# OHSU-family-Medicine

Volume 7, Issue 10 October 2009



### A Message from Cliff Coleman about Health Literacy



**October is National Health Literacy Month!** Time to renew/sharpen our focus on the 43% of U.S. adults who read at the "below basic" or "basic" level, and how this impacts ALL that we do in Family Medicine.

Health literacy has traditionally been viewed as a communication deficiency among patients. This year I'd like to challenge us to begin viewing it as much or more as a deficiency of the healthcare system, and our failure to deliver usable information to our patients.

For anyone interested in learning more, I am giving my annual Health Literacy talk to the 2<sup>nd</sup>-year PCM students on Tuesday October 27<sup>th</sup> at 1:00-1:50 in room 4340 of the Basic Sciences building.

One shortcoming of the "health literacy movement" has been the lack of effective interventions to improve communications-based health-related outcomes. I'm excited to announce the launch of a pilot study at Richmond testing the use of a web-based program designed to help patients and health care professionals communicate with one another.



Cliff Coleman, MD

Time to Talk CARDIO (Creating A Real Dialogue In the Office) is a program, developed in partnership with the

American Academy of Family Physicians (AAFP) Foundation, Canyon Ranch Institute and RIASWorks, that is dedicated to advancing cardiovascular health by helping to enhance the dialogue between patients and health care providers. The Time to Talk CARDIO tool was modeled after LEAPS, a framework developed to assist health care providers and patients which addresses five key areas: Listen, Educate, Assess, Partner and Support.

You can visit the website at

<u>http://www.timetotalkcardio.com/network/network.do?execute=index</u> . A national study of this tool's effectiveness is scheduled to start in December.



# An Interview with Johanna Warren, MD, our Department's New Director of Maternity Care

The following is an interview of Johanna Warren, Director of the OHSU Family Medicine Maternity Care Program, by Heather Sturgill, OHSU Family Medicine Residency Coordinator:



**Left:** Heather Sturgill, BS Residency Coordinator

Right: Johanna Warren, MD Director, OHSU Family Medicine Maternity Care Program



**HS:** Thanks so much for agreeing to be interviewed. Let's start by looking back at your own residency days. You graduated from this program in 2006 – it doesn't seem that long ago, but since that time we have had an interim and a new residency director, a new residency coordinator, and made several curriculum changes, including the introduction of the maternity care service you are now the director of. What do you see as the biggest difference between the program you experienced and the program residents are participating in now?

**JW:** Historically, OHSU Family Medicine has had a strong commitment to training residents in maternity care in our department. I hope the changes we've made have strengthened this training commitment and brought additional opportunities to our faculty, residents, and students.

**HS:** What would you consider to be the most important thing you learned about yourself during residency?

**JW:** The relationships I've developed over the past few years with patients and colleagues are irreplaceable. Spending time with patients during significant events in their lives is powerful. Reaching out to peers and colleagues in difficult times in our lives or their lives is equally as powerful. We as physicians often believe we have more control over outcomes than we really do, but we underestimate the power we have to impact our patients and colleagues, often in unmeasured or unmeasurable ways.

**HS:** You've been very involved in the c-section training – and were one of our residents who completed this option. How has this opportunity influenced your maternity care practice. Do you think you are more inclined to refer for c-section? Has it changed the way you practice?

**JW:** I would never have been able to be in the position I'm currently in without the mentorship that Scott Fields and Lisa Dodson provided through my residency. They modeled for me how to integrate this additional surgical skill into practice. I hope my practice and skills in operative obstetrics have added a depth and breadth to the services we offer our Family Medicine patients.



### An Interview with Johanna Warren, MD (continued)

HS: What advice do you have for medical students who think they want to focus on maternity care as part of their practice after residency, practicing full-spectrum family medicine?

JW: Pursue the skills and practice you want!

HS: Do you think your maternity care practice has affected your personal life, as well as your practice?

JW: Maternity care is one of my passions. The hours are often unusual, and the work sometimes unpredictable, but always incredibly rewarding. My husband is supportive of me and my practice. I feel lucky to be able to incorporate the type of practice I have into my life outside medicine.

HS: It has been a busy summer for you, gearing up your new role, but hopefully you've taken some time to relax and recover from your work. Do you have summer reading recommendations, or maybe a favorite place to relax?

JW: My husband and I have both been incredibly busy this summer, but we've escaped a few times to the Oregon Coast. We're taking a delayed summer vacation this fall.

