

# **The Doctor's Encore**

## **How Physicians Find Success After Medicine**

**By Ryan J. Kime, M.D.**

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"It's the set of the sail, not the direction of the wind that  
determines which way you go."

- Jim Rohn

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## Foreword

## A Note from the Author

For many of us, there comes a time when we lift our head up from our years of dedicated practice and ponder for a moment. At that very moment, if only for a brief second, you think to yourself... "What else? What else would I love to be doing as a career?"

And with that fleeting thought, your life changes forever. Now you have introduced the possibility of a defining moment.

What is a defining moment?

Is it a special circumstance? A heroic action?

How do know if we are in a defining moment?

Some defining moments are easily spotted by looking into the past. They may have been routine or seemingly inconspicuous events at the time, but later they turn out to have a huge impact on our lives.

However, not all of life's defining moments have such serendipity. And not all of them are seen by looking into the past.

Some defining moments are ahead of you. You might even notice them in the distance.

These moments can be anticipated. And you can plan for them.

You see, it's not the timing that defines the moment or even the situation. It's ***your response***.

It's ***your response*** to "what else?" that makes this your defining moment.

A successful Encore Career is a dream for many physicians today. And building that Encore Career can truly be a defining moment in any doctor's life.

Making that transition is no small feat.

One of the biggest obstacles in the journey is developing the right plan of action, the right steps to take. On my own journey, I found few resources dedicated to the subject of doctors transitioning into other careers.

And so, what I've compiled for you are my transition plans, my resources and just about anything else I could think of which could help you on your Encore journey.

Keep in mind this is only a plan. One plan. A plan that worked for me and for many others. I encourage you to use it as a springboard and adapt it to meet your individual Encore needs.

So come follow along and let me share with you some thoughts and lots of helpful resources to help you with your Encore Career. Let's make your defining moment a brilliant Encore success!

## Background

In the Age of Discovery, from approximately 1500 A.D. to 1800 A.D., was characterized by extensive overseas exploration from the European colonial powers. Portugal and Spain, followed by Britain, all sought to expand their influence and establish global trade with

exploration to the New World. They stood to make a profound mark on history and gain lasting rewards if these voyages were successful.

Much of the journey was completely unknown to these early explorers. They had to learn, adapt, and overcome a number of obstacles along the way, many of which were not anticipated. Yet explorers like Columbus, De Gama, Magellan and others persevered in spite of this and many of them were eventually successful.

After reading about some of these early voyages and the preparation and planning that was involved, I couldn't help but draw a comparison to what we as doctors face when plotting our course to a nonclinical career. Whether the destination is yet to be defined, or the obstacles along the way are unknown, a doctor's transition away from the bedside can truly be a monumental journey.

But that doesn't mean it can't be done, done well, and completed with success. Like those explorers before us, the doctor's journey will require planning, preparation and execution if to be successful. Even though the journey to the New World was very difficult for those early explorers, it eventually became routine for those who followed.

You too can follow others who have started on their path. In this book, I highlight the paths other doctors took and the challenges they overcame. If nothing else, the dreams of an Encore Career coupled with effort and risk involved set the stage for a great personal success story. I invite you to come aboard as we prepare to make way to a New World, a place away from the bedside, and one I call the Doctor's Encore.

### **What is an Encore Career?**

A doctor's Encore Career is any nonclinical career in just about any form, capacity, or duration that may or may not involve medicine. That pretty much covers anything that doesn't involve routine "bedside" care! It's no surprise to hear more and more physicians today are looking at nonclinical Encore Careers. And they want a safe plan for how to make that change.

We are all busy creatures of habit – at home, at work, and with life in general. Sometimes thinking about a new career, let alone designing a successful plan, can be overwhelming and a major challenge for even the most well organized individuals. Unlike many of the clear and predictable requirements we had in our medical training, the path to a nonclinical career is often much less well defined. In my own journey, I found it difficult to locate good resources that directly spoke to the specific challenges doctors face when transitioning careers.

### **What the book offers You**

What has always interested me is not so much what type of career a doctor transitions into, but how the doctor found that Encore position in the first place. More specifically, how did the doctor manage to find their way to their Encore Career?

I'm sure most of us either know, or have heard of, physician colleagues who successfully left their bedside practices for nonclinical careers. But too often that all we ever hear. They work with a pharmaceutical company in the Research and Development division,

or as a medical director for an insurance company. Unfortunately, this leaves us with no real understanding of **how** they did it, which leaves us with many questions, like:

- How did they find this particular career?
- What steps did they take?
- What did they have to learn?
- Who and Where did they look for guidance and resources?
- Where did they fail?
- What advice would they offer to others on a similar path?

Depending on your specific transition plans, career changes can be a truly new experience for doctors.

Some physicians may have more of a natural evolution into their Encore Careers, perhaps like those doctors with a research background and involvement with sponsored clinical trials who transition into a research position with the Pharmaceutical Company.

Others doctors may not have such a smooth transition. They, like myself, may have to learn a whole new set of skills and knowledge from scratch. This is undoubtedly much more difficult, but it takes the perspective of a true beginner.

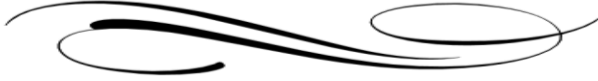
And that's why I hope to write from it. This approach focuses on the basic concepts, required to transition careers. There are more details, and when possible I have included as much as possible without appearing redundant. My hope is you are able to use some or all of this information to review and strengthen your Encore plan. I hope you find this as interesting and fun as it was to write.

To Your Encore Success,

- Ryan



## ***Part 1: Cardinal Voyage***



"Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover."

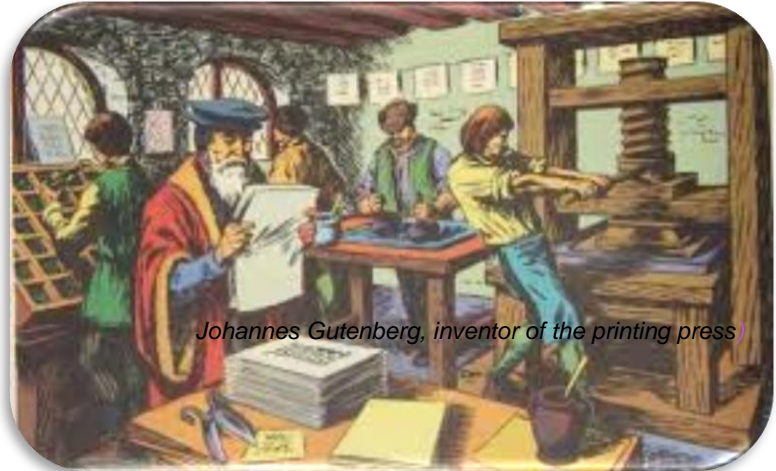
-Mark Twain

## The Age of Discovery: The New 21<sup>st</sup> Century Marketplace

The year was 1439. Johannes Gutenberg was only 39 years old when his “ray of light” mirror failed to reach market. Interestingly, this failure arguably led to the greatest evolution of knowledge in human history.

When an unexpected flood occurred delaying his trip to sell his famed mirrors at market (and thus jeopardizing his payments to his creditors), Mr. Gutenberg decided to share his “secret project.” It was entitled, *Aventura und Knut* (enterprise and art).

His *Aventura und Knut* was, in fact, the very tool that single-handedly started a knowledge-based economy among civilization. It led to the Renaissance, the Reformation and the eventual development of Western Civilization as we know it. Gutenberg's secret project was the movable type printing press. His printing press permitted ideas to be shared outside a local community and beyond what a person's memory could recall.



Johannes Gutenberg, inventor of the printing press

Prior to his invention, the supplies to write or even access books were just not available to the common man. Only the nobility, the clergy and a privileged few had access to this prize. The printing press provided a chance for the middle classes to improve themselves and succeed. A simple invention, created in secret, revolutionized Western civilization and changed history, forever!

Overseas expansion was also a powerful factor in advancing the culture of Western Europe, particularly in Portugal, Spain and Britain. Exploration and expansion led to the rise of global trade and made it possible to connect the Old World of Europe with the New World of America, Australia and the Far East.

### New Possibilities in this Uncharted 21<sup>st</sup> Century Marketplace

The journey to your Encore Career at times may seem foggy and unclear, much like the early explorers who had to navigate their way into uncharted waters. But you have the advantage of having a new marketplace, a global and connected marketplace, courtesy of the internet and social media. It's this marketplace that offers you tremendous opportunities to pursue your Encore Career.

This marketplace will also create amazing new possibilities for those willing to learn how to use it. Individuals who adapt to this new platform have incredible opportunities to share, connect and create with others like never before. For business and commerce, the new 21<sup>st</sup> Century Marketplace will essentially remove the middleman from most, if not all, transactions. Buyers and sellers simply no longer need a middleman to facilitate communication or business, which has a very important impact on how transactions are accomplished.

Let's take a look at how the new 21<sup>st</sup> Century Marketplace works with authors and publishers. With the emergence of self-publishing options, authors today no longer have an obstacle of having to partner with a publishing house to be successful. The publishing marketplace has completely changed. Now authors directly connect and sell to readers. Consider how Amazon's Kindle disrupted the book selling market.

This new 21<sup>st</sup> Century Marketplace has also disrupted traditional medical communications. It now affords us unprecedented access to certain individuals we would never have had access to before. Consider how Twitter gives you an opportunity to directly interact with an expert, celebrity or one of your heroes. When would you otherwise have such a chance?

We'll talk more about how social media has leveled the playing field and how you can use it to help your Encore Career in later chapters. And for those of you who already use and have mastered social media, you can understand my enthusiasm!

We live in an extraordinary time in history, during a period of technological advancement and business development. The new 21<sup>st</sup> Century Marketplace is unlike any of its predecessors, with its unique ability to conduct business and commerce online – something that was not the case when I first started medical school in the 1990s.

With the evolution and integration of social media, businesses now promote their brands and reach broad areas of the online marketplace in ways never before possible. A great example of this is how Amazon has disrupted the entire consumer shopping experience!

In addition to the companies who are operating and competing online, this 21<sup>st</sup> Century Marketplace has a truly special feature for the individual. For the first time, through the use of social media, you have the chance to be a "solopreneur" and pursue your career, based entirely on your own unique self-expression. It's these new opportunities that offer us some incredible advantages to find and build a successful Encore Career.

There are many examples of doctors who decided to choose themselves, follow their passions and a solopreneur career. Doctors who see the 21<sup>st</sup> Century Marketplace as a great place for connecting buyers and sellers and eliminating the need for a middleman. These doctors have leveraged social media to create real, practical, and potentially lucrative career opportunities.=

Take for example, Dr. Zubin Domain, maybe better known by his internet celebrity personality, [ZDogg](#). He chose his Encore Career after 10 years as a practicing hospitalist medicine at Stanford University. ZDogg followed his comedic passions and understanding of various medical issues in health care to create internet success with his YouTube videos. He is a keynote speaker and now the founder of [Turntable Health](#), a direct primary care clinic in Las Vegas.

Or take Dr. Kevin Pho with his website [KevinMD.com](#). Dr. Pho is a practicing internal medicine physician, national media commentator, author, speaker and coach among his other roles. He is "social media's leading physician voice," sharing ideas, stories and commentaries related to all things current in medicine. Dr. Pho has become a go-to source for current medical topics, ideas, thoughts and conversations. He has had tremendous success with this endeavor, earning numerous award and national recognitions.

I recognize you may have little or no interest in these types of solopreneur jobs. And that's fine. I think it's still worthwhile to learn a bit about how this marketplace works and how social media can help you regardless of what type of Encore Career you pursue.

Whether you have more aspirations to advance into healthcare administration or work as a medical director for an insurance company, these are very real and practical options. Start thinking in term of your passions and your purpose. Then observe different ways to bring this career to market.

Invite endless possibilities. Because I sincerely believe *anything* is possible in this new 21<sup>st</sup> Century marketplace.

## Planning Your Journey

### Take Your Personal Inventory

Like many of the great explorers that came before us, the success of your journey depends on you making the right preparations before you depart. And this includes taking some personal inventory. There are many reasons why doctors leave medicine and each of us has our own assortment and combinations.

- Burnout
- Technology and IT problems
- Bureaucracy and overregulation
- Life's Circumstances Change
- Untenable/unattainable reimbursement model

If you haven't already done so, I might take some quiet time for introspection. Take time to work out between yourself and your family what your next career move should be. We are all too busy and don't have resources for wasted effort, so you don't waste any precious time or energy on goals you're not serious about.

I don't plan to discuss the reasons for leaving medicine any further than this as I see them as individual and personal to each of us. I do, however, want to share with you some questions you might want to consider:

- What's missing from my current career?
- Where am I not fulfilled?
- What is my true passion now?
- Where would I find meaning and value in my work?
- What else do I need to be doing on a daily basis to achieve this type of satisfaction?
- How can I marry my passions with my pursuits?

### The Explorer's Mindset

Start with a brief story of an Explorer overcoming adversity and choosing themselves

To thrive in this new 21<sup>st</sup> Century marketplace, you need some new skills, new knowledge and a new approach. To accomplish this, you must also adopt a new mindset.

Recognize that in this new marketplace you don't need any specific validation to do what you want to as a career. The rules have changed and you will soon discover incredible opportunities to pursue your passions. Some of them can be both rewarding and lucrative.

The three key elements of this new mindset are:

1. Choose
2. Invest

### 3. Reinvent Yourself

#### **Choosing Yourself**

Choose yourself. Recognize that you are ultimately responsible for the outcomes. And your Encore Career is no different.

Imagine you start to look at your Encore journey not as “if I just follow this curriculum or this program or get this degree then I’ll, but rather from a perspective of “how do I initiate, learn, improve and build my new career?” You’ll see your Encore Career as a process than a benchmark, acquiring not only the skills and experience, but also some true wisdom from working and improving in your career.

#### **Invest in Yourself**

To achieve your Encore Career you need to Invest in Yourself. Gain the knowledge and skills necessary to thrive in your Encore Career. Spend some time learning social media skills. Give yourself the tools to share your ideas and connect with others.

With the right skills, many of which I plan to share with you in this book, and some practice, **I truly believe you can, and will, achieve anything you want in your Encore Career.**

#### **Reinvent Yourself**

Finally, spending the time Investing in Yourself you can look back and realize you Reinvented Yourself. Learning new skills, reaching out and connecting with people, and participating in your Encore niche, you’ll make significant progress in your journey. At the end of your journey when you finally look back you’ll realize, just and see how far you have truly come!

But you don’t reinvent yourself overnight or with one text, one achievement. It’s a process. An evolution.

### **Learning After Medical Training ... Is There a Difference?**

With any new subject you are going to learn a new set of skills. Learning is nothing new to any doctor. It’s what we did in our training. But a nonclinical career is not always as structured or defined as the medical profession. This is especially true of you plan to become a solopreneur. Not all the learning is the same either.

Entrepreneurs will often say that one of the biggest problems they have is how to stay focused. Too often than they get distracted with unimportant details and fall down the proverbial rabbit hole, losing perspective and precious momentum. This has happened to me many times! And each time I was unproductive and it stalled my progress.

Struggling to find a good way to keep focused and my learning on the important details I

I stumbled across a better way to research and learn. It cut down my time considerable. I wasn't getting lost as much and I felt like I was making progress. It the same method used by one of all-time great copywriters, Gene Schwartz.

## **Gene Schwartz's 5-Step Method for Learning Any Subject**

Gene Schwartz (1927-1995) was known as a master copywriter. Master copywriters made their careers by researching and learning about products, then writing persuasive copy to sell them. Many times these products or services were absolutely new concepts to the copywriter. Yet it was their responsibility to learn the item inside and out so they could market it in the best possible light. It takes a true product expert to create this genius advantage, and Gene Schwartz was one of the best.

After conducting literally thousands of hours of research in his career and learning his method into countless new subjects, some of which were absolutely new to him, Schwartz refined a simple 5-step process for learning any topic, quickly. He's used it repeatedly, and with fantastic results.

### **Gene's 5 Steps to Learning Any Subject:**

- 1) Read about your subject (How-Tos, Horizontal, Vertical)
- 2) Watch great examples
- 3) Practice
- 4) Read about your industry (following news, developments, trends)
- 5) Network with people/influencers in your industry

Let's consider for a moment, you are interested in learning about finance. You want to transition to become a Certified Financial Planner and work for yourself serving other physician clients. How might you get started?

