



## Small Animal Rotating Internship 2023-2024 Frequently Asked Questions

Thank you for your interest in Friendship! Below is a list of the most common questions we get about the internship. This is based on the 2022-2023 intern class year. We are always looking for ways to enhance our program, so some of this may be subject to change. We currently do not have any pending major structural changes to the program.

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## **Why choose a Friendship Hospital small animal rotating internship?**

Friendship is a great place to do an internship! We have a long history (the internship is over 35 years old!) of graduating interns ready to move into specialty internships, residencies, or successful emergency or general practice careers. Since our founding in 1936, Friendship has been dedicated to practicing high quality, progressive medicine.

Our goal is to occupy a space between a university setting and traditional private practice to allow for exposure to a high caseload as well as to mentor and strengthen an intern's knowledge base and clinical skill set. Friendship espouses the Association of American Veterinary Medical Colleges (AAVMC) and AVMA position that "The primary purpose of an internship is to provide an educational program for the intern, rather than a service benefit to the hospital." Our team of specialists, emergency doctors and general practitioners are dedicated to providing an excellent learning opportunity for the interns.

Our interns experience primary case responsibility with a high caseload through their emergency receiving blocks (as well as some primary case responsibility for inpatients on Internal Medicine), however Friendship's is a truly rotating internship allowing the intern an opportunity to learn from many specialists and general practitioners. Friendship is structured in such a way that we do not rely on the interns for our hospital to function and care for our patient load (however, we definitely feel like we "need" the internship because it is so important to the culture and values of the hospital).

We are practicing cutting-edge medicine and are well-connected to academia and other institutions throughout the industry. As a hybrid practice, our patients can receive comprehensive care including primary care, emergency, and specialty all under one roof with a collaborative team focused on the patient's best interests! We also believe that an intern benefits greatly from the ability to rotate through the primary care/general practice service which is unique to FHA. If you are advancing to a progressive primary care practice after the internship, this is obviously invaluable time. However, we also believe it is incredibly important for those advancing to emergency or specialty positions to experience time in the general practice setting to understand the dynamics of the referral process and how to best work with general practitioners in the future as well as gain valuable communication and relationship building skills.

Friendship is very intentional in how we structure our internship, and we believe in soliciting feedback from our interns. Each year, we work to strengthen the program. We believe this is a unique trait within internships. In addition to 10 primary care veterinarians, 12 emergency veterinarians, three surgical interns, an ophthalmology intern, and two internal medicine interns, our continuously growing team includes:

### ***Specialty Team***

April Abara, PharmD, RPh

Micki Armour, VMD, DACVO

Janay Austin-Carlson, LVT, CCRP

Laura Barbur, DVM, DACVS-SA

Phillip Biele, VLT, CCRP

Lindsay Boozer, DVM, DACVIM (Neurology-Neurosurgery)  
Lindsey Bullen, DVM, DACVIM (Nutrition)  
Janine Calabro, DVM, DACVECC  
Gregory Constable, PharmD  
Karina Creighton, BVSc (Hons), DACVECC (Nephrology / Urology Fellow)  
Chelsea del Alcazar, VMD, DACVIM (Oncology)  
Tovah Dorsey, DVM (Practice Limited to Emergency & Critical Care)  
Amanda Foskett, DVM, DACVIM (Oncology)  
JD Foster, VMD, DACVIM (SAIM)  
Mathieu Glassman, VMD, DACVS-SA  
Allison Haley, DVM, MRCVS, DACVIM (Neurology-Neurosurgery)  
Elyshia Hankin, BVSc, MS (Hons), DACVR  
Muhammad Harfoush, BVSc (Practice Limited to Emergency & Critical Care)  
Joshua Hobbs, DVM, DACVR  
Denise Kelley, DVM, DACVIM (SAIM)  
Morgan Kelley, DVM, DACVECC  
Dana Kuehn, DVM, DABVP (Canine & Feline)  
Christine Klippen, DVM, DABVP (Canine & Feline)  
Darcie Kunder, VMD, DACVD  
Eric Langfitt, DVM (Practice Limited to Emergency & Critical Care)  
Nicole Luensman, DVM, MS, cVMA, DACVAA  
Emily Luisana, DVM, DACVIM (Nutrition)  
Jenna Luzier, LGSW  
Chris McLaughlin, DVM, DACVECC (Practice Limited to Cardiology – starting 08/2023)  
Mei Lun Mui, DVM, DACVIM (SAIM)  
Jacqueline Nemi, DVM, (Practice Limited to Emergency & Critical Care)  
Cleo Rogatko, DVM, DACVS-SA  
Meaghan Ropski, DVM (Practice Limited to Behavior)  
Emily Shea, VMD, DACVIM (SAIM)  
Erick Spencer, DVM, DACVIM (SAIM)  
Maggie Thies, DVM, DACVECC

## **Why is the internship important to Friendship?**

While over the years, the structure and goals of the internship have changed, Friendship has always been focused on high quality medicine. The rotating internship is one way for Friendship to stay up to date on the newest information in the veterinary field by constantly interacting with new graduates. It keeps our focus on staying progressive.

