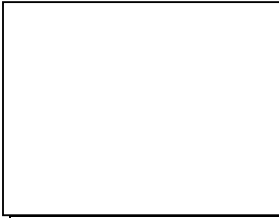


JOB APPLICATION TIMELINE

<p>12-18 months prior</p>	<ul style="list-style-type: none"> • Firm up thoughts on what practice setting will best meet your career goals • Start answering these important questions: What do you want? Where do you want it? • For Guidance, talk to program leadership, faculty, alumni (especially recent graduates and private attendings regarding your interests) • Visit websites like these for more information <ol style="list-style-type: none"> 1. ACP Career Resource Center at http://www.acponline.org/careers http://www.acponline.org/counseling 2. Career resources at http://www.nejmjobs.org/ 3. Medical Economics magazine career resources at http://www.memag.com/ • Inquire into specific geographic areas of interest • Consider electives in hospital medicine or primary care areas depending on interest. If available, seek electives at other institutions/locations of interest in future career. • Take your Step III, if not done already.
<p>12 months prior</p>	<ul style="list-style-type: none"> • Update your C.V. • Get letters of recommendation • Launch your job search • Most jobs are found through networking: contact community physicians (meet at your institutions, pharmaceutical dinners), local hospital administrators, peers, faculty and alumni. • Begin searching journal ads for jobs, esp. NEJM, Annals, Archives and Organization web sites like ACP Job Placement Center, American Medical Association Jobs, www.physemp.com • Consider going through FCVS (Federation Credentials Verification Service) as a repository for all your credentialing information. This is especially important for International Medical Graduates. • Review licensing procedures in Maryland www.mbp.state.md.us and in other states of interest. • Apply for license early especially if you are an International Medical Graduate.
<p>6-9 months prior</p>	<ul style="list-style-type: none"> • Begin active interviewing and negotiating • Consider job recruiters, especially if you have specific job/visa needs (review pros and cons of this approach with others) • After state license, apply for State CDS Number (Controlled Dangerous Substances) and then DEA number. • Register for ABIM exam
<p>3-6 months prior</p>	<ul style="list-style-type: none"> • Receive contracts and review with lawyers • Negotiate contracts and review malpractice coverage • Apply for hospital privileges

JOB APPLICATION TIMELINE



- Apply for NPI (National Provider Identifier) through Centers of Medicare and Medicaid Services
- Apply for membership to ACP (change in status from associate to member) and become part of the Council of Young Physicians in your chapter

* *If you are interested in starting your own private practice, please review the “ACP’s Young Physicians Practice Management Survival Handbook” for more details.

1. FCVS (Federation Credentials Verification Service):

FCVS obtains primary source verification of medical education, postgraduate training, examination history, board action history, board certification and identity. This repository of information allows a physician and/or physician assistant to establish a confidential, lifetime professional portfolio with FCVS, which can be forwarded, at the physician's request, to any state medical board that has established an agreement with FCVS, hospital, health care or any other entity.

<http://www.fsmb.org/fcvs>.

Fee: base fee \$295, total fee \$400+

Processing time: 8-12 weeks

Important parts of the application form: Pg 19- To be notarized. A Medical School Release Request form to be sent to Foreign Medical School. Original Birth Certificate! Passport.

2. MD State License:

www.mbp.state.md.us/pages/forms (or)

www.mbp.state.md.us. Download forms, Application for Initial Licensure.

Fee: \$819 for US grads!!\$919 for IMG’s

Processing time: 8 weeks

Important parts of the application form:

Supplemental form for Page 4- To be sent to medical school if English was the language of instruction. If not, take TSE (Test of Spoken English) or OTE (Oral Proficiency Interview).

Supplemental form for Page 6: Give it in the Department of Medicine (Post Graduate Training Verification).

3. State CDS Number (Controlled Dangerous Substances):

www.dhmh.state.md.us/drugcont/, New Application

Fee: \$60

Processing time: 4-8 weeks

Requirement: State License number.