### **1) Read About Your New Encore Career**

According to Schwartz you start by reading books.

I refer to "books" here, but any source material for reference, either online or in print, should be considered a part of your reading effort. It's obviously up to you to determine your degree of comfort with credibility of the information you find.

Schwartz suggests you start by reading the "How-Tos" or "Dummies for..." books. Begin reading these basic resources and introduce yourself to the major topics in your field. There's no substitute for reading about the basic principles of the subject. These are the backbone of where the details will start to integrate.

Next, collect 5 or 10 basic "books," again focusing on the major topics you've learned. For example, I would think about buying 5 or 10 introductory guides to personal finance and financial planning, and avoid any specialty books on variable annuities or similar topics at this time.

Then read broadly across these resources focusing on only one concept at a time. For instance, read about Retirement planning in general terms across the sources before going on to the next topic.

Be careful not to make the most common mistakes and read too much detail! If your reading distracts you from learning the core concepts then just skip ahead. Schwartz says you can always come back! The goal is learning and easy comprehension of basic principles, not an exhaustive recall of the details.

As you gain a better understanding of the basic concepts you will see how your learning curve accelerates and the newer material comes faster. This has an appreciable snowball effect on your learning over time.

Once you have learned some of the basic principles of your Encore Career, it's time to deepen your understanding, and learn more of the details. Schwartz refers to this task as reading vertically.

Take those same books and reread any skipped areas that were too detailed before. Read each of the topics in detail one at a time, concentrating not only on the details, but also starting to think about practical applications of this knowledge.

For instance, now might be the time to begin reading more in-depth about each of the different retirement plans, 401K, SEP, Roth, etc. Concentrate only on one subject at a time, again covering the same subject across all the books before moving on to the next topic. Schwartz says this helps to immerse you in the concept without getting distracted.

## **2) Watch Or Read Great Examples Of Your Career**

Concurrent with your reading, Schwartz recommends watching great examples of your career. Your brain needs to observe examples of how experts perform. If possible, learn not the only the results, but the steps they took to learn as well. See how they practice their job, the painter the same as the financial planner. This helps your brain with a mental model to visualize your own successful results.

## **3) Practice Your Career**

Any type of learning something new comes with practice. Don't just practice, but find ways to practice and get feedback on your performance from by an expert. This helps correct mistake and helps you perfect the skills. They may find areas you were not previously aware of. Although Malcolm Gladwell purported a 10,000-hour practice rule to master a skill in his best-selling book, *Outliers* (2008), I'll share with you at the end of this chapter a proven short-cut that will cut this practice time in half!

## **4) Read About Your Industry**

Schwartz also understood the limitation of books. He suggested you complement this 'static knowledge' with a more practical understanding by following news, developments, and trends in your industry. This exposes you to leading concepts in your field and makes this knowledge more useful. It will eventually develop your knowledge into a valuable asset you will be seen as an expert in your chosen field.



## **5) Meet Influencers, Connectors and Experts**

Finally, you need to meet other people in your field, eventually the experts, influencers, and connectors. Working with these individuals and businesses can do more to advance your skills and career than some certification or degree ever would. None of these are overnight accomplishments. And may require considerable want to help solve it.

## **The Secret of Accelerated Learning: The Power of a Mentor**

Now that I've shown you Gene Schwartz's remarkable 5-step method for learning, I want to share with you another powerful secret. It's a shortcut to learning that cuts your practice time in half! For busy physicians like us trying to find the time to learn a new career is a real challenge.

What if there was a way to accelerate your learning process, shorten your transition time and improve your chances of success? Instead of being a novice to your Encore journey, what if you had the knowledge and experience of someone who had already walked your path? And done it successfully?

What if they could help guide you along your path, help you meet your challenges, overcome your obstacles, all while avoiding the big mistakes novices would routinely make. Just imagine what an advantage?

Good news! You can have such an advantage. It's called mentorship!

Mentorship has been a reliable and proven method of learning across different cultures. The apprentice devotes his/her attention to learning while the mentor offers encouragement, guidance and teaching along the way. This general pattern has repeated itself successfully for centuries and it's not much different today.

Why does the Mentorship process work so well? We live at the most advanced technological moment in history. Why not simply introduce the very best resources and allow people to learn independently? This is available and yet mentorship is still thriving.

I think there are three unique benefits you get by working with a great mentor.

### **Encouragement**

First, great mentors offer specific encouragement. You may already have a strong support system that knows and understands you well, but it's particularly meaningful to receive encouragement from someone who shares the same challenges you do. These people know first-hand your experience and can offer the best, highly targeted encouragement that is appropriate for your specific situation.

Simply put, great mentors can relate to your experience in ways others can't. These folks know and can validate your own experience.

And this helps tremendously, especially when your path is difficult or not entirely clear.

## **Skills, Knowledge and Experience**

The second unique benefit of a great mentor is how they can accelerate your learning curves. For someone new to the path, the road can be tough and challenging. It's not always easy to sort out what's important from what's not. And it's difficult to decide where to focus your energy.

A good mentor can help teach you the skills, find the appropriate resources or provide the right advice you need to get past your problem.

They have direct experience in managing these same problems and can make all the difference in your future.

## **Wisdom**

The most important benefit of a mentor is sharing the wisdom they have accumulated by walking the same path you are on.

As I've said good mentors know lots of resources, and can give you advice. But what makes for a great mentor, one who can make a difference in your journey, is one who can share their wisdom with you.

If you are able to tap in your mentor's framework of their thinking, understanding the structure, short-cuts, considering unforeseen consequences and solve problems in ways not readily available to you, you will unlock the power a mentor.

Leverage their wisdom not simply by how it can help you with a specific task, but with the problem-solving skills and mastery of the subject that no other resource can provide. This is the real power of a mentor.

## **A Good Working Relationship**

As with any healthy relationship, mentorship is a two-way street. Win-win with each party benefiting from the deal.

Mentors offer their encouragement, knowledge and wisdom, but how should you respond? Surely, you offer your best efforts and routinely credit or share your successes with them. Your results reflect on their ability and reputation.

Remember to discuss expectations up front. Be clear about intentions and time commitments so not to create misinterpretation and disappointment when expectations are left unfulfilled.

## **Multiple Mentors?**

Sometimes it makes sense to work with more than one mentor. Not all mentors work the same way. You may find that working with different people who specialize in different areas gives you the best results. It may be more valuable to divide the duties than attempt a one-size fits all approach. I have worked with several different mentors and coaches throughout my career occasionally even at the same time.

**Caution:** There is a decreasing marginal utility associated with an increasing number of mentors. And there will undoubtedly be times when mentors conflict on their advice. It's up to you to decide who is "right." This is where it gets tricky. Presuming you did your homework, and both mentors are highly capable experts, it probably doesn't matter who you choose in the end.

But what often happens and this is the mistake to avoid, is that you start to follow both suggestions only partially and you never decisively complete one or the other. In the end you are unsuccessful.

It might be best to pick one mentor's advice you trust and then follow it through to completion!

### **Finding a Mentor**

Where do you find a mentor?

Theoretically, a mentor can be anyone who has more skills and experiences in the field than you. But finding a great mentor that helps you advance your career goals suggests you and your mentor are compatible.

Of course, I'm sure a quick Google search for certified coaches in your field would produce plenty of great choices. However, this is nearly blind. And although most are capable folks, the vetting process is up to you. I'd much rather work with someone I like, know, and trust.

So where can I find recommendations? Obviously, from others. As you start to learn more about your Encore Career and meet you knew people, you will start to develop some relationships and you can ask for recommendations.

You should also join groups related to your Encore Career either on social media or in-person. Often these groups will have Question and Answers sessions on related topics to help its members. This can also be a great source of recommendations.

### **Will You Be My Mentor?**

Surprisingly, the best way to engage a mentor may not be to ask them to be your mentor, but to simply ask them how they went from A to B in their career? Or what advice they might give to someone trying to follow in their footsteps.

This works well because there is no pressure in a relationship to mentor you and they also get to talk about themselves and their achievements. A natural extension of this conversation might be to offer to help you and mentor you. If not, at least you will know their perspective on their transition.

An alternative way to find a mentor is to join or create a Mastermind group. This is group of people, usually smaller groups of 4-10 people, meet regularly to discuss their challenges and share advice from their own journey to help each other overcome their own obstacles. It can be very powerful way to accelerate your journey.

## Virtual Mentors

Sometimes, especially when you first begin your Encore journey you may not have any connections. You may not know any recommendations. And it's probably the same time you have the most number of questions about your Encore Career path.

If you are unable to connect with a mentor in-person you can use virtual mentors. Virtual mentors are experts in your field that are usually high profile individuals typically offering a plethora of resources on the subject. Sometimes this is free content or in a book, they may also coach, consult or offering courses through their brand or company.

Search the internet or podcasts and you might be surprised at what's available from others experiencing similar challenges to yours. For example, when I started reading about marketing, it wasn't long before I noticed the same people again and again. It wasn't too long before I recognized the name Ryan Holiday as an expert and a big influencer. You can check out Ryan Holiday's Twitter profile [HERE](#) and see his influence and large number of followers. You can review some of these books he's written and the podcast and content he's published.

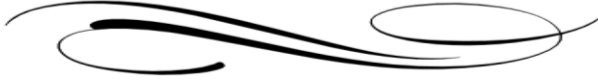
Here's another powerful secret: See *who he is following*. Who are the types of people who influence him?

When you do this exercise, you discover other MAJOR influencers and possible mentors in the marketing field. Individuals like Ryan Deiss, Frank Kern, Amy Porterfield, Bedros Keulian, or any of the other major players in the marketing space. Anyone of these folks could be your virtual mentor! Any of them can help you with your marketing journey!

The disadvantage of a virtual mentor is the access to this person. You don't have any type of relationship with them. You can consume their content, but outside of twitter you typically can't speak to them. This is much different from a mentor relationship where you work with them privately and can have discussions about your specific problems or situation.

Many of these top influencers have already listened to their followers and tried to create content that solves their problems (many of which are probably your problems as well).

## ***Part 2: Master Builder***



"A ship in port is safe, but that's not what ships are built for."

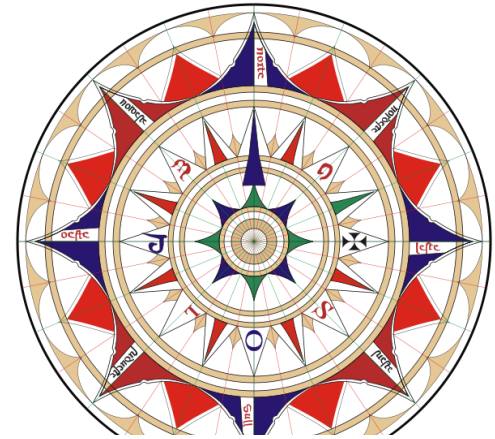
- Grace Hopper

## Your Compass Rose

The Age of Discovery lasted from the early 15<sup>th</sup> Century through the 18<sup>th</sup> Century. It was a period characterized by extensive European exploration. Prior to this, early ocean voyages were limited to Phoenician sailors around 2000 B.C., and most European explorers were limited to coastal navigation, for safety reasons. Overseas expansion was precipitated by a revolutionary new development that completely transformed ocean travel. It was the invention of the Compass Rose.

The Compass Rose is a simple figure. It shows the orientation of the four cardinal directions: north, south, east and west. The "Rose" is believed to come from the ornate drawings common at the time, seen on some the earliest renditions.

The Compass Rose revolutionized sea exploration because it marked the first time a common standard of direction was applied to maps. It showed the compass heading in relation to the actual map. Prior to this, cartographers drew maps from whatever perspective they chose, which made it nearly impossible to decipher a map without a lead reference. For this reason, most sailors stuck to the much safer method of coastal navigation.



*It is believed that in 1375, the first compass rose was drawn on a map by cartographer Cresques Abraham of Majorca.*

Just as the great explorers – Magellan, Columbus, de Gama – used a Compass Rose to guide their journeys, I believe we need the right tools and set of maps to set our on a successful journey towards your Encore Career.

These tools and maps include many things, from traditional credentials, like your CV and resume', to your social media profiles. Pulling all of these tools together to create a profiles is what I call creating your own brand.

Let's start with a quick review of the traditional print credentials. These aren't new to you, but they are worth mentioning, because I have some good tips you can use while updating them. The best news is that, once they are updated, there is virtually no additional work. Updating your traditional credentials is an almost "set it and forget it" type of project.

### Curriculum Vitae

*Curriculum vitae* is a Latin term for "the course of one's life." It's intended to be a complete chronological list of your academic achievements and employment history. It typically only provides the dates, locations and titles for the roles you held. Unlike a resume", a CV doesn't describe your responsibilities or performance in your past roles. Unless you intend to supplement your CV with the publications, awards, memberships or other extracurricular experiences there's not much to it.

Now let's take this updated CV and convert it into a stellar resume'.

## Resume'

In French, resume' means "to sum up" and is considered to be a brief description of the experiences that qualify you for the position.

A typical resume' includes the following sections:

- Objective
- Experience
- Education and postgraduate training
- Professional development and membership
- Licensure and certification
- Publications
- Awards and honors

A good resume' is different than a CV in one important way. The resume' elaborates on the types of responsibilities and results in each of your roles. A great resume' goes one step further. It also shows the reader what you are capable of doing for them in the future. The reader cares about what you can do for their company. You would want any prospective employer to read your resume' and immediately recognize the value you can bring to their business. Make this an easy connection for any reader to make.

Even if you are starting in a completely difficult field from medicine, with absolutely no skills or experience at all, write the description of each experience in a way that speaks to the reader. Focus on any of the number of skills we learned as a physician (communication, interpersonal, leadership, management, etc.) and prove to the reader why these are valuable to them.

### Curriculum Vitae Example:

Work Experience  
Beachview Community Hospital  
Vactionsville, USA

- Department of Pulmonary/Critical Care/Sleep Medicine
- Medical Director Sleep Study Lab, 2010 – current.
- Attending Physician 1998- current.

Now convert this CV to a Good Resume'.

**Good Resume' Example:**

Work Experience

Beachview Community Hospital

Board-certified pulmonologist, Attending Physician in Department of Pulmonology/Critical Care Services. Founder, and medical director of Sleep Study Lab.

Next, we will convert this Good Resume' into a Great Resume' – one that emphasizes what you can do for the organization you want to work with.

**Great Resume' Example:**

Professional Experience

Beachview Community Hospital (240-bed acute care, 20-bed ICU facility with state-of-the-art Sleep Study Lab caring for a population of approx. 175,000 local residents.

Compassionate, talented board-certified pulmonologist recognized for her clinical excellence and outstanding community service serves as both founder, and medical director, of a 5- bed Sleep Study Lab delivering exceptional care to patients of all ages.

## Important Resume' Tips

A resume' is typically only glanced at by a recruiter or hiring leader for less than five seconds on average. So what really matters in a resume'? Probably just three main details:

### 1) Points of Emphasis Matter

Underlining, bold type, bullets and spacing. All of these elements focus your reader's attention on the important details.

"A great copywriting trick is, once you are finished, go back and look for words or phrases that you feel are most important. Then bold or underline them regardless of where are in the sentence. It immediately catches the reader's eye and calls attention to



these details. Be mindful that you can also overemphasize too many details and confuse your reader.”

See what the paragraph above looks like with points of emphasis added:

“A **great copywriting trick** is, once you are finished, go back and look for words or phrases that you feel are most important. Then **bold** or underline them regardless of where are in the sentence. It immediately catches the reader’s eye and **calls attention to these details**. (Be mindful that you can also overemphasize too many details and confuse your reader.)”

## 2) Use Action Verbs

Don’t simply list your accomplishments. Use action verbs to describe your experiences. For example, you can say:

“Medical Director and Attending Physician, Department of Orthopedics.”

Or, you can say:

“Served as Medical Director, and Attending Physician of 8-physician single-specialty group leading innovative joint replacement care and sports medicine orthopedic care. Successfully obtained 2 patents to market, and have 3 new designs pending review.”

## 3) Use an Executive Summary.

Engage the reader and lead them into your resume’ with a compelling, authentic and persuasive approach to your credentials. An Executive Summary emphasizes your key strengths, pulls highlights from your performance record and communicates a clear understanding of your overall benefits. It shows the hiring leader upfront what you can do for them.

