CareerCenter Career Guide

Physician jobs from the New England Journal of Medicine • February 2024



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The latest physician jobs brought to you by the NEJM CareerCenter

Residents and Fellows Edition





February 15, 2024

Dear Physician:

As you approach the completion of your training, I'm sure that finding the right opportunity for you is a top priority. The *New England Journal of Medicine* (NEJM) is the leading source of information about job openings, especially practice opportunities, in the country. To assist you in this important search, a complimentary reprint of the physician job openings section of the February 15, 2024, issue is enclosed. You may also find these job openings on the NEJM Career Center website at nejmcareercenter.org.

Designed specifically based on advice from your colleagues, the NEJM CareerCenter website offers physician users many confidentiality safeguards that keep your personal information and job searches private. At NEJM CareerCenter, you will find:

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Additionally, if you are not currently an NEJM subscriber, I invite you to visit NEJM.org to become one. As you move forward in your career, you will find that every weekly issue of NEJM contains information you will use daily as you see patients, presented in a clinically useful format. One example is the popular Clinical Practice articles that offer evidence-based reviews of topics relevant to practicing physicians. Read "Postmenopausal Osteoporosis" from the November 23, 2023, issue which is included as a reprint in this special booklet.

Other online features on NEJM.org include Videos in Clinical Medicine, which allows you to watch common clinical procedures, and Interactive Medical Cases, which presents an evolving patient history and a series of questions and exercises designed to test your diagnostic and therapeutic skills.

On behalf of the entire New England Journal of Medicine staff, please accept my wishes for a rewarding career.

Sincerely,

Eric J. Rubin, MD, PhD







How to Prepare for Your Physician Job Interview

By Nisha Mehta, MD, a physician leader whose work focuses on physician empowerment, community building, and career longevity in medicine

Finally! You've done countless interviews at this point, but for many of you, this is the first one where you are interviewing for a "real job." Some of the same rules apply, but others are very different.

To start, the dynamic in this interview is much different than others. You are likely interviewing with people who will be your colleagues, and your impression of them counts just as much as their impression of you. Depending on the job market in your field, there's a distinct possibility that they may even need you more than you need them.

Additionally, in an ideal scenario, you are picking a job that will last longer than a set time period of training. You are designing what potentially decades of life could look like for you and your family. Since this isn't just a stepping stone to the next thing, your approach will need to be more all-inclusive. Also, unlike residencies and fellowships, where a similar core set of responsibilities and expectations are already outlined, there is a lot of variability between jobs, even within the same city and specialty. It's important you are able to leave the interview with a 360-degree view of the position and the life you will build around it.

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Keeping all of that in mind, here are some of my core tips for preparing for an interview:

- 1. Do your research about a job ahead of time. Not doing this is one of the biggest mistakes I see applicants making. Showing up to a job and asking basic questions whose answers can easily be found online will cause interviewers to question why you're at the interview and how serious you are about the job. You want to come in knowing how the group is structured from a management perspective, what its patient population looks like, who the referral base may be, and what areas within your field the group specializes in, as well as some areas or topics where you may be able to add value. Look at the group's website and the members and see if there are any connections that you might have where you might be able to find common ground. Call the people you know who may be familiar with the group and ask them for insights. Find out if people have left the group recently, as it may raise some red flags. This will all lead to more sophisticated questions that you can ask and more valuable information to consider when you are making your decision. It will also tell group members you are serious about the opportunity, which will help your chances as they decide whether to extend a job offer. Time and resources are precious in this process, and many won't want to waste their time if they feel they are one of 100 possibilities.
- 2. Try and allot time to get to know the city you are interviewing in. For those of you who are trying to return to a known place, this may be less of an issue, but nonetheless, training somewhere or growing up somewhere is different from living there as an adult and potentially raising a family in that location. Make sure the place offers outlets to foster your interests outside of work, as it will play into your happiness and burnout. Tour neighborhoods you may want to live in, and if you have educational preferences for your children, take some time to explore your options. If applicable, bring your significant other with you so that you're on the same page about pros and cons of living there.
- 3. When interviewing with potential future colleagues, don't be afraid to be yourself. It's important that the fit feels natural and that there is a mutual desire to work together. As the saying goes, you can't choose your family, but you can choose your friends. Similarly, you can choose colleagues that you are confident will contribute to your happiness at the job, whether it be via friendships, accommodating emergencies when they arise, splitting work in a way that feels equitable, or being respected.

You should see yourself fitting into the culture of the group's members and in line with the standards, ethics, and practice patterns that they embrace.