JOB APPLICATION TIMELINE

4. DEA Number (Drug Enforcement Administration):

www.deadiversion.usdoj.gov, New Application, Form- DEA 224.

Fee: \$390

Processing time: 4-8 weeks

Requirement: State License and CDS numbers.

JOB APPLICATION

TIMELINE

5. ABIM/ Internal Medicine Board Exam:

www.abim.org, register at 'Online services'

Fee: \$1080

Registration: Dec 1, 2006- Feb 1, 2007

6. H1B Visa:

Requirements: State License, Contract.

Processing time: 3-6 months

7. Institution Privileges: Processing time- about 8 weeks.

Points to consider in looking for a job.

Before residents start looking for a job, they should first look within themselves and determine what they want out of their career and their life.

. "What do I want the elements of my career, my family life, my social life, and my practice to be?"

One of the most important decisions is deciding where you want to live. And before that decision is made, make sure you are aware of all the implications that decision will have - especially on your family.

Your location will also have social, political, and economic ramifications

Look at a job as one third of the equation. the job becomes one third, the lifestyle it creates becomes one third and the milieu it creates for the rest of the family is one third

It may be a great opportunity for you, but if you have to work every holiday and weekend it may not be the best situation for someone with a family or a spouse that works.

Your location is also going to have an impact on your compensation

Leadership Roles

Committees are involved in virtually every area of hospital governance and decision making

As young physicians, it is important to develop leadership roles by serving on hospital committees.

Serving on a hospital committees provides a young physician with the opportunity to influence decisions that affect patient care, demonstrate clinical knowledge and hone leadership skills

Maintaining CME

Important to maintain Licensure

- Online
- National Meetings
- Pharmaceutical Discussions
- Grand Rounds
- ABIM Boards
- MKSAP

Working Women and Mothers

A website that is designed for working moms.

www.mommd.com/ubb/ultimatebb.php/ubb/get_topic/f/11/t/000199 - 53k -

Locum Tenens

As a locum physician, you'll be asked to cover offices, clinics, hospitals for weeks to months at a time. This allows you to have great flexibility in your own lifestyle in terms of location and work area. You can use this to travel the country and experience life in areas of the country you might not normally live. Also, this may give you a taste of different practice styles of medicine that will allow you to decide what you want when you grow up!

Flexible to your schedule, lots of opportunities, many expenses paid for, may allow travel, no long term commitments needed

Usually temporary assignments, may not be available where you want to work, may require travel, may not have benefits

<http://www.nalto.org/whatis.asp>
(National Association Locum Tenens)

Recognize What You Have to Offer

Before you can effectively negotiate your salary, you have to understand what you have to offer your new employer . . . and what you may not have.

Let's look at the bad side first. One of the things you don't have to offer is experience with the business of medicine. Depending on the type of practice you're looking at, that might hurt your negotiations. You also won't probably have any/many existing patients who will come with you.

On the other hand, you're coming to the new position with the latest training and with new ideas which can be a tremendous asset to medical organizations. You'll also probably have fewer responsibilities outside of your position which means you'll be able to work more without jeopardizing relationships with a spouse or children. Plus, you'll have more enthusiasm, dedication, and eagerness to learn than many of your co-workers because you're trying to establish your career and build it from here.

Additionally, you need to keep in mind that they have offered a job to you. That means they saw something in you, in your education, in your experience, or in your background they believed would be a valuable asset to their organization

One final aspect to remember: a physician shortage looms, and it's becoming very difficult to find physicians. This is major leverage, especially in underserved areas.

Managing Medical School Debt

After graduating from medical school, Jerome Naradzay, MD, faced a dilemma familiar to many interns and residents - finding the time to organize his student loan file and keep up with all of the paperwork.