Here’s an example of an Objective statement:

### Objective

To obtain a consulting position as a medical director for a start-up biotechnology firm.

Now let's look at an example of an Objective written as an Executive Summary:

**Executive Summary**

Working from a 15-year success record of experience leading single and multi-physician specialty care groups through successful strategic redesign and operations, specializing in cost-effective strategies and meaningful use compliance. Developed "standard of design method," adopted by Brand HealthCorp, Inc. and used across their 13-hospital system beginning in 2011. In 2013, Beachview Memorial was recognized as one of the 100 Best Hospitals by U.S. World & News Report.

## Professional and Personal Interests

Congratulations! You're done updating your credentials and how ready to transition them into our social media accounts. But before we get to this step, I'd like to ask you to add one last list. Consider your professional and, where appropriate, personal interests and experiences as they relate to your Encore Career on a separate document.

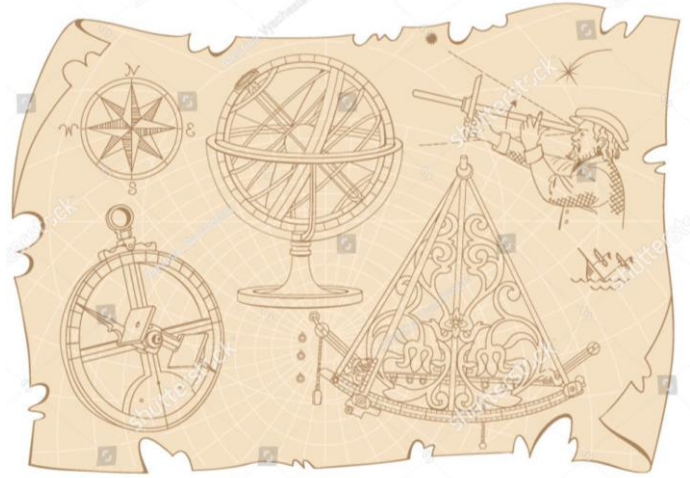
Nothing formal or exhaustive is required here. Just a thoughtful consideration of what you would like to (or already are) sharing on social media. What kinds of articles do you share? What groups have you joined? Who do you follow? These are all part of your specific interests and what makes your brand uniquely you.

Long gone are the days when we only conduct business with a simple phone call or pass business cards. This still happens today and is still a common procedure for employment, but now these are considered only a small part of your "credentials." Your online brand is your new business card. And it includes new characteristics we never had before - about you, your ideas, and your interests.

The key to developing your best online brand starts with your credentials and experiences. Take your updated CV and resume' and use these to create your best social media platform. You can find some great services to help you develop CVs and Resumes in the Resources section of this book.

## Celestial Navigation

Maritime exploration took off in the Age of Discovery, mostly due to the better navigation inventions like the Compass Rose. Better shipbuilding also allowed explorers to take longer voyages to new places. These innovations in technology opened new paths to global trade, much like the evolution of social media has created new and amazing Encore Career possibilities.



### A Brief History of Social Media

With billions of users each day, social media's influence is undeniable. It's hard for most of us to imagine living a single day without consuming current events and seeing references to social media. But it hasn't always been this way.

Online social media actually predates the Worldwide Web. Back in the early 1990s, before the invention of internet browsers, people used to connect with each other by modems. They used forums and bulletin boards to share their opinions. As you might imagine, there were lots of problems and the process was awkward and slow.

The late 90s then saw a tectonic shift in social media with the invention of the website. This advancement was a truly new experience, one where images and hyperlinks were embedded within the text.

But it wasn't until 1999 when Pyre Labs created Blogger that the social media experience truly began.

Blogger was the first platform to allow ordinary users (people who were non-technical and did not use HTML) to not only publish their own content, but also *invite others to comment*. It was this comment function that changed blogging and social media forever. From that moment on, the social media phenomenon exploded with each new company and technical advancement placing its own unique take on facilitating conversations.

To put it in context, here is a chronology of when the bigger social media companies were established:

*Working on the timeline graphic here*

- 2002 – Friendster
- 2003 – MySpace
- 2003 – LinkedIn
- 2003 – WordPress
- 2004 – Facebook

- 2005 – YouTube
- 2006 – Twitter
- 2009 – WhatsApp
- 2010 – Pinterest
- 2010 – Instagram
- 2011 – Google+
- 2011 – SnapChat
- 2011 – WeApp

## **The Three Core Functions of Social Media**

Social Media has three core functions that make it important for you to leverage it when pursuing your Encore Career. The functions are to: Socialize, Trade, and Network.

### **1) Socialize (Post, Comment, Share)**

Social Media is simply that, being social. You interact with others by posting, commenting, sharing and connecting with others.

### **2) Trade (Buy/Sell)**

Social media also serves as a marketplace for you to buy/sell ideas, products and services.

Anytime there is this type of exchange of value between a buyer and seller there is the potential to create a marketplace. Social media has looked to optimize this experience.

Whether you are a solopreneur and need to directly freelance in the marketplace or you are a salaried employee and distanced from the immediate marketplace of your business, it's still important to know how you and your work contributes at this intersection.

### **3) Network**

Social media is the ultimate networking tool because it brings together groups of people aligned by common interests and then facilitates connections between them. And this is a major benefit for your Encore Career.

Twitter for example, offer a unique chance, to have direct conversations with influencers and experts in your field you wouldn't otherwise have.

LinkedIn also offers incredible ways to connect and network with other professionals you typically wouldn't have access to.

## **LinkedIn – An Important Social Media Platform for Professionals**

What I do want to briefly mention is one platform that is the most popular among business professionals LinkedIn.

LinkedIn is unlike other social media channels in that it focuses on helping business professionals meet and network.

How can LinkedIn help you with your Encore Career?

1. Establish and grow your professional connections
2. Job opportunities
3. Following trends, news and developments in your industry niche

## **Optimizing Your LinkedIn Profile**

With over 500 million users, many of today's business professionals have a presence on LinkedIn and its dedicated to supporting professionals develop their careers.

### **Three Tips for Creating your Best Profile**

Don't worry you don't need to be a marketing or PR expert to build your best profile on LinkedIn It's easier than you might think! Here are the 3 most important areas you should attempt to highlight (as they are the areas most readers glance at first or most.)

#### **1) Write a simple, client-focused Headline**

The headline is the first thing most readers see. And with only 120 characters to succeed you must show your reader the benefit to them. Make it clear what you do and what you can do for them. Use keywords in your title. Use keywords are those words that people search for in their search patterns. Use keywords and buzzwords in your description. Answer the "So-what?" question. If you can answer that question in less than 120 characters. You're off to a great start!

*Ryan Kime Headline Example Here*

For example, this person used "Engagement Specialist Manager" and another person used "Sequencing Inventory Operations Expert"? Although these are probably the actual title, it doesn't clearly communicate your message to glancing readers.

Try using keywords to capture the reader's attention and still have a clear message of you and your brand.

## 2) Make your Summary Interesting

With a 2000 characters' limit, you have only a brief chance to capture their attention in. Make your summary interesting and compelling. Make it easy for them. Tell them who you are, what you do, how you are unique from others and provide proof of your credibility and past results. You may expand on the headline, asking questions and answering them.

*Steve Maurer LI profile Example Here*

## 3) Describe Your Experiences So They Appeal to Your Reader

Instead of listing your experiences with details that bores the reader. Change your experience descriptions to show what you can do and the results you produced.

Just like the resume' use action verbs to start. Be specific with what exactly you did and showcase results when appropriate.

Here's an example:

**Lessin, M.**, McDonald, J. Smith, N. et al., (2008). Clinical Decision Rules Analysis for Low-Risk Chest Pain in the Emergency Department. J. Scientific Practice Medicine. 48:266, p32-37.

Let's look again with some revisions.

Led a 3-physician research group examining the impact and effectiveness of Clinical Decision Rules from complaints of chest pain in our busy community hospital emergency department leading to a best-practice model of care and ultimately applied to the 3 other emergency departments across the health system.

Another example:

Assisted a multi-center research team looking at risk factors associated with low-risk chest pain in the emergency department, responsible for clinical data collection and analysis of the study.

Managed a multi-center clinical research trial examining the factors associated with low-risk chest pain in the emergency department. collaborated with 12 other researchers in 4 sites, resulting in 2 pending publications submitted for review.

## Nautical Skills (The Art of Networking)

"The Golden Rule of Networking: Don't keep score."

-Harvay Mackay

### Why networking is so important to your business?

The voyage to your Encore Career requires more than sheer willpower and guidance from a trusted mentor (although this is a great start!) The voyage will need resources and assistance from others to find and succeed in the right market.

Knowing your mentor can't provide all the resources you'll need to be successful.

Who do you look to for help you along the way?

Your professional network.

Simply stated, networking affords you unique opportunities to grow and develop your business. It broadens and deepens resources making you more resilient and capable. Networking creates connections that unlock your business's potential.

And it also keeps your business "current to the market." By continuously working you're your customers you become aware of trends, changes, and developments. But that is only one benefit to you. The immediate, visible benefit.

The real power of a network to your business comes from the connection you make by introducing other people within your network.

The ability and willingness to introduce your connections to each other, for their mutual benefit and not your own serves the best interests for all those involved. Not only do they see the immediate benefit they also remember the value you shared with them. And often (but not always) returns future goodwill to you exponentially.



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Just imagine if one of your connections introduced you to another person who could solve your issue and without further obligations? How would you view that person who made the introduction? What might you do for that person in the future? That's the real power of a professional network.

At this point You may be thinking. I already recognize the vital role of networking to my business, but maybe some people are just natural socializers. I never found networking natural or easy. And it was a bit intimidating to think about becoming a power networker just to develop my business.

That couldn't be further from the truth. What I plan to share with you will hopefully dismiss this myth. You can remain yourself and still be an effective, if not true power networker.

These trusted techniques are within the capability of anyone of us who is willing to try. Networking can be learned. Let's look at how.

## **What is Networking?**

There may be literally thousands of books and courses on this subject, but when you look closely at networking there are only takes three basic steps:

1. You meet someone.
2. You find common interests, stories and goals, then offer to assist.
3. You follow up.

That's it! There's no secret. Nothing beyond what any of us are capable of. If this is so simple, then why are some people so much better at networking than others?

## **Three Characteristics of an Effective Networker**

There may not be a specific answer as each of us are unique but, when you start to examine these types of people, true power networkers, their "secrets" become more obvious. They all possess the same three characteristics.

### **Carry an Open and Positive Outlook**

To help someone solve their problem, you need to know all the options available? This perspective requires open and a positive outlook. That's the only way to truly embrace all of the possibilities of the situation.

A negative or cynical attitude doesn't solve the problem. It only limits the thinking about what can be done. But please don't confuse cynicism with wit, criticism or constructive feedback. They hope to serve as useful information to solve the problem.

Remain open and optimistic and you'll begin to see the possibilities and meaningful solutions to their problems.



## Be a Great Listener

Great networkers also happen to be great listeners. Listening is how you discover their concerns. Not all listening skills are the same, however. And understanding the difference accounts for much of your success.

Too often we focus on content instead of listening for the *feelings* behind the words. (Famous philosopher William James once quipped, "*individuality is founded in feelings.*") Listen in a manner that recognizes their feelings and, encourages them to discuss more. Reflecting back their emotions behind the content establishes you as a person who understands them. It makes the speaker feel appreciated and validated and you can relate to them. You have earned some credibility and they begin to trust you. Now when it is your turn to speak, or offer advice your message is better heard.

## Build Expertise and Be Resourceful

Building strong relationships requires that you be trustworthy. And to give real value, your help must be meaningful to them. It assists them overcome their problems, and ultimately say, "Hey, thanks! That was helpful!"

Value can be a tool, a service, or simply words of encouragement. Just give something that helps them. And providing value to your network is how you become a power networker.

Then once you demonstrate that you will do what you say you will do for them, they will begin to trust you. You can be trusted to complete what you stated, and this is incredibly valuable to your network.

## Solving the Introduction

First steps are sometimes the hardest. And many times something as simple as an introduction can be a major stumbling block.

Introductions can be easy. And they can be awkward too. Many times, when exchanges are awkward, it's because the message details are mismatched with the listener's interest. To prevent this from happening again, next time try this approach.

Start by writing out your mission statement. What is your professional mission statement about you or your business? Now let's make this into an elevator pitch. An elevator pitch is a clear, concise 1-2 sentence description of who you are, what you do and how it helps others. (The best pitches do this in a captivating and memorable way.)

Start any introduction with your elevator pitch and then depending on the situation, expand or contract your descriptions to match the interest level. For instance, you may only have 10 seconds to say hello to a new acquaintance you meet at the grocery store you might use your elevator pitch.

Another opportunity you may have a 2-minute pitch to another colleague in the same technical space while waiting in line. Here you may include more information that matches your listener. The key is to match the details with the expertise and interests of your audience. How can you do this well?

Let them lead. If they are interested then you can always offer more. And you'll know the time. If you give too much detail, you distract their attention and risk having your message misinterpreted or missed altogether.

For example you might say: "I leverage my background in a .... To do .... For this. And with this to accomplish this, with lots of technical jargon." Even the trained listener is bored by the end.

Instead, try this example: "I do this, specializing in this...", for them, solving that problem. And if they are confused, then back up from the specifics and pose it as a question...

Do you know how computer analysts need to track this? Often times they need managing their data. I can help them do this.

## The Circles Theory

Who should you network with?

In the beginning, anyone you can that helps you progress and/or work in the same career niche. But as you progress you'll eventually need a more strategic and targeted approach, especially if you want to connect with important icons and influencers.

There's no one way to do this, but an approach I found helpful and less intimidating passed to is the "The Circles Theory" I first heard about this from James Altucher who is a major influencer on social media and serial entrepreneur, investor, podcaster and best-selling author among other roles.

Altucher suggests you start by making concentric circles with each subsequent ring larger than the last. Then label each ring as follows starting in the middle.

- You
- Family, friends
- Online friends and community
- Meet ups, lectures
- Conferences, thought leaders
- Mentors
- Customers and wealth-creators

*Working on Circles illustration to place here*

Start with your friends and family and begin working your way through these circles. Your friends and family to practice. They are usually safe without concerns for mistakes. Try different approaches and get some valuable feedback. Then find a way to get an introduction, or introduce yourself to the next circle and repeat. You don't have to move sequentially, it is only a suggestion.

Once you become familiar in your Encore Career journey, reach out and connect to thought leaders and mentors. Continually look for ways to ever expand your circle. Your skill and confidence will improve dramatically as you practice.

## **Professional Relationship Maintenance**

Congratulations! Your efforts and practice have paid off with your new connections. And hopefully you've engaged and strengthened parts of your old network that were dormant. But now what?

Be sure to take care of those valuable interactions. It's also common practice among professionals to write down some details of the interactions:

1. Pertinent details to their business's needs and problems.
2. Personal details you can use moving forward. Family or hobbies that they happen to share with you. This allows you a chance to follow up on this information next time you connect and helps make a natural evolution to the relationship.

People feel appreciated when you remember these details. It's no wonder why so many great leaders follow this rule. Many prominent world leaders like Presidents Reagan and Clinton who were known for their diplomacy and charisma routinely made about their relationships. They would write down pertinent comments and details about each of the leaders they would meet and review them before meeting again.

Now once you've transcribed a few memorable details about your meeting the next step is to follow up. What's the best way to follow up?

It's a matter of style and preference, but some the best networkers will say correspondence that's personal, meaningful or frequent are the most effective. Any message that takes you more time to personalize with specific details related to the recipient, or your relationship with them, will carry more influence than a generic message. Regardless of the styles or schedules you decide to follow. It's necessary to follow up. Be personal. Be consistent. And do this with every contact.

Here are some Professional Relationship Management (CRM) solutions that help you maintain detailing contacts and notes in a calendar system. It's organized in a way to help you follow up with your contacts.

How often should you follow up?

It depends on the nature of the relationship. Maybe several times a month, but at minimum least twice a year. Birthdays and holidays are always easy opportunities to connect and share value.

## **How do you Network on LinkedIn?**

So how does this all come together exactly? How can I use these principles to network on LinkedIn? One of the best features, and what makes LinkedIn so popular among business professionals is how it facilitates networking. It uses 4 primary methods of connecting.