HS: We are encouraging residents to seek out faculty mentors for electives and specific areas of interest, beyond their formal advisors. What areas would you like to be available to residents for? Do you have any ideas for electives already in mind?

JW: I'd be happy to mentor any of our residents. We all need multiple advisors and mentors in our lives and careers. I certainly have some areas of interest and focus that are unique, such as some of my maternity care and rural experiences, as well as being a woman in academic medicine. I'm also a family doctor with an active continuity practice and would hope I could have something useful to share with most residents.

HS: What are you first goals for the OHSU Family Medicine Maternity Care Program?

JW: Five innovations come to mind:

- 1. Peer review monthly conference
- 2. Increased volume of maternity care for our faculty and residents
- 3. Simulation-based team training for intrapartum and neonatal emergencies
- 4. Clinic-based antenatal chart review
- 5. Group prenatal visits

**HS:** What are you biggest long-term goals for the service?

JW: I'm still working on the #1 above...



HS: Do you have a dream objective you'd be willing to share with us? The most outlandish thing you could hope for our program.

JW: Collaboration with our midwifery and obstetrical colleagues in opening and staffing and out of hospital birth center to better serve our patients.

HS: Thanks for sharing your ideas and dreams, Johanna. We look for big things from you in the months and years to come.



## **Ben Cox Honored**

Ben Cox has become a Fellow in the American College of Medical Practice Executives (ACMPE). Fellowship in the ACMPE (FACMPE) is the highest distinction in the medical group practice management profession.

ACMPE will formally recognize this accomplishment in October at the ACMPE Business Meeting Luncheon and Fellows Convocation, held in conjunction with the Medical Group Management Association (MGMA) 2009 Annual Conference in Denver.



Ben Cox, MBA, FACMPE

## Jen DeVoe Author of Provocative Article



Jen DeVoe, MD

Jen DeVoe asks if health care should be more like the US education system: DeVoe J. Educaid: What if the US Systems of Education and Health Care Were More Alike? Fam Med 2009; 41(9):pp-pp.)

In the article Jen poses the question: What if access to an education in the United States required insurance, leaving millions of children without a school? Would public insurance for education—Educaid—look like public insurance for medical care—Medicaid?

Her essay describes a fictional education system analogous to our current health care system as a means to highlight some of US health care's failings. It incorporates

real comments from Oregon parents whom her research team interviewed during the summer of 2008 about their experiences gaining access to health care services for their children. Her purpose is to challenge the reader to consider the future for both the US education and health care systems, the urgent need for reform, and how major reforms might affect our children.

• The practice of medicine is an art, not a trade; a calling, not a business; a calling in which your heart will be exercised equally with your head.

Sir William Osler (1849-1919)



# **Benjamin Schneider News**

Benjamin Schneider (PGY2, Family Medicine) and Jennifer Kim (Intern, Internal Medicine) will be wed on October 17, 2009.



Benjamin & Jennifer

# **Congratulations to Joanne & Derek**

Baby Max Wu Rasheed was born on August 26<sup>th</sup> to Joanne Wu, MD and Derek Rasheed. He weighed 8 lbs 1 oz at birth, 21 inches long and had a full head of hair!



Baby Max, Joanne with husband Derek



Baby Max smiling at his giraffe

Joanne is a 2007 graduate of the OHSU Family Medicine Residency and is now working at Northwest Primary Care.

# **Upcoming Events**

- Family Medicine Faculty Retreat P.S.U. University Place October 30, 2009 – 1:00 pm
- The ALSO Course OHSU Old Library, Marquam Hill Campus November 2 – 3, 2009
- Family Medicine Holiday Party
   Washington Square Embassy Suites Hotel
   December 6, 2009 3:30 pm 8:00 pm

#### 2010 Events

- 41<sup>st</sup> Annual Family Medicine & Primary Care Review Governor Hotel, Portland, Oregon February 22 – 26, 2010
- Taylor Society Dinner Chart House Restaurant, Portland May 2, 2010 6:00 pm – 9:00 pm
- Merle Pennington, MD Lectures in Family Medicine Kirk Auditorium, 3<sup>rd</sup> Floor, CHH August 27, 2010 8:30 am – 5:00 pm



# **Recent Pie-Off**

Thanks to all who participated in the 1<sup>st</sup> EJH Pie Off.

We all had fun and your contributions were most appreciated. Special thanks to Lily, Heidi, and Coelleda, whose efforts made this a very successful event.