- **4. In a similar vein, take note of how colleagues are interacting with each other.** As the landscape of health care delivery gets more challenging and complicated, it's important that you feel that the group is cohesive and supports each other. If there are obvious tensions within the group, it may be a sign that there is more beneath the surface that's resulting in conflict, whether it's RVU (relative value unit) structures, partnership issues, different beliefs about the direction the company is taking, etc.
- 5. Talk about money and opportunities for growth. After all, this is a job. Put some effort into figuring out how revenue is generated, when you get to share in those profits, and what the plans of the group are in terms of expansion. If the compensation structure is complicated, ask for details. You don't have to take up your entire interview time talking about it, but get a basic sense and then ask the interviewer to send you a summary with details later. Understand the benefits. If the group's members do something a lot different from other groups you've interviewed with or your colleagues are interviewing with, ask them why they chose to structure things in that way.
- 6. If possible, spend some time shadowing someone whose job is similar to the one you're interviewing for. Make sure you can see yourself happy in his or her shoes, and if there are obvious pain points or dealbreakers, take note of them. You may not be able to do this on the day of the interview, but if you have doubts about whether you'd enjoy the particular setting ahead of time, see if an interviewer can incorporate this on a later date. Again, it's in everybody's best interest to ensure a job is a good fit for you.

I could go on, but your goal on your interview day is to confirm the job is one you can see yourself enjoying for years to come. You're really picking more than a job — you're picking a lifestyle and a vision for your future, and you want to make sure you are keeping a keen eye out for pros, cons, and red flags.

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Physician Employment Contracts: Strategies for Avoiding Pitfalls

By Bonnie Darves, a Seattle-based freelance health care writer

As physicians increasingly opt for practice opportunities in employed-model arrangements and hiring entities move toward standardizing employment contracts to simplify matters and ensure equitable treatment of existing and incoming physicians, it might appear that there's scant room for negotiating contract terms.

That's not a prudent attitude to take about such an important document, contract lawyers maintain. That employment agreement not only dictates the next year or two of a physician's career but also could potentially negatively affect his or her personal and professional life for years into the future. Benjamin J. Mayer, JD, MBA, a Denver lawyer whose firm specializes in physician contracts, advises physicians to take the position that any terms that aren't favorable can — and should — be made more reasonable. "The physician might not be able to get a higher starting salary or a larger signing bonus but definitely should negotiate anything that's explicitly unfair or clearly intentionally ambiguous," Mr. Mayer said.

Key examples he cites are contracts with onerous non-compete provisions that would prevent a departing physician from working within, say, a 60-mile radius of any of the employer's locations, or contracts that contain little detail about weekly work hours and schedules, or call requirements.

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Career Resources articles posted

Essentially, anything that is vague or an overreach should be modified and specified. "The physician needs to require reasonable boundaries on all of the contract's terms," Mr. Mayer said. For example, any non-compete radius should be drawn from a single primary location, not from all of a sprawling mega—health system's hospitals and clinics. Similarly, regarding schedules, the contract should at least specify a cap on total weekly hours or days worked and should dictate an equitable call schedule.

"Duties, hours, and responsibilities should be spelled out, and if the call coverage isn't specified, the contract should at least state that those duties will be 'equally divided among all physicians' in the group," Mr. Mayer said. He acknowledged that some young physicians might be willing to shoulder commensurately more call duty than their peers if they're trying to pay off medical school loans, for example, but such special arrangements are best addressed outside of the contract.

Michael Schaff, cochair of health law for Wilentz, Goldman & Spitzer, P.A. in Woodbridge, New Jersey, suggests that young physicians in surgical and other call-intensive specialties should determine whether practice culture or bylaws issues might translate into an inordinate call burden that they're not willing to assume. For example, Mr. Schaff noted, some practices enable physicians who reach a certain age — 55 or 60 is common — to opt out of call altogether. If several senior doctors stop taking call, younger physicians' "equally divided duties" might be unmanageable. To be safe, the contract should specify a "not to exceed" number of call days per week or month, Mr. Schaff and other sources advised.

Emerging "super groups" affect contracts

On a global scale, practice acquisition and management trends — specifically, the growing influence of private equity on physician practice and facility management and the creation of huge organizations that operate scores of groups — are affecting physician employment. Rebecca Gwilt, a Richmond, Virginia, lawyer and partner in Nixon Law Group, said she is witnessing a "trickle-down effect" on contracts as private equity-operated super groups emerge.

"We're seeing a more sophisticated framework for physician contracts," Ms. Gwilt said, as well as a tendency toward both shorter employment terms and slimmer benefits. "Legally, these companies aren't permitted to influence the delivery of services, but in general, they're non-physician companies, which means that the MBAs are making contract decisions, not physicians," said Ms. Gwilt, who frequently speaks on physician contract

issues. "So, as this [model] becomes more common, market salaries and benefits could change."

