



Designing Your Life and Career in Medicine

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CHAPTER 1

*Your blueprint
for building a
rewarding life*



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For the past decade, Dr. Walker-Descartes has prepared hundreds of residents and fellows for a meaningful career and life post training. She's been instrumental developing residents clinically and preparing her trainees to secure desired fellowships and positions across the country.

Dr. Walker-Descartes serves as the Vice Chair of Education where she has impacted the learning community on several levels, including, resident wellness, work life balance and transitional planning for both trainees and faculty. She has identified and implemented innovative strategies of serving the needs of trainees and faculty across the GME spectrum through her involvement with the Association for Pediatric Program Directors.

As an author of this chapter and advisor to Career and Life Planning Guidebook for Medical Residents, Dr. Walker-Descartes believes this book will serve as a spring board to fill a much-needed gap to help trainees successfully transition into their career and life post training and create a platform for mentees (trainees) and their mentors to work through the non-clinical, business of medicine and identify the trainees' purpose beyond medicine. She is a member of the American Academy of Pediatrics, and the Ambulatory Pediatric Association.

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Meagan Vermeulen has practiced family medicine for 20 years and is now the Associate Program Director of the Rowan University SOM Family Medicine Residency Program in Stratford, NJ. In her leadership role, she has pioneered the Family Medicine Resident Wellness Initiative, a full spectrum curriculum embedded in the residency program didactic to teach residents the skills of self-assessment, effective interpersonal communication, financial literacy, and self-care.

Dr. Vermeulen's academic research focuses on resident wellness, including a recent study on rates of burnout among allopathic and osteopathic medical residents in the state of New Jersey. In addition to her research, she also serves as a mentor for the AAFP Emerging Leader Institute: Family Medicine Leads program. As a mentor, she supported a young physician in the creation of drpiggybank.org, a truly innovative source for resident and medical student financial literacy

Dr. Vermeulen truly believes that the tenets of wellness include self-awareness, effective communication, self-care, mentorship, and advocacy for those looking to grow and move forward in their career.



In This Chapter

Finding, interviewing for, and deciding on the job that will be the best fit for you and your family is no small task. Such a decision often takes years of planning as well as an investment of time, mental energy, and money. Once you find the job that matches your list of needs, it should be celebrated as it is truly remarkable accomplishment. It is like climbing Mount Everest with the understanding that only a few will reach the peak. You've finally accomplished that goal—so why stop planning now?

When developing a plan for your job search, reflect on your strategy for finding the right residency program. Maybe you didn't have a strategy. It is possible you left it to chance by casting a wide net with your residency applications and you simply dropped into to your current program. By contrast, did you have a methodical system for choosing programs to apply to, interview with, and eventually rank for the match? It's important to review and reflect on what has worked (or not worked!) for you in professional searches in the past. Only then will you have a strong foundation on which to build as you search for the right "fit" for your first practice.

In this chapter, you will be given the tools to create that strategic roadmap — a simple, organized path to help you navigate the post-residency transition process. You'll be organizing yourself to complete your training and transition into the next phase of your career with **CONFIDENCE** and a sense of **DIRECTION**.

Let's get started!



OUTLINE

1. The Landscape
2. The Mentality Shift
3. Guiding Principles of Success
4. Transition Plan
5. Creating Your Timeline
6. Goal Setting

GOALS

- Build a plan to successfully transition from training into your career.
- Customize a timeline of critical milestones and action items to ensure a smooth and organized transition.
 - FROM** a structured environment **TO** choosing from multiple paths
 - FROM** No business **TO** Knowing Business
 - FROM** Bread eater **TO** Breadwinner
 - FROM** Chaos **TO** Work/Life balance
 - FROM** Resident **TO** Physician
 - FROM** Student **TO** Teacher
 - FROM** No plan **TO** Blueprint
- Identify strategies, tactics, techniques, and procedures to define your direction and gain understanding and control of the job search process.