The internship also puts an emphasis throughout the hospital on teaching/training. The program allows Friendship the opportunity to give back to the industry, by helping to shape new veterinarians and give them a

solid foundation to build on toward a successful career whether they pursue specialty medicine, general practice, emergency, or other options within the field.

### **What has changed at Friendship since the start of the COVID-19 pandemic?**

Friendship went completely curbside in March 2020. Some services have returned to in-person visits. Primary Care is completely in-person and Emergency/Critical Care is hybrid. Most specialty services remain curbside, due to physical space constraints with current caseload.

Like all ERs across the country, Friendship’s emergency services have become significantly busier during COVID. This, coupled with some of the inefficiencies of curbside service the need to hold more patients in hospital in cages while their owners wait outside, has led to pressures on the team and physical space. We will call “at capacity” as needed – while at capacity, we will still see unstable patients, but we will divert stable patients to other facilities or advise them to make appointments with their primary care provider.

### **What are Friendship’s SARS-CoV-2 policies and vaccination requirements?**

The District of Columbia requires all healthcare workers in DC to be vaccinated against SARS-CoV-2, and to remain up to date with boosters, per CDC guidelines. This includes all team members at veterinary facilities. DC Health has a mechanism to request an exemption for documented medical or religious reasons. Requests for exemptions must be submitted to and approved by DC Health. Friendship fully complies with this law and cannot allow anyone to work who is not compliant.

Mask policies in the building are revisited and updated as needed, per DC Health and CDC guidelines.

All COVID positive employees are required to notify Human Resources of their status. HR will complete internal contact tracing as appropriate and notify the employee when they may return to work, per CDC and DC Health guidelines.

All COVID-specific policies are subject to change, based on recommendations from DC Health and CDC.

### **I hear Friendship is planning to move – will this impact the internship?**

Friendship is currently planning a staged move to a larger building that’s about ½ mile away. The exact time frame is still up in the air, but we anticipate that the move will occur during the 2023-2024 internship year. We will endeavor to minimize disruptions to patient care and client care, but most services will have to pause temporarily while moving.

### **Can I set up an in-person interview after I apply to the internship?**

Please stay tuned for updates to our website & to this document for information on scheduling visits.

## **Are candidates required to have a Zoom interview? What if a candidate does not have access to Zoom?**

All intern candidates that wish to be considered for ranking and are selected for interview, must participate in an interview with us during January (unless special circumstances exist and other arrangements are made). Even if you have previously visited Friendship, externed, or even worked here as a team member, this time is required for consideration. We prefer Zoom, however, we can also use another video chat service should you not have access to Zoom.

## **What if a candidate is not available during the times interviews are being conducted?**

Interviews will be conducted during designated weeks in January into early February from 7:30am-6:45pm EST time with availability on both weekdays and weekends. If you are completely unable to be available during these times and are invited to interview, you should respond to the invite to let the internship committee know. We will do our best to find a time before ranks are due to set up a Zoom interview with at least two members of the selection committee. This should only be done if it is impossible to set up an interview during the preset times.

## **Who will attend my interview from the Friendship team?**

We typically have three to four members of the Friendship team at each interview. Two to three veterinarians or members of our management team will participate. Each Friendship team member in your interview will have reviewed your application packet in advance.

## **What will the format of the Zoom interview be?**

The first part will consist of basic interview questions to determine your fit at Friendship. We will go through some questions to see how well you can integrate into the Friendship team. This is vitally important as we believe teamwork is as important as practicing high quality medicine.

The second part will be a case or medical review. We will present a case for you to work through with our veterinarians. The point of the case is not necessarily to get immediately to the correct answers (or to get to them at all), but to see your ability to work through the information. Relax and do your best to process what is presented to you. We understand that not everyone has been through certain clinical rotations or been exposed to specific information/situations.

The final portion of the interview will be a chance for you to ask any questions you have about Friendship and/or the internship.

## **When will interview invitations be sent out?**

As applications are complete/near complete, we will evaluate them against our interview selection criteria. We will send interview invitations out on a rolling basis. However, because applications need to be complete or near-complete, do not be discouraged if you do not immediately receive an invitation. Often, we are waiting on transcripts or recommendations to make decisions to send out invites. Candidates will be able to schedule their

interview online at any time after receiving the interview request. However, all interviews will be held between January 13 and February 4, 2022.

### **Is there an advantage to applying early within the application window to secure an interview spot?**

During the application window, applications are reviewed as they are submitted. We attempt to extend interviews to as many candidates as possible. We believe that a strong fit for our internship cannot be determined on paper.