Although the trend toward super-group formation isn't inherently negative — such groups have more bargaining power regarding physicians' reimbursement rates than smaller ones do, generally — it does call for due diligence and research on the part of physicians who consider interviewing with such entities. "You first should find out who runs the company, because you will have less room to negotiate a contract than with a physician-owned practice," Ms. Gwilt said. "You want to know what it's like to work there, so I advise clients to ask for the name of the last physician hired — someone who's been there for a year — and then talk to that physician."

The movement toward "corporatization" of medicine, in tandem with the fluctuating health care economic, reimbursement, and policy environment, is prompting employers to reduce their financial risk wherever possible. One example is instituting shorter contract employment terms, which enables employers to more easily let go of poor-performing physicians. Another recent development is the setting of limits on how much individual physicians can earn, regardless of their productivity, according to Kyle Claussen, CEO of Resolve Physician Agency, a Missouri-based firm that counsels physicians on contract issues.

"It's becoming more prevalent to see clauses with caps on compensation, such as the 75th or 90th percentile in a major national survey such as the Medical Group Management Association survey," Mr. Claussen said. Although such caps aren't likely to affect most physicians coming out of residency because starting salaries are rarely set at those percentiles, the caps could penalize high-income specialties such as neurosurgery and orthopedic surgery as those physicians move into their second and third years of practice. "I've seen some high-income specialists walk away from those potential jobs," he said. He added — and other sources concurred — that sign-on bonuses are less common now than they were a few years ago, possibly for some of the same economic reasons.

Another contract area where shifts are occurring involves bonuses and productivity-based compensation, several sources mentioned. As employers, as well as government and commercial insurers, move toward providing monetary incentives to physicians for performance on measures ranging from patient satisfaction to hospital readmissions, it's important to know how such payments are handled on the employer side. This is particularly

the case with any bonuses or incentive payments that may be due a physician, Mr. Schaff pointed out.

For example, if the contract states that incentives and bonuses are paid only through the employment period or only at the end of a calendar year, the physician might lose out on a substantial sum if he or she leaves the job on, say, Dec. 22, rather than Jan. 1 of the following year. Ideally, the contract should call for payment of "all bonuses earned through the time of termination."

Ditto for accounts receivable monies that physicians might be due. It's very common for such monies to continue flowing to the practice for several months after a physician departs, so ideally, Mr. Schaff suggested, the contract should call for reporting on such funds for a specific period after termination and ultimately paying out what's due at, say, 60, 90, or even 180 days post-termination of employment. "This is all over the map in contracts I've seen," Mr. Schaff said. "I've even seen contracts that state that the physician only receives payments through the last day of employment. This is something that should be negotiated."

At the other end of the spectrum, physicians whose contracts set minimum or expected productivity or quality performance targets in order to continue the base salary beyond year one should understand not only what those requirements are but also — and more importantly — whether they're achievable and reasonable. That means talking to other physicians at the prospective practice to see how they've fared in year two in productivity. It's also helpful to find out how much personal effort is required to track the performance metrics that underlie performance payments, several sources advised. Mr. Mayer said that when a base salary arrangement converts to a totally productivity-based one at the end of the first year, he often negotiates for something less dramatic, such as continuation of the base salary for an extended period or perhaps a part-base/part-productivity structure.

"The point is that your contract governs how your money works, and compensation structures are becoming increasingly complicated," Ms. Gwilt said. "That's why it's really important that physicians understand those structures and obtain legal review." It's not uncommon for compensation methodologies to incorporate a half-dozen components beyond base salary, such as incentive bonuses or "clawbacks" (monies returned to the employer for underperformance or other reasons) based on quality measures, cost metrics, patient-specific clinical measure reporting, compliance, and shared savings, to name a handful.

On a final note, all sources stressed the importance of physicians reading every word of the contract and obtaining expert review. The point is to make sure that physicians understand what the contract entails and what its provisions would look like in their daily lives, by requesting specific examples of not only what's expected of them but also what might happen should they leave the position prematurely. "One thing that physicians need to think about but are reluctant to ask is this: What happens if they want to get out or if the employer wants to terminate the contract?" Ms. Gwilt said. "If there's a penalty clause, that should be highly negotiated."

Contract pitfalls to watch for

Contract language that's vague and highly employer-favorable. Such language might show up in any area of the contract, but it's especially problematic when it comes to physician schedules and duties, according to Ms. Gwilt. "You want to beware of anything that states, 'X will be determined by the practice at its discretion," she said. That leaves the physician open to whatever the employer decides at any time during the contract period. At the least, physicians should negotiate to add that the terms be "fair and reasonable, and in accordance with [requirements] for all like colleagues."