LET'S GET STARTED





READ:

The Landscape

The creation of a transition plan is the foundational — and most important — step for adapting to the changes that come with pursuing a career in medicine. By creating a plan in the form of a timeline, you will walk away with a STRATEGIC, STEP-BY-STEP PROCESS for your transition that will give you a clear roadmap as you move forward. This will eliminate guesswork and redundant effort that can consume precious hours of your time.

You might be thinking to yourself, “What is the utility of this timeline? I’m too busy as it is, and I don’t have time to do this. There are plenty of opportunities for physicians in today’s environment, so I only need to

study for my boards in my last year of my training. What’s the rush?”

But this mentality is actually a trap. Think about how many years you’ve invested in preparing to become a physician. This asset is devalued if you do not continue to invest the necessary time to get organized.

By creating a transition timeline, you will gain a well-informed sense of direction and ultimately spend less time on the search for the position that is right for you.



**READ:****The Mentality Shift**

There are several mentalities doctors in training must learn to navigate. One day, you're a recent college graduate or working in a "regular" job...the next you're in a classroom learning the intricacies of everything you didn't realize you didn't know about the human body. As much as medical school is a structured path with defined start and stop paths, residency is a less structured but still well-defined process. It's like asking a runner to shift from a 400-meter sprint to a mud run: there's still a start and finish line, but the path between the two are vastly different. At the end of that muddy journey (residency), you are now faced with an even more daunting task: making the shift from resident to attending. Though residency is a far less structured environment than medical school, post-training life is a wide-open space with multiple routes available. The following are some examples of the mental gear shifts you'll need to grind through to make the transition successfully:

FROM a structured environment TO choosing from multiple paths

As noted, you are now writing your own path. You've spent years meeting requirements, passing standardized tests, and jumping through hoops that felt like they were on fire. You are now the captain of your ship and will be tasked with choosing the right path forward. As you read this guidebook, take time to review and practice the skills presented here to help you define what your needs and values are to choose the right course for you.

FROM No Business TO Knowing Business

As a resident, it's not unusual to be shielded from the nitty gritty of the business aspect of medicine. Use the resources here to familiarize yourself with this necessary but often overwhelming underside of the healthcare industry.

**FROM Bread Eater TO Breadwinner**

You've spent years scraping by while friends outside the field are living their life. While you deserve to celebrate the end of this era, you want to set yourself up for success, not piling on more debt. You will find multiple resources in this guidebook to help you work smarter, not harder, and set yourself up for long-term financial stability.

FROM Chaos TO Work/Life Balance

Burnout is an insidious disease that has become almost synonymous with medical education and physician life. If you haven't already, invest the same energy, drive, and time in caring for yourself that you did in learning all the information you needed to care for your patients. If you don't put gas in your tank, your car won't run!



FROM Resident TO Attending

There's a popular meme that shows a wide-eyed kitten staring out of the screen which reads "when you're looking for an attending...and you realize YOU'RE the attending..." We've all been there. Though you may very well be prepared in terms of technical training to step foot into attending life, there's really nothing to prepare you for being an attending. This is the time for you to connect with mentors and peers to cultivate your coping skills for both patient care and self-care.



READ:

Guiding Principles of Success:

You know more than anyone that to become a successful physician, you need to abide by guiding principles, such as your commitment to be honest with patients. As you start to plan your career and life after training, the 17 principals listed below from *Napoleon Hill's Keys to Success – The 17 Principals of Personal Achievement*, will provide a foundation to help you successfully transition and continue to grow both personally and professionally.

FROM Student TO Teacher

In the journey of becoming a physician, you've often been the learner. Though you have gradually taken medical students and junior residents under your wing, you have still functioned in that apprentice role. So how are you now supposed to magically be the teacher? The answer is you're not. Medicine is always evolving; these chapters will remind you to form relationships with peers and mentors to hone the tools of the trade you are comfortable with and master new ones that will serve you and your learners well as you grow as a physician.

FROM No Plan TO Blueprint No Plan

Each journey starts with the first step. Knowing the steps you will need to take, where to place your feet, and how far you'll need to travel make even the longest trek manageable. Use the tools outlined in this guidebook to create your own map of how to move forward on your Adventure in Medicine.