"When a resident leaves medical school the focus is on work and having some semblance of a regular life. They may be working 80 to 100 hours a week. But this is also the time when a physician must begin to keep track of student loans, comply with reporting regulations, or chart a consolidation and repayment plan. And accurate student loan information is needed for rental agreements, auto loans or any application that requires a credit history," says Naradzay, who practices emergency medicine at Samaritan Medical Center in Watertown, NY.

With the help of his brothers - one a business manager and one a credit analyst - Naradzay came up with a time-saving system for organizing his own student loan file. That system is now available to others through the Loan Information Network Company (L.I.N.C.), which helps physicians avoid repayment problems by organizing their student loan information when they may be too busy to organize it themselves.

The Association of American Medical Colleges reports that the median debt for 1996 medical school graduates was \$65,000 at public and \$92,000 at private medical schools. And there are usually more than a dozen lenders involved.

"Keeping track of a student loan is like trying to track a tornado. There are layers of administration involved in the student loan business that are confusing," Naradzay explains. "There's an inherent complexity to the system. The loan is not just from a lender, there's a guarantee agency involved. Every few months loans are bought and sold by agencies in a secondary market. And when a loan is sold, the account number may change. This happens often enough to cause confusion for an intern or resident no matter how responsible they are trying to be."

Moves, a name change, new residencies and fellowships must all be reported to each lender. And while a resident's schedule doesn't allow much time for the kind of homework required to keep up with loan information, it's important not to procrastinate, because when it comes to student loans, time is money.

While only 5 percent of physicians ever default on their student loans, Naradzay says that it's not uncommon for residents to receive derogatory credit reports as a result of late payments. Even without default there can be penalties, late fees and missed opportunities for deferments.

And the problem is usually time, not money.

L.I.N.C. provides physicians help with preparing student loan reports, reducing the risk of default, and using deferment and consolidation to best advantage. The cornerstone of L.I.N.C.'s service is the Assessment and Evaluation Process, which includes an exhaustive review of the physician's existing loan file.

During the Assessment and Evaluation Process, L.I.N.C.:

- Organizes files as presented by the physician;
- Identifies deficiencies, errors and omissions;
- Summarizes current loan status; and
- Lists current loan servicing centers.

L.I.N.C. gathers information from various sources, verifies loan data, and provides the client with a succinct loan report.

"Residents send me the information and I do the detective work to figure it out. We send authorization to secondary lenders to authorize me to access their account," Naradzay explains. The time from the initial call to the finished report can be as short as ten days or as long as two months for a more complicated situation. The cost is the same in all cases: \$125.

L.I.N.C. has clients from all specialties, some with loans from as many as 31 different lenders. "We teach residents how to manage their student loan debt. We provide the summary report and explain to the resident how to track the loans. They can then use the report as a reference for tracking and repaying their loans," Naradzay says.

L.I.N.C. can be contacted by e-mail at LINC@imcnet.net or by phone at (888) 432-5462.

Loan Forgiveness Programs

- *Maryland Loan Repayment Program*

Primary Care Organization (PCO)
Maryland Loan Assistance Repayment Program
Loan Assistance Repayment Program

<http://www.fha.state.md.us/ohpp/pco/html/larpprocess.cf>

- *Loan Assistance Repayment Program, Primary Care Services (LARP-PCS)*

http://www.mhec.state.md.us/financialAid/ProgramDescriptions/prog_larppcs.asp

- *NIH Programs*

<http://www.lrp.nih.gov/about/index.htm>

- *National Health service Corps*

http://nhsc.bhpr.hrsa.gov/applications/lrp_05/c.asp#1

- *Loan Repayment Program, Indian Health Service*
- *Department of Defense (DOD) Financial Assistance Program*

Reviewing Employment Contracts:

It is estimated that over 80% of all new physicians enter practice by joining someone else. Whether you join a small group of two or three physicians or a large group or an HMO of over several hundred physicians, you will probably be asked to sign an employment agreement. These contracts are very important and legally binding documents and should never be signed in haste without first having it reviewed. The contract is drawn up by the practice/institution for their protection. It is your responsibility to protect yourself. Most doctors sign employment contracts without benefit of legal counsel. Of those physicians who do use attorneys, many rely on a relative who works for free—but who also has no experience in negotiating medical contracts. It is usually a good idea to have it read by an attorney you hire who specializes not only in health care contracts but also in physician employment contract negotiations.