If your application meets our pre-set criteria, you will automatically receive an interview invitation. If your application does not meet the minimum threshold to receive an automatic interview invitation, it will be reviewed by our internship committee to determine if an interview invitation should be sent. Once the application window closes, all applications that have not already received an interview request will be reviewed. At this time, depending on the total applicant pool, our criteria may be tightened or loosened for interviews. We will also take a second look at any earlier applications, and we may extend additional invitations, given the interview slots still available.

Therefore, there is likely a very slight advantage to applying early to secure an interview spot, as the criteria may tighten based on the final pool of candidates. Also, if you apply early and are selected, you will have the advantage of having more options available for interview time slots. However, we will open more interview spots if we have a large pool of late applicants.

### **I am a foreign student. Will Friendship sponsor visas?**

Friendship is happy to sponsor visas for well-qualified applicants. For those outside of Canada and Mexico, we work with an experienced immigration attorney to help expedite the process. For Canadian and Mexican citizens, the process is far less complicated, and we will work internally with you to get everything taken care of prior to starting your internship. Friendship has had numerous international interns throughout the years. It will be important for matched foreign interns to be well organized after match day to meet all the deadlines to be authorized to work at Friendship by the start of orientation.

Please note: in addition to the [NAVLE](#), foreign graduates must pass either the [ECFVG](#) or the [PAVE](#) program in order to be licensed in the District of Columbia.

### **In what ways does Friendship support interns' mental health and work/life balance?**

An internship year is hard. We know this and the demands, in general, on our profession. You are transitioning from student to doctor. You are learning new ways to organize and multi-task. The hours can be long. We recognize there is a need for support during this time.

Friendship does a few things to help support interns, including (but not limited) to:

1. All schedules include at least two contiguous days off per week – these may not always be Saturday and Sunday (though many blocks they are), but you can work hard when you're scheduled to work, and then relax, recharge, and retain all the information you have learned on your days off (on overnight blocks you have either 3 or 4 days off a week).
2. We have arranged the schedule in such a way that, while you are certainly learning a TON on every block, "harder" blocks (longer hours, more emotional situations, stress) are followed by blocks with more manageable hours and the ability to recoup. For example, you may have longer hours on Emergency or Specialty Surgery, but that 4-week block may be followed by Elective or Primary Care or another block where you tend to have predictable hours and less stressful situations.
3. Friendship has a full-time social worker on staff to support our team, including the interns. While the social worker is here, in part, to support our clients through crisis, grief and other difficult situations, the primary purpose is to support the team. Our social worker meets with the interns, as a group, 6 times during the year and individually as well at prescribed times. She is also available on an as needed basis for interns who need support or access to additional resources. She covers such topics as work/life balance, transition from student to doctor, "imposter syndrome" and other wellbeing needs.
4. We offer an Employee Assistance Plan with additional resources and comprehensive mental health coverage as part of our health insurance.

These are just a few examples of how we try to support our interns through the year and in setting up a healthy foundation for their career.

### **What benefits do interns receive? When do they start?**

Interns can participate in health, dental, vision, life, disability, Aflac supplemental and professional liability insurance. These insurances start on day 1 of the internship. Interns can also participate in the Health Savings account, Flexible Spending accounts and Dependent Care Savings Accounts, depending on the particulars of which health insurance plan they choose (following applicable options as legally outlined). Interns may participate in a Parking Flexible Spending Account and a match of their contributions to MetroCards, up to the legal limits.

Interns will have access to the Employee Assistance Plan and can participate in various wellness incentives, such as incentives for flu vaccination or other initiatives. Interns may participate in the 401(k) program after 2 months of employment. The match is 50% of income up to the intern contributing 10% and the company contributing 5%. The interns will be 20% vested in the match at the end of their year and would continue to vest if they were employed within the Encore Vet Group network after their internship. If not, they can transfer their 401k to their next employer.

Interns receive 10 paid days off per year. PTO guidelines are detailed below. Interns will receive a generous pet discount and a \$200 stipend for scrubs. Interns will have all costs for licensing and dues required to practice in the District of Columbia and for DEA registration reimbursed by Friendship.



## **Does Friendship see exotics?**

Friendship will see/stabilize exotic patients through our ER and then refer them to local exotics practitioners for ongoing care, as needed. This caseload is very small. We do not routinely perform wellness care for exotic pets.

For intern candidates specifically interested in exotics, zoo, aquatic and wildlife medicine, there are opportunities to use elective time at local exotics specialty practices or at the Smithsonian National Zoo and/or the National Aquarium in Baltimore.

## **Which practice management software does Friendship use? Can I do records from home?**

Friendship uses Impromed Infinity as our practice management software. While it is server-based in the hospital, all doctors can access the system remotely to complete records. We use Instinct for our electronic treatment sheets.