1. Definiteness of Purpose

A Definite Major Purpose (DMP) is the starting point of all achievement and all individual achievement begins with the adoption of a definite major purpose and a specific plan for its attainment.

When someone asks what a physician's purpose is, often, the response is something like "to serve

the needs of my patients." But what's your purpose beyond becoming or "being" a physician? What about the other roles in our life, such as son/daughter, mom/dad, friend, community member, colleague, employee, employer, physician, mentor/mentee? What type of life do you want to lead?

So, how do you identify your Definiteness of Purpose? First, you need to think on an entirely different level – a deep and meaningful way. The second habit of Stephen Covey's *7 Habits of Highly Effective People*, is **"Begin with the end in mind."** In the excerpt below, Covey takes you through a mental exercise to help you identify each of the roles we play in life.

In order to get the most out of the metaphor, clear your mind and open your heart:

In your mind's eye, see yourself going to the funeral of a loved one. Picture yourself driving to the funeral parlor or chapel, parking the car, and getting out. As you walk inside the building, you notice the flowers, the soft organ music. You see the faces of friends and family you pass along the way. You feel the shared sorrow of losing, the joy of having known, that radiates from the hearts of the people there.

As you walk down to the front of the room and look inside the casket, you suddenly come face to face with yourself. This is your funeral, three years from today. All these people have come to honor you, to express feelings of love and appreciation for your life.

As you take a seat and wait for the services to begin, you look at the program in your hand. There are to be four speakers. The first is from your family, immediate and extended – children, brothers, sisters, nephews, nieces, aunts, uncles, cousins, and grandparents who have come from all over the country to attend. The second speaker is one of your friends, someone who can give a sense of what you were as a person. The third speaker is from your work or profession. And the fourth is from your church or some community organization where you've been involved in service.



Now think deeply. What would you like each of these speakers to say about you and your life? What kind of husband, wife, father, or mother would like their words to reflect? What kind of son or daughter or cousin? What kind of friend? What kind of working associate?

What character would you like them to have seen in you? What contributions, what achievements would you want them to remember? Look carefully at the people around you. What difference would you like to have made in their lives?

Each of the 19 Chapters contained in this Guidebook will help you in your pursuit of your Definiteness of Purpose.

2. Mastermind Alliance

The mastermind principle lets you appropriate and use the full strength of experience, training, and knowledge of other people just as if they were your own. You can overcome almost any obstacle you face, no matter what your own education or talents, if you use the mastermind principle effectively.

Imagine trying to complete medical school and residency without professors, study groups, program director, residency support staff, medical staff and preceptors. Your training is built with a Mastermind Alliance for you. As you transition from training, you will need to assemble a Mastermind Alliance. Make sure you read Chapter 19 - Your Success Network – Building Key Relationships That Support Your Goals.

3. Assemble an Attractive Personality

A pleasant personality is a well-rounded one; accordingly, there are twenty-five different aspects of your personality which you must strive to improve. This principle will teach you to use the old saying of "you catch more flies with honey..." that you will likely use effectively with your patient encounters in your transition process as well.



