

MINNESOTA FAMILY PHYSICIAN

Newsletter of the Minnesota Academy of Family Physicians

July/August 2007

Legislative Session a Success for Family Physicians

By Dave Renner, MAFP Legislative Representative

The 2007 Legislative Session completed its work on May 21, and it was a very successful session for the MAFP. The Legislature adopted the Freedom to Breathe Act that prohibits smoking in most all workplaces, including restaurants and bars. This is a major accomplishment that will protect all workers and patrons from the danger of secondhand smoke. In 1975 Minnesota lead the nation by passing the first clean indoor air act regulating smoking in restaurants and bars. We have now become the 20th state to prohibit smoking in these settings altogether.



In addition the Legislature increased coverage for 37,000 uninsured children and 17,000

uninsured adults. This was done by eliminating many of the cuts in eligibility that the Legislature passed during the many years of budget shortfalls. This will hopefully stop the tide of increasing numbers of uninsured that the state has experienced over the last few years.

The Legislature also approved a new tool designed to assist physicians in reducing the number of patients who are “doctor shopping” looking for narcotics. The Board of Pharmacy

Legislative - Continued on page 7

What is a Medical Home?

By Dave Hutchinson, M.D., MAFP President-Elect

And where is it? Or who is it? What's in it, and who's there when you knock?

The Medical Home is a phrase, a concept, now oft-referenced in conversations about reforms in healthcare delivery and healthcare finance. It is a phrase that offers a context for the re-promotion of primary care in some of those same conversations. It suggests a patient-driven, personal physician-led structure for care delivery. Its components and goals are research-proven to work well for you and your patients, providing superior care outcomes, with superior value, efficiency, and satisfaction.

In 2005, the MAFP Board composed a position paper on the Medical Home, outlining its importance in Minnesota's future healthcare landscape, and highlighting core principles which we feel defines it. This work closely reflects the

2007 'Joint Principles of a Medical Home', agreed upon by the AAFP, the AAP, the ACP, and the AOA.

'The Joint Principles of the Medical Home' added a core tenet in support of compensation reform, to allow robust accomplishment all of the above.

State and national leaders have endorsed the Medical Home as an important focus of transformation. The MAFP now feels that vigorous promotion of the Medical Home concept is one of our most important initiatives, as a service to members, and a service to Minnesota. Our efforts to educate members and the public are on our website, and have occurred in advertising, local talks, and officer addresses. We're developing a full plan for marketing the

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Coming Up

The Calendar

Sept 3	Holiday, MAFP Office Closed
Sept 15	Residency Program Luau
Sept 19-21	MMA Annual Meeting, Mankato
Oct 1-3	AAFP Congress of Delegates, Hyatt Regency Hotel, Chicago
Oct 3-7	AAFP Annual Meeting, Hyatt Regency Hotel, Chicago

Continuing Education Courses

Geriatric Trauma Summit

Date(s): September 6 - 8, 2007
Sponsor: University of Minnesota
Location: St. Paul, Minnesota
Registrar: (612) 626-7600
Approved for 13.50 Prescribed Credits
www.cme.umn.edu

High Performance Physician Conference: Enhancing the Electronic Medical Record

Date(s): September 14 - 15, 2007
Sponsor: High Performance Physicians
Institute
Location: Methodist Hospital Rochester
Registrar: (877) 599-5119
Approved for 14 Prescribed Credits

8th Psychiatry Review: Youth Mental Health

Date(s): September 17 - 18, 2007
Sponsor: University of Minnesota
Location: Minneapolis, Minnesota
Registrar: (612) 626-7600
Approved for 12 Prescribed Credits
www.cme.umn.edu

Innovations in Gynecology

Date(s): September 28, 2007
Sponsor: Omnia Education
Location: TBA
Registrar: (800) 889-4944 or
www.innovationsingyn.com
Approved for 4 Prescribed Credits by the
ACCME

Clinical Diabetes Management in PC

Date(s): October 4 - 5, 2007
Sponsor: Park Nicollet Clinic
Location: Minneapolis, Minnesota
Registrar: (952) 993-2721
Approved for 12 Prescribed Credits
www.parknicolett.com/diabetes

Twin Cities Sports Medicine Conference

Date(s): October 5 - 6, 2007
Sponsor: University of Minnesota
Location: Minneapolis, Minnesota
Registrar: (612) 626-7600
Approved for 11.50 Prescribed Credits
<http://www.cme.umn.edu>

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Editorial copy and practice opportunity ads to be considered for the Sept/October issue are due in the MAFP office by 8/30/2007.

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Summer is heating up and so are the discussions at the MAFP Board of Directors. As I see it, here are the "HOT TOPICS" for family medicine.

The Medical Home

The Minnesota legislature has passed a bill to continue to develop patient centered-medical homes in the Minnesota health care delivery system. National political candidate Newt Gingrich is speaking about the medical home as a solution to the crisis in U.S. health care. Businesses such as IBM are looking to purchase health care from practices that provide a medical home.

This being said, I still believe a concrete sense of what a medical home is not shared by many of our MAFP members, our patients, and business leaders who purchase health care. To this end, your Academy leaders are dedicated to further defining and refining what a medical home looks like. Our new Practice Enhancement and Patient Advocacy Committee will be working in consultation with the Prouty Project to develop a marketing campaign that will help our members, patients, legislators and business leaders appreciate the value the medical home can bring to health care delivery systems. In this issue, please read the first of the medical home articles that will appear in each edition of the *Minnesota Family Physician* to familiarize yourself with the concept.