## **Where do interns typically live during their internship? Isn't Washington, DC, expensive?**

Washington, DC, can certainly be a bit more expensive than some other places in the country; however, our interns are able to find great housing options throughout the metropolitan area. Some interns will find apartments inside DC, while others will live in the Maryland suburbs of Bethesda, Rockville, Silver Spring, or Takoma Park.

Friendship is located just one mile inside the DC line and ½ block from the Tenleytown-American University stop on the red line of the Metro. Many affordable communities are located along the Metro. There are also Metro bus stops close to the hospital.

While many interns find housing close by to the hospital, some choose to live a little further away due to family housing or other reasons. The interns schedule and on-call requirements are described below. However, if the intern can make it into the hospital within 45-60 minutes when all call, they will not have a problem with their housing choice.

## **What is the orientation for new interns?**

Structured orientation for the interns consists of about one and a half weeks in June. During this time, the interns will go through basic new team orientation/human resources functions and get information about how the hospital works-- meeting with various team members, learning the computer system, and other important information. This typically takes a few days. There are also labs and didactic rounds and shadowing of the outgoing interns and/or staff doctors to understand workflow. Once the formal orientation is complete, the new

interns will spend approximately a week and a half to two weeks overlapping with the outgoing class in clinics. Overall, there will be a total of about 4 weeks of formal orientation and overlap time.

## **Do interns get assigned a mentor during their internship? How is that determined? What is the structure of that mentorship relationship?**

Yes! All interns will be assigned an official mentor for the year.

After the match, we will send out a survey to all our new interns asking additional questions about your long-term career goals. This will help us to determine who the best match will be to help mentees be successful throughout their time in the program. Additionally, in each rotation, interns are being directly mentored by specialists, emergency doctors and general practitioners in order to strengthen their clinical skills.

Mentors/Mentees meet at the beginning of the year to set up an Individual Development Plan (IDP) to help shape the relationship and the individual interns' needs. After that, the pair meet regularly to help guide them through the year – this is minimally quarterly, to review the performance evaluations from each block after these have been reviewed with the clinicians on the block). However, each mentee needs a different amount of support at different times of the year. Most meet much more often than this, but it is customized based on the interns needs. Preparation for specialty internship/residency match (if applicable), as well as other skills and knowledge development will be enhanced through this relationship. Our mentors are keen to help our interns succeed both within the internship and beyond.

## **Do interns have primary case responsibility?**

Yes! Interns have primary case responsibility on several of the blocks.

On their overnight emergency receiving blocks the intern is the primary doctor caring for outpatients (with a staff doctor always present in the hospital for guidance). The way the overnights typically work is that the intern arrives at 8pm and begins seeing cases alongside staff doctors who are on until midnight and 2am. Another staff doctor arrives at 10p and will take outpatient cases if it is busy but will also round with the staff doctors to take all of the inpatients in the hospital. At 2am, when the last swing shift staff doctor leaves, the intern and the overnight staff doctor will divide the workload with the staff doctor caring for all the inpatients and mentoring the intern while the intern receives the outpatients. If the outpatients get backed up, of course the staff doctor is happy to jump in to help receive as well. At 730am rounds, the staff doctor and intern will present all cases in the hospital (including any the intern admitted overnight) to transfer to daytime emergency or specialty doctors.

On emergency/critical care blocks, interns can have primary case responsibility on in-hospital cases and outpatient receiving (with the guidance of Criticalists and staff emergency doctors). In the first half of the year, the interns are receiving outpatients and will typically transfer any that were admitted at the end of their shift. In the second half of the year, interns will “keep” some inpatients they admitted the next day with the guidance of critical care and emergency doctors – typical patients they might keep would be a UO, vomiting and diarrhea, routine toxicities, etc.

Interns also have primary case responsibility for inpatient transfers on the Internal Medicine service blocks. On Internal Medicine, interns rotate working with each of our internists and between appointment days and transfer days. On transfer days, interns are responsible for taking the patients transferred to internal medicine at morning rounds. They will then have primary case responsibility for those cases working up diagnostic and treatment plans and communicating with the owners. The intern will work closely with the internist on transfers to ensure they have the appropriate guidance for each case.

Interns may elect to take additional emergency or internal medicine on elective rotations, which would give them additional primary case responsibility. They can also elect to take a critical care rotation. On that rotation, interns take primary case responsibility on more intensive hospitalized cases with the guidance of criticalists. Interns typically will not have primary case responsibility on the other specialties and primary care and will work in more of an assisting/supportive/observatory role. However, despite not having primary case responsibility, the interns work one on one with the staff doctors/specialists and are able to be fully immersed in every case. Unlike an academic institution, interns are not competing with students and residents for the experiences and get a lot of hands-on opportunity. Often interns will examine patients, review diagnostics, and present their plans to the general practitioner or specialist on the service. Interns will often get experience on procedures within the service as well.