## **Import Contacts**

LinkedIn will import contacts from your other contact resources (emails, social media channels, lists, etc.), to make it easier for you to connect with others.

## **Use the LinkedIn algorithm**

LinkedIn has a networking algorithm than helps identify “people you may know” who might valuable to your network. Review regularly and connect when appropriate.

## **Get Introduced**

If you want to introduce yourself to a particular person. Find the person’s webpage. And on their home page there is a connect or Send InMail button beneath their picture.

Click “Get Introduced.” The results will show how many levels of separation there are between you and the person you wish to connect. It will also show you which contacts you may have in common.

You can ask your established connections here to introduce you to your desired person.

## **Use Cold Introductions**

Sometimes you may not have any connections or ability to get introduced. This may be more time early in your Encore journey. Don’t let this prevent you from using targeted cold introduction. These can also be effective when used with specific audiences in our niche.

Let’s look at an example of how to use a cold introduction using LinkedIn:

Hi Jennifer,

I just visited your profile and noticed you’re a successful weight loss coach.

I am a web designer specializing in the health and fitness industry. In fact, I have several friends and clients in the Bay Area. You might even know some of them!

I’m focus on updating and connecting websites so they generate more leads and turn more readers into coaching appointments.

Would it make sense for us to stay in touch?

Best,

John Jones

Freelance Web Designer in the Health & Fitness Industry

And remember you get introductions, but giving introductions. Great networkers LOOK for ways to connect people in their network. Don't always rely on a request to make an introduction. That's the real power of your network. Your ability to connect others.

### **Secret Backdoor Way of How to Find and Connect with People on LinkedIn**

- 1) Search for the company or individual page and follow them.
- 2) When they publish content, read it and then thoughtfully comment on it. Provide some sort of value or meaning, and do it in a way that will attract attention. Manners always count, so remember to be polite.
- 3) Rinse. Repeat.

If they view your profile, or when they respond, go to their profile and ask for a connection. You could use something like this to respond:

“Hi, I just saw that you viewed my profile and I've been interested in your work at ABC company. I'd like to help you with XYZ or learn more about your DEF. Would it make sense to connect? My contact details are as follows:”

Regards,

Ryan

### **Helpful Tips for Networking on LinkedIn**

- 1) Consistently contribute. Answer questions and share meaningful content and value.
- 2) Join a group or create your own group.
- 3) Adding your own relevant, valuable and original contribution is another high-value builder. Comment and share on others' ideas is also a value builder.
- 4) Ask for endorsements.
- 5) Give recommendations.
- 6) Optimize your tag/headlines. Integrate searchable keywords that tell the readers what you do and how you can benefit.
- 7) Reach out and connect with established contacts using LinkedIn suggestions to connect.
- 8) Follow companies, individual and groups of interests.
- 9) Return view and ask for a connection if someone visits your profile.
- 10) Introduce others, and get introduced.

## ***Part 3: The Ocean Less Traveled***



"People are reluctant to start because they don't think they have what it takes to succeed."

- Seth Godin

## Uncharted Waters: Decision-making in Uncertain Times

Congratulations! You're ready to begin your journey. You've chosen a dream destination and started planning for the journey you're about to take. You reach the shoreline and are about to begin this voyage, when you pause, you hesitate and you think again. You say to yourself...

Am I making the right choice?  
Can I actually do this? What happens if ...

And before you realize it's over. Your inertia remains at rest and your journey ends.

What happened?

Something that's holding us back -holding you back -holding me back from initiating this journey. That something is FEAR.

Let me explain...



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### FEAR, Risk and Perceptions

Our ancestors survived hunting and savaging for food. Under constant threat by their environment their primitive brains learned to be FEARful of risky situations. One wrong calculation and you were extinct.

Sure, these primitive brains learned to FEAR the direct threat of the lions, but they learned to FEAR other threats too. In fact, it became so attuned to the perception of risk it would trigger from the mere suggestion of a threat! Not only did our ancestors' brains' fear the lion directly in front of us, it also warned us to the lion's presence when the leaves rustle in a certain way! These primitive brains became exceptionally good at detecting both direct and indirect threats.

What do we FEAR now when we no longer live in the jungle? To best answer this question, and the root of why we stop on the shore of our dream Encore Career journey, let's take a moment and turn our attention towards the fundamentals of this FEAR response.

### The Gatekeeper

It turns out FEAR perceptions are first processed in our brain's limbic system, primarily the amygdala. The amygdala controls the body's response to FEAR and threats and when triggered, initiates the flight or fight response (f/f) we are all familiar with.

And as we dive further into the cognitive processes, it appears the amygdala has other critical functions too. The amygdala also plays a central role in screening perceptions.

For every FEAR perception, the brain receives the amygdala instantaneously calculates two factors:

1. The Potential Risks
2. The Level of Uncertainty

When you think more about it, that's quite a challenge.

The amygdala evolved as a FEAR-based gland. It streamlines a worst-case survival response to any perceived threat. And when the amygdala deems any single perception a threat, any threat, it triggers the (f/f) response. The amygdala also takes that same perception and edits it before sending it higher in the cortex for further cognitive processing.

In attempt to expedite the body's response, the amygdala shortens the message, combining smaller parts into larger, loosely related blocks of information, often foregoing the details (and possibly the meaning) for the sake of efficiency.

Intuitively, this makes sense because if a lion is directly in front of you, then you shouldn't require any higher thought processing to recognize and respond to the imminent danger.

In the case of an uncertain perception (say for instance in the case where you hear a strange noise at night that awakens you from sleep.) The amygdala "fills in" and "completes" this perception before sending it higher for further analysis. Despite the safety you may feel in your home, the amygdala fills in a worst-case scenario considering the possibility of a burglary and taking no chances when evaluating the perception the perception.

The problem with amygdala's FEAR reflex is that it's still present today. And it's not always helpful. The amygdala may fire inappropriately and hijack us from a full analysis of the perception.

Why would it fire (inappropriately) like when we are on the shores of our Encore journey? For two reasons.

First, the amygdala perceives **serious risk** associated with your journey, maybe not to your survival, but definitely your personal well-being and that of your family's.

And second, because there is **great uncertainty** involved. The path to your Encore Career is often unclear at the start of this triggers your amygdala. High levels of uncertainty trigger the amygdala to act in self-preservation.

## Does FEAR Lead The Path To Success?

How do we stop the amygdala from misfiring?

Or better yet, what does the amygdala consider FEARful?

I think this is one of the most important challenges in your journey and so I wanted to emphasize my point using all capital letter to spell FEAR.

F.E.A.R. is an acronym for False Evidence Appearing Real.

Some of the biggest obstacles in our path, even our most worrisome, are often those same obstacles that we have the least amount of information and understanding.



One of the best ways to decrease this FEAR is to discover and continually add new information to your understanding. The more you can examine each of these perceptions, and improve your understanding, you'll be able to reduce the FEAR perception to a manageable level and restrain the amygdala from firing.

"Oh, that sound isn't a burglary, that is the sound of the neighbor's fence closing, and since it is 0530 am that is probably their dog being let outside."

Other FEARs may not be so easily defined.

For example, if you are (appropriately) concerned about your financial safety and security as you transition careers then challenge that FEAR with self-learning, mentors, practice or any of the other ways I suggested earlier that can increase your understanding of the FEAR.

It might seem a bit overwhelming at first, but what if you could add new and better information? Would it change your current perception? Would you still respond the way you do now after this improvement?

Recognize the uncertainty of a perception; understanding how to challenge our FEARs and managing the risk are all crucial to your Encore success.

Don't let the uncertainty of your Encore Career trap you in a FEAR-based response and prevent you from taking positive action. Confront this FEAR with new information, improved understanding and then see how your Encore path defines itself. You'll truly be amazed!

## **The Reluctant Entrepreneur**

Learning to challenge FEAR-based perceptions is a good starting point. It leads to a deeper understanding but doesn't plan how to manage risks nor does it guarantee success. You still need a safe risk management strategy for your journey.

I'm sure you've heard the famous stories about Zuckerberg, Gates, or other entrepreneurs who after dropping out of college went on to have brilliant success and become global business icons. But don't be fooled. This isn't the norm among most successful entrepreneurs.

Did you happen to know Bill Gates had a backup plan? He sure did!

Although his story often refers to in him "dropping out" of college, he actually planned his departure. His parents financially supported him so he could take the time to improve his programming skills and make business connections. Gates always knew he could return to Harvard if things didn't work out.

One of the keys to Gates' brilliant success was his skillful ability to manage risks. And like Gates, you too can successfully manage your Encore risks by becoming what is known as a Reluctant Entrepreneur.

Let me introduce you to the idea.

I first learned about this concept after reading a book by the same title, [The Reluctant Entrepreneur](#) written by Michael Masterson, a serial entrepreneur and best-selling author of more than a dozen New York Times and Wall Street Journal books.

His idea is incredibly simple.

A Reluctant Entrepreneur is someone who starts a side business – or pursues a career change - while still working in their current job. They work outside of their scheduled hours to accomplish their career goals. By following this method there is little disruption to their day job so this can be **an extremely safe** risk management strategy.

Masterson has mentored and consulted with literally hundreds of aspiring professionals, some who have gone on to have extremely successful. He said all of them used this same approach.

Masterson believes it's not the massive risk-takers who find success. It's those individuals with dedication, perseverance, integrity and a 'modicum of intelligence.'

What does all this mean for you? You can absolutely do it. You can absolutely accomplish your goal of a dream Encore Career. And you can begin today.

There's not some special skill or hidden technique you need to learn to then become successful in your Encore Career. You don't need some special approval or invitation. You simply need to manage the risks.

The real secret of the Reluctant Entrepreneur is managing your risks while simultaneously creating opportunities to pursue your Encore Career goals.

## **Risk Management**

Risk management is not a novel concept to physicians. We manage varying degrees of risk every day we practice. It's a natural part of our decision-making at the bedside.

However, there are specific and significant risks associated with leaving clinical practice to pursue an Encore Career. And without the proper preparation, these can be catastrophic to your transition.

### **3 Major Risks to Your Encore Career:**

- 1) Risk of Financial Ruin
- 2) Risk of a (prematurely) Failed Medical Career
- 3) Risk of Failure in your Encore Career

#### **1. Risk of Financial Ruin**

Unless you are financially independent, the preservation of your income will be the key to your financial solvency and transition plans.

With your income (presumably?) carrying some/all of the costs of your family budget, mortgage, student loans, college, retirement, etc. it's an absolute necessity to secure this income stream.

Attempting to quit your job and devote yourself full-time to your Encore goals while you live off your savings is a high-risk strategy. And not one recommended.

This approach unnecessarily commits you to fixed-time frame to succeed because of your limited funds. If you have any setbacks or any interruptions that require more time or money, you automatically increase the pressure to succeed.

Affording yourself the flexibility of time and resources needed to address challenges as they come is crucial to your success. And this is especially true for the more uncertain Encore paths where obstacles and challenges are not always anticipated.

## **2. Risk of a (Prematurely) Failed Medical Career**

The second major risk in your transition is the premature ending to your medical career. You want to retain your ability to practice, and thus preserve your income stream, until you choose to no longer do so.

Therefore, you want to fulfill the necessary regulatory, compliance, and licensing requirements needed to maintain your credentials and your ability to practice. In the unlikely event of a failed transition, you still preserve your ability to practice and can use it as a safeguarded option.

## **3. Risk of Failure in your Encore Career**

The third and final risk to your Encore Career is that you fail to successfully transition into your Encore Career. Securing your income streams and preserving your ability to practice are critical, but you also need the opportunities to learn about, practice, and network in your Encore Career.

By working on your Encore Career goals outside of your practice hours, you have the opportunity to spend time on whatever is required; whether that is acquiring the skills, knowledge, making connections, or otherwise.

Creating a plan that affords these golden opportunities is what gives you the best chance to succeed.

## **Secret to Creating More Opportunities for Yourself**

I'm sure by now you are wondering how you can work outside of your current schedule? How can you possibly find the time to pursue your Encore goals?

I get it. I'm a parent to 2 boys, ages 13 and 2. My wife works full-time. We're busy. Each day is a balancing act. It can be incredibly challenging to get through the days sometimes let alone find any time to work on your Encore Career goals.

I tried this juggling act to start because it was the least disruptive to my family's routine. But it wasn't working so I made a change. I reshuffled my priorities setting my Encore Career goals as a priority and then working a number of different jobs to produce the income necessary to support my transition.

This required a drastic change for my usual ER practice. So I built a new type of practice, what I call a Transitional Medical Practice (TMP).

## Risk Management in High Seas: Building a Transitional Medical Practice (TMP)

You might have a great plan but just can't find the time to execute.

Finding the time to work on our Encore Career can be challenging. In fact, it's one of the top obstacles reported by doctors who transition to nonclinical careers.

At some point like me, you've done your best to make it work. You may have changed some hours, switched some calls some days, but you still weren't able to find time.

Or maybe the time you've set aside -9pm after the family has gone to sleep isn't conducive to your goals? Or maybe you can't attend the sponsored networking lunches because of your schedule? Or maybe you aren't able to finish the training or certificate course online?

In any case, you are likely going to have to change your normal routine, drastic changes in some instances.

But if your ultimate goal is your dream Encore Career then finding the time necessary to achieve these goals might temporarily take priority over your routine. How can you do this?

Introducing a **Transitional Medical Practice**. It's different way of looking at the practice of medicine. It's one uniquely designed just for Encore doctors who demand more control over their already busy schedules.

### Transitional Medical Practice

TMP is in itself a concept. The idea of combing several physician jobs that

1. Secure your income
2. Preserve your medical license
3. Create necessary time so you can achieve your Encore goals

And the TMP jobs are designed to give you for the control over your schedule with many of these positions being done remotely.

By combing several different positions, you can actually plan your work schedule around your own needs. Determine what works best for you and your family, and balances your income with your Encore goals.

With that said, I have turned this concept into a Professional Medical Practice you own and operate. I'll show you how you can maximize your revenues with the same work you are already doing.

If you plan to make >125,000 annually in a TMP. I would encourage you to consider establishing a professional medical business because at the financial advantage. But whether you Inc. or not a TMP is still a great tool for producing income and controlling your schedule and finding time to execute your plan.

Just to be clear, a TMP doesn't advance your medical career aspirations. It does not intend to integrate you into the medical staff or local community. Rather it's designed to untie you from any of these extraneous.

## **TMP Physician Jobs**

Let's look at some common jobs for physicians use to build their TMP.

### **File Reviewer**

With the evolution of data analytics and its optimization of healthcare delivery there are a growing number of physician roles involved with this trend.

Doctors are involved at all stages of the process, and asked to examine and make qualified medical reviews, often regarding medical necessity and authorization of care. Some of you may be familiar or already working in this capacity.

I have included a list of companies who employ physicians in this capacity and do this type of work in the Additional Resources section of this book.

You don't need special training before stepping into these roles, however, it might help you feel more confident in your reviews (at least to start). My experience working with a couple of firms is that once they see a sample of your work (and like working with you) they will increase your opportunities.

Common job positions for Physician File Reviewers:

- Clinical Peer Review –determine if met standards of care.
- Utility Review – based on outcomes, efficiency and operations data.
- Medical File Review -specific to case
- Disability Insurance reviewer –specific to case

### **Telemedicine**

Telemedicine offers the tremendous advantages by working from home and setting your own hours, but is typically offset by lower income.

But this doesn't have to be the case. Here's one of my best-kept secrets I'd like to share with you. Telemedicine tends to be a seasoned medical practice. It is the most lucrative during flu season when the patient volume is high and schedules are filled. Any guesses of who might want to work from a home office during these cold winter months?

### **Physician Advisor (Remote)**

These positions are usually hired by the hospital sometimes using 3<sup>rd</sup> party providers to help them manage care: coordination, compliance, regulatory guidelines, medical necessity, clinical resource utilization and documentation. The Physician Advisor acts as a liaison between clinical staff and hospital administration regarding these aspects of

practice management. It is a relatively new role for physicians and has been seen by hospitals and healthcare systems as a huge advantage for their overall organizational goals. For those of you with little or no experience most of these companies will provide you with proper training.