University of Minnesota Academic Health Center Commitment to Training Family Physicians

Many of you may remember concerns expressed last fall when Frank Cerra, Senior Vice President of University of Minnesota Health Sciences Administration, addressed a group of HealthEast physicians and he was asked what the University's plan to address the shortage of family physicians was. His answer was that "market forces" would determine the future viability of family medicine. Since that time, there has continued to be a notable lack of written or spoken acknowledgement of the family physician shortage in Minnesota by University leadership. Furthermore, the new nurse doctorate program at the University of Minnesota has been promoted as the answer for caring for Minnesota's aged population with multiple chronic medical conditions. This begs the question "Does the University think family physicians can be replaced by nurses with doctorate degrees?" Your Academy leadership will actively pursue opportunities to open lines of communication with the University to share the extensive data collected that shows when primary care physicians are involved in patient care compared to multiple specialists or mid-level providers, that hospitalization rates and the overall cost of care goes down while health care outcomes improve.

Proposed New Medical School in Minnesota

We have heard about the proposal by the University of St. Thomas and Allina Hospitals and Clinics to open a new medical school with a main purpose would be to train more primary care physicians. Your Academy leadership is actively pursuing opportunities to meet with Allina and St. Thomas officials to hear more about their plans. We plan to invite leadership from the Minnesota chapters of ACP and AAP to join in the discussions. Questions we have included (1) How could MAFP help in designing programs to train primary care physicians? (2) How would the new medical school collaborate

President's

Message

By Lynne Lillie, M.D.



with the University of Minnesota's Duluth Campus and RPAP program, both of which are nationally recognized for their success in preparing physicians to practice in rural areas? (3) How would the UST medical school be accountable to actively recruit and retain students dedicated to the practice of primary care medicine? (4) How would an additional Twin Cities medical school affect the capacity for clinical rotations for U of M students?; (5) Will the UST be asking the legislature for state funding for the school or will it be privately funded?

RVU Reimbursement Inequalities

Many payers in Minnesota have switched to a RVU based reimbursement system. As many of you may remember, the RVU system was developed to lessen the discrepancy between dollars paid for cognitive medical care and medical procedures. Recent research out of Indiana reveals significant discrepancies have now developed in the "conversion factor" that payers apply to RVUs for cognitive medical care and procedures. Therefore the RVU system, as originally intended to lessen the payment gap between E & M codes and procedural codes, has been rendered meaningless. The Indiana study found dollars paid per RVU for procedural codes ranged from 31% - 86% higher than the dollars paid per RVU for E & M codes. Many Indiana payers acknowledged the variations in their conversion factors and blamed pressure from surgical and procedural specialist who refused to accept contracts to provide care at the same conversion rates applied to cognitive care. Given the fact that there is a finite amount that payers will spend on health care, this tweaking of conversion factors continues to widen the gap in reimbursement between primary care physicians and surgical "limited practice" specialists. This brings us back to two other HOT TOPICS, the primary care physician work force shortage and financial disincentives for medical students to choose careers in family medicine. The question I am asking Minnesota physicians is "Do we think the inequality in payer fee schedules exists in Minnesota? Please review Dr. Felger's article "Are Your Payer's Fee Schedules Fair?" in the April 2007 issue of *Family Practice Management* and start discussions with your partners and payers on this issue.

I would invite all of you to visit the MAFP web page at www.mafp.org to view the MAFP position paper on the medical home and other great links to medical home information. The website will also provide a link that you can use to email me with your questions, comments and other hot topics your leadership should be aware of.

Thank you all for the care you give to your communities!

What's New

► U of M Medical School Honored for Support of Family Medicine

The University of Minnesota School of Medicine, Minneapolis, was named as one of ten medical schools that have contributed the most to the pipeline of family physicians. The school was honored when the AAFP presented its Top Ten Awards during the Society of Teachers of Family Medicine Annual Conference in late April. The awards recognize schools that, during a three-year period, graduate the greatest percentage of students who choose family medicine.

► MAFP Members in the Spotlight

Ray Christensen, M.D., Duluth, was honored as a Minnesota Rural Health Hero during the Minnesota Rural Health Conference in June. Christensen was chosen for advocating for health care consumers and educating tomorrow's rural health providers. **Amy Diede, M.D.**, a family physician in Apple Valley, wrote an article on ear infections in children for the May 2007 issue of *Minnesota Health Care News*.

► Cultural Competency Education

The U.S. Department of Health and Human Service Office of Minority Health is providing an online education module called "A Physician's Practical Guide to Culturally Competent Care". It enables family physicians and other health care professionals to more effectively provide treatment for the country's increasingly diverse population. Physicians who register for the activity are eligible for up to nine CME credits through the AAFP. For more information about the module, visit the website at <https://cccm.thinkculturalhealth.org/>.

► Medical Home Cable Commercial to Run in Twin Cities Metro Area

The MAFP's cable commercial, created to introduce the concept of a medical home to Minnesotans, will run this summer in the Twin Cities area, as well as in outlying cities that are served by Comcast Spotlight. The commercial will air on CNN, The Discovery Channel, The Family Channel, LifeTime, TV Land and the USA Network. Look for the spot to run repeatedly from August 13 - 19, 2007, and from September 10 - 16, 2007. The commercial aired for several months last year on Charter Communications cable stations, but the coverage area only targeted a couple of metro cities. The commercial features Minnesota's 2006 Family Physician of the Year, **Brian Bunkers, M.D.** It can be viewed by visiting the MAFP webpage at www.mafp.org and clicking on the 'View Commercial' link on the home page.