### **Do interns get any surgical experience?**

Interns receive a tremendous amount of tissue handling experience performing laceration repairs on emergency receiving. This cannot be overstated. Friendship sees approximately 550-600 laceration repairs per year, many of which are quite extensive, and can provide a tremendous amount of complex tissue handling. Interns perform most of the laceration repairs on the emergency service and leave the internship competent in their abilities. Typically, interns will scrub in on specialty surgery, general practice surgery and emergency surgeries to assist the specialty or staff surgeons. Interns will not be primary surgeon on these cases, however, will have varying levels of participation based on interest, preparation, and skill. Interns can also use elective time to go to the Humane Rescue Alliance or other shelter programs to perform high volume spay/neuter surgeries.

### **What is the secret password for the interview?**

Good, you are reading this! Our secret password for the interview is Collaborate. We chose Collaborate as our secret word because of the focus we place on teamwork and collaboration at Friendship. Our team is, by far, our greatest asset. Having a high caseload, MRI, CT, fluoroscopy, dialysis machines, a ventilator and other fancy equipment is great, but it's the strength of our team of doctors and support staff and the way we collaborate on cases that makes us unique.

You will need the password – Collaborate – if you are selected for an interview with Friendship! We will ask you at the beginning of the interview if you had a chance to read over the FAQs, when we ask that question, please let us know that the password is Collaborate

## How does the schedule work?

The schedule is broken down into 14 four-week blocks that flow in a specific order. Each intern starts on a different block and will follow the same schedule rotation from whichever point they started the year. There are some services that have a full block and some that have split blocks. The schedule may have some adjustments before being finalized but is likely to be two blocks each of internal medicine (including dialysis), critical care/emergency, overnight emergency receiving, and elective time, 1 block each of neurology, specialty surgery, cardiology, oncology, primary care (including general surgery and dentistry), there is one split block of ophthalmology and dermatology. Please note, when on-call, you are only on-call for certain days of the block – a total of 28 throughout the year, only 8 of which are days you are not scheduled to work at the hospital.

Below you will see an example schedule. Each intern would start at a different point within the schedule and follow it from there. Each block is 4 weeks long. There may be slight changes as we finalize the year:

Block	Area	Schedule	On-call?
1	Internal Medicine 1	Mon-Fri	No
2	Overnight 1	4 Weeks: 3 overnights, 4 overnights, 3 overnights, 4 overnights	No
3	Elective	Depends on program	No
4	Specialty Surgery	Mon-Fri	Yes, weekends on call
5	Elective	Depends on program	No
6	Emergency 1	Thurs-Fri AM, Sat-Mon evening	No
7	Neurology	Mon-Fri	Yes (see below)
8	Internal Medicine 2	Mon-Fri	No
9	Overnight 2	4 Weeks: 4 overnights, 3 overnights, 4 overnights, 3 overnights	No
10	Cardiology	Mon-Fri	No
11	Primary Care, General Surgery and Dentistry	Mon-Fri	Yes (see below)
12	Ophthalmology and Dermatology	2 weeks each, Mon-Fri	No

13	Emergency 2	Sat-Wed AM	No
14	Oncology	Mon-Fri	No

For the 2022-2023 intern cohort, the interns on Specialty Surgery, Primary Care and Neurology split on call.

### **Is there any time when interns are scheduled outside of the hospital?**

There is elective time that can be spent either inside or outside the hospital, but no core rotations are outside the hospital. Interns are not required to spend time outside of the hospital if they choose elective time inside FHA.

### **Do interns have elective time? What can interns do with that time?**

Yes! Interns receive eight weeks of elective time during the year split into two 4-week blocks. These blocks can be broken up into smaller segments – i.e., you can do 1-2 weeks or a full 4 weeks of time in a specific area. This time can be used to spend additional time in the hospital in areas of specific interest or to go out to gain experiences not available within the hospital.

We are liberal with what we will allow interns to do with their elective time if it supports their education. Interns have used elective time for additional time on in-hospital rotations, rotations through areas of the hospital that are not part of core rotations, time at other practices or academic institutions with programs in their areas of interest, or outside of the hospital for shelter medicine, exotics, research, radiation oncology, etc. We maintain strong relationships with the local humane society, the National Zoo, and the very few specialties we do not house within Friendship and can help arrange the elective time. Interns are never on-call during elective rotations, so there are no geographic restrictions for the time.

### **How many days per week are interns scheduled? Are my days off really off or do I still need to come in to SOAP patients, etc?**

All blocks except overnights have five-day work weeks with two days off per week. Overnights are alternating 3- or 4-day work weeks with 3 or 4 days off. With the exception of the times you are on-call, days off are days off and interns have no responsibilities at the hospital. On-call is detailed below.

### **Are interns on-call? Do interns need to live close to the hospital?**

Interns are not on-call for most blocks. However, on a few blocks, interns will be called in to assist in emergency surgeries.