Here are the winners of the 2009 Pie Off.

Elaine Waller – Key Lime Pie Stefan Shearer – Veggie Pie Stephen Stenberg – Meat Pie Heidi Elliott & Connie Yu – Nut Pie Kathy Chappelle – Fruit Pie Kathy Chappelle – Prettiest Pie



Stefan Shearer Best Veggie Pie



Elaine Waller Key Lime Pie



Connie Yu & Heidi Elliott Nut Pie



Stephen Stenberg Meat Pie



Prettiest Pie Kathy Chappelle



Kathy Chappelle Fruit Pie



## Pie-Off (continued)





# **Introducing Allison Fox, FNP**



Allison Fox, FNP

Allison was born and raised in Sarasota, Florida. She received her bachelor's degree in Psychology from University of Massachusetts at Boston. She received her Master's in Nursing from MGH Institute of Health Professions in Boston, Massachusetts.

She enjoys yoga, hiking, snowboarding and traveling.

Allison is seeing patients at the Richmond Clinic.

# Moving Your E-Mail Address? Please Tell Us

We do our best to keep you up-to-date with news about our graduates and the Department of Family Medicine. But if you change your e-mail address, we have lost you.

SO... If you change to a new e-mail address, please let us know by contacting Coelleda O'Neil: Phone: 503-494-7595 or oneilc@ohsu.edu.

Thanks. And we'll try to keep quality newsletters coming.

# Thinking Ahead to Next Month's Newsletter

If you have news that your colleagues should know about, please send information by e-mail to Coelleda O'Neil at <a href="mailto:oneilc@ohsu.edu">oneilc@ohsu.edu</a>.



# Faculty, Residents and Students in the News

**David Wagner** was a speaker at the Communal Studies Association 2009 Conference in Aurora, Oregon on Friday, October 2. His talk was titled "From Phillipsburg to Aurora - the Wagner Family Story."

Medical student **Richard Bruno** has been appointed to the editorial board of *Annals of Family Medicine*.



David Wagner, MD



Brett White, MD

**Brett White recently** had an article published in Evidence-Based Practice.

White B, Savard E. Who should be routinely screened for testicular cancer? Evidence-Based Practice 2009; 12(10): 6.



Jen DeVoe, MD, DPhil

Jen De Voe and John Saultz are coauthors of a recently published study: A Medical Home Versus Temporary Housing: Jennifer E. DeVoe, MD, DPhil, John W. Saultz, MD, Lisa Krois, MPH, and Carrie J. Tillotson, MPH. The Importance of a Stable Usual Source of Care Among Low-Income Children. *Pediatrics* 2009; Volume 124.



John Saultz, MD

**Joseph T. Ichter**, MHA, DrPH Candidate has joined us as the Director of the OHSU Locum Tenens Program. Look for more about this new program as it develops over the coming months.



Frank Dornfest, MD

Frank Dornfest and Ann Sinclair were leaders at the inaugural continuing-education event for credentialed Balint group leaders, held in Ann Arbor October 3-4, 2009.



Ann Sinclair, MS, LCSW



### Faculty, Residents and Students in the News (continued)

**Rick Deyo** was the senior author of several articles that appeared in the past month, dealing with carpal tunnel syndrome or back pain:

Jarvik JG, Comstock BA, Kliot M, Turner JA, Chan L, Heagerty PJ, Hollingworth W, Kerrigan CL, **Deyo RA**.

<u>Surgery versus non-surgical therapy for carpal tunnel syndrome: a randomised parallel-group trial.</u> Lancet. 2009 Sep 26;374(9695):1074-81.

Sherman KJ, Cherkin DC, Ichikawa L, Avins AL, Barlow WE, Khalsa PS, **Deyo RA**. Characteristics of patients with chronic back pain who benefit from acupuncture. BMC Musculoskelet Disord. 2009 Sep 21;10(1):114. [Epub ahead of print]



Rick Deyo, MD, MPH

Furlan AD, Pennick V, Bombardier C, van Tulder M; Editorial Board (**Deyo** as a member of the Editorial Board), Cochrane Back Review Group. 2009 updated method guidelines for systematic reviews in the Cochrane Back Review Group. Spine (Phila Pa 1976). 2009 Aug 15;34(18):1929-41.

Martin BI, Turner JA, Mirza SK, Lee MJ, Comstock BA, **Deyo RA**. <u>Trends in health care expenditures, utilization, and health status among US adults with spine problems, 1997-2006.</u> Spine (Phila Pa 1976). 2009 Sep 1;34(19):2077-84.