► Two Doses of Chickenpox Vaccine Required for School in 2008

Beginning in September 2008, two doses of the varicella vaccine will be required for students entering kindergarten or 7th grade. Last summer, national medical groups recommended that all children should receive two doses of the chickenpox vaccine rather than just one. They recommended that the first dose be given at 12 to 18 months and the second dose at 4 to 6 years of age. They also recommended that people who previously got one dose get a second dose the next time they go to the doctor. For more information about the recommendations and to access a printable fact sheet, visit the link on the MN Department of Health website at www.health.state.mn.us/divs/idepc/immunize/laws/chknp08law.html.

Membership Report May 1, 2007 - June 30, 2007

New Active Members

Ibkhan Ansine, M.D., Minneapolis
Mark Carlson, M.D., Bemidji
Debra Caspers, M.D., Oakdale
Nasser Kazmouz, M.D., Crookston
Elizabeth Osborne, M.D., Saint Peter
Shailendra Prasad, M.D., Shoreview
Joanne Smith, M.D., Esko
Charlene Ulstad-Warkentien, M.D., Roseville
Marion Warwick, M.D., Saint Paul
Fred Webber, D.O., Crystal Beach
Elizabeth Westby, M.D., Rochester
Alberto Zenti, D.O., Andover

New Student Members

University of MN- Duluth
David Danielson

University of MN- Twin Cities
Mike Parrott
Jennifer Thompson

In Memoriam

Kim Macnab, M.D., Albertville
Member since 1996



MAFP Membership (As of 5/31/07)

Actives = 2,084	Life = 237
Residents = 214	Inactives = 45
Students = 524	Supporting = 2

Total = 3,106

Tar Wars

Thank you to all family physicians, family medicine residents, medical students and nurses who made Tar Wars presentations during the 2006-2007 school year:

- | | |
|------------------------|-------------------------|
| Michelle Atchison | Amanda McDonald, M.D. |
| Danielle Baker | Wendy Middendorf, R.N. |
| Joan Benner, M.D. | Rick Mitchell, M.D. |
| Kimberly Bigelow, M.D. | Sirri Nomo, M.D. |
| Sarah Carlson | Benjamin Pofahl, M.D. |
| Michele Erickson, M.D. | Michelle Ragen, M.D. |
| Michelle Gorman, M.D. | Rachel Reuter, M.D. |
| Michelle Johnson, M.D. | Stephanie Stanton, M.D. |
| Stephanie Koonce | Jenessa Warzecha, M.D. |
| Jason Lee | Ulrika Wigert, M.D. |
| Thomas Lynn, M.D. | Mia Wintheiser |

Thank you to the United Hospital Foundation for providing funding to send our Minnesota Poster Contest winner to Washington, D.C., to participate in the national contest!



Thank You Note from a Twin Cities Elementary School Teacher that was Sent to a Local Tar Wars Presenter!

Dear Dr. Erickson,

Thank you so much for coming to our class to do the Tar Wars presentation. The kids were very engaged and interested in everything you had to say. They have been busy working on their posters and are excited about the contest. This was a new program for our school, and I was so pleased with the interest and impact on my students. Thank you again for taking the time to make a difference in the lives of children by sharing such an important message.

Sincerely,
Mehan Murray
Fourth Grade Teacher
Vista View Elementary
Burnsville, MN

Tar Wars

2007 Minnesota Poster Contest



**Anna Van Wyk,
Woodland
Elementary,
Eagan, MN**

First Place



Second Place



**Gunnar Ewert,
Scandia Elementary,
Scandia, MN**



Third Place



**Paige Upham,
South Point Elementary,
East Grand Forks, MN**



2007 Residency Program Luau - Made for Medical Students

Medical Students

This is your chance to visit with family medicine residency programs from Minnesota and neighboring states and take part in small group discussions that focus on financial planning, surviving the intern year and moonlighting opportunities. The event will take place on Saturday, September 15 from 8:00 am until noon at the Radisson Hotel Roseville.

This event is **FREE** for medical students and their guests.

Visit www.mafp.org to register online. You can also register by phone (800) 999-8198 or (952) 542-0130.

Carpool and We'll Pay for the Gas

Driving from Duluth or Mayo? Pack four students (counting *you*) into your car and we'll pay for the gas.

Luau

Here's the Plan

8:00 - 10:30 am
Visit Residency Programs/Breakfast

10:30 am - Noon
Small Group Discussions
Financial Planning
How to Survive the Intern Year
Moonlighting Opportunities

Prizes

The Residency Programs are giving away excellent prizes! The drawing will be held at 10:15 a.m. You must be present to win.

Questions?

Call Lisa Regehr (952) 542-0130, (800) 999-8198 or email lregehr@mafpa.org

Continued from page 1 - Medical Home

Medical Home to public, member, legislative, and payer audiences. This article, now, will launch a discussion series designed to further acquaint members with Medical Home language, and to consider practical issues and offer suggestions about how to construct medical homes for our own patients.

Through what structure, what mechanism, should these principles be served? Is a family doctor actually the medical home? Or is it a building? My clinic? Must personal physicians be primary care doctors? How can every clinic or physician offer comprehensive care? What specific services or resources are there?