## Surveys

As a medical professional with clinical experience your opinions and expertise is valuable. And it's actively sought after by drug, medical device, pharmaceutical, diagnostic, IT and other healthcare companies. These companies hire market research companies to conduct market studies on their behalf. Most of these surveys are online and can be done remotely, although a few are in-person or by telephone.

Pay is variable between \$25 and upwards of \$1000, depending on the length, complexity and specific area of expertise.

**Note:** some survey companies may upgrade your member status to a "preferred" customer after you've successfully completed several surveys.

## Locum Tenens

Depending on your circumstances these remote positions may not produce sufficient income for your needs. In these cases, I might recommend supplementing your income with a locums tenens position, at least temporarily.

Locums tenens companies are staffing agencies of various shapes, sizes and capabilities. They act as a middleman between hospitals or medical groups and individual doctors to help staff temporary, open positions. Time frames for employment vary, but usually there is a minimum of several weeks to several months.

Common reasons medical groups and hospitals use locums companies:

- Retirement
- Change in staffing requirements
- Leave of absence, maternity, disability, etc.

The contracts between companies are similar with respect to travel, expenses, scheduling and malpractice, but often vary in pay and types of assignments. It pays off to shop around and speak about your needs and interests before signing on. To help you get started I've included a list of locums companies for you in the Additional Resources section of this book.

And yes, there are obvious downsides to working locums. The travel. The time spent away from home. The disruption to your routine. This can be especially challenging for those who have families with children, or other dependents at home.

These challenges can be minimized when properly anticipated and planned for. I found I was able to focus on working while traveling and had more time for the family when at home. I was also able to plan with my wife (who also worked full-time) because we meticulously planned for when I would be gone arranging for extra childcare and help.

Then while I was away from home I would try to motivate and use the time as efficiently as possible. I would plan to work during my travel days; I would also try to work around my ER shifts gradually making progress.

It wasn't maybe ideal, but we knew it was temporary and gave me even more motivation to accomplish my Encore goals.

## **Tiered Approach to Building your TMP**

This list brings me to another important point in your transition plans. Disruption.

Knowing that the simplest option that secures income and is the least disruptive is probably the best, I might suggest a tiered approach to designing your TMP.

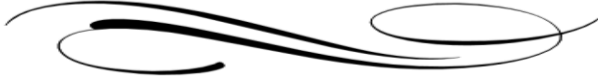
1. **First Choice:** Work on your Encore goals outside of your current practice hours with no change to your practice.
2. **Second Choice:** Reduce or change your current practice hours to free up time to pursue Encore Career goals.
3. **Third Choice:** Work reduced hours at your current practice and supplement income with TMP and /or locums positions while working on your Encore goals.
4. **Fourth Choice:** Quit your current position (after you have secured your next job!) and work any combination of Locum tenens and TMP positions to secure income while maximizing time for Encore goals.

Remember the goal is to create a schedule that allow you to successfully and securely work on your Encore transition goals.

These jobs, and these tiers should be dynamic. You should constantly adapt them to your needs. Don't fall into a trap thinking one job, or one-track works for best. Consider what works best for you at any given time!

**Case Study:** at one point, I was alternating with two locums companies, two telemedicine companies and two different file review jobs, as well as starting my Encore business. All at the same time. I was able to coordinate them in a way that worked for my family and me. And in a way, that allowed me to work on my Encore Career.

## ***Part 4: Setting Sail***



"Following the light of the sun, we left the Old World."

- Christopher Columbus



## Cast Away: How to Launch your TMP

Does this look familiar to you?

**Disclaimer:** *Each individual's situation is unique and a qualified professional should be consulted before making business, tax, legal or investment decisions. The information provided is neither comprehensive nor appropriate for every individual. You are strongly cautioned to verify any information before using it for any personal, financial or business purpose. Do not rely solely on what you find here for making investment decisions.*  
[\(http://www.businessdictionary.com/article/1072/disclaimer/\)](http://www.businessdictionary.com/article/1072/disclaimer/)

I'll be honest. When I read these types of disclaimers I am disappointed. The disclaimer seems to try to absolve me of any personal responsibility or clear understanding of the topic. Unfortunately, this approach only leaves me wanting more information, and not solely from my advisor's office.

That's why I strongly encourage for you to educate yourself and learn some of the basic business structures available to you, even if your advisor makes the final recommendation. Your increasing business knowledge is invaluable and will continue to pay you dividends well into the future. You'll be surprised at what you can pick up before you meet with a professional!

### The Origin of Business Structures in America

Before I discuss the specific structures to form your TMP I think it's important to trace a brief history of corporate structures in America to better understand what they are and how they work. Our business structures first originated in England in the 1500s during the Age of Discovery. The new British explorations of this period required a great deal of time, preparation and money to launch. And although the rewards could be rich and plentiful, the journeys also carried serious risks of failure. Nothing was guaranteed.

If the ships were lost, destroyed or even captured by pirates, then the investors would seek collection from those personally involved. And this could get violent.

As a means of protecting themselves from their personal liability of the sponsored voyage, a new legal distinction evolved. It protected the personal assets of those involved with the journey against collection if the voyage failed. This new legal protection 'limited the liability' of their personal assets and was the origin of the Limited Liability Company (LLC) we still use today.

#### Considerations for Choosing a Business Entity:

1. Protection of family assets and investments
2. Management control
3. Avoiding family disputes
4. Flexibility of decision-making
5. Succession of children and other family members to management
6. The nature of the business to be operated
7. The nature of the assets to be held
8. The number of owners involved
9. Estate planning and gifting of assets
10. Who may legally obligate the business
11. Effect upon an owner's death or departure
12. The need to start-up funding and raising capital
13. Taxation
14. Privacy of ownership
15. Consolidation of assets and investments

Today, there are numerous different business structures. Each of which specifically designed to meet certain objectives, and protect specific assets as they pertain to a given situation.

In his book *Start Your Own Corporation* (p. 2 checklist), Garrett Sutton, an expert attorney known for business-related law matters, offers a checklist of items that should be considered when establishing a specific type of entity: (again, a general familiarity of this list, rather than the specifics is important to developing business building literacy.)

For the sake of clarity and recognizing this is merely an introduction, I want to focus on only those business structures that are directly applicable to forming a TMP. However, for some background knowledge and broader perspective I compiled a short list below of five types of business structures you may encounter below:

### **1) Limited Partnerships (LP)**

An LP is a business partnership that exists between two or more partners who collaborate to operate the business. As "limited partners," the owners are only liable for the company's debts up to their initial investment. The main advantage of an LP is that these partners are not typically liable for the company's debts.

### **2) General Partnerships (GP)**

GP is a business partnership with two or more partners who agree to share all aspects of business operations, as well as any financial or legal obligations it incurs. Unlike an LP, these partners have unlimited liability and have exposure with their personal assets, even beyond the business assets, if they are held liable. The major benefit of a GP is it allows greater flexibility in the management of the business and partner participation.

### **3) Sole Proprietorship**

A sole proprietorship is a business entity operated by a single owner. A sole proprietorship has no legal separation between business and owner. It leaves the owner with unlimited liability for any business debts or litigation.

### **4) C Corporation**

A C corporation is a common business structure for many of America's blue-chip companies in which the owners and the shareholders are taxed differently than the business. The business revenues are taxed first and then the proceeds to the shareholders are taxed again on their personal returns, hence the double-taxation phenomena.

C corporations limit the liability of the directors, officers, employees, and shareholders to solely that of the business and do not expose any risk to their personal assets.

## 5) S Corporation

A S Corporation (otherwise known as a Subchapter Corporation or S Corp for short) is the most widely used business structure for a Professional service business. It too limits the liability of the directors, officers, employees, and shareholders to solely that of the business and do not expose any risk to their personal assets.

Don't be fooled into thinking that a corporation must be a large business like Microsoft or IBM. Professional S Corporations can be solo businesses too, as is the case with my own P -S Corp. (I serve as President, Secretary as well as the sole employee.)

### **Business Structure Comparison Chart:**

Specific Requirements	C Corporation	S Corporation	Limited Liability Company
<b>Management Structure</b>	Board of Directors, Officers	Board of Directors, Officers	Member- Managed; Manager-Managed
<b>Owners have limited personal liability</b>	X	X	X
<b>Unlimited number of owners</b>	X		X
<b>Governance</b>	Articles of Incorporation; Bylaws	Articles of Incorporation; Bylaws	Articles of Organization; Operating agreement
<b><u>Required</u> to hold annual meetings</b>	X	X	
<b>Pass-through taxation (Owners report business profit and loss on personal tax returns)</b>		X	X
<b>Flexible profit sharing schedule with members</b>			X

Please don't let this list confuse you. The good news is that because the TMP is a professional service corporation we only have 2 options to choose from, depending on your state requirements:

1. A Professional Corporation (P-S Corp.)
2. A Professional Limited Liability Company (P-LLC)

A P-S Corp. or a P-LLC are specific entities designed for service professionals like doctors, dentists and lawyers. They also have several important distinctions which differ from a traditional S Corp or LLC.

The most common used structure for service professionals is a Professional S Corporation. (I will refer to this entity, but remember most of these characteristics will apply to the P-LLC as well.)

Professional S corporations operate the same as any other S Corp. except for they do limit the owners' personal liability in regards to the business debt and liability. But there is one important exception to this rule and it applies to us. Professionals like doctors, dentists and lawyers are considered 'service professionals' where acts of negligence and malpractice can penetrate any limited liability protection and make claims on your personal assets. (A wise reminder to keep your malpractice insurance updated and current!!)

As a service professional, we don't have the same liability protections as those who for example run a construction company.

And so if we don't have the same liability protection from our personal assets then why create a TMP?

One simple answer... the tax benefits.

The most useful advantage of establishing your own P-S Corp / P - LLC are the tax benefits you receive as a small business owner.

One tax benefit is you can itemize and deduct all of your business-related expenses.

The four most common types of tax-deductions for small business owners include:

1. Start-up expenses
2. Business operating expenses
3. Inventory costs
4. Capital expenses (computers, medical equipment, etc.)

Please be sure to discuss how each of these apply to your specific situation.

A second and exclusive tax benefit just for P-S Corp. is the ability to minimize your payroll taxes on wages paid to employees.

Let me explain....

As a Professional S Corporation, you are required to choose a pass-through tax status, IRS Form 2553, so you can avoid the double taxation incurred by a C corporation. (If a C Corporation has profits at the end of the year, they are taxed on them. And then if they choose to pay dividends to any shareholders, the shareholders are taxed again. The pass-through exempt status of a S Corporation (IRS Form 2553) avoids this double taxation problem.)

As the solo owner/operator of your P-S Corp, you will be responsible for paying salaries to your employees (yourself and any other employees you hire) under FICA, Medicare taxes, also known as Payroll Taxes. And as an employer under this new 2018 obligation, you're required to pay ~15% tax up to a gross \$118,500 revenue on your wages.

However under a P S-Corp business designation you can declare a percentage of your gross earnings as wages and then declare the remaining portion as a bonus.

This is important because bonuses are distributed without being subject to payroll taxes. The key point here is that payroll taxes are only taxed on wages, not bonuses. (Please be sure to speak to your advisor about how to determine these specific estimates.)

Let's examine a couple of examples to illustrate this important tax benefit.

In the first example, let's start with the assumption that you collected an annual gross income of \$100,000 in your practice. After consultation with your advisor you determined 80% wages and 20% from bonus. How would your tax obligation compare if you had operated a P S Corp versus operating under your personal name?

*Chart #1 salary of \$100,000 individual vs. P S Corp.*

Now let's try another example now comparing the difference in your tax obligation if you had grossed \$350,000 of annual income.

*Chart #2 salary of \$350,000 individual vs. P S Corp.*

You can see the huge tax break you receive for doing the exact same work only using the P S Corp structure to minimize your tax burden. So how do you create your own P-S Corp or P-LLC? It's actually easier that you might first think. Here are the 10 steps you need to get started.

## Banking

1. Once you have your EIN, open a business checking and business savings account with your bank. (This is an important distinction the IRS wants you to keep business expenses from personal expenses.
2. Obtain a debit card for your new business account. Your bank may offer a business credit card, or you may also search at Fundera (considered one of the Best Business Cards web resources for 2017).
3. Set up mobile access to these business banking accounts.
4. Create a payroll account either through your bank, or a 3<sup>rd</sup> party vendor to manage your tax filing requirements. (My bank does my payroll. Takes me less than 2 minutes to enter data each month and they process my payroll and taxes to stay compliant as a corporation.)

## Accounting

- Bookkeeping (QuickBooks, QuickBooks for dummies, local bookkeeper)
- Payroll expect to (pay monthly with wages)
- Contact IRS for federal tax filing schedules. (My payroll service through my bank does this for me.)

Although you can contact each state's website for the appropriate forms, and some do. I have also found using online resources helpful and have included some for you if you choose. See the Additional Resources section of this book for a full list.

## Marketing

1. Create business social media profile
2. Build website
3. Set up a business email account
4. Obtain a business telephone number. Google voice account for free with its own number, messaging and call forwarding here: Google Voice

## **10 Steps to Starting Your Professional S Corporation**

1. **Choose a business name and structure.** Consult with your tax advisor and attorney with regard to what structure best addresses your needs and any state specific requirement regarding your business name.
2. **Apply for a Federal Tax ID Number** (FEIN or Federal Employee Identification Number) IRS.gov and file IRS Form SS-4. It is a 9-digit number, e.g. 12-345679.
3. **For file as S Corporation status**, IRS Form 2553. You must file Form 2553 within the first two months and fifteen days of the beginning of the tax year in which the election is to take effect.
4. **File as a legal entity in your state.** Obtain a state tax number and operating as a legal entity in the state contact state's Secretary of State website or state tax board for information about state taxes.
5. **File a Registered Agent** in your state to designate an address for any official correspondence.
6. **Apply for state business licenses.** You may need to contact your State Department of Consumer Affairs and city/county business offices for any additional required business licenses or permits.
7. **Prepare and file Articles of Incorporation** and create Bylaws for your Corporation.
8. **Elect Board of Directors.** This is the controlling body of a corporation who make major corporate decisions, and elects the officers. Choose Officers (appointed by the board of directors to run the day-to-day operations of the corporation (often CEO or President, Chief Financial Officer, Treasurer and Secretary).
9. **Issue stock certificates to shareholders.**
10. **Hold an Initial Organizational Meeting** and sign all documents to officially establish.

## A Final View from the Captain's Bridge

Arriving at this point in your departure is exciting. It's thrilling actually! You're about to make your Encore dream become a reality.

You've gathered up all your ideas, done your planning, and brim with enthusiasm as you set your plan into motion.

But, before we set sail, let's take one last pause and reorient ourselves one final time. It's easy to get distracted in the details and lose momentum. Having a clear understanding of your plan and defining your goals are crucial to your success.

Although this may be a solo journey please remember the 3 different roles you must play to have a successful plan.

This idea comes from Michael Gerber's best-selling book about entrepreneurial success, The E-Myth Revisited. Gerber is a small business expert who describes 3 roles any successful entrepreneur.

First, there is the role of **the Technician**. In our case, the highly trained, highly skilled physician who practices medicine and completes their other assigned duties related to the delivery of healthcare (committees, special projects, leadership roles, etc.) We are all familiar with this role and it doesn't change much during your Encore journey.

Second, there is the role of **the Manager**. The Manager oversees the operations of the business. The Manager is responsible for the regulatory, licensing and compliance aspects of your practice. The Manager also oversees the legal, tax, accounting and other financial aspects of your practice. And whether you do this yourself or contract with someone else to do these duties, this manager role also doesn't change much during your Encore journey.

The finally, there is the role of **the Entrepreneur**. This visionary role takes an idea and turns it into a business and a career. The Entrepreneur looks for all the steps and choices needed to bring an idea to market.

As an innovator, the Entrepreneur embraces change and learns to succeed in unknown environments. The Entrepreneur seems to find solutions and make it work even when the path seems dim to nonexistent.

Entrepreneurs are the catalysts that start your journey and ultimately lead you to your Encore Dreams. This is the role where you will make a difference in your Encore Career. And this is where you want to direct your best efforts.

A great business survives when each of these roles complements one another, but it thrives when the entrepreneurial role can succeed!

So, when you are working through your plans and setting your goals, please remember where you are dedicating your best efforts and which role will lead you to your Encore Dreams.