**David Buckley**, MD, MPH is author of two papers in the October 6, 2009 issue of *Annals of Internal Medicine* and a related Systematic Evidence Synthesis report:

**Buckley DI**, Fu R, Freeman M, Rogers K, Helfand M. C-Reactive Protein as a Risk Factor for Coronary Heart Disease: A Systematic Review and Meta-analyses for the U.S. Preventive Services Task Force. *Ann Intern Med.* 2009;151:483-95.

Helfand M, **Buckley DI**, Freeman M, Fu R, Rogers K, Fleming C, David Buckley, MD, MPH Humphrey LL. Emerging Risk Factors for Coronary Heart Disease: A Summary of Systematic Reviews Conducted for the U.S. Preventive Services Task Force. *Ann Intern Med.* 2009;151:496-507.

Helfand M, **Buckley DI**, Fleming C, Fu R, Freeman M, Humphrey LL, et al. Screening for Intermediate Risk Factors for Coronary Heart Disease: Systematic Evidence Synthesis. Evidence Synthesis No. 73. AHRQ Publication No. 09-05137-EF-1. Rockville, MD: Agency for Healthcare Research and Quality; 2009.



# **Placing Notices of Job Opportunities for Physicians**

Our newsletter goes each month to some 600 persons, mostly family physicians, and especially our residency graduates. We see the newsletter as a way to maintain communication among graduates, faculty, staff, and friends of the department.

If you are a recipient of the newsletter, and would like to send us a notice of a job opening for a family physician, we will be happy to print it. A donation of \$100 to help support the newsletter will be appreciated. The notice will run for three months. Please send your item and donation to Coelleda O'Neil at <a href="mailto:oneilc@ohsu.edu">oneilc@ohsu.edu</a>. Please keep it short. We reserve the right to edit submissions.

# **Positions Available in OHSU Family Medicine**

- OB Fellowship Trained Clinician Teacher Cascades East Family Practice Residency - Klamath Falls, Oregon
- PA-C/FNP Scappoose Clinic to be filled by 12/09.
- Revenue Cycle Manager
- Clinical Leadership Fellow -- will be filled after 6/30/10
- Chief Resident Instructor will be filled after 6/30/10
- Palliative care Fellow will be filled after 6/30/10

For more information, please contact Laura Charron at 503-494-6616, or charronl@ohsu.edu.

# Sea Mar Vancouver Seeks Family Physicians



7410 E. Delaware Lane Vancouver, WA 98664

Located minutes from **Portland, Oregon**, the **Sea Mar Community Health Center** in **Vancouver, WA**, has opened a new site and is **seeking 4 full-time family practitioners** to join our growing team. Both physicians and mid-level providers are encouraged to apply.

We are looking for team players with a passion for the underserved. Communication skills are essential. Spanish or Russian fluency is highly preferred, but not required. We offer competitive benefits, including: LOAN REPAYMENT, FULL MALPRACTICE and a sabbatical plan.

If you would like to join our team, please contact:

Carrie Vanzant Or Amanda First
Clinic Manager (360) 566-4408 (206) 434-7803



their healthcare home.

# **CHAS (Community Health Association of Spokane) Seeks Physicians**

The mission of the CHAS family of clinics is to improve the overall health of the communities we serve by expanding the availability of quality health services, dental care, and wellness education.



Looking to help make an impact in the overall health of a community? CHAS is currently seeking a physician join our dynamic team. CHAS is a non-profit system of six federally qualified community clinics providing quality medical, dental, and pharmacy services to Spokane-area families and people of all ages, regardless of insurance status. CHAS provides a place patients can come to that is

Previous experience working with underserved populations is highly desired. CHAS is a rewarding place to work:

- CHAS offers competitive compensation and benefits
- CHAS pays 100% medical premium, dental, life, AD&D and long term care insurance
- Employees receive an employee assistance program, paid time off, continuing education reimbursement and 401(K)

Help improve the overall health of the Greater Spokane community today!

- To learn more, see a full job description here: www.tinyurl.com/chasjob.
- The Spokane region is a great place to call home. To learn more about Spokane, please visit <a href="https://www.visitspokane.com">www.visitspokane.com</a>.

For questions about this job, please contact Toni Weatherwax at 509-444-8888.