We split on-call between multiple blocks so that interns will not have to be on-call without a break during a block. The on-call is set at the beginning of the year and interns are permitted to trade on-call days. Each intern will be on call approximately 28 days over the year. Most on-call days are days they are already scheduled to work, there are just 8 weekend days of on-call that would normally be days off throughout the year.

Interns do not need to live very close to the hospital to meet their on-call responsibilities. While many interns can find affordable housing close to the hospital, if an intern can make it into work within 45-60 minutes, their housing choices should not be limited based on on-call responsibilities.

### **Do interns overlap with each other on services? Will I get to work with my intern-mates?**

Interns overlap on a few of the services. There are always 2 rotating interns on the Internal Medicine service and 4 rotating interns on the Emergency/Critical Care service. The interns on the Internal Medicine service each work Monday through Friday and will overlap on the entirety of their schedule. The interns on the E/CC service will have overlap for portions of their shifts. The two on overnight do not overlap with each other (one is working 3 overnights and the other 4 per week), but they will overlap with interns on day and swing shifts.

Interns working on services without other interns assigned alongside them will still work very closely with interns that are assigned to other services. All our services work closely with one another, and you will often find yourself working alongside an intern-mate assigned to another block.

Interns may also choose to repeat services during elective time and may be assigned with another intern depending on the service.

### **Do interns get any paid time off during the internship? Are there restrictions for when this time can be used?**

Interns have ten days of paid time off (PTO) throughout the year. These days can be used for vacation, sick time or other personal reasons. Scheduled time off cannot be used during emergency receiving or overnight shifts, though interns have switched shifts amongst themselves in emergency situations.

### **Are interns scheduled to be alone in the hospital receiving cases?**

No! During the day-time Emergency/Critical Care receiving rotations, interns are working directly with the Criticalists with inpatients or are receiving cases under the guidance of our emergency doctors. On overnights, interns are working with a staff emergency doctor every night of the week. On overnights, interns will typically be the doctor receiving incoming cases, and the staff doctor will be caring for the inpatients and providing mentorship for the intern. However, if cases start to back up, the staff doctor will help support the load, so the intern is not overwhelmed.

### **Do interns get evaluations during the program? How often? What are the goals of the internship?**

Yes! Interns receive a performance evaluation and feedback after each block as well as direct feedback while on rotations. Friendship also seeks anonymous input from interns about the program regularly throughout the year to strengthen it both during the current year and in subsequent years.

Each block, the intern is evaluated on the following criteria (each have subcategories for assessment):

- Skills and Integrative Knowledge
- Professionalism
- Communication
- Patient Care

While each intern enters the program with different goals in mind and Friendship customizes mentorship to help reach those goals, we believe that every intern should complete the year as a much stronger veterinarian with a well-rounded foundation to launch their career. Friendship strives to maintain best practice in all that we do. While we are a private practice, Friendship used the AAVMC's guidelines for internships at academic institutions to establish a list of Entrustable Professional Activities that we expect all interns will display competency in by the end of their year with us.

The Entrustable Professional Activities that we believe each intern will possess at the end of their year with Friendship, regardless of career path, match those recommended to academic internships, and include but are not limited to the following:

1. Performs an accurate, comprehensive assessment of a new patient
2. Creates an initial diagnostic and treatment plan for an ill patient with an unknown condition
3. Communicates complex or potentially upsetting information about a patient to a client
4. Amends treatment plans of a hospitalized patient based on patient information and best practice
5. Prioritizes treatment and diagnostic plans based on client resources and/or patient status
6. Maintains accurate, timely medical records
7. Communicates effectively and professionally with medical team members, clients, and referral community
8. Manages minor wounds and lacerations

### **Are there opportunities for research or publishing?**

FHA encourages interested interns to consider research projects and publication. It is not a required part of the program.

However, for those interested, we want interns to be realistic about what can be accomplished prior to December (residency application deadlines), particularly in a busy private practice. FHA has had searchable electronic medical records for quite some time, so a retrospective study is a possibility. Case reports or imaging/pathology reports (e.g., What is your diagnosis? reports in JAVMA) would likely be the easiest type of manuscript to prepare in that timeframe.

FHA is currently participating in or scheduled to launch several clinical trials and other studies which the interns can participate in. Some of these trials are specific to FHA and some are multi-site trials.

We are also working on additional ways to support the interns with guidance on discrete projects that could be accomplished during the program. While we are happy to help, interns need to understand that much of the work for these projects would be theirs.

## **If I match for a specialty internship or residency, can I leave the internship early?**

If you match for a residency or specialty internship that has a start date prior to the end of the internship, you will be able to leave early to start your next position. We will work with you to determine an appropriate end date after match results. Typically, we can release an intern 10 days prior to the start date of another program if they are moving to a specialty internship or residency program.