Home is where you're safe, valued, tended. A Medical Home is a concept which describes a system, or a set of health resources. It is a point of care entry to a system which is structured to accomplish the goals of its defining core principles. It is an entity which is committed to (and which should be reimbursed for) offering the quality and type of health care that all patients deserve; that is, it offers care which is:

- Free of barriers to access

- **Relational**, supported by trusted connections with *personal physicians*, experts in medicine, who come to know, care for, and feel responsible for patients over time, who ensure recording and conveyance of the patient's health story for accurate use by other caregivers, and who serve as a team point person for care oversight.

- **Coordinated** centrally through physician direction, use of updated health records, and through reliable communication between team members and all network consultants.

- **Patient-Centered**, delivered according to patient needs and priorities, culturally sensitive, employing patient feedback and patient direction in policy formulation.

- **Comprehensive**, using team member expertise, and maintaining collaborative and cooperative relationships with a full range of care settings and specialties.

- **Committed to quality, safety, and improvement**, through use of evidence, technology, collaboration, system design, and self-inspection.

Those guidepost principles emphasize the use of care teams, care plans, active partner and team communication, information records and transfer, knowledge bases and decision-support tools and Q.I processes, provision of basic and preventive services along with access to all other care services, and a culture of patient-centricity which should guide how we structure our care policies and facilities. They imply the sharing of responsibilities, with an eye toward provider and clinic health. They also continue to emphasize continuity relationships as valuable at all points of care.

A Medical Home can be represented by a multi-specialty organization, a primary care clinic, a consortium of facilities, a solo practitioner, an e-connection between a patient and physician. Any of these structures, and more, could honestly call itself a Medical Home, IF it is openly available, IF it is networked and communicates actively with a complement of resources which can offer full care to patients, IF its policies and habits actively employ the value of relationships between patients and doctors who know them, and IF it administratively and culturally places the patient at the center of considerations.

will be developing an electronic registry for physicians to use when a patient comes to the emergency room looking for schedule II or III narcotics. The physician will be able to review the registry to determine if the patient has received narcotics recently from another prescriber before writing an new prescription.

But most importantly, as part of the health care reform discussions, the Legislature embraced the concept of the medical home. They passed a number of pilot projects and study groups to address the current payment system. The goal is to recommend changes that will reward physicians and other providers for caring for patients with chronic and complex conditions. There is a pilot project for pediatricians to support a medical home model for children with special health care needs. In addition there are four pilot projects for children and adults with complex health care needs who are enrolled in fee-for-service medical assistance to incent the use of cost-effective primary and preventive care, reward the use of evidence-based care, and reward care coordination. These pilots must use care professionals or clinics to serve as a patient's medical home and be responsible for coordinating health care services across the continuum of care. Finally, the Medical Assistance (MA)

program has also created a program to pay \$50 per client per month to primary care clinics for care coordination for people who have complex and chronic medical conditions.

In addition to the pilot projects there are a number of task forces, commissions, and work groups that will be meeting over the interim to develop more health care reform recommendations for the 2008 Legislative Session. Among these is the Health Care Transformation Task Force. This group will be mostly appointed by the Governor to develop reform recommendations. Also, the Legislative Oversight Commission on Health Care Access, a 10-member commission of legislators, is meeting to develop their recommendations. Finally, the key agency heads are directed to develop a plan for promoting and facilitating changes in payment rates and methods for paying for health care services to accomplish the medical home concept.

There are many opportunities for the MAFP and MAFP members to participate in these health care reform debates. Family physicians are poised well to achieve the reforms necessary to implement the medical home.



MINNESOTA ACADEMY OF FAMILY PHYSICIANS FOUNDATION NEWS



The mission of the MAFP Foundation is to support family physician health care delivery, research and education, and to promote the specialty of family medicine.



Looking Ahead

*By Patrick Zook, M.D.
MAFP Foundation President*

Each year, the MAFP Foundation holds a Board Retreat in September. We review our mission (refer above), discuss current and potential programs, and check our

alignment with the Foundation's strategic plan. Strategic planning often fails because the plans become rigid. The organization can get locked into place with a three to five year plan. Conditions change, and the plan loses its usefulness.

Strategic management recognizes that plans/goals must be fluid and adaptable. We don't necessarily have to give up our goals, but we may have to modify the path we take toward the achievement of those goals.

Our 2007 retreat, on September 25, we will examine the Foundation's core programs, and the Board will discuss Foundation staffing and financial resources and what is needed for future program growth over the next one to three years.

We thank you and encourage your continued support of MAFP Foundation programs – a reminder – donation revenue is not shared between the AAFP Foundation/MAFP Foundation. So your contributions allow the MAFP Foundation to continue to fund quality programs, which directly support both the specialty of family medicine and the health care of your patients.

Community Concern - Youth Action

The Youth Achievers Program Nutrition Education Program is a collaborative effort with the MAFP Foundation, the YWCA St. Paul (Youth Achievers Program), the Midwest Dairy Council, and the United Family Medicine Residency Program (St. Paul). The General Mills Foundation provided a \$10,000 grant for this innovative program in 2005-2006, and the AAFP Foundation (through an AstraZeneca grant) provided a \$5,000 health literacy grant for 2006-2007. We are excited about this program concept, as it involves at-risk youth in the development, implementation, and evaluation of nutrition, active lifestyle, and 3-A-Day of Dairy education. The youth are sharing the information/education with their YWCA peers, younger children, and family. They are engaging in project development as well as getting exposure to the field of medicine. Together, the MAFP Foundation and the YWCA St. Paul are seeking funds to continue and expand the Youth Nutrition program into 2007-2008.