# **Corrections Health Seeking Physician**

Multnomah County Health Department, located in Portland, Oregon, is seeking a Full Time (.8 FTE) Board Certified/Board Eligible Internal Medicine or Family Medicine Physician for our Corrections Health Division. The Health Department provides health, mental health and dental care to all detainees in Multnomah County. This position works with other provider staff to provide direct clinical care to the adults and juveniles in custody. In addition, this position may provide leadership to the program for quality improvement, chronic care standards, clinical expertise and participates on the Management Team for oversight of operations, personnel, budget and service delivery of Corrections Health. This physician reports to the Health Department Medical Director, as well as the Corrections Health Director.

The Health Department is seeking physicians comfortable with caring for the medically indigent, enthused about cross-cultural medicine and oriented toward preventive health. Experience with the public safety system, addicted population, multi-system health care needs and unstable chronic diseases are desired. Qualified candidates must be board certified or board eligible; this position is not a J-1 visa or HB-1 opportunity.



Salary Range is \$113,327.00 - \$158,783.00 annually plus a 5% Corrections Premium and a 5% Medical Director Premium. Candidate must pass the Sheriff's Office security clearance.

## For more information please contact:

Amit Shah, Medical Director, at 503-988-5140 ext. 25868 or amit.r.shah@co.multnomah.or.us

To apply, please visit our job opportunities website at: www.multcojobs.org, Job # 9490-07



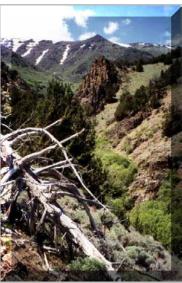
# Family Practice Opportunity for BC/BE Physician

- Full spectrum family medicine patient base; join 3 partners who serve a base of less than 8000 residents (OB optional)
- Income Guarantee \$160,000 for first year, relocation and housing assistance
- Stipend for 3rd year residents able to sign on early
- State of the art electronic clinic environment
- New hospital facility with full outpatient services and 24/7 surgical coverage
- Quality lifestyle for those choosing our unique rural practice environment



# Harney District Hospital

Burns – in Eastern Oregon's High Desert Country



#### For more information, please contact:

Stacy Rothwell, Manager High Desert Medical Center 541-573-8870 <a href="mailto:srothwell@highdesertmed.com">srothwell@highdesertmed.com</a> <a href="https://www.highdesertmed.com">www.highdesertmed.com</a>



# Umpqua Community Health Center, caring for the community on a personal level

Position: Family Medicine or Internal Medicine Physician

With the support of a designated clinical team, physician will manage a patient panel of between 1,200 and 1,500 patients, providing a team based patient centered medical home.



This is a full-time clinic position with competitive salary that will range between \$130,000 and \$150,000, generous benefits including paid personal time off, CME time and reimbursement allowance, medical, dental, and long-term disability insurance, and employer match retirement currently at 3%. Relocation and sign-on bonus negotiable. After hour telephone call is the responsibility of the mid-level provider staff. Mercy Medical Center supports a hospitalist program for adult in-patients leaving only the pediatric (mostly new-born) hospital care for UCHC physicians. Currently these visits are averaging less than 10 per month and will be shared with the other physicians on staff.

Current medical staffing includes one physician, seven nurse practitioners, five RN's, one LPN along with a full cadre of medical assistants and support staff. UCHC also runs a 40 hour per week dental clinic that is currently staffed by local dentists who rotate days and weeks. Funding to provide behavior health services has been applied for.

The primary clinic is located in Roseburg with satellite clinics in the smaller outlying communities of Drain, Glide, and Myrtle Creek. UCHC also staffs the School Based Health Center at Roseburg High School and will be opening a second SBHC in Winston this spring. The Roseburg clinic is on target to build and open a 20,000 square foot, \$5,000,000 building late 2009 early 2010. Although this position is primarily for the Roseburg clinic ideally we would like to recruit a physician for our newest clinic in Myrtle Creek as well.

Roseburg has an ideal location geographically. There are four distinct, yet mild seasons, recreation opportunities including world class fly fishing, rafting, boating, hiking and cross country skiing easily accessible just outside your door. Good schools, low crime, local music and art festivals and local sporting events round out this rural yet comfortable community.

For more information, please contact:

Christi Parazoo

Phone: 541-672-9596 Ext. 26 <a href="mailto:cparazoo@umpquachc.org">cparazoo@umpquachc.org</a>



## **Positions Available**

Northwest Permanente, P.C., is a physician-managed, multi-specialty group of over 900 physicians providing quality care to over 475,000 members.