Mr. Mayer provides an example of where "at the practice's discretion" could have a serious lifestyle effect: unspecified practice locations. As organizations merge and/or add satellite facilities, a vague location clause might mean that physicians could be required to commute to or travel among four different clinics or hospitals. Mr. Mayer suggests that physicians ask prospective employers to specify locations and limit their number contractually, or at least give the physician the opportunity to decide if she or he is willing to expand the number.

Highly restrictive non-compete clauses. Syracuse, New York, attorney Andrew Knoll, JD, MD, cautions physicians to beware of and negotiate onerous non-compete terms when employers aim to keep physicians from working for a slew of specific competitors. "I've seen clauses that state, 'Within two years of leaving the practice, the physician cannot work for health system Y or hospitals A, B, or C.' That's overly broad. Others might restrict the employee from going to a particular large health system, but not to smaller hospitals or systems in the same urban area," Mr. Knoll said. "These clauses should always be reviewed."

Unreasonable benefit start dates. One pitfall with benefits is not ensuring that they commence at a reasonable time, Mr. Schaff observed. For example, if a contract stipulates that health insurance benefits start on the first day of the month following hiring or 90 days hence, he said, "The physician could be on the hook for paying the premiums for COBRA [continued coverage from the previous employer]. At the least, if the benefits start date can't be modified, the incoming physician might try to negotiate that the employer pay the COBRA premiums until the coverage starts."

Onerous — or unspecific — indemnification or liquid damages clauses, especially regarding malpractice claims. The first order of business here is to understand any limitations that employer-paid malpractice coverage might have, and then ensure that the employed or contracted physician isn't on the hook fully for additional damages that the policy doesn't cover, Mr. Mayer advised. For example, if the malpractice coverage tops out at \$1 million and the judgment comes in at \$1.25 million, some contracts might shift the entire shortfall to the physician, explicitly or not so explicitly. "Such a provision might say that 'the practice and the doctor agree to indemnify and hold each other harmless for any liability caused by the other," Mr. Mayer said. "It sounds and seems fair, but in practice, the malpractice claim will usually follow the physician, not the practice. This is something that requires careful review and possibly negotiation."

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CLINICAL PRACTICE

Caren G. Solomon, M.D., M.P.H., Editor

Postmenopausal Osteoporosis

Marcella Donovan Walker, M.D., and Elizabeth Shane, M.D.

This Journal feature begins with a case vignette highlighting a common clinical problem. Evidence supporting various strategies is then presented, followed by a review of formal guidelines, when they exist. The article ends with the authors' clinical recommendations.

A 69-year-old woman presents to review the results of her first dual-energy x-ray absorptiometry (DXA) scan. Her T scores are -2.6 at the lumbar spine and -2.3 at the total hip. She fell while walking 18 months ago and fractured her left humerus. Imaging of the spine, performed to investigate 5 cm (2 in.) of height loss and moderate thoracic kyphosis, reveals two vertebral fractures. How should this patient be evaluated and treated?

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THE CLINICAL PROBLEM

OSTMENOPAUSAL OSTEOPOROSIS IS CAUSED BY ESTROGEN DEFICIENCY, which leads to increased osteoclast differentiation and activation, accelerated bone resorption that outpaces formation, and rapid bone loss, particularly in the years immediately before and after menopause. This results in low bone mineral density, deteriorated bone microarchitecture, decreased bone strength, and increased risk of fragility fractures. Postmenopausal osteoporosis is diagnosed on the basis of the occurrence of a fragility fracture (with no associated trauma or with trauma equivalent to falling from a standing height or less) or bone mineral density at the spine, total hip, or femoral neck that is at least 2.5 standard deviations below the mean of that in a young adult reference population (T score of -2.5 or less), as measured with the use of DXA. In the United States, approximately 20% of women over 50 years of age and 30% of women 65 years of age or older meet DXA criteria for osteoporosis.^{1,2} In the United States, osteoporosis is more common among White, Asian, and Hispanic women than among non-Hispanic Black women.² An additional 40% of postmenopausal women have low bone mass (osteopenia; defined as a T score between -1.0 and -2.49). Approximately 50% of postmenopausal women will have fragility fractures, which cause pain, disability, and decreased quality of life. After a hip fracture, many women never regain independence, 20% are institutionalized, and the risk of death within 1 year doubles.^{3,4} Non-White women who have hip fractures are more likely to die within 6 months, are less likely to regain independence, and have less timely surgery and rehabilitation than White women who have hip fractures.⁵ The annual health care cost associated with fractures related to postmenopausal osteoporosis in the United States, currently \$57 billion, is projected to exceed \$95 billion by 2040.6