We believe strongly that for healthcare to be healthy – accurate, cost-effective, safe, meaningful, and kind – every person should have a Medical Home.

Each of those above types of systems is faced with its own challenges in accomplishing the goals of a Medical Home. Each can do so, with focus and commitment. We recognize that the details of Medical Home design will vary between our settings and systems, but that in general, achievement of its aims is as possible and practical as it is desirable. We recognize challenges: How can docs located distantly from a hospital provide continuity-physician care in both clinic and hospital settings efficiently? How can clinics ensure timely admission and discharge communication with hospitalists or emergency physicians employed by separate parent hospital organizations? How can outside care occurring for the patient effectively become a part of their health record? Do we have the time, and the money, to honestly coordinate care across the system so adeptly? How can we make the EMR an instrument of wise practice, rather than a primary task itself? Pshaw. Watch our dust.

The Medical Home represents values which speak to all of us. Its principles could also seem ephemeral, or impractical given certain financial, workload, and partner-support exigencies. It

is important that we believe we can build them fully, though. It is through Medical Homes that we will successfully achieve the safety and accuracy goals outlined by the Institute of Medicine *while at the same time* personalizing and coordinating medical care for patients in the ways we know are healthy and gratifying according to traditionally continuity, whole person, and comprehensive care values of Family Medicine, *while also at the same time* accommodating the modern lifestyle goals of community physicians, in the context of our current practice resources. It is through delivery of care demonstrably according to Medical Home principles that we will achieve substantive compensation reform. Maintenance of healthy Medical Homes is also our ticket to renewed professional satisfaction – they will accent our effectiveness, value, connections to patients, and will reorient the general design of healthcare. Student and partner recruitment will follow all of these things. Construction of Medical Homes isn't just a social imperative; it is in our best interests.

Our next issue will focus on Coordination of Care in the Medical Home. Please share your observations and reactions to any column or topic in this series, on our website message board for members at www.mafp.org.



Community Based Geriatrician – Minneapolis Area Our mission is to improve the care and professional experience the frail elderly receive from their physicians. We are seeking a BC Family Physician or Internist to provide services outside of traditional hospital or clinic settings. We offer physician-driven primary care for nursing home residents and a consult service for short stay rehabilitation patients. We are starting a home visit service for Assisted Living residents in 2008. Expect salary and CME allowance above usual primary care range with 1:4 telephonic call. This is a unique opportunity for a high performing, thoughtful, compassionate primary care physician with the ability to provide care outside of usual pathways. Respect for patient autonomy, outstanding communication skills and self motivation are required traits. CAQ or Geriatric Fellowship desired but not required. If interested, contact Dr Nick Schneeman, Director of North Clinic Department of Geriatric Services at nick.schneeman@northclinic.com or visit our website www.northclinic.com for more information about our department.

Family Practice Physicians: The Duluth Clinic is a nationally recognized, 400+ physician multi-specialty group serving the regional population of 460,000 in northeastern Minnesota, northwestern Wisconsin and upper Michigan. Part of the SMDC Health System, the Duluth Clinic practice extends to 16 regional sites and 4 hospitals, and represents 42 specialties and sub-specialties. We are currently looking for Family Practice Physicians in Ashland, Hayward, and Superior, WI; Duluth, Hibbing, International Falls, Virginia, and Aurora, MN. BE/BC Family Medicine physicians are also being sought for Emergency Medicine in Superior, and Urgent Care in Duluth. Competitive compensations and a comprehensive stipend/bonus program. If you share our passion for delivering the highest standard of care, and if you are searching for a place where your work and your life can peacefully coexist, we invite you to join us. Please contact Roger Reinert at 800-342-1388 X 63452 via email at reinert@smdc.org or apply online at www.duluthclinic.org/career.

WISCONSIN: Supported by a strong network of technology, tools and resources, **Ministry Medical Group** is seeking BC/BE Family Medicine physicians to join our busy practices in Central and Northern Wisconsin. This physician led organization offers opportunities to practice in communities that support the importance of health care, education, recreation, and culture and in a state that is physician supportive with minimal managed care. Opportunities for full-spectrum family medicine with or without obstetrics, depending on location. Offers competitive salary, CME allowance, paid dental, health, life and disability insurance, dues, licenses, malpractice and excellent retirement packages. Contact Judy Brown, 715-342-7998, or Judy.Brown@ministryhealth.org.

Aspen Medical Group in St. Paul, Minnesota, seeks part time and full time BC/BE family medicine physicians, physician assistants and nurse practitioners to join our Urgent Care Department. May rotate between several locations including Bloomington, Maplewood, St. Paul and our new clinic in Inver Grove Heights. Schedule will consist of a combination of day, evening and weekend hours. Full time consists of 31-35 hours/week. Our clinics are fully staffed with lab, X-ray, MRI, CT, nursing staff and on-call specialists. Candidates must have a MN license and DEA registration. Please contact Julie Juba at 866.415.2600, via email at jjuba@aspennmed.org or fax your CV to 651.642.2796.