Northwest Permanente, P.C. Physicians and Surgeons



We have exciting opportunities available for BE/BC Family Physicians and Internists to staff our clinics in the Portland/Vancouver metro area, Salem, OR, and Longview/Kelso, WA.

Urgent Care opportunities are also available.

#### We Offer:

- A collegial and professionally stimulating environment in one of the most successfully managed care systems in the country
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In addition to the unbeatable lifestyle associated with the Pacific Northwest, we offer a competitive salary/benefit package which includes a comprehensive pension program, professional liability coverage and sabbatical leave.

To apply, please visit our Web site: <a href="http://physiciancareers.kp.org/nw/">http://physiciancareers.kp.org/nw/</a> and click on Physician Career Opportunities.

For more information, please call: (800) 813-3762.

We are an equal opportunity employer and value diversity within our organization.



# Springfield Family Physicians, L.L.P. Recruiting Family Physician

Springfield Family Physicians is recruiting for a physician to join our thriving, independent Family Medicine group. We provide the full range of family medicine with the

exception of prenatal and obstetric care, including inpatient hospital care.

This is a partnership track position including guaranteed salary and benefits and financial support while you build your practice. Our fulltime physicians work 4 days each week in the office and currently participate equally in our call schedule, roughly 1 in 9. We are seeking a



physician who wants to be involved in practice business decisions and who desires to be a business owner. We might also entertain the possibility of a part-time or employed physician under the right circumstances.

In April, 2007 we implemented an electronic medical record and practice management system, EClinicalWorks. Our beautiful, state-of-the-art, 8 year old building is quiet, efficient and personalized, with 3 exam rooms per provider, central laboratory and EKG, X-ray and 2 surgical suites.

The Eugene/Springfield metropolitan area is located in Lane County, Oregon and is Oregon's second largest 'metropolitan hub'. We are 2 hours from Portland and one hour from beaches and the mountains. It is a beautiful environment offering many recreational opportunities. Eugene is the home of the University of Oregon, there are numerous cultural and outdoors events, and the cost of living is reasonable.

#### Please contact:

Jane Conley,

Practice Administrator Phone: 775-450-4451

E-mail: janec@springfieldfamilyphysicians.com



### Faculty Ad: Full Time OB Fellowship Trained Family Physician

Oregon: Full-time, Board-Certified, OB fellowship and C-section trained faculty needed for Oregon Health & Science University, Department of Family Medicine, Cascades East Family Medicine Residency program.



Come and work in a full-time University position with excellent benefits in a Universityadministered, community-based program, tailored to provide training for physicians who wish to practice full spectrum family practice in rural America.

We attract excellent residents from throughout the U.S. This unique residency is located in southern Oregon in a beautiful small city that rests in the Cascade Mountains. Come and join a dynamic faculty who need help in realizing the full potential of the available resources.

Responsibilities include resident and medical student teaching, patient care (flexible duties depend on qualifications and can include inpatient and ICU; obstetrics required; with possible high-risk OB call-coverage shared with OB faculty), and ample opportunity and time to pursue scholarly and administrative duties. A safe environment, good schools, and incredible outdoor recreation await the qualified applicant. This is a NHSC loan repayment site, and a suitable candidate may apply.

Please send CV and three references to Robert Ross, M.D., Program Director, CEFPC, 2801 Daggett, Klamath Falls OR, 97601, e-mail <a href="mailto:robr1228@aol.com">robr1228@aol.com</a>, or call (541) 885-4612 for further information. AA/EEO employer.

# Independent Clinic is Seeking Family Physician



Tuality Physicians, PC, a primary care clinic in Hillsboro, with five independently-contracted physicians, is seeking a family practice physician.

In this position, the physician will be medically independent, while being expected to conform to our efficient administrative model. The position is full-time, which is four or five days weekly as scheduled. Remuneration is on the basis of a percentage of collections.

Because we are an independent Clinic, we are able to set our own policies, be non-bureaucratic and personalize our practices for the benefit of our patients and ourselves.

Professional and personal relationships within the Clinic are cordial and helpful, and are free of much of the frustration that is so often experienced by physicians who work for large, hospital-owned entities.

If you are interested in this position, please contact me at:

Robert D. Fields, M.D., Director

Tuality Physicians, PC

Cell: 503-349-9292; Home: 503-292-2977

fieldsrobert@comcast.net



# **Donation Form**

Contributions to support the newsletter, student and resident programs, and other department activities are always appreciated.

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