STRATEGIES AND EVIDENCE

DIAGNOSIS AND EVALUATION

Osteoporosis is asymptomatic until the first clinical fracture. Bone mineral density as measured with the use of DXA is the gold standard for identifying patients at risk. Each standard deviation reduction below a T score of 0 is associated with

KEY CLINICAL POINTS

POSTMENOPAUSAL OSTEOPOROSIS

- · Fragility fractures are very common among postmenopausal women and are associated with increased morbidity, mortality, and health care expenditures.
- Dual-energy x-ray absorptiometry (DXA) is recommended in postmenopausal women 65 years of age or older and postmenopausal women younger than 65 years of age who have risk factors.
- Osteoporosis is diagnosed on the basis of a fragility fracture or a DXA T score of -2.5 or less.
- Treatment of postmenopausal osteoporosis is recommended for patients who have any of the following findings: a fragility fracture (or fractures), particularly of the hip or spine, regardless of the patient's bone mineral density; a T score of -2.5 or less at the lumbar spine, total hip, or femoral neck; or a high 10-year fracture risk (hip fracture risk of ≥3% or major osteoporotic fracture risk of ≥20%) according to the fracture risk assessment tool (FRAX).
- Evaluation should include risk stratification (based on the T score, presence of fractures, and FRAX score) to categorize candidates who meet treatment thresholds as "high risk" or "very high risk."
- The selection of therapy must include consideration of coexisting conditions and contraindications, but anabolic agents are the preferred first line of treatment in women at very high risk.

a doubling or tripling in the risk of fracture.⁷ the basis of clinical risk factors (Table 1), with Most guidelines recommend DXA of the spine or without a measurement of bone mineral denand hip for postmenopausal women 65 years of sity. Many authorities recommend designating age or older and for postmenopausal women patients who have an elevated fracture risk but younger than 65 who have risk factors (Ta- do not have T scores of -2.5 or less or a fragility ble 1). 8-11 Forearm bone mineral density predicts fracture as having osteoporosis. 14 fracture and can be measured if recommended sites are not evaluable or if hyperparathyroidism strength and can be assessed by means of sevis present. Fragility fractures of the spine, hip, eral methods. The trabecular bone score — a forearm, humerus, and pelvis are diagnostic of Food and Drug Administration (FDA)-cleared, osteoporosis, even with T scores higher than Medicare-covered, indirect measure of spine tra--2.5. The occurrence of a fragility fracture is as- becular microarchitecture that is obtained from sociated with a marked increased in the immi- a DXA image with the use of additional comnent risk of additional fractures.¹²

Bone microarchitecture contributes to bone mercially available software — predicts fracture Vertebral compression fractures, the most risk independent of bone mineral density.¹⁵ FRAXcommon osteoporotic fractures, are frequently estimated fracture risk or T scores can be adpainful and cause height loss but may be asymp- justed with the use of the trabecular bone score tomatic. Vertebral fractures are associated with to enhance risk stratification. The trabecular increased mortality, and the presence of verte- bone score is most useful when it influences bral fractures influences diagnosis, risk strati- treatment decisions (e.g., for osteopenia or when fication, and therapeutic decisions.¹³ Vertebral the level of fracture risk is close to an intervenfracture analysis, a low-radiation spine image tion threshold) but should not be used alone for obtained on a densitometer when bone mineral diagnosis. FDA-approved, clinically available softdensity is measured, has high sensitivity and ware now permits opportunistic screening of specificity to detect moderate or severe (≥25%) volumetric bone mineral density, bone strength, vertebral compressions. Vertebral fracture analy- and prevalent vertebral fractures with the use of sis or spine radiography should be performed routine clinical computed tomography (CT) to when suspicion is high (e.g., height loss of >1.5 identify persons at risk for future fractures. Eviinches [>3.8 cm]) or if the management strategy dence suggests that this technology performs at may be affected (Fig. 1). Fracture risk can be least as well as DXA. Measurement of bone microestimated with the use of the fracture risk as- structure and strength by means of high-resolusessment tool (FRAX) or other validated calculation peripheral quantitative CT (HRpQCT) pretors. FRAX estimates the 10-year probability of dicts fracture risk independent of bone mineral major osteoporotic fracture and hip fracture on density but is not FDA-approved for diagnosis.¹⁶

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OTHER EVALUATIONS

Medical history, medications, and risk factors should be assessed. Other metabolic bone diseases that are associated with low bone mineral density, such as osteomalacia, are important diagnostic considerations (Fig. 1). Conditions (e.g., celiac disease) and medications (e.g., glucocorticoids) that cause remediable bone loss should be addressed (Table 1). Because there is no consensus regarding the most cost-effective laboratory evaluation, testing depends on the clinical situation but must, at minimum, identify contraindications to specific therapeutics (Fig. 1 and Table 2).