Le Sueur Clinic/Mayo Health System seeks BE/BC Family Practice Physician, OB optional to join our Mayo-owned regional medical center. Employed position with a competitive salary, excellent benefits, paid malpractice, paid relocation, and generous CME. Le Sueur is known as the "Valley of the Jolly Green Giant" and has excellent schools in safe friendly community. The population of Le Sueur is 4000 just 30 miles south of the Minneapolis metro area or 25 miles north of Mankato. We offer both a satisfying professional career and an excellent quality of life. Contact: Jo Montemurno Phone: 866-625-7131. Email: montemurno.jo@mayo.edu

Springfield Medical Center/Mayo Health System seeks a BE/BC Family Practice Physician with OB to join our Mayo-owned regional medical center. An employed position, competitive salary, excellent benefits, paid malpractice, paid relocation, and generous CME. Springfield is located on highway 14 just 60 mile west of Mankato on the "Laura Ingalls Wilder Memorial Highway." Springfield is a wonderful upper mid-west community with excellent schools with a population of 2,200, four-season recreational opportunities in safe friendly community. We offer both a satisfying professional career and an excellent quality of life in Southern Minnesota. Contact: Jo Montemurno Phone: 866-625-713. Email: montemurno.jo@mayo.edu

North Memorial is presently recruiting for BC/BE family physicians to join several of our owned and affiliated family practice clinics. Practice opportunity locations include Brooklyn Park, Robbinsdale, Crystal, Maple Grove, Minneapolis and others. These are excellent practice opportunities with comprehensive compensation and benefits packages. Contact: Mark Peterson, Physician Recruiter, North Memorial Medical Center, 3300 Oakdale Ave. N., Robbinsdale, MN 55422. Telephone (763) 520-1336. E-mail: mark.peterson@northmemorial.com Website: www.northmemorial.com

Fairview Northland Medical Group seeks family medicine physicians to join our clinics in Zimmerman, Princeton and Milaca, Minnesota. Close to the metro area, these practices also are close to Fairview Northland Medical Center. Obstetrics is desired, high-risk and c-section coverage provided. Call: 1:22 weeknight, 1:10 weekend (one day/weekend). We offer an initial income guarantee with productivity component and fantastic benefit package. Contact: Bridgett Kay, 612-672-2288, 800-842-6469 (TTY 612-672-7300), fax 612-672-298, e-mail recruit1@fairview.org, or visit fairview.org/physicians. EEO/AA Employer

Long Prairie - J-1 visa applications accepted; health profession shortage area. Loan repayment (specified amount) over five years. BC/BE family medicine candidates (with OB training preferred). Join nine primary care providers in a community of 3,040. Call is 1:6 (70% call as P.A. backup). Clinic is attached to a 25-bed critical access hospital. CentraCare Clinic, a 183-physician multi-specialty clinic, is part of CentraCare Health System serving a referral population of 617,000 including a regional medical center, two rural hospitals, 11 clinics and four long-term care facilities. Competitive compensation and benefits. Contact: Kristine Cunningham Rose, Recruiter, 1406 Sixth Avenue North, St. Cloud, MN 56303. 800-835-6652, ext. 54188 Fax 320-255-5722 Email: cunninghamrosek@centracare.com Web: www.centracare.com

Scenic Rivers Health Services - Cook, MN: Four seasons recreation in northern St. Louis County: canoe/kayak, fish, hunt, hike, cross country ski, snowmobile. Scenic Rivers Health Services seeks BC/BE Family Practice Physician to join 1 FP and 2 IM. No OB. Practice includes outpatient, inpatient and ER call coverage. No buy in. Excellent benefits package. Salary is above the national average for Community Health Centers Practice. Current HPSA score indicates possible federal/state loan repayment opportunities for eligible physicians. Contact Elizabeth Storm, 218-666-5102; Scenic Rivers Health Services, 20 5th St SE, Cook MN 55723; estorm@cook.sisunet.org.

Luther Midelfort-Mayo Health System in Rice Lake, Wisconsin is seeking two BC/BE family practitioners to join a growing clinic. OB optional. Call 1:13. Modern, fully equipped clinic with visiting specialties. Luther Midelfort is a physician directed, integrated hospital and multispecialty clinic based in Eau Claire, WI and partnered with Mayo Clinic. Physicians practice evidence based, protocol driven medicine. Electronic and on-line resources make it possible to practice state-of-the-art medicine. Rice Lake, a community of 8,258, is located in Northwest Wisconsin, 100 miles east of Minneapolis, MN and 60 miles north of Eau Claire, WI. Contact Christie Blink, 800-573-2580; blink.christie@mayo.edu; fax 715-838-6192; or www.luthermidelfort.org

Mille Lacs Health System Onamia, MN: Mille Lacs Health System is recruiting a family physician. The Mille Lacs Health System is an integrated health care organization with a 20 bed critical care access hospital with attached clinic and long-term care facility in Onamia, Minnesota. There are 7 family physicians, 1 general surgeon and 4 physician assistants currently practicing at MLHS. The physician staff is very stable with very low turnover in the past 10 years. This full time physician will staff a satellite office in Garrison, Obstetric practice is preferred, but is optional. ER call coverage is approximately 1:7 and is 2nd call to ER physician assistants. For more information contact: Steve Rapatz-Harr, VP Clinic/Provider Services, Mille Lacs Health System, 200 North Elm St. PO Box A, Onamia, MN 56301, 320-532-2582, sharr@mlhealth.org, www.millelacshealth.com

Practice Opportunities - Continued on page 10



New clinic, experienced system: Looking for TWO Family Medicine physicians to start a new clinic in Big Lake, Minn. The latest technology allows physicians to provide high quality, personalized care. Big Lake, with an area population of 15,581, is located approximately 30 minutes from St. Cloud and 35 minutes from Minneapolis. Natural amenities such as lakes, the Mississippi and Elk Rivers, trail systems, parks, a tremendous labor force and easy access to major roads make Big Lake ideal. This community's industrial base balances the rapid residential growth. For more information, contact: Kristine Cunningham Rose, Physician Recruitment & Relations, St. Cloud Hospital, 800-835-6652 ext. 54188 www.centracare.com

Maple Grove Urgent Care: Opportunity for physicians or physician assistants looking for part-time hours in busy urgent care clinic located in the growing northwest suburbs of Maple Grove. Clinic hours are Monday through Friday 4:00 p.m. to 10:00 p.m. as of July 1, 2007, and Saturdays and Sundays 10:00 a.m. to 6:00 p.m. We are open all holidays and offer competitive pay. If you are interested or would like more information, please call 763-420-5279 or fax resume to the attention of Richard Leach, M.D., Medical Director, at 763-420-7938.

