



RIVERSIDE COUNTY MEDICAL ASSOCIATION

Physician Recruitment Toolkit

A Physician's Guide to Recruiting a New Associate.®

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Steps to Take When Preparing to Hire

Recruiting a new physician can be challenging, so before you embark on the process give yourself time to ponder the following to ensure you are prepared to start the process.

Capacity - Do you have the capacity to add another physician? Be mindful of your office layout and ensure there is enough room to add a new physician. This includes office space, exam rooms, office equipment and staffing.

Financial Support - Often times there are resources available to assist in provide financial support to add another physician to your practice - check with local hospital programs, health plans and city programs.

Recruitment Firm - If you will be utilizing a recruiting firm to recruit a new physician for your practice, make sure there is a signed contract in place. RCMA can connect you with one of our recruitment firm business partners.

Salary and Benefits - It is important you have a clear understanding of the amount you are willing to pay when it comes to salary including incentives and benefits you will be offering. Incentives and benefits can include: sign-on bonuses, income guarantees, retention bonus, time allotted for CME's, paid CME's, loan forgiveness, vacation time, sick time, medical, dental, life insurance, relocation reimbursement and flexible schedules or 4 day work weeks.

Loan Repayment Programs - There are various Federal and State Loan Repayment Programs available to physicians who choose to work in a medically underserved area. RCMA has information on the various Loan Repayment Programs.

Job Description - Take the time to write a compelling job posting. You want to motivate the reader to take action and apply for the position (see page 5).

Benefits to Joining your Practice - Take the time to ponder what sets your practice aside from other opportunities currently available in your area. During the interview be sure to highlight all the positives of joining your practice. Remember this is your moment to provide the candidate with the feeling that your opportunity is the best for them!

Contract - Don't delay preparing the contract. Waiting until you find the right candidate will prolong the onboarding process. There are various parts to the contract that you need to consider which include: the type of compensation model, on-call requirements and potential partnership.

Community Highlights - Inland Southern California has so much to offer. Be sure you relay to the candidate all the benefits to living and practicing in the community during the interview process (see page 19).

Steps to Take in the Interview Process

Social Network - It's best to use social networking options like Skype or Facetime prior to scheduling a face to face interview, which may require you to fly the candidate out for the meeting. Social networking will allow you to evaluate the candidate and observe their behavior for free to see if they would be a "fit" for your practice before incurring any expense. There is no need to spend more money than you need in order to fill your opening. The money you save in travel expenses for those that do not fit your practice can be put towards the salary, incentives or benefits you will be offering the candidate you chose, allowing you to provide a more competitive compensation package.

Spouses - Be mindful to include the physician's spouse in conversations and the interview process, this is an important and necessary step. You want to confirm that the spouse is open to moving to a new area were they may be leaving behind friends and family. The spouse often plays a major role in deciding if a physician accepts a position, so do not overlook the importance of making them feel welcome and included in the process.

References - Requesting references and following through with checking them is an essential part of the interview process that should not be overlooked. Reference checks can provide you valuable insight into the candidate's skills, knowledge, dependability and behavior.

Red Carpet Time - When it comes time for the face-to-face interview be sure to roll out the *Red Carpet*. This is your time to impress the candidate by showing them the value and appreciation that you hold for them. Ensure you schedule enough time for the interview in addition to providing them with transparency when it comes to your practice. Treat the candidate to lunch at one of the well-known restaurants in the area followed by a tour of the community to show case the local schools and hospitals. Don't forget to introduce them to a local real estate agent who can assist them with finding a new home. The more effort you put into exposing them to the community, the more comfortable they will feel about making the transition to become part of the community.

The Offer - Be prepared to make an offer and provide the employment contract at the end of the visit or within 48 hours of the meeting. Allow the candidate reasonable time to respond but be mindful that allowing them too much time to decide can cause you to lose the candidate!