TREATMENT

The fundamental goal of treatment is to prevent fractures in women at high risk before their first fracture (primary prevention) or before a subsequent fracture (secondary prevention). Lifestyle modifications are applicable to all of these patients. Pharmacologic interventions (Table 2) are targeted to women at high risk for fracture. Intervention thresholds vary according to different guidelines (Table 3), but many guidelines recommend treating women who have fragility fractures of the hip or spine, regardless of bone mineral density; those with T scores of -2.5 or less at the lumbar spine, total hip, or femoral neck; and those with high 10-year fracture risk as assessed with the use of FRAX (hip fracture risk of ≥3% or major osteoporotic fracture risk of ≥20%).8 Findings from randomized, controlled trials support the fracture-risk–reduction efficacy of FDA-approved treatments based on T scores rigorous data.^{8,24} or fracture criteria (or both). Evidence that supports treatment based on FRAX-estimated fracture risk is less robust.8,25,26

LIFESTYLE CHANGES

avoid excessive alcohol, increase weight-bearing Because the efficacy of most osteoporosis mediexercise, and prevent falls.^{27,28} Most guidelines cations has been studied in conjunction with recommend 1000 to 1200 mg of calcium daily in calcium and vitamin D supplementation, and women with postmenopausal osteoporosis, pref-some osteoporosis medications can cause hypoerably obtained from diet,8,11 and 400 to 1000 IU calcemia, adequate calcium and vitamin D inof vitamin D daily.8,11 Some experts and guidetake is prudent. Risks associated with calcium lines recommend adjusting vitamin D intake to supplementation include nephrolithiasis and, acachieve serum 25-hydroxyvitamin D levels high- cording to some meta-analyses, increased incier than 20 to 30 ng per milliliter, but this ap-dence of cardiovascular events, although studies

Table 1. Risk Factors for Postmenopausal Osteoporosis and Fracture.

Older age

Low weight (<127 lb [<58 kg])

Previous fracture during adulthood (particularly hip, spine, or wrist); recent fracture indicates a higher risk than remote or unclear history

Parental history of hip fracture

Current or past glucocorticoid treatment (>5 mg prednisolone daily or equivalent for 3 mo or more)

Other medications that cause bone loss*

Current smoking

Excess alcohol intake

Causes of secondary osteoporosis†

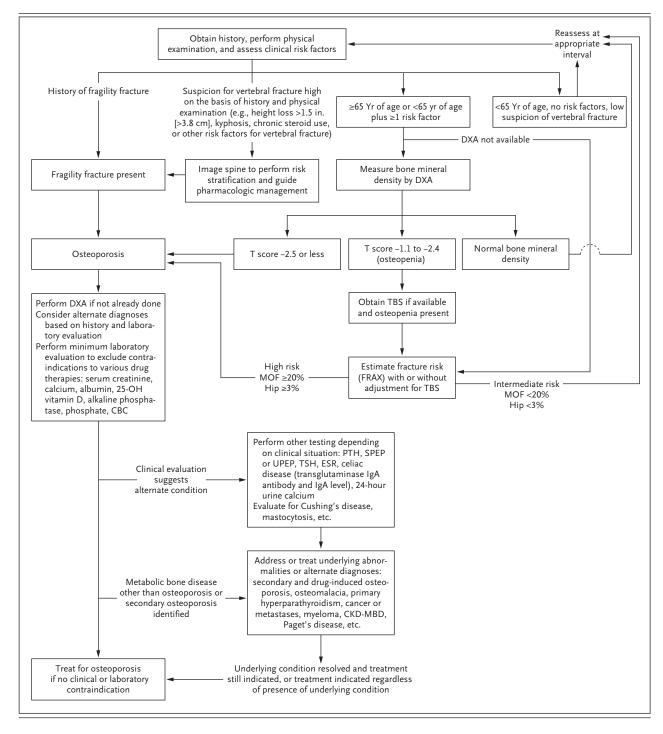
Rheumatoid arthritis

Premature menopause (<40 yr of age) or hypogonadism

- * These medications include (but are not limited to) aromatase inhibitors, suppressive doses of thyroid hormone, chemotherapy, cyclosporine, unfractionated and low-molecular-weight heparins, antidepressants, thiazolidinediones, selected anticonvulsant drugs, and proton-pump inhibitors. Some drug categories have been associated with higher fractures in epidemiologic studies but have not been causally linked.
- Causes include (but are not limited to) organ transplantation, primary hyperparathyroidism, chronic kidney disease, type 1 and type 2 diabetes, anorexia nervosa, hypopituitarism, malabsorption, bariatric surgery, immobility, untreated hyperthyroidism, chronic pulmonary disease, human immunodeficiency virus infection, Cushing's disease, osteogenesis imperfecta, Gaucher's disease, and Marfan syndrome.