## Your Next Journey?

Once you've reached your destination, and are safely ashore. You'll begin to realize your Encore Career is so much more than simply a career destination. It's a true discovery process about yourself.

Once you align your passions with your pursuits, you will begin to feel more deeply fulfilled. You'll start to see more balance in your life as your new professional career challenges and nourishes you. This new endeavor will also permeate and improve into other aspects of your life. Your general well being. Your family. Your relationships.

And before you realize it, with these new skills and knowledge, you'll have learned, the new the people you'll have met, the experiences you'll have. You'll have reinvented yourself! By following your passions and purpose.

You'll get a chance to reclaim the enthusiasm for your work knowing you make a meaningful contribution. Wow!! It's real. It's possible. And it's all there for you. The one and only true obstacle left in your path. And that is now in your own control.

### **Action.**

The only path to your Encore Career is to take action. Take action, make progress and move forward. It's the only way. Even the very best of plans fail when they are never enacted. So what are you wasting time for the path has been cleared.

The opportunity is now. The choice is yours. Your Encore Dream Career is waiting... Why are you?

Here's to your safe travels and great successes,

Ryan



## ***Part 5: Inventory and Supplies***



"Don't kid yourself. Be honest with yourself. Take your own inventory."

- Jack Canfield

## Open Water: 100+ Nonclinical Careers



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*This website “looking for zebras” [HERE](#) has excellent, yet lengthy discussions of many of these positions. Should I rewrite them or refer to this page?*

*See spreadsheet*

Category	Industry	Website	Description
Category	Industry	www.website.com	Description
Category	Industry	www.website.com	Description
Category	Industry	www.website.com	Description
Category	Industry	www.website.com	Description

*Include 2 or 3 Case Studies of physicians who have successfully transitioned from clinical medicine and details about the path they took.)*

### Types of Jobs for Your Encore Career

Here is a list of possible jobs you can pursue for your Encore Career.

## **Administration/ Executive Management**

- Executive leadership - Healthcare System Administration
- Executive leadership - Hospital Administration
- Executive leadership - Corporate Administration

## **Academic/Public**

- Non-profit leadership
- Government healthcare director
- Politics
- Infectious Disease Control / Public Health
- University based basic science research
- Clinical Research
- Population health

## **Encore Clinical Positions**

- Concierge care
- Corporate wellness program director
- Medispa owner
- Weight loss clinic owner
- Franchise owner
- Housecall medicine
- Physicals for the military

## **Direct Sales - Wellness Products**

- Isagenix
- Optivia

- Arbonne
- USANA
- Nerium
- Signum Biosciences
- Young living
- ReelMD

## **Educational**

- develop CME educational
- write promotional healthcare material
- create online courses
- Public Speaking
- medical writing (self-publish)
- write promotional healthcare material
- create online courses

## **Social Media / Internet Marketing**

- social medial influencer
- podcasting
- YouTube & video Blogging

## **Consulting**

- Physician advisor
- physician career coach
- heathcare technology
- medical informatics
- medical device companies
- Pharmaceuticals
- Biotechnology/Engineering
- Insurance

- Healthcare practice mgmt consultant
- Healthcare product development
- Retail consulting
- Medical Legal Consultant
- Expert Witness
- Medical Consulting
- healthcare business analyst
- healthcare organization director
- Medical surveys

**Consulting - Financial**

- Financial planning
- Venture Capital
- Management Consulting Company
- Investing in Companies

**Coaching**

- Physician career coaching
- Physician Recruiter
- Health/Wellness Coach
- Men's Health Coach
- Women's Wellness Coach

**Marketing**

- Pharmaceutical / biomedical marketing
- Healthcare system marketing
- Healthcare technology implementation
- Medical equipment development
- create online courses
- develop CME educational

**Miscellaneous Jobs**

- Good 2nd Income Ideas
- Rental Real Estate
- Invest in Crowdfunding
- invest in Peer-to-Peer Lending
- Syndications
- AngellInvesting
- Tax Liens
- Get Real Estate License
- multi-level marketing company
- Start a blog
- Affiliate Marketing
- Sell items on Etsy or Ebay
- Freelancing

**File Review Jobs**

Company Name	Website
1-888-Ohiocomp Inc	<a href="http://www.1-888-ohiocomp.com/">http://www.1-888-ohiocomp.com/</a>
3-HAB, Ltd	<a href="http://3hab.com/">http://3hab.com/</a>
Accordant Health Services	<a href="https://www.accordant.com">https://www.accordant.com</a>
Accredo, Inc	<a href="https://accredo.com/">https://accredo.com/</a>
Activehealth Management	<a href="http://www.activehealth.com/">http://www.activehealth.com/</a>
Advanced Medical Reviews, Inc	<a href="http://www.admere.com/">http://www.admere.com/</a>

Company Name	Website
AIM Specialty Health	<a href="http://www.aimspecialtyhealth.com/">http://www.aimspecialtyhealth.com/</a>
Akeso Care Management, Inc.	<a href="https://www.akesocare.com/">https://www.akesocare.com/</a>
ALARIS	<a href="https://alarisgroup.com/">https://alarisgroup.com/</a>
Alere Health, LLC	<a href="https://www.alere.com">https://www.alere.com</a>
Alicare Medical Management	<a href="http://www.alicaremed.com">www.alicaremed.com</a>
Alicare Medical Management, Inc.	<a href="http://www.alicaremed.com/">http://www.alicaremed.com/</a>
Allegiance	<a href="https://www.askallegiance.com/">https://www.askallegiance.com/</a>
Alliant Health Solutions	<a href="https://www.allianthealth.org/">https://www.allianthealth.org/</a>
Allied Managed Care	<a href="http://www.alliedmanagedcare.com/">http://www.alliedmanagedcare.com/</a>
ALIMed Healthcare Management Inc	<a href="https://www.allmedmd.com/">https://www.allmedmd.com/</a>
AllMed Healthcare Management, Inc	<a href="https://allmedmd.com">https://allmedmd.com</a>
Allone Health Management Solutions Inc	<a href="http://www.allonehealth.com/">http://www.allonehealth.com/</a>
American Behavioral	<a href="http://americanbehavioral.com/">http://americanbehavioral.com/</a>
American Health Group, Inc	<a href="http://www.myahg.com/">http://www.myahg.com/</a>
American Health Holding, Inc.	<a href="http://www.americanhealthholding.com/">http://www.americanhealthholding.com/</a>
American Specialty Health Networks	<a href="https://www.ashcompanies.com/">https://www.ashcompanies.com/</a>
AmeriHealth Administrators	<a href="https://www.ahatpa.com/">https://www.ahatpa.com/</a>
Amerisys	<a href="https://www.amerisys-info.com/">https://www.amerisys-info.com/</a>
Ameritas Life Insurance Corp	<a href="https://www.ameritas.com/">https://www.ameritas.com/</a>
Anthem UM Services, Inc	<a href="https://www.anthem.com/">https://www.anthem.com/</a>
Anthem Blue Cross and Blue Shield	<a href="https://www.anthem.com/">https://www.anthem.com/</a>
Anthem UM Services	<a href="https://www.anthem.com/">https://www.anthem.com/</a>
Anthem UM Services Inc	<a href="https://www.anthem.com/">https://www.anthem.com/</a>
Anthem UM Services, Inc	<a href="https://www.anthem.com/">https://www.anthem.com/</a>
Apex Healthcare, Inc	<a href="http://www.apexmso.com/">http://www.apexmso.com/</a>
Assurant Health Time Insurance Company, Union Security	<a href="http://www.assuranthealth.com/">http://www.assuranthealth.com/</a>
AultComp MCO	<a href="https://www.aultcompmco.com/">https://www.aultcompmco.com/</a>
Avera Health Plans, Inc	<a href="https://www.averahealthplans.com">https://www.averahealthplans.com</a>
Avysion Healthcare Services	<a href="http://healthcare.avysion.net/">http://healthcare.avysion.net/</a>
AXA Assistance USA	<a href="https://www.axa-assistance.us">https://www.axa-assistance.us</a>
Beacon Health Strategies, LLC	<a href="https://www.beaconhealthoptions.com/">https://www.beaconhealthoptions.com/</a>
Beacon Health Options, Inc	<a href="https://www.beaconhealthoptions.com/">https://www.beaconhealthoptions.com/</a>
Behavioral Health Systems, Inc	<a href="https://behavioralhealthsystems.com/">https://behavioralhealthsystems.com/</a>
Behavioral Healthcare Options	<a href="https://www.behavioralhealthcareoptions.com">https://www.behavioralhealthcareoptions.com</a>
Behavioral Medical Interventions (BMI)	<a href="http://www.behavioralmedical.com">www.behavioralmedical.com</a>
BHM Healthcare Solutions	<a href="http://bhmpc.com/">http://bhmpc.com/</a>
Biologics Inc	<a href="https://www.biologicsinc.com/">https://www.biologicsinc.com/</a>

Company Name	Website
<b>Broadspire</b>	<a href="https://www.choosebroadspire.com/">https://www.choosebroadspire.com/</a>
<b>Business Psychology Associates Inc</b>	<a href="https://www.bpahealth.com/">https://www.bpahealth.com/</a>
<b>C2C Innovative Solutions, Inc</b>	<a href="https://www.c2cinc.com/">https://www.c2cinc.com/</a>
<b>Capone and Associates</b>	<a href="http://caponeandassociates.com/">http://caponeandassociates.com/</a>
<b>Cardinal Innovations</b>	<a href="https://www.cardinalinnovations.org/">https://www.cardinalinnovations.org/</a>
<b>Care to Care</b>	<a href="http://www.caretocare.com/">http://www.caretocare.com/</a>
<b>CareCentrix, Inc</b>	<a href="https://www.carecentrix.com/">https://www.carecentrix.com/</a>
<b>CareCore National LLC</b>	<a href="https://www.carecorenational.com/">https://www.carecorenational.com/</a>
<b>CareNex Health Services</b>	<a href="http://www.carenex.com/">http://www.carenex.com/</a>
<b>Carewise Health, Inc</b>	<a href="http://www.carewisehealth.com/">http://www.carewisehealth.com/</a>
<b>CareWorks</b>	<a href="http://www.careworksmco.com/">http://www.careworksmco.com/</a>
<b>Chesterfield Resources Inc</b>	<a href="https://www.chesterfieldresources.com">https://www.chesterfieldresources.com</a>
<b>CID Management</b>	<a href="http://www.cidmcorp.com/">http://www.cidmcorp.com/</a>
<b>Cigna Health Management, Inc</b>	<a href="https://www.cigna.com">https://www.cigna.com</a>
<b>CIMRO</b>	<a href="http://www.cimro.com">www.cimro.com</a>
<b>Claims Eval, Inc</b>	<a href="http://www.claimseval.com">www.claimseval.com</a>
<b>Clinix Healthcare</b>	<a href="http://www.clinixhealthcare.com">www.clinixhealthcare.com</a>
<b>CoastalCare</b>	<a href="http://coastalcare.org/">http://coastalcare.org/</a>
<b>Cognizant</b>	<a href="https://www.cognizant.com/">https://www.cognizant.com/</a>
<b>College Health IPA</b>	<a href="https://www.chipa.com/">https://www.chipa.com/</a>
<b>Community Health Partners</b>	<a href="https://chealthpartners.com/">https://chealthpartners.com/</a>
<b>Community Health Solutions of America, LLC</b>	<a href="http://www.chsamerica.com/">http://www.chsamerica.com/</a>
<b>Community Health Network of Connecticut</b>	<a href="http://www.chnct.org/">http://www.chnct.org/</a>
<b>Community Network for Behavioral Healthcare, Inc</b>	<a href="https://www.commcare1.org/">https://www.commcare1.org/</a>
<b>CommunityCare</b>	<a href="http://www.ccok.com/">http://www.ccok.com/</a>
<b>Comp One Managed Care</b>	<a href="https://www.componemco.com">https://www.componemco.com</a>
<b>Comp Partners Inc</b>	<a href="http://www.comppartners.com/">http://www.comppartners.com/</a>
<b>CompManagement Health Systems</b>	<a href="https://www.chsmco.com">https://www.chsmco.com</a>
<b>Concentra</b>	<a href="https://www.concentra.com">https://www.concentra.com</a>
<b>Concentra Health Service</b>	<a href="https://www.concentra.com/">https://www.concentra.com/</a>
<b>Conduent, Inc.</b>	<a href="https://www.conduent.com/">https://www.conduent.com/</a>
<b>Conifer Health Solutions</b>	<a href="http://coniferhealth.com/">http://coniferhealth.com/</a>
<b>Considine &amp; Associates</b>	<a href="http://www.healthclaim.info/">http://www.healthclaim.info/</a>
<b>Consumers Life Insurance Company</b>	<a href="https://www.consumerslife.com/">https://www.consumerslife.com/</a>
<b>CoreSource, Inc.</b>	<a href="https://www.coresource.com/">https://www.coresource.com/</a>
<b>Corporate Care Management</b>	<a href="http://www.corporatecaremgmt.com/">http://www.corporatecaremgmt.com/</a>
<b>CorVel Corporation</b>	<a href="http://www.corvel.com/">http://www.corvel.com/</a>

Company Name	Website
CorVel Ohio MCO, Inc	<a href="http://www.corvel.com/ohio">http://www.corvel.com/ohio</a>
Coventry Health Care, Inc	<a href="http://coventryhealthcare.com/">http://coventryhealthcare.com/</a>
CPR Risk Management.	<a href="http://cpr-rm.com/">http://cpr-rm.com/</a>
Cyrca, Inc	<a href="http://www.cyrcahealth.com">http://www.cyrcahealth.com</a>
Dane Street, LLC	<a href="http://www.danestreet.com">www.danestreet.com</a>
DBMS Inc	<a href="http://www.dbms-inc.com/">http://www.dbms-inc.com/</a>
Eastpointe	<a href="http://www.eastpointe.net/">http://www.eastpointe.net/</a>
EK Health Services, Inc	<a href="http://www.ekhealth.com/">http://www.ekhealth.com/</a>
Empire BlueCross BlueShield	<a href="https://www.empireblue.com/">https://www.empireblue.com/</a>
Empire State Medical	<a href="http://www.esmsef.com/">http://www.esmsef.com/</a>
Empire State Medical, Scientific, and Educational Foundation	<a href="http://www.esmsef.com/">http://www.esmsef.com/</a>
Employee Benefit Management Services	<a href="http://www.ebms.com/">http://www.ebms.com/</a>
EQHealth Solutions Inc. dba HealthSystems of MS	<a href="http://ms.eqhs.org/">http://ms.eqhs.org/</a>
ERS, Inc	<a href="http://www.ers.net/">http://www.ers.net/</a>
Everence Association Inc.	<a href="https://www.everence.com/">https://www.everence.com/</a>
EviCore HealthCare Solutions, Inc.	<a href="https://www.evicore.com/">https://www.evicore.com/</a>
Eviti, Inc.	<a href="http://eviti.com/">http://eviti.com/</a>
EvolentHealth, Inc	<a href="https://www.evolenthealth.com/valence-health">https://www.evolenthealth.com/valence-health</a>
Exam Coordinators Network (ECN)	<a href="http://www.ecnime.com/">http://www.ecnime.com/</a>
Exam Works Clinical Solutions	<a href="https://www.examworks-cs.com/">https://www.examworks-cs.com/</a>
FHAS (Federal Hearings & Appeals Services, Inc.)	<a href="http://fhas.com/">http://fhas.com/</a>
First Choice Health Network, Inc.	<a href="https://www.fchn.com/">https://www.fchn.com/</a>
First Managed Care Option, Inc	<a href="http://www.firstmco.com/">http://www.firstmco.com/</a>
Five County Mental Health Authority	<a href="http://www.fivecountymha.org">www.fivecountymha.org</a>
Focus Health Services	<a href="http://focushm.com">http://focushm.com</a>
GENEX Services, Inc	<a href="http://www.genexservices.com">www.genexservices.com</a>
Group Benefit Services	<a href="http://www.g-b-s.com">http://www.g-b-s.com</a>
Group Health Inc	<a href="https://www.emblemhealth.com/">https://www.emblemhealth.com/</a>
GSG Associates	<a href="http://www.gsga.net">www.gsga.net</a>
H.H.C. Group	<a href="http://www.hhcgroup.com/">http://www.hhcgroup.com/</a>
Hartford Fire Insurance Company	<a href="https://www.thehartford.com/">https://www.thehartford.com/</a>
Health Care Service Corporation	<a href="http://www.hcsc.com/">http://www.hcsc.com/</a>
Health Design Plus	<a href="http://www.hdplus.com/">http://www.hdplus.com/</a>
Health Information Designs	<a href="http://www.hidesigns.com/">http://www.hidesigns.com/</a>
Health Information Designs, LLC	<a href="http://www.hidesigns.com/">http://www.hidesigns.com/</a>
Health Integrated, Inc.	<a href="http://www.healthintegrated.com/">http://www.healthintegrated.com/</a>