Contract is Signed so What's Next - Now that the contract is signed the hard part of finding the right candidate is over, but there is one important step that remains which is the onboarding process! Have a clear plan in place for who on your staff will be responsible for the following: credentialing, office equipment, lab coats and any additional items or tasks that need to be addressed. This part of the process will be an indicator to the new physician as to what type of environment they will be working in. You want to ensure it is a positive start for the new physician! Sample contract <http://c.ymcdn.com/sites/napr.site-ym.com/resource/resmgr/Docs/PhysicianGroupEmployed1.pdf>

Sample Interview Questions

- Describe one of your most successful accomplishments?
- Give me a specific example of a time when you had to conform to a policy with which you did not agree and how did you handle that?
- What motivates you to do your best on a job?
- What is your typical way of dealing with conflict?
- What unique skills do you poses?
- Tell me about a recent situation in which you had to deal with an upset staff member or patient.
- Describe to me the steps you would take in explaining complicated instructions or information to a patient.
- Why are you interested in this practice?
- What are you career goals? Why do you feel we are a good fit?
- How do you handle emergency situations and workload stress?
- Why should we hire you? What will you add to our practice?
- Tell me about a time when you misdiagnosed a patient and how you resolved the issue.
- Describe a time when you were faced with a stressful situation and explain the coping skills you demonstrated.
- What do you do if you disagree with a patient?
- How would your patients describe you?
- What are your weaknesses and strengths?
- Why did you choose this career?
- Why do you want this position?
- Describe a time when you anticipated potential problems and developed preventative measures.
- What electronic medical record systems have you work on? What Challenges have you had in using EMRs?

Sample Job Posting Template

Job Title: This is the area where creativity is a must! Since the title will be what pops up when people are searching for opportunities you need to ensure it grabs their attention and peaks their interest so they continue to read.

- *Be brief*
- *Utilize keywords*
- *Use traditional grammar (no capital letters and no symbols)*
- *Ensure words used depict a true description of the position*

Practice Description: With the current physician shortage it is imperative that you highlight what makes your practice the ideal opportunity as opposed to others that are in your area. This is the area where you should sell them on joining your team. Be sure to include the perks they will be privy to as well as what your staff loves about working for your practice. Ensure all the information you provide here is accurate and not embellished. You do not want to create a situation where your new associate feels they were misled.

Job Description: The job description needs to be creative while providing insight into what the position entails. This is the perfect place to describe what a day in the position would consist of.

Physician Responsibilities:

- *Be sure to list out the responsibilities they will be expected to perform*
- *The responsibilities should be in a bullet point format*
- *Some examples would be:*
 - *perform check-ups on patients to assess patients status of health and discover any possible health issues they may have*
 - *Perform examinations on sick patients and assess symptoms to determine their condition*
- *Being clear with expectations from the start will alleviate having a disgruntled physicians who may leave the practice*

Requirements:

- *This information should be in a bullet point format*
- *Make sure to list things like valid California Medical License*
- *Specify if you want them to be Board Certified or if Board Eligible is acceptable*
- *If you are requiring a specific number of years of experience be sure to list that information (if there is none then there is no need to list.)*
- *List out any specific skills they must have whether that is a certain procedure, utilizing a specific medical device, or in depth knowledge of a specific condition.*
- *List out any personality traits. For instance, if you are dealing with pain management you might want to seek out someone who is compassionate.*

Recruiting via Email

These days with the use of modern technology most turn to email as a means to recruit. The downfall with recruiting via email is that candidates become accustomed to this form of solicitation and often times overlook or ignore the emails they are sent. You will need to be crafty to captivate the interest of the candidate with the hopes that they take action and actually open the email. Keep in mind that the information in the body of the email must generate a desire to learn more about the opportunity.

Tailor your Message

Your message should be tailored to the specific candidate you are pursuing. Research should be done to learn about the candidate. Facebook, Twitter, and the candidate's CV are all great resources you can use to gain insight. Tailoring your message to fit the candidate will generate interest from the candidate, allowing you to stand out from the rest!

Captivate your Candidate

With the numerous emails that physicians receive on a daily basis you have to ensure that the one you are sending is captivating. When it comes to the subject line, be creative! This can be accomplished in many ways, keep in mind it doesn't hurt to add in some humor to reel them in enough to open the email you sent. Don't forget that everyone has "a great job opportunity" in their own opinion, so we recommend staying away from using comments like that.