The Rural Health Resource Center invites you to consider a Family Medicine opportunity in greater Minnesota. We are a non-profit, statewide organization interested in helping you find the opportunity, community, and lifestyle that meets your needs. We offer information on practice opportunities and communities, assistance with administrative contract review, information on compensation packages and loan repayment programs. Currently, 80+ Family Medicine opportunities are available. For more information, please contact Angie LaFlamme, 800-997-6685 Ext. 222, Fax 218-727-9392, alaflamme@ruralcenter.org.

Red Cedar Medical Center – Mayo Health System in Menomonie, Wisconsin, is seeking a BC/BE Family Practitioner. OB is optional. Call of 1:9. Two-year salary guarantee and complete benefits package offered. Opportunity to moonlight in Red Cedar E.R. Red Cedar is a vibrant 31-physician, multispecialty clinic integrated and attached with a 25-bed critical access hospital located 1 hour east of Minneapolis and ½ hour west of Eau Claire. Menomonie is home to the 7,500 students at the University of Wisconsin-Stout. Perched on the banks of Lake Menomin, the community offers strong schools and safe neighborhoods in a beautiful setting. Contact Christie Blink, 1-800-573-2580; fax 715-838-6192; e-mail blink.christie@mayo.edu or www.rcmc-mhs.org

MeritCare Health System is seeking BC/BE Family Medicine physicians to join staff in several of our 26 clinic locations. Clinic-based opportunities are available in Minnesota and North Dakota. You have your choice of urban or rural locations. Each community offers its own unique setting and personality. These are excellent practice opportunities with competitive salary and benefits, packages being offered. MeritCare Health System, with main offices located in Fargo, North Dakota is a fully integrated 411-physician multi-specialty group practice and 583-bed tertiary/trauma hospital including the 60-bed Children's Hospital and 26 regional clinics in two states. AA/EOE. Drug free work place. Relocation assistance is provided. Visit our website: www.meritcare.com or contact: Jill Gilleshammer, Physician Recruiter, P O Box MC, Fargo, ND 58122-0385; 1-800-437-4010, extension 280-4856; Fax 701-280-4136; Email: Jill.Gilleshammer@meritcare.com

Allina Medical Clinic Mora, MN: Seeking a FP w/OB Physician. Stipend offered to residents while completing residency, full scope rural practice with 90% OP, 10% IP, call is 1:10, including clinic and hospital. C-section training available and routinely participate in medical student education. Recently renovated and financially sound hospital located 65 miles north of Minneapolis. We offer a competitive salary, comprehensive benefits package and malpractice insurance. For more information, please contact Allina Physician Recruitment Services, email: recruit@allina.com, phone: 800-248-4921. EOE

Madelia Clinic/Mayo Health System seeks BE/BC a Family Practice Physician with OB to be part of our Mayo-owned regional medical center. Employed position with a competitive salary, excellent benefits, paid malpractice, paid relocation, and generous CME. Madelia, "Pride of the Prairie" is nestled along the Watonwan River, with a population of 2,400. Excellent schools in safe friendly community where you can enjoy outstanding four-season recreational activities and affordable housing. Madelia is 100 miles south of Minneapolis and 25 miles south of Mankato. Satisfying professional career and excellent quality of life! Contact: Jo Montemurno Phone: 866-625-7131. Email: montemurno.jo@mayo.edu

Melrose – Loan repayment (specified amount) over five years. Seeking a BC/BE family medicine physician (required to practice OB) to join six family medicine physicians in a community of 3,200. Clinic is attached to a 28-bed, critical access hospital. Not a health profession shortage area. CentraCare Clinic, a 183-physician multi-specialty clinic, is part of CentraCare Health System serving a referral population of 617,000 including a regional medical center, two rural hospitals, 11 clinics and four long-term care facilities. Competitive compensation and benefits package. Contact: Kristine Cunningham Rose, Recruiter, 1406 Sixth Avenue North, St. Cloud, MN 56303. 800-835-6652, ext. 54188 Fax 320-255-5722 Email: cunninghamrosek@centracare.com Web: www.centracare.com

To place an ad in the 'Practice Opportunities' section, please email text to kthorson@maf.org. Information about pricing and deadlines can be found online at www.mafp.org/classifieds.asp.