Company Name	Website
Health Management Partners	<a href="http://www.hmpsd.com/">http://www.hmpsd.com/</a>
Health Quality Innovations, Inc.	<a href="http://www.hqi.solutions/">http://www.hqi.solutions/</a>
HealthCare Partners of Nevada	<a href="http://www.hcpnv.com/">http://www.hcpnv.com/</a>
Healthcare Resources NW	<a href="http://healthcareresourcesnw.com/">http://healthcareresourcesnw.com/</a>
Healthcare Quality Strategies, Inc.	<a href="http://hqsi.org/">http://hqsi.org/</a>
HealthCare Strategies, Inc.	<a href="http://www.hcare.net">http://www.hcare.net</a>
HealthClaim Solutions	<a href="http://www.healthclaim.info">www.healthclaim.info</a>
Healthhelp, LLC	<a href="https://www.healthhelp.com/">https://www.healthhelp.com/</a>
HealthSmart Care Management Solutions	<a href="http://www.healthsmart.com">http://www.healthsmart.com</a>
Healthways, Inc.	<a href="http://www.healthways.com/">http://www.healthways.com/</a>
HHS, Health Options for Life	<a href="http://reliancecccp.org/">http://reliancecccp.org/</a>
Highmark Blue Cross Blue Shield West Virginia	<a href="https://www.highmarkbcbswv.com">https://www.highmarkbcbswv.com</a>
Highmark Inc	<a href="https://www.highmark.com">https://www.highmark.com</a>
Hines & Associates	<a href="https://www.hinesassoc.com/">https://www.hinesassoc.com/</a>
HMS Federal Solutions	<a href="http://www.federal.hms.com">www.federal.hms.com</a>
Hoover Rehabilitation Services, Inc	<a href="http://hooverinc.com/">http://hooverinc.com/</a>
HP Enterprise Services	<a href="http://www8.hp.com">http://www8.hp.com</a>
HQSI (Healthcare Quality Strategies Inc)	<a href="http://hqsi.org/">http://hqsi.org/</a>
Human Behavior Institute	<a href="https://www.hbinetwork.com/">https://www.hbinetwork.com/</a>
Humana Military Healthcare Services	<a href="http://www.humana-military.com/">http://www.humana-military.com/</a>
IEC Group, Inc. dba AmeriBen	<a href="http://www.iecgroup.com">www.iecgroup.com</a>
iHealth Technologies, inc	<a href="http://ihealthtechnologies.com/">http://ihealthtechnologies.com/</a>
IMEDECS	<a href="http://www.imedecs.com/">http://www.imedecs.com/</a>
IMEDECS (Independent Medical Expert Consulting Services)	<a href="http://www.imedecs.com/">http://www.imedecs.com/</a>
iMedReviews	<a href="http://www.imedreviews.com/">http://www.imedreviews.com/</a>
IMX Medical Management Services, Inc	<a href="http://www.imxmed.com/">http://www.imxmed.com/</a>
Innovative Case Management Inc	<a href="http://www.innovativecare.com/">http://www.innovativecare.com/</a>
Integra Health and Wellness	<a href="https://www.maestrohealth.com/">https://www.maestrohealth.com/</a>
IPRO, Inc	<a href="https://ipro.org/">https://ipro.org/</a>
J.P. Farley Corporation	<a href="http://www.jpfarley.com/">http://www.jpfarley.com/</a>
KePRO	<a href="https://www.kepro.com/">https://www.kepro.com/</a>
Lakeview Center, Inc. dba Access Behavioral Health	<a href="https://www.elakeviewcenter.org">https://www.elakeviewcenter.org</a>
Landmark Healthcare, Inc.	<a href="https://www.lmhealthcare.com/">https://www.lmhealthcare.com/</a>
Liberty Mutual Managed Care LLC	<a href="https://www.libertymutualgroup.com">https://www.libertymutualgroup.com</a>
LifeSynch	<a href="http://www.lifesynch.com/">http://www.lifesynch.com/</a>
Linkia, LLC	<a href="http://www.linkia.com">http://www.linkia.com</a>



Company Name	Website
Lumetra Healthcare Solutions	<a href="http://lumetrasolutions.com/">http://lumetrasolutions.com/</a>
Lumetra, Inc.	<a href="http://lumetrasolutions.com/">http://lumetrasolutions.com/</a>
M Hayes and Associates	<a href="http://www.genexservices.com/">http://www.genexservices.com/</a>
Magellan Behavioral Health	<a href="https://www.magellanhealth.com">https://www.magellanhealth.com</a>
Magellan Rx, Inc.	<a href="https://ih.magellanrx.com/">https://ih.magellanrx.com/</a>
MagnaCare	<a href="http://www.magnacare.com">http://www.magnacare.com</a>
Managed Health Network Inc	<a href="https://www.mhn.com/">https://www.mhn.com/</a>
Managed Health Services	<a href="https://www.mhswi.com/">https://www.mhswi.com/</a>
Martin's Point Health Care	<a href="https://martinspoint.org/">https://martinspoint.org/</a>
MAXIMUS Federal Services, Inc	<a href="https://www.maximus.com/">https://www.maximus.com/</a>
MAXIMUS Federal Services, Inc	<a href="https://www.maximus.com/federal">https://www.maximus.com/federal</a>
McKesson Health Solutions LLC	<a href="http://www.mckesson.com">http://www.mckesson.com</a>
MCMC, LLC	<a href="http://www.mcmcllc.com/">http://www.mcmcllc.com/</a>
MCMC,LLC	<a href="http://www.mcmcllc.com">www.mcmcllc.com</a>
MCRS	<a href="http://www.mcmcllc.com/">http://www.mcmcllc.com/</a>
MedCom Care Management, Inc	<a href="https://www.medcomcaremanagement.com/">https://www.medcomcaremanagement.com/</a>
MedCost, LLC	<a href="https://www.medcost.com/">https://www.medcost.com/</a>
Medecision Inc.	<a href="https://www.medecision.com/">https://www.medecision.com/</a>
Medical Audit & Review Solutions	<a href="https://www.marsauditor.com">https://www.marsauditor.com</a>
Medical Consultants Network, Inc.	<a href="https://mcn.com/">https://mcn.com/</a>
Medical Consultants Network	<a href="https://mcn.com/">https://mcn.com/</a>
Medical Cost Management Corporation	<a href="http://www.medicalcost.com">http://www.medicalcost.com</a>
Medical Equation Inc.	<a href="http://medicalequation.com/">http://medicalequation.com/</a>
Medical Mutual	<a href="https://www.medmutual.com">https://www.medmutual.com</a>
Medical Review Institute of America, Inc.	<a href="http://www.mnoa.com/">http://www.mnoa.com/</a>
Medical Review Institute of America	<a href="http://www.mrioa.com/">http://www.mrioa.com/</a>
Medical Review Institute of America, LLC (MRIOA)	<a href="http://www.mrioa.com/">http://www.mrioa.com/</a>
Medinsights, Inc.	<a href="http://www.medinsights.com/">http://www.medinsights.com/</a>
MedManagement, LLC	<a href="http://www.medmanagementllc.com">www.medmanagementllc.com</a>
MedManagement, LLC	<a href="http://www.medmanagementllc.com/">http://www.medmanagementllc.com/</a>
MedReview	<a href="http://www.medreview.us/">http://www.medreview.us/</a>
MedRisk	<a href="https://www.medrisknet.com/">https://www.medrisknet.com/</a>
MedWatch, LLC	<a href="https://www.urmedwatch.com">https://www.urmedwatch.com</a>
MedWork of Wisconsin, Inc.	<a href="http://www.medwork.org/">http://www.medwork.org/</a>
Memorial Hermann Health Solutions	<a href="http://healthplan.memorialhermann.org/">http://healthplan.memorialhermann.org/</a>
MES Solutions	<a href="https://www.messolutions.com/">https://www.messolutions.com/</a>
MET Healthcare Solutions	<a href="https://www.met-hcs.com/">https://www.met-hcs.com/</a>

Company Name	Website
<b>MET Healthcare Solutions</b>	<a href="https://www.met-hcs.com/">https://www.met-hcs.com/</a>
<b>MHNet Specialty Services</b>	<a href="http://www.mhnet.com">www.mhnet.com</a>
<b>Michigan Peer Review Organization (MPRO)</b>	<a href="http://www.mpro.org/">http://www.mpro.org/</a>
<b>Mid Atlantic Health Solutions</b>	<a href="http://www.mahsolutions.com/">http://www.mahsolutions.com/</a>
<b>Mitchell International</b>	<a href="https://www.mitchell.com/">https://www.mitchell.com/</a>
<b>MLS National Medical Evaluation Services</b>	<a href="https://www.mls-ime.com/">https://www.mls-ime.com/</a>
<b>MMRO</b>	<a href="http://www.mmroinc.com/">http://www.mmroinc.com/</a>
<b>Mountain-Pacific Quality Health</b>	<a href="http://mpqhf.com">http://mpqhf.com</a>
<b>MPRO</b>	<a href="http://www.mpro.org/">http://www.mpro.org/</a>
<b>National Medical Reviews, Inc</b>	<a href="http://nationalmedicalreviews.com/">http://nationalmedicalreviews.com/</a>
<b>NCH Management Systems, Inc</b>	<a href="http://newcenturyhealth.com/">http://newcenturyhealth.com/</a>
<b>Network Medical Review Company, Ltd</b>	<a href="https://www.nmrco.com/">https://www.nmrco.com/</a>
<b>New York Medical Management</b>	<a href="http://www.nymm.org/">http://www.nymm.org/</a>
<b>Nexus</b>	<a href="https://www.nexmc.com/">https://www.nexmc.com/</a>
<b>Northwood, Inc</b>	<a href="https://www.northwoodinc.com/">https://www.northwoodinc.com/</a>
<b>NYCHSRO\Medreview</b>	<a href="http://www.medreview.us/">http://www.medreview.us/</a>
<b>Occupational Managed Care Alliance</b>	<a href="http://www.omca.biz/">http://www.omca.biz/</a>
<b>Occupational Health Link</b>	<a href="http://www.oehpmco.com/">http://www.oehpmco.com/</a>
<b>OHARA,LLC</b>	<a href="http://www.oharallc.com/">http://www.oharallc.com/</a>
<b>Ohio Employee Health Partnership</b>	<a href="http://www.oehpmco.com/">http://www.oehpmco.com/</a>
<b>Oklahoma Foundation for Medical Quality, Inc.</b>	<a href="http://www.ofmq.com/">http://www.ofmq.com/</a>
<b>Oncology Analytics, Inc.</b>	<a href="https://www.oncologyanalytics.com/">https://www.oncologyanalytics.com/</a>
<b>OptumHealth Care Solutions, Inc.</b>	<a href="https://www.optum.com">https://www.optum.com</a>
<b>OrthoNet, LLC</b>	<a href="http://www.orthonet-online.com/">http://www.orthonet-online.com/</a>
<b>P &amp; R Dental Strategies, Inc.</b>	<a href="http://www.pandr dental.com/">http://www.pandr dental.com/</a>
<b>Paladin Managed Care Services</b>	<a href="http://www.paladinmc.com/">http://www.paladinmc.com/</a>
<b>Palladian Health, LLC</b>	<a href="https://www.palladianhealth.com">https://www.palladianhealth.com</a>
<b>Partners Behavioral Health Management</b>	<a href="https://www.partnersbhm.org/">https://www.partnersbhm.org/</a>
<b>Peer Review Solutions</b>	<a href="http://www.peerreviewsolutions.com/">http://www.peerreviewsolutions.com/</a>
<b>PEI</b>	<a href="http://peihealthcarereviews.com/">http://peihealthcarereviews.com/</a>
<b>Permedion, Inc.</b>	<a href="http://hmspermedion.com/">http://hmspermedion.com/</a>
<b>Physicians Review Organization</b>	<a href="http://physiciansreview.org/">http://physiciansreview.org/</a>
<b>Physicians' Review Network Inc</b>	<a href="http://www.pnriro.com/">http://www.pnriro.com/</a>
<b>PMA Companies</b>	<a href="https://www.pmacompanies.com/">https://www.pmacompanies.com/</a>
<b>POMCO</b>	<a href="https://pomcogroup.com/">https://pomcogroup.com/</a>
<b>Premera Blue Cross Blue Shield of Alaska</b>	<a href="https://www.premera.com/wa/visitor/">https://www.premera.com/wa/visitor/</a>
<b>Prest &amp; Associates, Inc.</b>	<a href="https://www.prestmds.com/">https://www.prestmds.com/</a>
<b>PREST &amp; Associates, Inc.</b>	<a href="https://www.prestmds.com/">https://www.prestmds.com/</a>

Company Name	Website
<b>PRIMARIS</b>	<a href="https://primaris.org/">https://primaris.org/</a>
<b>Prime West Health</b>	<a href="https://www.primewest.org">https://www.primewest.org</a>
<b>Principal Life Ins. Co.</b>	<a href="https://www.principal.com">https://www.principal.com</a>
<b>PRIUM</b>	<a href="http://prium.com/">http://prium.com/</a>
<b>Procura Management, Inc</b>	<a href="http://www.procura-inc.com/">http://www.procura-inc.com/</a>
<b>Professional Dynamics, Inc.</b>	<a href="https://www.pdimcs.com/">https://www.pdimcs.com/</a>
<b>ProgenyHealth, Inc.</b>	<a href="http://www.progenyhealth.com/">http://www.progenyhealth.com/</a>
<b>Promesa Health</b>	<a href="https://www.auw.com/promesa_health.aspx">https://www.auw.com/promesa_health.aspx</a>
<b>ProPeer Resources Inc</b>	<a href="http://www.propeer.com/">http://www.propeer.com/</a>
<b>ProPeer Resources, Inc</b>	<a href="http://www.propeer.com/">http://www.propeer.com/</a>
<b>Provider Resources Inc.</b>	<a href="http://www.provider-resources.com/">http://www.provider-resources.com/</a>
<b>Provider Resources, Inc</b>	<a href="http://provider-resources.com/">http://provider-resources.com/</a>
<b>ProviDrs Care Network</b>	<a href="http://providrscare.net/">http://providrscare.net/</a>
<b>Psychare, LLC</b>	<a href="http://www.psychcare.com/">http://www.psychcare.com/</a>
<b>PsycHealth, Ltd.</b>	<a href="http://psychealthltd.com">http://psychealthltd.com</a>
<b>Qlarant</b>	<a href="http://www.qlarant.com/">http://www.qlarant.com/</a>
<b>Quad City Community Healthcare</b>	<a href="https://www.qcchealth.com/">https://www.qcchealth.com/</a>
<b>Quality Care Partners</b>	<a href="https://www.qualitycarepartners.com/">https://www.qualitycarepartners.com/</a>
<b>Quality Insights of Delaware</b>	<a href="http://www.qualityinsights.org">http://www.qualityinsights.org</a>
<b>Qualls Health</b>	<a href="http://www.qualishealth.org/">http://www.qualishealth.org/</a>
<b>Quantum Health, Inc.</b>	<a href="http://quantum-health.com/">http://quantum-health.com/</a>
<b>Regence Blue Shield of Washington</b>	<a href="https://www.regence.com/">https://www.regence.com/</a>
<b>Reliable Review Services</b>	<a href="https://www.reliablers.com/">https://www.reliablers.com/</a>
<b>Review Med, LP</b>	<a href="http://www.reviewmed.com/">http://www.reviewmed.com/</a>
<b>Rising Medical Solutions</b>	<a href="https://www.risingms.com/">https://www.risingms.com/</a>
<b>Secure Health Plans of Georgia LLC</b>	<a href="https://www.shpg.com/">https://www.shpg.com/</a>
<b>Sedgwick Claims; Management Services, Inc</b>	<a href="https://www.sedgwick.com/">https://www.sedgwick.com/</a>
<b>Sheakley UniComp, Inc.</b>	<a href="https://www.sheakley.com">https://www.sheakley.com</a>
<b>SkyGenUSA</b>	<a href="https://skygenusa.com">https://skygenusa.com</a>
<b>Solstice</b>	<a href="https://www.solsticebenefits.com/">https://www.solsticebenefits.com/</a>
<b>South Florida Utilization Review</b>	<a href="http://www.sfur.com/">http://www.sfur.com/</a>
<b>South Florida Utilization Review</b>	<a href="http://www.sfur.com/">http://www.sfur.com/</a>
<b>Southeastern Indiana Health Organization</b>	<a href="http://www.siho.org/">http://www.siho.org/</a>
<b>SpecialtyHealth MCO</b>	<a href="https://www.specialtyhealth.com/">https://www.specialtyhealth.com/</a>
<b>Stubbe &amp; Associates, Inc.</b>	<a href="https://www.stubbe.com/">https://www.stubbe.com/</a>
<b>Support Claim Services</b>	<a href="https://www.supportclaimservices.com/">https://www.supportclaimservices.com/</a>
<b>Telligen Health Mgmt. Solutions, Inc.</b>	<a href="https://www.telligen.com/">https://www.telligen.com/</a>
<b>The Alaris Group, Inc</b>	<a href="http://alarisgroup.com/">http://alarisgroup.com/</a>