Be Honest

The interviewing process varies from practice to practice so it is imperative that you are honest and clear about the process that your particular practice follows. Think about the process your practice follows to arrange for the candidate to travel to you for the interview, is another department involved or is an approval needed? If that is the case with your practice let them know that. Being clear about the process will put them more at ease while time is ticking because you shared the process and they are aware of the steps that need to be taken. Do not overlook options that are available for free while you are waiting for the processes to run its course. For example, facetime, Skype, and sending a simple "hope all is well" email are all great tools to keep them engaged as well as provide them with a feeling that you are truly interested in them.

Benefits and Incentives

The **traditional benefits** listed below are currently being offered in the Inland Empire by medical practices:

- Medical
- Dental
- Life Insurance
- 401k
- Malpractice Coverage

Incentives are being used as a way to capture the interest of physicians who are constantly being inundated with offers throughout the United States. Due to the physician shortage traditional benefits are just not enough to draw physicians into accepting an offer that once was considered acceptable. Creativity is a must when coming up with incentives that will peak the interest of these highly desired physicians. These may include:

- Moving reimbursement
- Paid time off to complete CMEs
- Allowance for CMEs
- 100% Funded Pension Plans
- Uniform Allowance
- Bonuses (annually or quarterly)
- Sign-on Bonus (ranging from \$10,000-\$250,000)
- Partnership Opportunity (typically available after working anywhere from two to five years)
- Payment toward Student Loans (typically require a two to five year commitment depending on amount to be paid back)
- Housing allowance (usually for the first year)
- Resident stipend while they are completing training prior to their start date

Sample Offer Letter

Date

Physicians Name

Address

City, State, Zip Code

Dear **Physicians Name**:

I am thrilled to extend you an offer to join our growing practice. Please find outlined in this offer letter some of the details regarding you becoming a valued physician on our team. Once we received your acceptance of this offer we will follow up with an Employment Agreement. This offer is contingent upon execution of the contract and credentialing. We would like to begin the credentialing process upon your acceptance to ensure the process is complete prior to your start date or shortly thereafter.

Your offer is as follows:

(Such as employed, associate, etc.) position with a proposed effective date no later than (START DATE) contingent on credentialing and verification of state medical license or as soon as possible with mutual agreement.

\$_____ base salary + production bonus (state from what year bonus starts)

Productive Bonus Potential (state when this will be defined-if details are currently known state them in this offer letter if they are not then be sure they are clearly defined in the contract)

Partnership will be offered following the completion of year_____ with structured partnership tract starting on day of employment (be sure to include the words performance and metrics if those are part of the criteria for partnership)

_____ Health Benefits

_____ Vacation

_____ CME

_____ 401K

_____ Malpractice

A Sign-On Bonus is part of the compensation package and will be paid out as follows:

\$_____ paid within ____ days of the receipt of your signed contract.

\$_____ paid upon final credentialing, which is anticipated to be within ____ days of your start date. This final date is also dependent on how quickly you provide the information to us for the credentialing process. You will be provided a checklist of the items that will be needed for the credentialing process along with any assistance you may need to allow for a quick and easy onboarding experience.

Should an event cause you to leave the practice prior to the completion of ____ months, this sign-on bonus would need to be paid back to the practice prorated to the remaining months of the term.

We are seeking to expedite the placement of this opportunity and would appreciate you informing us of your decision no later than _____ via fax or email.

On behalf of the group, hospitals and community we want to thank you for considering our opportunity. We believe that you would be a true asset to our group with the vast knowledge and skills you possess.

Sincerely,

Owner/Physician

Acceptance: _____
(signature)

Name: _____
(please print)

Date: _____

Salary Models

Salary - The income level is set and the physician knows exactly what they will be making each pay period. The salary figure is traditionally referenced in a yearly amount (example \$200,000 a year salary.)

Salary + Bonus - There are a variety of bonuses that fall into this category from a small percentage to a large percentage which makes up a majority of the compensation.