## **What is the schedule for didactic rounds?**

Friendship believes that didactic teaching, in addition to our high caseload, is an important part of building the foundation for interns. The following is a fairly comprehensive list of all rounds and journal clubs. Some are mandatory and interns are marked off clinical duties for them. Some are dependent upon the rotation that the intern is currently assigned.

### *Patient transfer rounds:*

Patient transfer rounds are held three times per day, to coincide with shift changes for doctors. Morning rounds (overnight updates and case distribution) are at 7:30am daily. Brief rounds for inpatient transfer to swing shift and overnight doctors are held at approximately 4pm and between 10pm and midnight. Specialists are present for morning and afternoon rounds.

### *Didactic rounds:*

Didactic rounds specifically for the interns with specialists are held on average six times per month (Currently Wednesday and every other Tuesday morning). These rounds are required for all interns unless they are on out-rotations during an elective block or have requested an excused absence. Some rounds are shared between the rotating and specialty internship cohorts.

Additionally, the rotating interns have their own journal club sessions in the fall and Morbidity & Mortality rounds in the spring. Hospital-wide Morbidity & Mortality rounds are held once quarterly. Some departments also have regularly scheduled journal club sessions. Interns are welcome to attend.

All interns are required to make one presentation during the year (generally in November or December).

## **I want to do a residency or specialty internship. What is Friendship's match rate? Does Friendship have relationships with institutions that have residencies to help make connections?**

Friendship has maintained an excellent match rate for specialty internships, residencies, and fellowships – it is equivalent to or higher than the average match rates of the academic institutions. In the past there have been times that factors like specific location/geographic preferences have impacted the ability to match for an applicant. Some folks may only apply to a single program, for example, and do not pursue multiple options or look for placement outside the match. Generally speaking, a well-qualified candidate in our program should have no problem moving on to a residency or specialty internship in their field after a rotating internship at Friendship.



Friendship staff doctors maintain close relationships with their colleagues in academia and at large, high quality private practices. We are happy to connect well qualified candidates with these institutions.

**I want to do a residency or specialty internship. Is it possible for an intern to get letters of recommendation from specialists at Friendship before it is time to apply?**

Yes! After the match, we survey incoming interns about their interests. We then attempt to set up the schedule in such a way that an intern looking to specialize in a particular area will rotate through appropriate services so that they may ask for letters of recommendation from board-certified specialists to strengthen their application.

**Is there the ability to take time off for residency interviews or job interviews if deciding to go into private practice after the internship?**

Interns can generally use their paid time off (PTO) for residency or job interviews. Interns will also sometimes switch shifts among themselves to accommodate interviews.

Friendship's specialists, staff doctors, and management will help interns interested in applying for residencies with their application preparation.

**For those interested in pursuing general practice primary care or emergency positions, does Friendship do anything to help interns with the job placement and evaluation of job offers? Does Friendship ever hire their interns for openings at the hospital?**

Friendship management meets with the intern class during a rounds session (usually in January) to discuss how to evaluate a potential clinic for employment; how to read job offers and how to negotiate for pay and benefits. Friendship will provide current information about the state of the industry and help with job placement. Friendship management is happy to assist interns in evaluating job offers as they receive them.

Friendship maintains strong relationships with hospitals and clinics locally as well as across the United States to help make connections for job placement.

Friendship has hired numerous interns after their internship to stay on in either general practice or emergency positions. Currently, several of our general practice or emergency doctors are former Friendship interns and 3 of our specialists completed their internships at Friendship and returned after their residencies. We believe in hiring from a variety of institutions to ensure diversity of thought within the hospital, challenging us to examine how we practice and to bring the best medicine to Friendship. Therefore, we like to take a mix of both those that trained at Friendship and elsewhere.

## **Is Friendship hiring any other specialists than those currently on staff?**

Friendship has been expanding rapidly over the last several years. We are currently looking to expand by adding additional Cardiologists, Radiologists, and Anesthesiologists to our team. There are a few other current specialties we are evaluating, and we may expand further. While we are hopeful to fill these positions, we take our time to find the best fit. Therefore, a ranking decision should not be made based on these openings.

## **After completing an internship at Friendship, how have interns progressed in their careers?**

Friendship is proud to have had a small animal rotating internship since 1984 that has grown throughout the years. We have had over 210 interns complete the program and go on to a variety of careers – diverse paths such as specialty, general practice, emergency medicine, practice ownership, government, public health, and corporate services are all represented among our internship alumni!

*Specialties represented by our intern alumni are as follows:*

ABVP

Anatomic Pathology

Anesthesia

Behavior

Cardiology

Clinical Pathology

Dentistry

Dermatology

Emergency and Critical Care

Internal Medicine

Neurology

Nutrition

Oncology

Ophthalmology

Radiation Oncology

Radiology

Shelter Medicine

Surgery

Zoo medicine

## **What veterinary schools do interns come from?**

In recent years, Friendship's applicants have come from every AVMA-accredited school in the United States and many from throughout the world. Friendship's former interns represent 33 different AVMA accredited schools.