4. Use Applied Faith

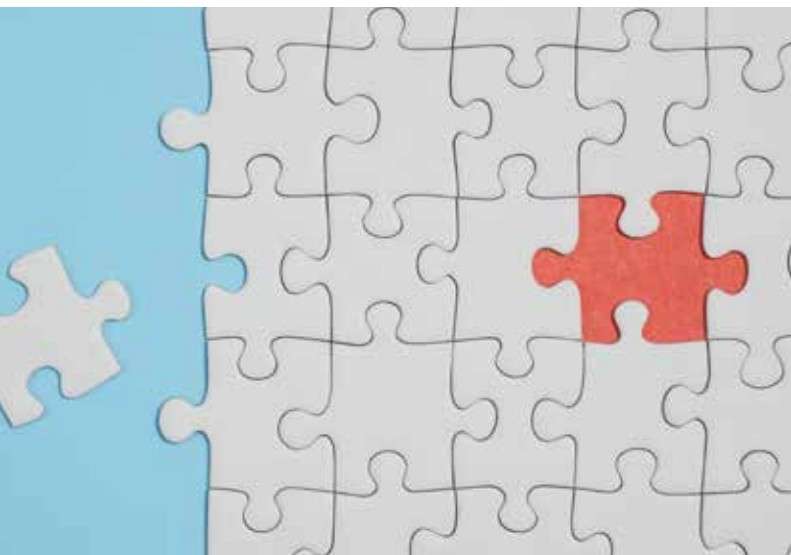
Faith is your awareness of, belief in, and harmony with universal powers. You should not simply have faith; you must use it. In medicine, the adage for acquiring new skills is "see one, do one, teach one." It's a simple way of reminding you that you need to have faith and confidence in yourself to master (and teach) clinical skills. Having faith in yourself will serve you well as you venture forward in your transition.

5. Go the Extra Mile

Going the extra mile is not the sort of principle that can be put into practice in a few easy steps. Instead it is a state of mind that you must develop, so that it is a part of everything you do. As you will see in this chapter, being a "AAA" physician is important. However, none of your drive to go that "extra mile" should come as a sacrifice to your wellbeing; be sure to pair this chapter with our wellness chapter so you get the most out of these efforts.

6. Create Personal Initiative

Personal initiative is absolutely necessary if you are going to realize your goal. It will bring you advancement, attention, and opportunity. In short, you need to find your "why." There is no "one size fits all" rule of thumb for choosing a career path post residency; take the time to look into yourself and define your drivers. This, in turn, helps you map both your course and what your needs will be along the way.





7. Build a Positive Mental Attitude

A positive mental attitude is the single most important principle of the science of success. You will depend upon it in everything you do. You cannot get the maximum benefit out of the other sixteen principles without understanding and employing a positive mental attitude. Just as you encourage your patients to think positively about the health challenges they are facing, it's important that you take the same position on your transition process. Can you magically make something happen? No. Will having a positive attitude position you to deal with both triumphs and challenges with equal skill and grace? Yes.

8. Control Your Enthusiasm

Enthusiasm bears the same relationship to your positive mental attitude and your progress toward success as gasoline to a car's engine; it is the fuel that drives things forward. Learning how to harvest this energy is just as important as having it from the get-go. Medicine is often a delicate balance of not just having skills and knowledge but knowing when and where to apply them. Be familiar with your goals and the emotions that go with them; taking the time to be insightful in this realm will serve you well as you make the choices that define your career path.

9. Enforce Self-Discipline

You need to focus your thoughts in order to control your needs and desired goals. This principle is all

about the mastery of your own thoughts. You take possession of your own attitude, thoughts, emotions, acts, communication, and so on. This is a vital principle to make the best business decisions and set the right priorities in order to achieve the desired goals. Even as adult learners, we all benefit from some form of structure. Use this guidebook as a resource to establish a reasonable timeline for yourself to complete the tasks needed for your transition process.

10. Think Accurately

Think of your mind as a piece of land. Through diligent, planned work, it can be cultivated into a beautiful and productive garden. Or it can lie fallow, overrun by weeds sprouting from seed carried by passing birds and the wind. It is easy to spiral down, or even up, when running into an unexpected detour on this journey. Remember to center yourself, check your compass, and check in with your support network to keep yourself on track.

11. Control Your Attention

Controlled attention is the act of coordinating all the faculties of the mind and directing their combined power to a given end. Much like the act of enforcing self-discipline, this reminds you to tackle one thing at a time. It's no different than caring for a complicated patient; trying to focus on the whole picture at once can be overwhelming; by focusing on each individual issue one at a time, you are able to create a detailed yet coordinated care plan that steers the patient's health in an overall positive direction.