Where to find help with your contract:

Finding a lawyer

To locate a lawyer where you live, the best referral sources are usually other physicians in the area where you will practice. If you are moving to a new area and do not know lawyers there, you might benefit by contacting the state and county medical societies. Most state medical associations have legal advisory programs; some have staff lawyers while others can recommend local lawyers and law firms.

<http://www.medchi.org>

http://www.medchi.org/Component/Med_soc/Local_medical_soc.asp

If you can't find a lawyer through these sources, you may want to contact the American Bar Association in the state where the practice is located and request the names of the lawyers with employment contract experience, preferably one who specializes in physician employment agreements. Their web address is <http://www.abanet.org>. Their web site also lists additional suggestions for consumers' guide to legal help for other suggestions to find a lawyer. The lawyer may be a member of the American Health Lawyers Association.

It is recommended you employ a lawyer in the state where you will practice. This is especially important when the contract contains a restrictive covenant or non-compete clause. Restrictive covenants (agreements not to remain in the given area if you decide to leave the practice/ partnership) are legal in most states, but the degree of their enforcement varies from state to state. If your lawyer resides in a state other than the one in which the practice is located, make sure he becomes familiar with the restrictive covenant interpretations of the state where you will practice.

What does a lawyer cost?

Before you sign any paperwork talk about fees. The cost of legal advice varies greatly from one area to another. Lawyers usually charge an hourly rate for their services and this rate can be as little as \$150.00 and hour in rural areas to as much as \$500.00 or more in large cities with specialized lawyers. An alternate to this method of payment is a fixed fee, which if offered, should include a detailed description of all services to be provided. If you are going to employ a lawyer at an hourly rate, to avoid sticker shock when you get the final bill it is recommended you ask your attorney to tell you when your bill reaches certain plateaus (\$500.00, \$1000.00, etc.) While legal fee can be expensive, the money spent on an attorney is often recouped in extra salary or benefits gained in the negotiation process.

Evaluating and Using a Lawyer:

You should meet with more than one lawyer to evaluate them based on their qualifications and compatibility. Also consider if you want an independent lawyer with whom you can establish an ongoing relationship for your future legal needs related to the practice, or if you would prefer the service of a law firm with specialists in many areas so you can select different legal counsel for different legal needs.

Selecting the right lawyer can be valuable in helping making sure your first practice choice is the correct one and your contract agreement does not contain ambiguities that could be potential sources of friction.

Maryland Hospitals and Contact Information – By County

Allegany

Memorial Hospital and Medical Ctr of Cumberland
600 Memorial Ave.
Cumberland, MD 21502-3797
410-723-4000
www.wmhs.com

Sacred Heart Hospital
900 Seton Dr.
Cumberland, MD 21502-1874
301-723-4200
www.wmhs.com

Anne Arundel

Anne Arundel Medical Ctr
2001 Medical Parkway
Annapolis, MD 21401-3030
443-481-1000
www.aahs.org

Baltimore Washington Medical Ctr
301 Hospital Dr.
Glen Bernie, MD 21061-5899
410-787-4000
www.northarundel.org
Info on staff privileges – 410-787-4525

Baltimore City

Bon Secours Baltimore Health System
2000 W. Baltimore St.
Baltimore, MD 21223-1597
410 362-3000
www.bonsecours.org