- **Number of patient encounters** - This model is typically used for psychiatrist, primary care, and physicians based in an office setting.
- **Gross Billing** - This is a bonus which is based on annual or quarterly billings (usually used in hospitals.)
- **Net Collections** - This is a bonus based on a percentage of collections subtracting out overhead or it could be based on a collections threshold.
- **Relative Value Units (RVUs)** - There are 2 kinds of RVU's total or work.
 - Work RVU's are used in a bonus model that is considered a unit of measure to reflect the amount of time, effort, intensity and technical skill required to execute a specific service.
 - Total RVU's entail the work RVU, overhead and the cost of malpractice.
- **Quality** - This could involve computing a variety of factors that may include peer review, committee work, patient satisfaction, value based care and administrative work.

Income/Collection Guarantees - This is a subsidy supplied to a physician by a hospital for typically a period of one to two years based on monthly income or collections. When the subsidy period ends should there be a remaining balance, a promissory note is created for the balance, which is traditionally forgiven over time as long as the physician stays in the community to practice or until the stated forgiveness period has expired. There are two types of income guarantees: Net Income and Gross Income.

- **Net Income Guarantee** - Covers the physician's salary only with the overhead being expensed, approved and reimbursed as a separate entity.
- **Gross Income Guarantee** - Covers the physician's salary and overhead paid in a flat monthly guaranteed rate. Typically if your expenses end -up being less than the monthly guaranteed rate you are able to keep the extra money that was saved.

Triangle Agreement - This is similar to the income/collections guarantee with the only difference being the agreement is between a hospital and a practice rather than the hospital and the physician. This model is used to assist practices with recruiting a new physician.

Loan Repayment Programs

California State Loan Repayment Program (SLRP) - Provided by OSHPD

www.oshpd.ca.gov/HWDD?SLRP.html

Requirements:

- Must work in an underserved area
- Requires the provider's site to match the award on a dollar-for-dollar basis with non-federal contributions (directly or through donations from public or private entities)
- Must be located on the SLRP Certified Eligible Site List.

Steven M. Thompson Physician Corps Loan Repayment Program (STLRP) – Provided by

OSHPD <http://www.oshpd.ca.gov/hpef/Programs/STLRP.html>

Requirements:

- Be an allopathic or osteopathic physician or surgeon
- Be free of any contractual service obligations (i.e. the National Health Service Corps Federal Loan Repayment Program or other financial incentive programs)
- Have outstanding educational debt from a government or commercial lending institution
- Have a valid, unrestricted license to practice medicine in California
- Be currently employed or have accepted employment in a Health Professional Shortage Areas (HPSA) or Primary Care Shortage Area (PCSA) in California
- Commit to providing full-time medical services in a HPSA or PCSA for a minimum of three (3) years.

Shortage Designation Program (SDP) - Provided by Federal Government

<http://www.oshpd.ca.gov/HWDD/Shortage-Designation-Program.html>

Program Information: The Shortage Designation Program (SDP) provides technical assistance to clinics and other primary care providers seeking recognition as a federally designated Health Professional Shortage Area (HPSA) for Primary Care, Dental Health and Mental Health disciplines or Medically Underserved Area/Medically Underserved Population (MUA/MUP). SDP provides data analysis services and liaisons between the federal government and healthcare provider sites applying for HPSA or MUA/MUP status. Shortage designations: Enable clinics to be eligible for assignment of National Health Services Corp Personnel or apply for Rural Health Clinic Certification, Federally Qualified Health Center status (FQHC), FQHC Look-Alike, or New Start/Expansion program, depending on the designation.

Faculty Loan Repayment Program (FLRP) - Provided by the US Department of Health &

Human Services <http://www.hrsa.gov/loanscholarships/repayment/faculty/>

Requirements:

- Applicants must have an eligible health professions degree or certificate
- Have a full-time or part-time employment commitment to be a faculty member at an approved health professions institution for a minimum of two-years

- Education from one of the following types of eligible schools: Allopathic Medicine, Osteopathic Medicine, Dentistry, Nursing, Pharmacy, Allied Health, Podiatric Medicine, Optometry, Veterinary Medicine, Public Health (graduate level only), a school offering physician assistant education programs, or a school offering graduate programs in behavioral and mental health.

