s proximity to his extended family. “It was clear that the practice was collegial, and that the organization valued physician lifestyle and non-work time,” he said. “I’ve since learned that other people I trained with aren’t necessarily finding that in their jobs.”

The support in place became evident soon after Dr. Pollock started his job in 2019. Just a few months into the position, there was a death in his family. He emailed his colleagues, worried about getting his duties and patients covered while he was away. “Almost immediately, I received several emails from my team, and it was clear that everything would be taken care of,” he said. “I was told when I joined that we’re all here to help each other, and I certainly experienced that.”

Mary Ebbets, MS, a senior physician and advanced practice provider (AAP) recruiter at Cooley Dickinson Hospital, in Springfield, Massachusetts, echoes what Ms. Peterson says about teasing out the culture through pointed questions. But Ms. Ebbets also advises physicians leaving residency to ask about the overall practice-support environment, which can be key to ensuring both a good fit and longevity in the position. Some new residency graduates are reluctant to do that for fear that they’ll be seen as self-serving or demanding, recruiters report, but that’s generally not the case. Ms. Ebbets added that perhaps the most important question physicians should ask in assessing culture is, Why is this position available? If it’s a “replacement” position, she said, physicians should be prepared to ask why the previous physician left and should expect a candid answer. If it’s a new position based on growth, Ms. Ebbets added, the organization should be able and willing to supply market data to support the addition of another physician.

**In posing key questions, be candid but cordial**

In terms of how to phrase probing questions, Tom Farrington, MS, director of Physician and Provider Services for Franciscan Physician Network in suburban Chicago and Indiana, offers some observations and guidance. First, he says, physicians should know that questions about work-life balance are common — and expected — these days. Likewise for detailed questions about training support and orientation, and the administrative support available. “I also believe that physicians want to know that demands on them to do burdensome administrative tasks are going to be minimal,” he said.

Mr. Farrington suggests posing such questions in a diplomatic manner. “Questions phrased as ‘help me understand the practice schedule, how call works, and the frequency of calls during coverage’ are all fair questions that provide physicians information without them making overt demands,” he said. On the other side of the spectrum, if physicians are asked to describe their ideal practice setting, they should supply a thoughtful, candid response. “That question is surely an opening for physicians,” he said, to talk openly and honestly about what’s important to them.

**INSIDER TIP:**

The interviewees that have impressed our leaders the most have taken the time to truly research our history and mission statement. Make sure you know what your potential employer stands for and how your practice will fit into their mission of care.

**Brooke Byler**

Physician/Provider Talent Acquisition

brooke.byler@ssmhealth.com

SSM Health St. Anthony Hospital

Oklahoma City, OK

**DO YOUR RESEARCH.**

**The interviewees that have impressed our leaders the most have taken the time to truly research our history and mission statement. Make sure you know what your potential employer stands for and how your practice will fit into their mission of care.**

**Brooke Byler**

Physician/Provider Talent Acquisition

brooke.byler@ssmhealth.com

SSM Health St. Anthony Hospital

Oklahoma City, OK

**DO YOUR RESEARCH.**

**The interviewees that have impressed our leaders the most have taken the time to truly research our history and mission statement. Make sure you know what your potential employer stands for and how your practice will fit into their mission of care.**

**Brooke Byler**

Physician/Provider Talent Acquisition

brooke.byler@ssmhealth.com

SSM Health St. Anthony Hospital

Oklahoma City, OK

**DO YOUR RESEARCH.**

**The interviewees that have impressed our leaders the most have taken the time to truly research our history and mission statement. Make sure you know what your potential employer stands for and how your practice will fit into their mission of care.**

**Brooke Byler**

Physician/Provider Talent Acquisition

brooke.byler@ssmhealth.com

SSM Health St. Anthony Hospital

Oklahoma City, OK

**DO YOUR RESEARCH.**

**The interviewees that have impressed our leaders the most have taken the time to truly research our history and mission statement. Make sure you know what your potential employer stands for and how your practice will fit into their mission of care.**