Good Samaritan Hospital of Maryland
5601 Loch Raven Blvd.
Baltimore, MD 21239-2995
410-532-8000

www.gcmh.com

R. Dobbin Chow, MD, Director, Residency Program. Dept. of Medicine

Harbor Hospital Ctr
3001 S. Hanover St.
Baltimore, MD 21225-1290
410-350-3200

www.harborhospital.org

Carlos Zigel, MD Chair, Dept. of Medicine

- S. Atluri M.D. & Richard Williams M.D., Program Directors - Internal Med Residency
- For Staff Privileges contact the Medical Staff Services Department at 410-350-3234

The Johns Hopkins Bayview Medical Ctr,
4940 Eastern Ave.
Baltimore, MD 21224-2780
410-550-0100

www.hopkinsbayview.org

David B. Hellmann, M.D., Chair, Dept. of Medicine, Vice Dean, Johns Hopkins Bayview

- Roy C. Zigelstein, M.D., Executive Vice Chairman, Dept. of Medicine, Associate Director Internal Medicine Residency Program
- Colleen Christmas, M.D., Program Director-Internal Medicine Residency, Bayview

The Johns Hopkins Health System
600 North Wolfe St.
Baltimore, MD 21287-2182
410-955-5000

www.hopkinshospital.org

Myron L. Weisfeldt, M.D. - Chair, Dept. of Medicine

- Charles Wiener, M.D., Program Director-Internal Medicine Residency

Maryland General Hospital
827 Linden Ave.
Baltimore, MD 21201-4681
410-225-8000

www.marylandgeneral.org

William Anthony, M.D., Chair, Dept. of Medicine

- Martin Linker, M.D., Program Director-Internal Medicine Residency

Mercy Medical Center
301 St. Paul Place
Baltimore, MD 21202-2165
410-332-9000

www.mercymed.com

George M. Boyer, M.D., Chair, Dept. of Medicine

- Wilma Rowe, M.D., Program Director-Internal Medicine Residency

St. Agnes Healthcare
900 Caton Ave.
Baltimore, MD 21229-5299
410-368-3000

www.stagnes.org

William A. Valente, M.D., F.A.C.P, Chair, Dept. of Medicine, 410-368-3120

- Norman Dy, M.D. Program Director-Internal Medicine Residency
- Sapna Kuehl, M.D., Assistant Program Director-Internal Medicine Residency

Sinai Hospital of Baltimore
2401 West Belvedere Ave.
Baltimore, MD 21215-5271
410-601-9000

www.lifebridgehealth.org/sinaihospital/

Steven Gambert, M.D., Chair, Department of Medicine, 410-601-6340

- Aisha Thomas, MD – Program Director, Internal Medicine Residency
- Charles Albrecht, M.D., Program Director-Internal Medicine Residency
-

Union Memorial Hospital
201 East University Parkway
Baltimore, MD 21218-2895
410-554-2000

www.unionmemorial.org

Robert B. Ferguson, M.D., Chair, Dept. of Medicine

- Wayne Campbell, M.D., Assistant Program Director-Internal Medicine Residency

University of Maryland Medical System
22 S. Greene St.
Baltimore, MD 21201-1595
410-328-9600

www.umm.edu

Frank Calia, M.D., Chair, Dept. of Medicine

- Susan D. Wolfsthal, M.D., Program Director-Internal Medicine Residency

VA Maryland Health Care System
10 N. Greene St.
Baltimore, MD 21201-1524
410 605-7000
www.maryland.va.gov
Philip Mackowiak, M.D., Chair, Dept. of Medicine

VA Maryland Health Care System
Fort Howard
Fort Howard, MD 2 1052-3001
410 477-1800
www.maryland.va.gov

Baltimore County

Franklin Square Hospital Ctr
9000 Franklin Square Dr.
Baltimore, MD 21237-3998
443-777-7000
www.franklinsquare.org
Philip Panzarella, M.D., Interim Chair, Dept. of Medicine

- David M. Zolet, M.D., Program Director-Internal Medicine Residency
- If interested in medical staff privileges, contact Brenda Boblitz, Director, Medical Staff Services 443-777-7410