Company Name	Website
The Carolinas Center for Medical Excellence	<a href="https://www.thecarolinascenter.org/">https://www.thecarolinascenter.org/</a>
The Coordinating Center	<a href="https://www.coordinatingcenter.org/">https://www.coordinatingcenter.org/</a>
The Greeley Company LLC	<a href="http://greeley.com/">http://greeley.com/</a>
The Hanover Insurance Co	<a href="https://www.hanover.com/">https://www.hanover.com/</a>
TMF Health Quality Institute	<a href="https://www.tmf.org">https://www.tmf.org</a>
Triad Healthcare, Inc.	<a href="http://www.triadhealthcareinc.com/">http://www.triadhealthcareinc.com/</a>
Tristar Managed Care	<a href="http://www.tristarmanagedcare.com/">http://www.tristarmanagedcare.com/</a>
Triune Health Group	<a href="https://www.triunehealthgroup.com/">https://www.triunehealthgroup.com/</a>
TriWest Healthcare Alliance	<a href="http://www.triwest.com/">http://www.triwest.com/</a>
UMR	<a href="https://www.umar.com">https://www.umar.com</a>
UniMed Direct	<a href="http://www.unimeddirect.com/">http://www.unimeddirect.com/</a>
University Health Alliance	<a href="https://uhahealth.com/">https://uhahealth.com/</a>
University Hospitals Health System MCO	<a href="http://www.uhhospitals.org/">http://www.uhhospitals.org/</a>
Univita Health, Inc.	<a href="http://www.univitahealth.com">www.univitahealth.com</a>
Verscend	<a href="https://www.verscend.com/">https://www.verscend.com/</a>
Well Comp Managed Care Services, Inc	<a href="https://www.wellcomp.com/">https://www.wellcomp.com/</a>
Wellmark, Inc	<a href="https://www.wellmark.com/">https://www.wellmark.com/</a>
Wisconsin Physicians Service Insurance Corporation	<a href="http://www.wpshealth.com/">http://www.wpshealth.com/</a>
Women's Integration Network Inc	<a href="http://www.winfertility.com/">http://www.winfertility.com/</a>
Zurich Services Corp	<a href="http://www.zurichna.com/">http://www.zurichna.com/</a>

## Disability Consulting Companies

Disability Review Company Name	Website
Aetna	<a href="https://www.aetna.com">https://www.aetna.com</a>
AIG	<a href="http://www.aig.com">www.aig.com</a>
Assurity Life Insurance	<a href="https://www.assurity.com/">https://www.assurity.com/</a>
Boston Mutual Insurance Company	<a href="http://www.bostonmutual.com">www.bostonmutual.com</a>
CIGNA	<a href="https://www.cigna.com">https://www.cigna.com</a>
Disability RMS	<a href="http://www.disabilityrms.com">www.disabilityrms.com</a>
ExamWorks	<a href="http://examworks.com">examworks.com</a>
Guardian Life Insurance Company of America	<a href="https://www.guardianlife.com">https://www.guardianlife.com</a>
The Hartford	<a href="https://www.thehartford.com">https://www.thehartford.com</a>
Health Alliance Plan	<a href="https://www.hap.org">https://www.hap.org</a>

<b>Disability Review Company Name</b>	<b>Website</b>
<b>MassMutual Insurance</b>	<a href="https://www.massmutual.com">https://www.massmutual.com</a>
<b>Metlife</b>	<a href="https://www.metlife.com">https://www.metlife.com</a>
<b>Mutual of Omaha</b>	<a href="https://www.mutualofomaha.com">https://www.mutualofomaha.com</a>
<b>Northwestern Mutual Financial Network</b>	<a href="https://www.northwesternmutual.com/">https://www.northwesternmutual.com/</a>
<b>The Physician Network, QF</b>	<a href="http://www.tpnclinic.com/">http://www.tpnclinic.com/</a>
<b>Principal Financial Group</b>	<a href="https://www.principal.com">https://www.principal.com</a>
<b>PsyBar, LLC</b>	<a href="https://www.psybar.com">https://www.psybar.com</a>
<b>Reed Review Services</b>	<a href="https://reedgroup.com">https://reedgroup.com</a>
<b>The Standard</b>	<a href="https://www.standard.com/">https://www.standard.com/</a>
<b>Ameritas Life Insurance Corp</b>	<a href="https://www.ameritas.com">https://www.ameritas.com</a>
<b>University Disability Consortium</b>	<a href="http://universitydisabilityconsortium.com">universitydisabilityconsortium.com</a>
<b>Unum Corporation</b>	<a href="https://www.unum.com">https://www.unum.com</a>

## Additional Resources

The following pages provide links, lists and references for some great resources you can use on your journey towards your Encore Career.

### CV and Resume' Services

Professional Services for CVs and Resume's:

- [iHirePhysicians.com](#)
- [Capstone Resume' Services](#)
- [Resume' Valley](#)

### Locum Tenens Recruiters

Description...

Recruiter	Website	Description
Category	www.website.com	Description
Category	www.website.com	Description
Category	www.website.com	Description
Category	www.website.com	Description

### Surveys

- [All Global Circle](#)
- [Alpha Detail](#)
- [Alpha Impact Rx](#)
- [Brand Institute](#)
- [CurbsideMe](#)
- [Curizon](#)
- [Doctor Directory](#)
- [Epocrates Honors Program](#)
- [eRewards Medical](#)
- [Expert Connect](#)
- [Focus Insite](#)
- [Health Strategies Group](#)
- [Healthcare Advisors Bureau](#)
- [Healthcasts](#)
- [Impact Network](#)
- [InCrowd](#)
- [Inspired Opinions](#)
- [MDAnalytics](#)
- [MDLinx](#)
- [MDForLives](#)
- [The Medical Panel](#)
- [Medefield](#)

- [Medical Advisory Board](#)
- [MedSurvey](#)
- [MedPanel](#)
- [MNOW](#)
- [M3 Global Research](#)
- [Olson Research Group](#)
- [Opinion Site Healthcare Provider Community](#)
- [Physicians Advisory Council](#)
- [Physicians Interactive](#)
- [Physicians Round Table](#)
- [Physician360](#)
- [Pick Research Solutions](#)
- [Reckner Healthcare Surveys](#)
- [Sermo](#)
- [Syneos Health Partner Rewards Program](#)
- [SurveyRx](#)
- [Truth on Call](#)
- [ZoomRx](#)

## 10 Steps to Successfully Transition to your Encore Career

## 10 Steps to Starting Your Professional S Corporation

### Legal/ Tax

1. **Choose a business name and structure.** Consult with your tax advisor and attorney with regard to what structure best addresses your needs and any state specific requirement regarding your business name.
2. **Apply for a Federal Tax ID Number** (FEIN or Federal Employee Identification Number) IRS.gov and file IRS Form SS-4. It is a 9-digit number, e.g. 12-345679.
3. **For file as S Corporation status, IRS Form 2553.** You must file Form 2553 within the first two months and fifteen days of the beginning of the tax year in which the election is to take effect.
4. **File as a legal entity in your state.** Obtain a state tax number and operating as a legal entity in the state contact state's Secretary of State website or state tax board for information about state taxes.
5. **File a Registered Agent** in your state to designate an address for any official correspondence.
6. **Apply for state business licenses.** You may need to contact your State Department of Consumer Affairs and city/county business offices for any additional required business licenses or permits.
7. Prepare and file Articles of Incorporation and create Bylaws for your Corporation.

8. **Elect Board of Directors.** This is the controlling body of a corporation who make major corporate decisions, and elects the officers. **Choose Officers** (appointed by the board of directors to run the day-to-day operations of the corporation (often CEO or President, Chief Financial Officer, Treasurer and Secretary).
9. Issue stock certificates to shareholders.
10. Hold an Initial Organizational Meeting and sign all documents to officially establish.

## Basic Business Building Resources

- [Start Your Own Corporation](#) Garrett Sutton
- [Run Your Own Corporation](#) Garrett Sutton
- [How to Use Limited Liability Companies & Limited Partnerships: Getting the Most Out of Your Legal Structure](#) Garrett Sutton

## 10 Steps to Running Your Professional S Corporation

1. **Choose a business name and structure.** Consult with your tax advisor and attorney with regard to what structure best addresses your needs and any state specific requirement regarding your business name.
1. **Apply for a Federal Tax ID Number** (FEIN or Federal Employee Identification Number) IRS.gov and file IRS Form SS-4. It is a 9-digit number, e.g. 12-345679.
2. **For file as S Corporation status,** IRS Form 2553. You must file Form 2553 within the first two months and fifteen days of the beginning of the tax year in which the election is to take effect.
3. **File as a legal entity in your state.** Obtain a state tax number and operating as a legal entity in the state contact state's Secretary of State website or state tax board for information about state taxes.
4. **File a Registered Agent** in your state to designate an address for any official correspondence.
5. **Apply for state business licenses.** You may need to contact your State Department of Consumer Affairs and city/county business offices for any additional required business licenses or permits.
6. **Prepare and file Articles of Incorporation** and create Bylaws for your Corporation.
7. **Elect Board of Directors.** This is the controlling body of a corporation who make major corporate decisions, and elects the officers. Choose Officers (appointed by the board of directors to run the day-to-day operations of the corporation (often CEO or President, Chief Financial Officer, Treasurer and Secretary).
8. **Issue stock certificates to shareholders.**



9. **Hold an Initial Organizational Meeting** and sign all documents to officially establish.

## Accounting Resources

- [inc.com](http://inc.com)
- [legalzoom.com](http://legalzoom.com)
- [Incfile.com](http://incfile.com)
- [gust.com](http://gust.com)
- [rocketlawyer.com](http://rocketlawyer.com) – I have used this service and have found them to be useful. They answer specific questions for a flat fee and if you decide you need something more involved you can usually contract for services.
- [readyssetlegal.com](http://readyssetlegal.com)
- [lawdepot.com](http://lawdepot.com)
- [nolo.com](http://nolo.com)

## Tips for Best LinkedIn profile

1. Consistently contribute. Answer questions and share meaningful content and value.
2. Join a group or create your own group.
3. Adding your own relevant, valuable and original contribution is another high-value builder. Comment and share on others' ideas is also a value builder.
4. Ask for endorsements.
5. Give recommendations.
6. Optimize your tag/headlines. Integrate searchable keywords that tell the readers what you do and how you can benefit.
7. Reach out and connect with established contacts using LinkedIn suggestions to connect.
8. Follow companies, individual and groups of interests.
9. Return view and ask for a connection if someone visits your profile.
10. Introduce others, and get introduced.

## Tips for Networking

## **Professional Relationship Management (CRM) Tools**

- [Hubspot](#)
- [Spiro](#)
- [Service CRM by Nextiva](#)
- [Salesforce](#)

## **8 Ways to Engage Your Network on LinkedIn**

### **7 LinkedIn Tips for Professional Networking**

1. Customize your public profile URL.
2. Add a background photo
3. Add a ProFinder Badge to your profile
4. Use Open Profile to send messages to people you're not connected to.
5. Create targeted LinkedIn Showcase Pages.
6. Create your own industry LinkedIn Group, and join other relevant groups.
7. Add the Company Follow and LinkedIn share buttons to your website and content.
8. Email your LinkedIn group with valuable content.

### **Other Social Media Resources**

- Blogs – list with short description of each
- Podcasts – list with short description of each
- FB groups – list with short description of each

## About the Author

Ryan J. Kime, MD is a physician, medical consultant, author and entrepreneur with over 20 years experience in the field of emergency and acute care medicine. He values his health, family, friends and freedom of expression above all else, which was one of the many reasons he decided to leverage his wealth of knowledge and experience as a medical consultant and author working to help patients advocate for the care they need. He wrote this book to share his experiences transitioning to nonclinical positions with other physicians and help them explore their interests beyond bedside practice.

When asked why he became a doctor, Dr. Kime explains:

*"I decided to become a physician at a young age. I experienced severe and chronic illnesses and through these challenges I admired and grew close to my treating physician, Dr. Joel Schwartz. I credit Dr. Schwartz with saving my life.*

*I pursued emergency medicine because of its broad scope of practice and my passion for treating critical and life-threatening medical problems. This where I believed I could have the greatest impact for my patients.*

*Now I find deep, meaningful satisfaction from being able to advocate for my patients who would not otherwise have a voice, or recourse, in getting the care they need.*

*As physicians, we have a highly specialized set of skills that at first glance are not always transferable to other industries and businesses. I work with other physicians to help them discover and utilize their skillsets in ways that are not only transferable, but invaluable to the businesses and companies they work with."*

Never timid about finding his own path for life's journey, Dr. Kime designed his own major in 1997 at Lafayette College, in the field of Interdisciplinary Studies (Neuroscience). His curriculum was used to create a new major for the graduating classes that followed. Dr. Kime graduated salutatorian, summa cum laude and received the Joseph Watt. Keubler, Jr. Memorial Award for the highest scholastic average among pre-medical students. He received his M.D. from the University of Pennsylvania School of Medicine in 2001 and went on to have a Residency at Indiana University Emergency Medicine in 2004.

Today, Dr. Kime is raising two children with his beloved wife and is deeply committed to being present and fully engaged in their development. He reads and writes daily, enjoys traveling when he can, and considers himself a wine enthusiast (though not an expert). He continues to "experiment" with his cooking skills, and loves outdoor endurance sports – most recently, ultra running.

### Patient Satisfaction Awards

- Angels Among Us Award, St. Helena Hospital, Special Recognition for Exemplary Patient Care, 2013.
- "High-Flyer Award" Top Patient Satisfaction score in San Jose Medical Facility, 2006. (Highest score among 250+ physicians.)

## **Special Recognition and Awards**

- Excellence Award, St. Joseph Health System - May 2011 (1 of only 2 physicians honored for exemplary bedside care.)
- U.S. Congressional Certificate of Recognition, 17th Annual Survivor's Reunion, 2010.
- California State Legislature Certificate of Recognition, 17th Annual Survivor's Reunion, 2010.
- "Top Doc" in San Jose awarded by San Jose Magazine, 2005 - 2007.

## **Doctor's Encore Facebook Group**

## **Doctor's Encore Website**

I provide coaching opportunities, resources and more tips on the website

## **Acknowledgements**

## References

*Still working on tagging images and references to make sure all are picked up in this section*

1. The Reluctant Entrepreneur, Michael Masterson, John Wiley & Sons, Inc., 2012.
2. Outliers, Malcolm Gladwell, Little, Brown & Co., 2008.
3. Breakthrough Advertising, Gene Schwartz, Bottom Line Books, 1966.
4. The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It; Harper Collings, 1995.

## Index

*Still working on tagging key words to make sure all are picked up in this section – it will auto-generate like the Table of Contents, but I have to enter the code on each word first*