**Brooke Byler**

Physician/Provider Talent Acquisition

brooke.byler@ssmhealth.com

SSM Health St. Anthony Hospital

Oklahoma City, OK
For physicians who are trying to figure out whether family get-togethers, for example, such as group dinners, boating excursions, or about outside-work activities that physicians engage questions in a manner that calls for somewhat On the topic of collegiality, physicians should ask be adequate. expected detailed answers, according to Tammy Hager, and Privileging for Surgical Affiliates Management MBA, executive director of Physician Recruitment and support from colleagues who were seeking a structure that enabled time for family and lifestyle pursuits. In the end, Dr. Garcia found both at Franciscan Health's Valparaiso, Indiana, primary care clinic, the Franciscan Physician Network Health Center. He practices four-10-hour days, and he has enjoyed his proximity to Chicago and his ability to travel around the region and explore — activities he didn't have time for in residency. He admits that he has also found both a supportive culture and a collegial environment, and the ability to pursue his preferred clinical interests of cardiovascular-disease reduction and diabetes management. “It has worked out well so far, and I’m glad I was able to find an opportunity that meets my needs,” he said. When physicians do ask about what the clinical and administrative support they’ll receive, they should expect detailed answers, according to Tammy Hager, MBA, executive director of Physician Recruitment and Privileging for Surgical Affiliates Management Group, Inc., in Sacramento, California. “When you’re asking about staffing, you really should expect and be given some numbers behind that,” she said, not just blanket statements suggesting that support will be adequate. On the topic of collegiality, physicians should ask questions in a manner that calls for somewhat specific answers. Ms. Hager suggests inquiring about outside-work activities that physicians engage in, such as group dinners, boating excursions, or family get-togethers, for example. For physicians who are trying to figure out whether they’ll be a good fit within the existing group, it’s not out of order to ask questions that will give the candidate a sense of the physician partners’ diversity, backgrounds, and families. “If ethnic diversity is important to you, you might ask the recruiter where the other physicians live and where their children go to school. I think it’s possible to do that without coming across as racially biased,” she said. She notes that the Association of American Medical Colleges (AAMC) maintains and publish data on race, ethnicity, and gender patterns in US medical education and the practice patterns of the physician workforce in its. Diversity in Medicine: Facts and Figures reports. Ms. Moses urges physicians to do some research about the organization’s financial position, but Merger or acquisition that might affect their job, and whether there was an issue with layoffs or furloughs during the pandemic,” Ms. Hekowczyk said. “But the younger ones don’t tend to ask questions about the organizations’s financial position, but they should.” Ms. Moses urges physicians to do some research on the financial and market position — hospitals and health systems compile and publish data on their operating ratios, revenues, and cash reserves, for example — of any organization they’re evaluating. Ideally, candidates will conduct their research before the interviews begin. Annual reports and other public published data are a good start, and social media coverage on market factors and financial problems can be telling, she said. “When you’re doing this research, Google can be your friend, but physicians also shouldn’t be afraid to ask questions about how the organization is positioned financially,” she said, especially if it’s a private practice.

At SSM Health, you will find a collaborative and diverse work environment where your passion for medicine can thrive. We work as a team, united by a healing Mission inspiring us to continually deliver exceptional care. Here you will find an engaging leadership team that offers you the support and resources you need to excel, plus a voice in the decisions which guide the direction of our system and your practice. Together, we are able to celebrate new milestones, making SSM Health an employer of choice in the Midwest.

A Healing Presence in Wisconsin

SSM Health and SSM Health Dean Medical Group have been a consistent presence in Wisconsin for more than 100 years. Our partnership offers a full spectrum of comprehensive care services at two major hospitals and more than 60 clinics across 18 counties in south-central Wisconsin. We are nearly 500 physicians offering primary, specialty, and tertiary care services to more than 400,000 patients. A friendly, affordable, and peaceful quality of life makes Wisconsin among the best states to live in the country. Visit JoinSSMHealth.com to learn more about our practice culture and to find the right opportunity for you.
Medscape’s Physician Lifestyle and Happiness Report 2021

This year’s report explores topics ranging from maintaining personal wellness to the strength of relationship amid a pandemic. More than 12,000 physicians in over 29 specialties responded to the survey. (Note: Some totals in this presentation do not equal 100% due to rounding.) To view the full report, visit www.medscape.com.

### Excerpts from

#### How Happy Were Physicians Outside of Work Before the Pandemic?
- **Very Happy**: 43%
- **Somewhat Happy**: 39%
- **Neither Happy Nor Unhappy**: 9%
- **Somedwhat Unhappy**: 8%
- **Very Unhappy**: 2%

#### How Happy Are Physicians Outside of Work Currently?
- **Very Happy**: 20%
- **Somewhat Happy**: 38%
- **Neither Happy Nor Unhappy**: 15%
- **Somedwhat Unhappy**: 6%
- **Very Unhappy**: 4%

#### How Many Weeks of Vacation Do Physicians Take?
- **> 6**: 8%
- **5–6**: 12%
- **3–4**: 30%
- **1–2**: 43%
- **< 1**: 8%

#### What Are Physicians Doing to Maintain Their Happiness and Mental Health?
- Doing activities/hobbies (e.g., reading, cooking, gardening): 66%
- Exercising: 65%
- Spending time with family and friends: 63%
- Getting enough sleep: 49%
- Eating healthy: 49%
- Therapy: 7%
- Other: 7%
- None of the above: 3%

---


*Totals may not add up to 100% due to rounding.*
Thank you for your Presence.

To all of the talented, dedicated, and compassionate physicians, nurses, advanced practitioners, and health care professionals tirelessly working during the COVID-19 crisis, thank you!

Your presence during these unprecedented times represents the very best of medicine. You deliver hope and healing in a time when our communities need you most. Through your exceptional health care services, you embody our Mission and the spirit of SSM Health to reveal the healing presence of God.

Your commitment to care is inspiring and your presence in the lives of so many is powerful medicine.