National Health Service Corp Loan Repayment Program (NHSC) - Provided by HRSA
<http://hrsa.gov/loanscholarships>

Requirements: Competitive program for primary care medical, dental and mental health clinicians working at approved NHSC facilities in Health Professional Shortage Areas. Full-time clinicians working at high-need sites can receive \$50,000 for their initial 2-year commitment and may be eligible to apply for additional years of support to repay their student loans. (Part-time opportunities also available.)

To become a NHSC site <https://nhsc.hrsa.gov/sites/becomenhscapprovedsite/index.html>

Requirements: Review the Applicant check list located on the site

The Public Service Loan Forgiveness (PSLF) - The Public Service Loan Forgiveness Program forgives the remaining balance on a physician's Direct Loans.

<https://studentaid.ed.gov/sa/repay-loans/forgiveness-cancellation/public-service>

Requirements:

- Must have made 120 qualifying monthly payments under a qualifying repayment plan
- Made loan payments while working full-time for a qualifying employer (see site for specifics on qualifying employer.)

Benefits to Using Recruiting Firms

When it comes to utilizing *recruiting firms* often times the cost is hard to swallow but the benefits may outweigh the costs in a tight job market. Below is a list of benefits when utilizing a recruiting firm.

- Recruiting firms have the staff resources to screen candidates thoroughly (this ensures the candidates have a strong interest in your open position.)
- During the screening process recruitment firms are able to find out what other opportunities potential candidates are vetting (this provides you with insight into your competition so you can be competitive.)
- They typically have a database of candidates (this allows them to forward your opportunity quickly, reducing the time needed to seek out interested individuals.)
- The cost to hire a recruiting firm can be recouped (once you fill your physician opportunity more patients can be seen daily allowing for increased revenue.)
- If you use a firm that actively recruits for your area they have data on what others are offering (this allows you to develop a compensation package that is comparable to what others are offering in your area.)
- They have the time, energy, and experience which allows them to find candidates quickly (if you have the responsibility of seeking out interested candidates often times you are forced to squeeze that task into your already busy schedule of daily responsibilities.)
- You are working long hours with little to no down time (time is of the essence they can meet your demands quickly.)

If you decide to use a recruitment firm *RCMA has Business Partner Recruitment Firms* that have been vetted and established to assist you with your needs.

RCMA Business Partner Recruiting Firms



RCMA Business Partner Recruiting Firms are dedicated to offering discounts to RCMA members. Click the following link for more information on RCMA Business Partner Recruiting Firms: <http://www.rcmanet.org/benefits/business-partners.aspx>.

IEHP Provider Network Expansion Fund

IEHP has established a fund to relieve some of the financial burden for practices who are seeking to hire new Board Certified PCPs, Specialists and Mid-level providers to practice in the Inland Empire. This fund was created due to the increase in the Medi-Cal population as a result of the Affordable Care Act.

Basic Requirements

- Board Certified (if coming out of residency may consider board eligible)
- Must pass credentialing through IEHP
- New provider must stay with the practice for a minimum of 3 years or IEHP will recoup funds at a prorated amount.
- Mid-levels providers will adhere to the existing requirements set for PCPs and Specialists
- Mid-level providers must be new to IEHP's network
- Funding for mid-level providers will be at 50% of the one year cost with a maximum of \$75,000.

Application

For additional online information regarding the Provider Network Expansion Fund including application click the link: <https://ww3.iehp.org/en/providers/join-our-provider-team/network-expansion-fund/>

Send completed application via e-mail to Kirk Fermin at fermin-k@iehp.org

For any questions regarding this program please contact Kirk Fermin, Business Analyst at (909) 890-5522.



**IEHP Application
Provider Network Enhancement Fund Program**

- Please complete the information below to apply for funding from the IEHP Provider Network Enhancement Fund Program. Refer to the Program Description of the IEHP Provider Network Enhancement Fund Program for information regarding the program.
- For questions regarding this Program, please contact:
Kurt Hubler, Chief Network Officer at (909) 890-1152, Email: hubler-k@iehp.org
Susie White, Director of Provider Services at (909) 890-2710, Email: white-s@iehp.org
- Send completed applications by letter of email to:
Inland Empire Health Plan
Attention: Susie White
Director of Provider Services
P.O. Box 1800
Rancho Cucamonga, CA 91729-1800

You may submit your own document as long as the information below is included.