proach is controversial and not supported by

Whether calcium and vitamin D supplementation reduces fractures remains debated. Limited evidence suggests supplemental calcium combined with vitamin D significantly reduces hip fractures, but not nonvertebral or vertebral fractures, Patients should be encouraged to stop smoking, in patients with postmenopausal osteoporosis.¹⁷



to assess cardiovascular outcomes.²⁹

PHARMACOLOGIC APPROACHES

included in the meta-analyses were not designed therapies), or both. All pharmacologic approaches reduce vertebral fracture risk, and some reduce the risk of nonvertebral and hip fractures.¹⁷ Table 2 summarizes available therapies and Therapies for postmenopausal osteoporosis act fracture risk reductions that have been assessed by reducing bone resorption (antiresorptive thering randomized, controlled trials. Selection of a apies), stimulating bone formation (anabolic therapy must include the consideration of osteo-

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Figure 1 (previous page). Diagnostic Algorithm for the Evaluation of Postmenopausal Osteoporosis.

The evaluation of skeletal health in postmenopausal women starts with a history focusing on previous fractures and clinical risk factors for osteoporosis and fractures. A physical examination should evaluate for significant kyphosis and height loss, which if present should prompt imaging of the spine. A fragility fracture (particularly of the spine, hip, wrist, humerus, or pelvis) is diagnostic of osteoporosis. Women 65 years of age or older, regardless of other risk factors, and women younger than 65 years of age who have risk factors for bone loss or fractures should undergo dual-energy x-ray absorptiometry (DXA) screening. The timing of spine imaging may occur before, coincident with, or after DXA. If soft ware is available to assess a trabecular bone score (TBS), the score can be obtained with a measurement of bone mineral density for fracture risk stratification in women with low bone mass (osteopenia). A T score of -2.5 or less is consistent with osteoporosis. T scores of -1.0 to -2.49 are consistent with osteopenia or low bone mass The fracture risk assessment tool (FRAX) can be used with or without DXA and TBS to estimate a 10-year probability of major osteoporotic fracture (MOF) and hip fracture. MOF risk of 20% or more or hip fracture risk of 3% or more is consistent with osteoporosis in the absence of a fragility fracture even if the T score is above -2.5. DXA can be obtained in women with a fragility fracture and used to monitor effectiveness of treatment but is not necessary for diagnosis. Laboratory evaluation should exclude contraindications to treatments. Additional laboratory evaluations and studies may be appropriate depending on the clinical situation a complete blood count (CBC) should be performed to evaluate for myeloma, if results are not already available. Alternative diagnoses (e.g., drug-induced osteoporosis, osteomalacia, primary hyperparathyroidism, cancer, and chronic kidney disease-mineral and bone disorder [CKD-MBD]) should be considered and addressed on the basis of clinical and laboratory information. Treatment of postmenopausal osteoporosis should be initiated if there are no contraindications. 25 OH vitamin D denotes 25-hydroxyvitamin D. ESR erythrocyte sedimentation rate. PTH parathyroid hormone. SPEP serum protein electrophoresis, TSH thyrotropin, and UPEP urine protein electrophoresis.

tions, and factors and preferences specific to the extension studies, the lower risk of fractures was patient. "High risk" for fracture is typically maintained.³⁰ Although gains in bone mineral defined as meeting the minimal intervention density are greater with denosumab than with thresholds. "Very high risk" is typically defined bisphosphonates, evidence for greater reduction as having a T score of less than -3.0, a fragil- of fracture risk is limited.³¹ Denosumab is also ity fracture and a T score of -2.5 or less, or rarely associated with osteonecrosis of the jaw multiple vertebral fractures. Most guidelines and atypical femur fracture³⁰ and with hypocalsuggest initial treatment with anabolic agents in cemia in patients with advanced chronic (stage 4 women at very high risk, unless contraindicated or 5) kidney disease or vitamin D deficiency (Table 3).

Bisphosphonates

For women with postmenopausal osteoporosis who are at high risk for fracture, most guidelines recommend bisphosphonates as initial treatment, given their efficacy, safety, convenience, low cost, and enduring effects after discontinuation (Table 2). Four oral and intravenous bisphosphonates are FDA-approved for postmenopausal osteoporosis. All reduce the risk of vertebral fracture.²⁴ All but ibandronate reduce the risk of hip and nonvertebral fractures. 17,24 When administered within 90 days after hip fracture repair and annually for 3 years, zoledronate also reduced the risk of death, although the mechanism is unclear.