Greater Baltimore Medical Ctr
6701 North Charles St.
Baltimore, MD 2 1204-6892
443-849-2000
www.gbmc.org
Neal Friedlander, M.D., Chair, Dept of Medicine

- Paul Foster, M.D., Program Director-Internal Medicine Residency

Northwest Hospital Center
5401 Old Court Rd.
Randallstown, MD 21133-5185
410-521-2200
www.lifebridgehealth.org/northwesthospital/

Calvert

Calvert Memorial Hospital
100 Hospital Rd.
Prince Frederick, MD 20678-9675
410-535-4000
301-855-1012
www.calverthospital.com

Carroll

Carroll Hospital Ctr
200 Memorial Ave.
Westminster, MD 21157-5799
410-876-3000
www.carrollhospitalcenter.org

Cecil

Union Hospital
106 Bow St.
Elkton, MD 21921-5596
410-398-4000
www.uhcc.com

VA Maryland Health Care System
Perry Point
Perry Point, MD 21902-9998
410-642-2411
www.maryland.va.gov

Charles

Civista Medical Ctr
701 East Charles St.
P. O. Box 1070
Laplata, MD 20646-1070
301-609-4000
www.civista.org

St. Joseph Medical Ctr
7601 Osler Dr.
Towson, MD 21204-7582
410-337-1000
www.sjmcmd.org

Dorchester

Dorchester General Hospital
300 Bryn St. P.O. Box 439
Cambridge, MD 21513-1908
410-228-5511
www.shorehealth.org

Frederick

Frederick Memorial Healthcare System
400 West Seventh St.
Frederick, MD 21701-4593
240-566-3300
www.fmh.org

Garrett

Garrett County Memorial Hospital
251 North Fourth St.
Oakland, MD 21550-1398
301-533-4000
www.gcmh.com

Harford

Harford Memorial Hospital
501 South Union Ave.
P.O. Box 340 Havre De Grace, MD 21078-3493
443-843-5000
www.uchs.org

Upper Chesapeake Medical Ctr
500 Upper Chesapeake Dr.
Bel Air, Maryland 21014
443-643-1000
www.uchs.org

Howard

Howard County General Hospital
5755 Cedar Lane
Columbia, MD 21044-2999
410-740-7890
www.hcgh.org

Kent

Chester River Hospital Ctr
100 Brown St.
Chestertown, MD 21620-1499
410-778-3300
www.chesterriverhealth.org

Montgomery

Holy Cross Hospital
1500 Forest Glen Rd.
Silver Spring, MD 20910-1487
301-754-7000
www.holycrosshealth.org

Montgomery General Hospital
18101 Prince Philip Dr.
Olney, MD 20832-1512
301-774-8882
www.montgomerygeneral.com

Shady Grove Adventist Hospital
9901 Medical Ctr Dr.
Rockville, MD 20850-3395
301-279-6000
www.adventisthealthcare.com/SGAH/

Suburban Hospital Healthcare System
8600 Old Georgetown Rd.
Bethesda, MD 20814-1497
310-896-3100
www.smhchealth.org

Washington Adventist Hospital
7600 Carroll Ave.
Takoma Park, MD 20912-6392
301-891-7600
www.adventisthealthcare.com/WAH/

Prince George's

Doctors Community Hospital
8118 Good Luck Rd.
Lanham, MD 20706-3596
301-552-8118
www.dchweb.org

Fort Washington Hospital
11711 Livingston Rd.
Fort Washington, MD 20744-5164
301- 292-7000
www.fortwashington-hospital.com

Laurel Regional Hospital
7300 Van Dusen Rd.
Laurel, MD 20707-9266
3 0 1 - 7 2 5 - 4 3 0 0
410-792-2270
www.dimensionshealth.org/website/c/lrh