EMPLOYING/CONTRACTING ENTITY INFORMATION	
Entity Name:	_____
Entity Address:	_____
Contact Person:	_____ Phone: (____) _____
Entity TIN#:	_____ Contracted with IEHP Yes No
PHYSICIAN POSITIONS TO BE FUNDED	
Physician Type:	_____ _____ _____
Primary Care Physician(s)	_____ _____
Specialist Physician(s)	_____ _____
Practice Location(s) (address, city):	_____ _____
Hours of Practice:	_____ EMR/EHR Utilized Yes ___ No ___
If Yes, Name of Vendor	_____
Estimated first year cost of salary and direct benefits	_____ _____
Please provide information as to why these physician(s) position should be funded, including description of geographic area served, documentation of need for the physician type, current access times for appointments, etc.:	
_____ _____ _____	

Benefits of Inland Southern California

Live, Practice, Play, the Inland Southern California Way!

Live

Welcome to the best place to live in Southern California! Because of the lower cost of living, you can afford a higher quality of life with all the same benefits of the higher priced communities like San Diego, Orange and Los Angeles Counties.

Affordable Housing - Inland Southern California living means saving an average of \$150,000 or more. When you take into account home size, yard space and amenities, you'll find that residents enjoy significantly improved living situations. Find your perfect home in Riverside or San Bernardino County.

Sunny Weather - Inland Southern California offers a diverse climate and geography that ranges from rolling hills to desert, alpine to wine country. On average the region has more than 340 days of sunshine each year.

Unique Communities - Endless possibilities await your living and lifestyle needs...and it is more than urban, suburban and rural...you name it and Inland Southern California has it! Whether it be wine country estates, historical downtown, creative communities, desert living, waterfront homes, horse property, farmland, mountain communities, or just about anything else you can think of, you can find it here.

K-12 Education - Every parent wants to send their children to the best schools. Inland Southern California is proud to have some of the nation's recognized top schools. Take some time and research schools in your target community. For more information: <http://www.rcoe.us/schools-districts/> and <https://www.cde.ca.gov/schooldirectory/details?cdscode=36103630000000>.

Higher Education - Inland Southern California has a thriving higher education community with dozens of colleges and universities in our region including: American Career College-Ontario, Barstow Community College, California Baptist University, California State University of San Bernardino, Chaffey College, College of the Desert, Community Christian College, Concorde Career College-San Bernardino, Copper Mountain Community College, Crafton Hills College, Everest College-Ontario, Everest College-Ontario Metro, Everest College-San Bernardino, Kaplan College-Palm Springs, Kaplan College-Riverside, La Sierra University, Loma Linda University, Mayfield College, Mt. San Jacinto Community College District, Palo Verde College, Platt College-Ontario, Professional Golfers Career College, Riverside City College, Sage College, San Bernardino Valley College, The Claremont Colleges, University of California Riverside, University of La Verne, and University of Redlands. We are also proud of our medical schools in the area

which include Loma Linda University School of Medicine, University of California Riverside School of Medicine, Victor Valley College and Western University of Health Sciences. For more information: https://en.wikipedia.org/wiki/Template:Colleges_and_universities_in_the_Inland_Empire

Economy & Jobs - According to the June 16, 2017 California Employment Development Department, the current unemployment rates in Inland Southern California is 4.5%. Industries increasing employment positions the region include healthcare, construction, leisure/hospitality, information and government.

Airports & Travel - Inland Southern California is centrally located and served by the following major airports: Los Angeles International Airport (LAX), Ontario International Airport (ONT), Palm Springs International Airport (PSP), San Diego International Airport (SAN) and John Wayne Airport-Orange County (SNA).