Midwest Family Practice Opportunity: Balance life and patient care. Group practice opportunity for BC/BE Family Practice physician in scenic Winona, MN. Opportunity offers single-hospital setting, competitive compensation and the opportunity to pursue individual medical interests while balancing professional and personal life. Physician would join the medical staff of Community Memorial Hospital, which is linked to area healthcare providers by a community-wide Electronic Medical Record. Bordered by bluffs and the Mississippi river, Winona boasts good schools, two universities, international businesses and bountiful recreational and cultural opportunities. No J1 opportunities. Contact: Cathy Fangman, 855 Mankato Avenue, Winona, MN 55987. Phone: (800) 944-3960, ext. 4301; Website: www.winonahealth.org; Email: cfangman@winonahealth.org

Full-time faculty, great community! Join the award winning faculty of a well-established, 24 resident, community based, university affiliated program. Guide and teach residents and students, participate in direct patient care (including obstetrics). ABFM certification and teaching or practice experience required. Full-time appointment USD School of Medicine. Compensation competitive, working conditions outstanding. Community and both hospitals ranked among the top in the nation. Send CV and letter of inquiry to Earl Kemp MD, Director, earl.kemp@usd.edu, Center for Family Medicine 1115 E. 20th St., Sioux Falls, SD 57105. Women and minorities please apply.

Affiliated Community Medical Centers, Willmar, MN: Physician-owned multi specialty clinic is seeking a full-time physician to join the Family Practice Department in their Willmar, Redwood Falls, Granite Falls, Marshall, Litchfield and Benson affiliates. These positions offer a guaranteed salary plus production incentive and an outstanding benefit package. For further information please contact Kari Bredberg, Physician Recruitment Coordinator, Affiliated Community Medical Centers, 101 Willmar Avenue SW, Willmar, MN 56201, 320-231-6366 or e-mail karib@acmc.com.

Express HealthCare seeks part-time and casual family physicians to work in our State of Art Urgent Care facility. We offer a modern working environment utilizing an EMR, digital imaging and onsite automated prescription dispensing. In addition, there is an onsite CT scanner as well as Physical Therapy. We are located next to the National Sports Center in Blaine. We are open everyday from 10AM to 10PM. We offer competitive pay and flexible scheduling. Please contact Rick Leach, M.D. at RDLeach@AOL.com or call 612-760-7161.

Fairview Lakes Medical Group is a primary care practice seeking family medicine physicians to join our teams in Wyoming and Rush City. Experience work-life balance: 4-day workweeks, rounding options, call of 1:28. Onsite lab and radiology. Accessible specialist consults. We offer an initial income guarantee with productivity component and fantastic benefit package. Join us in delivering exceptional care to the Minnesota communities we serve. Contact: Bridgett Kay, 612-672-2288, 800-842-6469 (TTY 612-672-7300), fax 612-672-298, e-mail recruit1@fairview.org, or visit fairview.org/physicians. EEO/AA Employer

Urban community clinic organization seeks **compassionate, experienced family physicians** for expanded staff positions. Option for OB and participation in hospital medical attending. Qualif. candidates will be BE/BC and desire to work in diverse community-based setting. WSCHS is an FQHC serving 35,000 patients annually at 18 medical, dental, homeless, public housing, and school-based clinic sites located in St. Paul. WSCHS serves large Latino, Hmong, immigrant and refugee populations. Bilingual/bicultural candidates strongly urged to apply. Opp for loan repayment. Resumes/CVs to Maritza De Jesus at West Side Community Health Services, 153 Cesar Chavez Street, St. Paul, MN 55107; fax 651-602-7517; or email hr@westsidechs.org.

Northside Medical Center - Ortonville, MN: Friendly atmosphere and strong sense of community boasting low crime levels and high quality education, Northside Medical Center, Ortonville, MN, is seeking a Family Practitioner with interest in OB-GYN to join its clinic-based practice in west central Minnesota. Group includes 4 family practitioners and 3 nurse practitioners. Specialists provide on-site clinics including Urology, Cardiology, Pain Management, Surgery, GI, ENT, Orthopedics, Podiatry, Nephrology, Neurology, Oncology, OB/GYN. Call 1:5. Excellent compensation and benefit plan. Contact: Liz Sorenson, Clinic Manager, Northside Medical Center, PLC, 435 Eastvold Avenue, Ortonville, MN 56278 (320)839-6157 lsorenson@northsidemedicalcenter.com or visit our website at www.ortonvilleareahealth.org.

Fairview Health Services seeks family medicine physicians to join practices in Farmington, Prior Lake, Chaska, Wyoming, Rush City, Plymouth, Milaca, Hibbing and surrounding communities. Experience work-life balance: 4-day workweeks, rounding options. Onsite lab and radiology. Accessible specialist consults. Optional OB. We offer an initial income guarantee with productivity component and fantastic benefit package. Join us in delivering exceptional care to the Minnesota communities we serve. Contact: Bridgett Kay, 612-672-2288 or 800-842-6469 (TTY 612-672-7300), fax 612-672-298, e-mail recruit1@fairview.org, or visit fairview.org. EEO/AA Employer

Sawtooth Mountain Clinic, Inc., on the North Shore of beautiful Lake Superior, is located in Cook County, MN, which encompasses the communities of Hovland, Grand Marais, Lutsen, Schroeder and Tofte, as well as the Grand Portage Reservation. SMC is a rural, non-profit, federally qualified Community Health Center, on the border of the Boundary Waters Canoe Area and Quetico Provincial Park. Seeking a *full-time BE/BC Family Practice Physician* to complement our practice, which offers a complete genre of family practice services, including primary medical care, emergency room service, in-patient and out-patient services and coverage of the Nursing Care Center. Excellent Benefits/Salary/Paid Malpractice. Please fax or email resumes to: Rita M. Plourde, CEO; or Sue Nordman, COO Fax: 218-387-1278; email: snordman@boreal.org 513 5th Ave. West Grand Marais, MN 55604

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