Prince George's Hospital Ctr
3001 Hospital Dr.
Cheverly, MD 20785-1189
301-618-2000
www.dimensionshealth.org/website/c/pghc

Southern Maryland Hospital Ctr
7503 Surratts Rd.
Clinton, MD 20735-3397
301-868-8000
www.smhchealth.org

St. Mary's

St. Mary's Hospital
25500 Pt. Lookout Rd. P.O. Box 527
Leonardtown, MD 20650-9999
301-475-8981
www.smhwecare.com
Medical Staff Office: 301-475-6170

Talbot

Memorial Hospital at Easton, Maryland
219 S. Washington St.
Easton, MD 21601-2996
410-822-1000
www.shorehealth.org

Washington

Washington County Health System
251 East Antietam St.
Hagerstown, MD 21740-5771
301-790-8000
www.washingtoncountyhospital.com

Wicomico

Peninsula Regional Medical Ctr
100 East Carroll St.
Salisbury, MD 21801-5422
410-546-6400
www.peninsula.org

Worcester

Atlantic General Hospital
9733 Healthway Dr.
Berlin, MD 21811-1155
410-641-1100
www.atlanticgeneral.org
For more information about working at Atlantic General Hospital, contact Jonathan Cook, Vice President of Practice Administration, at (410) 641-9341

Hospitalists Programs in Baltimore Metro Area – Contact Information

Baltimore City

Good Samaritan Hospital

Herbert Friedman, M.D., Hospitalist Program

• Administrative contact: Barbara Rice (barbara.rice@medstar.net)

5601 Loch Raven Blvd

Baltimore, MD 21239

410-532-4361

Johns Hopkins Bayview

Eric Howell, M.D., Director, Bayview Hospitalist Division

Room 276 ACS Building

4940 Eastern Avenue

Baltimore, MD 21224

Phone – 410-550-5018

Fax – 410-550-2972

ehowell@jhmi.edu

Mercy Medical Center

Michael G. Sambat, M.D., Director Hospitalist Program

Phone: 410-332-9448

St. Agnes Healthcare

Ammer Bekele, M.D.

Co-Director, Hospitalist Program

abekele@stagnes.org

410-368-2524

Box 198, Dept. of Medicine

900 Caton Avenue

Baltimore, MD 21229

Sinai Hospital of Baltimore

Sinai Hospital Academic Hospitalist Division

Charles R. Albrecht, III, M.D.

calbrech@lifebridgehealth.org

University of Maryland Medical System

Academic Hospitalist Division

Mangla Gulati, M.D.

mgulati@medicine.umaryland.edu

Office - 410-328-7605 / Fax - 410-328-7607

Hospitalist Division

Louis Domenici, M.D., Chair General Internal Medicine

Union Memorial Hospital
Hassan Nasser, M.D., Director, Hospitalist Group
201 E. University Parkway
Baltimore, MD 21218

Baltimore County

Franklin Square Hospital
Kam Aeyeung, M.D., Hospitalist Program

- Administrative Contact: Pam Seidl (pam.seidl@medstar.net)

9000 Franklin Square Drive
Baltimore, MD 21237
410-777-8340

GBMC Hospitalist Group
Fred Chan, M.D.
6701 N. Charles Street
Ste. 4890
Baltimore, MD 21204
Office 443-849-8046
FAX 443-849-8057

Northwest Hospital Center
Chaitanya K Ravi, M.D., Hospitalist Program
5401 Old Court Rd.
Randallstown, MD 21133
410-521-4211
cravi@lifebridgehealth.org

St. Joseph Medical Center

- Emanuel Kokotakis, M.D., Director of Hospitalist Program
emmanuelkokotakis@chi-east.org
Tel:410-337-1996
Fax:4 10427-2054
- David Utzschneider, M.D, PhD, Hospitalist Program
David.utzschneider@yahoo.com
443-254-5749 (cell)

7601 Osler Drive
Towson, MD 21204