12. Inspire Teamwork

Cooperation, like love and friendship, is something you get by giving. There are many travelers on the road that leads to happiness. You will need their cooperation, and they will need yours. A physician is only as good as their support network. Whether you're a managing partner or an employee at a health system, physicians are looked to as leaders of the healthcare team on a day- today basis. How you

interact with and treat those fellow team members will truly set the framework for your work support network; don't underestimate this!

13. Learn from Adversity and Defeat

"Failures, repeated failures, are finger posts on the road to achievement. One fails forward toward success." This quote by C.L. Lewis is a simple reminder that failure and pain are one language through which nature speaks to every living creature, pointing out mistakes. Realize that the turning point at which you begin to attain success is usually defined by some form of defeat or failure. We learn the most important and profound lessons from our mistakes; lean into the feelings and lessons generated from them and be wise enough to build up on them toward your success.

14. Cultivate Creative Vision

Creative vision requires you to stimulate your imagination to work toward your definite major purpose and to put the results of that imagination to work. This is an opportunity for you truly define what your destination on this journey is. Here you will use all the tools we've reviewed with you and harness those lessons you've spent years learning to determine your desired outcome. Always remember that, with any journey, you should be open to the road less traveled.

15. Maintain Sound Health

The health of your mind and body cannot be separated. Anything that affects the soundness of your mind will affect your body, and anything that affects your body will touch your mind. As we often remind our patients, if you don't put gas in your tank, your car won't run. None of the tools you've gained here or through your training will work as expected if you are too weary to wield them. Our chapter on wellness will review strategies for making the office less daunting and help you create strategies for incorporating self-care into your everyday routing. Invest in yourself... you're worth it!



16. Budget Your Time and Money

Time and money are precious resources, and few people striving for success ever believe they possess either one in excess. Understanding how you use them is an important part of evaluating your progress toward success and analyzing what may be holding you back. Just as you have spent years learning how to be efficient in time management, apply some of that same discipline to your finances. Use the resources outlined in several chapters on budgeting, finances, and time management to cultivate skills for these two precious commodities.

17. Use Cosmic Habit Force

You are where you are and what you are because of your established habits. Cosmic habit force is the law which makes every living creature, every particle of matter, subject to the influence of its environment. By definition, we tend to reproduce habits that are familiar, but not necessarily healthy. This is seen day in and day out in the practice of medicine; in fact, you are likely very adept at identifying your patients who struggle to make meaningful change in their healthcare because of habit. However, this is a power that can be used for good instead of bad. By being self-aware and using the tools outlined in this guidebook, you can identify your habits, both healthy and not-so healthy, and decide which tools you chose to move forward with and which ones to leave behind on your journey into attending life.



READ:

Transition Plan

Research shows that most physicians will not stay with the first practice they join out of training. As you read this, I'm fairly certain that you are thinking "what? NO. That will not be me!" Logic has it that since you are planning and prepared to spend considerable time and effort into finding that "perfect" job, you can't fathom why you would not settle into your happily- ever- after practice.

But like many things in medicine, there is data that often laughs in the face of the best laid plans. A physician retention study conducted by Cejka Search and the American Medical Group Association reported that 46% of those physicians who leave a practice are most likely to do so within the **FIRST THREE YEARS** of employment. For trainees who seek employment after fellowship without much planning, a similar outcome is inevitable.

How, you think, is this possible? According to the survey results, a lack of cultural fit with the practice and/or the community was a driving force in turnover. This data is consistent with past reports, stating a "poor cultural fit with the practice" is the single most frequently mentioned reason for voluntary separation (51%). An additional factor that influenced turnover was "relocated to find a better community fit," which was mentioned 20% of the time.

Family reasons that required the physician to relocate were also strong contributors to turnover,

with "relocating to be closer to own or spouse's family" in 42% of respondents and "spouse's job required relocation" given by 22% of those polled. This reveals that moving for family reasons is a significant cause for physicians leaving a practice. As discussed above, creating a transition timeline that allows for the vetting of all of these often-intangible factors, such as cultural fit of the practice, the adequacy of the community to serve the needs of the family, and access to the family's social support, is instrumental. There will be elements that are often outside of one's control; however, investing the time to learn about those components will be time well spent. For example, if a spouse's job is the reason for a relocation, the information gathered from this process will readily identify the next community where the family's needs can be met.