P practice

It doesn't matter how you want to practice...large group, small group, solo practice, rural clinic, hospital based or academic practice, Inland Southern California welcomes you in whatever mode of practice you desire.

Forget the commute...live in the community you practice. Because of the reasonable cost of living compared to the more densely populated parts of Southern California, you will have quality of life no matter where you practice in Inland Southern California.

Physician Community - Inland Southern California physicians are committed to working together to solve our physician shortage as well as improving the health of our community. Working together in organized medicine, the physicians of Riverside County Medical Association are here to support you and help you succeed.

Make a Difference - We Need You! Inland Southern California falls well below the recommended supply of primary care physicians and is one of two areas in California that falls short of the recommended supply of specialists. This shortage means you will have your pick of location, you will have patients, and your work will have a positive impact on your chosen community!

P lay

Inland

Southern California is centrally located and a short drive away from all Southern California attractions. There are thousands of ways to play with your family locally.

Outdoors - There are hundreds of ways to enjoy the Inland Southern California outdoors! The only question is what is your favorite way to play? Inland Southern California outdoor activities include, but are not limited to camping, hiking, biking, boating, fishing, cycling and golfing.

Mountain Villages - Inland Southern California is home to Southern California's mountain communities. Along with year round shopping and sight-seeing, each season brings numerous activities. Winter activities include snow fun, skiing, snowboarding and tubing. Spring, summer and fall activities bring mountain biking, fishing, boating, hiking and camping. For more information:

<http://www.californiaoutdoorplayground.com/SB-Communities/Mountain-Communities.aspx>

Adventure - If you have a more adventurous side, Inland Southern California will not let you down, there is sky diving, paragliding and off-roading.

Night Out - There are many ways to spend an evening out on the town. Beyond the numerous fine dining restaurants throughout Inland Southern California, you can complement your evening by checking out one of the local casinos like Pechanga or Morongo or attend an event at one of the many amphitheatres and arenas like Citizens Business Bank Arena, Fox Theater, San Manuel Amphitheater or Hi Desert Playhouse Guild. For more information:

<http://www.pechanga.com/>

<https://www.morongocasinoresort.com/?chebs=gl-morongo>

<http://www.inlandempire.com/night-clubs/>

<https://www.sanmanuel.com/>

<http://www.hotwatercasino.com/>

Museums & Zoos - Throughout Inland Southern California there are dozens of zoos and museums to experience with your family and friends. Take some time to explore special places like The Living Desert, March Air Museum, San Bernardino County Museum, Orange Empire Railway Museum, Downtown Riverside Museum and the Hesperia Zoo.

Spas & Resorts - Inland Southern California is filled with hundreds of day spas and resorts to rejuvenate your life. The one spa you definitely want to visit is Glen Ivy Hot Springs which was founded in the 1860's and Two Bunch Palms will provide you with a little history.

Wine Country - Inland Southern California has its own wine country featuring hundreds of award winning wines in the Temecula Valley. For more information: <http://www.temeculawines.org/>

Professional Sports - Imagine being close enough to enjoy cheering for the Los Angeles Angels of Anaheim, Anaheim Mighty Ducks, LA Avengers, LA Charges, LA Clippers, LA Dodgers, LA Galaxy, LA Lakers, LA Kings, LA Sparks and San Diego Padres. Don't forget Inland Southern California is also home to professional motorsports, minor baseball teams plus our collegiate sports.

World-Renowned Festivals - Inland Southern California has some of the greatest festivals in the nation including the world renowned Coachella Valley Music & Arts Festival and StageCoach Country Music Festival. For more information:

<https://www.coachella.com>

<http://www.stagecoachfestival.com/>

Outlet Malls - Inland Southern California shopping includes every kind of store you can imagine, but it's also home to four gigantic outlet malls including Cabazon, Ontario Mills, Lake Elsinore and Barstow.

For more information:

<http://www.cabazonoutlets.com/>

<http://www.simon.com/mall/ontario-mills>

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Farmer's Markets - Farmers Markets are everywhere in Inland Southern California! Eat healthy as you stay and play in Inland Southern California. For more information:

<http://www.inlandempire.com/farmers-markets-in-the-inland-empire/>

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