## **What are the Mission, Vision, Core Values and Service Standards of Friendship?**

Our Mission:

We are a leader in comprehensive animal healthcare that improves the wellbeing of our patients, clients, team members and community.

Our Vision:

To be the most medically progressive animal hospital in the country while adhering to our core values.

Our Core Values:

*The Friendship Family:*

- Commits every team member to a clear, shared vision of our future.
- Values personal and professional growth. Shares knowledge with the entire healthcare team.
- Sets and maintains high service and healthcare standards. Holds individuals accountable to those standards.
- Is committed to providing excellent care to our patients, our clients and each other twenty-four hours every day.
- Fosters an environment of loyalty, respect, and equality. Recognizes and celebrates the diversity of our clients and our team.
- Is committed to open and honest communication.
- Cultivates a positive environment which is cooperative, supportive, productive, creative, and fun.
- Is committed to community service and corporate social responsibility.
- Strives to be a national leader in the veterinary healthcare profession.

*Our Service Standards:*

In addition to practicing the highest quality, collaborative medicine for our patients, Friendship wants to live up to the highest levels of service for our clients. In every interaction, Friendship strives to live up to those standards that our clients have come to expect. We have, therefore, set up the FHA CARES Service Standards to guide our decisions and ways in which we interact with our clients.

*FHA CARES:*

Our clients expect us to be:

- Compassionate
- Attentive
- Respectful
- Expert
- Safe

## **Can I come for an in person visit before applications or ranks are due?**

Please stay tuned for updates to this document and to our website for information about scheduling visits.

## Can I contact a member of the current intern class?

Yes! We encourage you to reach out to one or more of our current rotating interns to discuss the program. Though the program is reviewed annually, and changes are made from year to year, the current intern class can give you a good idea about the workings of the program, learning opportunities, support provided and the culture of the hospital. The current intern class can be contacted by emailing [interns@friendshiphospital.com](mailto:interns@friendshiphospital.com). This is likely the quickest way to get an answer, as the first intern available will respond.

## Is there another way to get information about the internship/Info sessions?

We will hold internship information sessions via Zoom for FHA and the other Encore Veterinary Group internship programs on the following dates:

- Thursday, November 10, 2022, 7PM EST
- Thursday, December 8, 2022, 7PM EST
- Thursday, January 5, 2023, 7PM EST

We will walk through details about the internship as well as answer any questions during that time.

Topic: Encore Veterinary Group - rotating internship webinars

Time: This is a recurring meeting Meet anytime

Join Zoom Meeting

<https://encorevet.zoom.us/j/87205933193>

Meeting ID: 872 0593 3193

Passcode: 119719

One tap mobile

+13126266799,,87205933193# US (Chicago)

+16469313860,,87205933193# US

Dial by your location

+1 312 626 6799 US (Chicago)

+1 646 931 3860 US

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 309 205 3325 US

+1 719 359 4580 US

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 386 347 5053 US

+1 564 217 2000 US

+1 669 444 9171 US

+1 669 900 6833 US (San Jose)

Meeting ID: 872 0593 3193

Find your local number: <https://encorevet.zoom.us/j/87205933193>

## **What characteristics is Friendship looking for in an intern?**

In addition to your complete VIRMP packet including personal statement, transcripts and letters of recommendation, Friendship relies on our interview process to determine the right fit for our internship class. We are looking for individuals who are interested in collaborating, working hard, who will be able to integrate into our culture as a hospital. Friendship interns develop lifelong relationships with FHA team members. We always say “Once you are one of us, you are always one of us.” Therefore, we want applicants who will not only be great doctors, but also great team members that we can work with throughout the year and stay connected with throughout their careers, whether you stay on at Friendship and are part of our “immediate family” or go on to practice at other institutions and are part of the “extended family.”

## **Will Friendship reveal their rankings once finalized?**

Once interviews are complete, the internship selection group will meet to discuss and finalize our ranking decisions. We will not disclose those rankings to applicants to adhere to VIRMP responsibilities. This does not mean you are not ranked highly (or even number 1). We will not ask you to disclose your rankings at any time to avoid any violation of VIRMP rules.

## **Does the internship committee have any general advice for me?**

When making ranking decisions, it is important to think about several things:

- What are your goals after your internship?
- Do the institutions you are ranking highly support your goals?
- Where do you feel comfortable?
- You are spending a year working there. You want to feel comfortable, have strong mentorship, excellent exposure to cases, and good support.

Remember, no matter where you match, you get out of it what you put in! You have decided to take this year to invest in yourself. Make the most of it! Work hard. Establish methods to organize your time. Learn a lot. Find mentors. Have Fun! Remember to relax.