Proactive or Procrastinator

Are you proactive or do you procrastinate? People really do tend to fall into one of those two categories. Knowing which group you belong to is vital in forging a plan for your next steps in your career. There are several advantages of starting your transition planning earlier versus later that you may not be aware of. Take time to review the following contrasts...

If you are proactive...	If you procrastinate...
Planning up front provides an opportunity to identify priorities which simplifies decision making .	When rushed in your preparation, your CV may be MISSING important information and your references may be sparse which can negatively impact available job opportunities.
Having more time increases your confidence and ability to make decisions that are right for you and your family.	With less time to plan, your confidence decreases and so does your ability to make the right decisions for you and your family.
You have more time to create a CV that appropriately reflects the entirety of your skillsets .	You could become reactive and panicky often leading to poor decision making.
You can focus on preparing for boards, finishing residency, completing visa requirements if applicable while finishing your residency.	You have less time to work with your training administrators to identify an optimal interview schedule so you attend fewer interviews .
You can complete the licensing application process ON TIME which you will need for your boards.	You may lose out on the best job opportunities to suit your needs resulting in limited options (location, compensation, leverage for negotiations, etc.)
You can work with your training administrators to identify a schedule to allow timely attendance to interviews .	It may take longer to find the right job with the right fit.
You have more time to evaluate fellowship options and negotiate contracts if you are securing a job right after training.	You may not be able to start work right away because you haven't completed the state licensing process –
You're more likely to find a fellowship position or job that meets all of your personal and professional needs .	You risk taking a job that pays the bills but leaves you unhappy, dissatisfied, and quitting after a short time.

Which approach resonates with you? You still have time to start planning.

Assessing Your Perspective on Transition Planning

Read the statement below to identify your post-residency transition goals.

Statements	Agree	Neutral	Disagree
Process			
I have started my post-residency transition planning.			
I feel overwhelmed as there is so much to do and not enough time to do it.			
I've never had to find a "real job" before - I don't know where to begin.			
Professional Support			
I have a solid network of mentors whom I can turn to for guidance.			
Personal Support			
My spouse/partner is engaged in the decision-making process as it relates to my post-residency transition planning.			
Overall			
I'm excited about job possibilities after residency - I can't wait to get started with my transition planning!			
I am satisfied with my attitude toward this process.			



Reflection + Activity

1. Based on your responses, what does this indicate about your ATTITUDE toward the different components of the transition planning process?
2. If you are not satisfied with your attitude toward specific components of this process, what support do you need to ensure the best outcome for your post-residency plans?

Transition Planning Tips:

- To successfully transition from training into career takes time. Plan to spend three to four hours a week over the last three years of your training, especially during the initial job searching stages, for identifying the type of position (i employed vs. independent) you want to pursue.
- A positive attitude is a must when it comes to a job search. If you view it as a chore or a hassle, this attitude will be translated into how you present yourself on paper and in person.
- If you have a spouse or partner, it's critical that they are part of your team and involved in the decision-making process. Your decisions impact their lives as much as yours.
- Don't think or work in a vacuum, because your post-residency planning decisions are some of the most important that you will face in your professional life!

**READ:*****Creating Your Timeline***

The purpose of this timeline is to provide a roadmap of your search journey. For each of the major phases, indicate the timeframe you will spend on that phase by writing the month(s) and year in the space provided.

For each activity, identify a desired start and finish date and once complete, check it off and move on. Some activities may be more specific to finding a job after your residency training; however, a majority of the timeline can be adapted to the fellowship search process as well.



MILESTONE	START	FINISH	MILESTONE	START	FINISH
Create a transition plan			Schedule 2nd interviews, if applicable		
Identify your life, money and career core values and priorities			Prepare for interviews		
Understand how a healthcare system operates			Select a job offer		
Research physician compensation markets			Negotiate your offer, if applicable		
Identify and prioritize desired business model, i.e. hospital employed, solo-practice, group practice			Start practicing		
Identify practice and community must haves			Relocate		
Write / Update your CV, cover letter and gather references			Buy a home, if applicable		
Identify search strategy methods to uncover viable options, i.e. job boards, 3rd party recruiters, networking...			Get your finances in order with a spending, savings and investment plan		
Schedule and conduct phone interview			Obtain Licensure, Credentials		
Schedule onsite interviews			Study and take board exam		



READ:

Goal Setting

Goals in life and work are very important. Obviously, you have worked hard toward that impressive goal of completing medical training. Now you are fast approaching another milestone in your professional life and will need to establish new goals.

At this stage of training, more than one goal associated with the job or fellowship search process is acceptable. Using the SMART criteria as a tool to create goals that make sense and provide focus will enable you to verbalize them in a way that is **REALISTIC** and **TIMEBOUND**.

However, you should not confuse **ACTION ITEMS** with **GOALS** – they are different, though related, concepts. Action items are related to goals in that they are specific activities that you will need to complete to achieve what you have identified as your ultimate goal.

SHARE your goals with the people in your mentorship network (i.e. program director, mentor and attending physicians) or your support network (i.e. colleagues, friends, family members) and get their opinions. Ask them to evaluate your goal(s) using the **SMART** criteria. Elicit feedback to see if

your goals are relevant and realistic based on what you've described

Do not short-change this task! When you write down and verbalize goals, you're likely to **ACHIEVE** them — as long as they follow the SMART criteria.

Make a SMART Decision:

Formal goal setting involves a simple formula widely used in professional and personal settings. You're welcome to create SMART goals throughout the guidebook.

This model is called SMART goals where the acronym stands for:

S = SPECIFIC

M = MEASURABLE

A = ACHIEVABLE

R = RELEVANT

T = TIMEBOUND

Using this formula, work with your mentor to create **SMART** goals related to your post-residency plans:

DATE:

By this date...

ACTION:

My job search goal is to... (list actions)

RESULTS:

Resulting in...
(describe the outcome).



My SMART Job Search Goal(s) Worksheet:

Using the **SMART** template provided above, use the worksheet to identify your goals for discussion with your career mentor.

By this date...
My job search goal is to... (list actions)
Resulting in... (describe the outcome.)

Now that your job search goals are established, it's time to evaluate each phase of the search process and identify specific activities that you plan to complete.

Taking a more systematic, planned-out approach to the search process increases your odds of finding the job that is right for you.



Starting your Journey

Your life as a physician in training has been full of transitions. From undergraduate to graduate medical education, from student to resident, and now from resident to attending. At some point in time during this expedition, there have been moments

when the road has seemed long and the path not well lit. Not only do you now see the light at the end of the tunnel, you are ready to emerge through the other side. Use the tools we've reviewed here and in this guidebook as a blueprint for a path to success on your Adventure in Medicine. We can't wait to share this new journey with you!



Chapter Tool Box

The **CHAPTER TOOL BOX** consists of **RECOMMENDED TOOLS** featured throughout the chapter, along with additional resources and recommended links.

These tools will help you gain valuable insight about **Creating Your Personal Advisory Team**.

MASLACH BURNOUT INVENTORY

<http://md.careers/E-30>



Chapter Bibliography

This chapter is editorial in nature with anecdotal evidence based on the experience of healthcare professionals willing to share their personal experiences to support and inform the decision of those new to the field. Therefore, no specific research is referenced for this chapter.

Congratulations on reading *Designing Your Life and Career in Medicine!*

NEXT STEP: Track your progress with THE TRACKER – an action plan for you to apply *Designing Your Life and Career in Medicine* lessons learned.

This step-by-step action plan consisting of reading assignments, exercises, checklists, assessments and additional resources to help you transition from training into your work/life by making good, sound decisions.

To access your *Designing Your Life and Career in Medicine* TRACKER, go to <http://md.careersT1>.



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