Oral bisphosphonates are poorly absorbed and may cause upper gastrointestinal mucosal irritation (Table 2). Intravenous zoledronate is preferred in patients who have this side effect and those with esophageal dysfunction. Acutephase reactions may occur with zoledronate but can be mitigated with preinfusion and postinfusion oral hydration and acetaminophen. Long-term use of bisphosphonates has been associated with osteonecrosis of the jaw and atypical femur fractures. Osteonecrosis of the jaw is an area of exposed jaw bone that does not heal within 8 weeks after identification by a health care provider. 19 Atypical femur fractures are low-trauma subtrochanteric or femoral-shaft fractures with specific radiographic criteria.²² In patients receiving bisphosphonates at doses used for postmenopausal osteoporosis, the estimated risks of osteonecrosis of the jaw and atypical femur fracture are very low.

In randomized, controlled trials conducted over a period of 3 years, denosumab lowered the risk of spine, hip, and nonvertebral fractures as comporosis severity, fracture risk, coexisting condipared with placebo.¹⁷ In long-term, open-label (Table 2).

Table 2. Pharmacolog	Table 2. Pharmacologic Therapies for Postmenopausal Osteoporosis.*	l Osteoporosis.*					
Drug Class and Medication	Mechanism of Action	Treatment Dose	Fracture R	Fracture Risk Reduction ^{17,18} †	17,18-	Adverse Effects	Contraindications and Warnings
			Vertebral	Hip	Non- vertebral		
				percent			
Antiresorptives							
Bisphosphonates	Bind to bone hydroxyapatite, engulfed by osteoclasts, and inhibit bone resorption						
Alendronate∷		10 mg once daily or 70 mg once weekly orally	4	04	17	GI irritation, MSK pain; rarely ONJ, AFF ¹³ §	Esophageal varices or dysmotility, creatinine clearance <30–35 ml per min, hypocalcemia, bisphosphonate allergy
Risedronate‡		5 mg daily, 35 mg weekly, or 150 mg monthly orally	36	26	20	Same as for alendronate	Same as for alendronate
lbandronate‡¶		2.5 mg daily or 150 mg monthly orally, or 3 mg every 3 mo IV	31	Ω	Q	Same as for alendronate	Same as for alendronate
Zoledronic acid¶		5 mg per yr IV	56	42	18	Acute-phase reaction, renal impairment, hypocalcemia, atrial fibrillation, rarely ONJ and AFF¹₃ €	Creatinine clearance <35 ml per min, AKI, hypocalcemia, bisphosphonate allergy; im- portant to ensure vitamin D sufficiency
RANK ligand inhibi- tor — deno- sumab	Human monoclonal antibody that binds RANKL; inhibits osteoclast formation, func- tion, and survival	60 mg every 6 mo subcutaneously	89	40	20	MSK pain, skin infections, rashes, hypocalcemia, rarely ONJ and AFF ¹⁹ ; rebound bone loss and fractures after stopping	Hypocalcemia, hypersensitivity; important to ensure vitamin D sufficiency
Estrogens — CEE	Decreases osteoclastic bone resorption	0.625 mg daily orally	34	29	21	CEE alone: stroke; CEE plus medroxyprogesterone: stroke, CHD, breast can- cer, dementia, thrombo- embolic events	History of breast cancer, CHD, VTE, stroke, TIA; active liver disease; unexplained vaginal bleeding; increased risk of en- dometrial cancer

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SERMs (e.g., raloxi- Weak estrogen agonist activity Raloxifene 60 mg daily 40 ND VTE, hot flashes, night History of VTE, PE, retinal vein fene)*** In bone, decreases osteo- orally thrombosis edema, leg cramps, increased risk of death from stroke Anabolic agents, PTH receptor agonists
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AFF denotes atypical femoral fracture, AKI acute kidney injury, CEE conjugated equine estrogen, CHD coronary heart disease, CV cardiovascular, GI gastrointestinal, HRT hormone replacement therapy, IV intravenous, MI myocardial infarction, MSK musculoskeletal, ND not demonstrated, ONI osteonecrosis of the jaw, PE pulmonary embolism. PH parathyroid hormone, RANKL receptor activator of nuclear factor κB ligand, SERM selective estrogen-receptor modulator, TIA transient ischemic attack, and VTE venous thromboembolism. Reduction shown is as compared with placebo in randomized, controlled trials and meta-analyses and not in head-to-head comparisons. Patients should be instructed to take oral bisphosphonates with 6 to 8 oz of plain water at least 30 min after taking the bisphosphonates with 6 to 8 oz of plain water at least 30 min after taking the bisphosphonate.

ONI has been reported at a rate of 1 to 69 per 100,000 person-yr and 0 to 90 per 100,000 person-yr with less than 2 yr of bisphosphonates, increasing to 113.1 per 100,000 person-yr after 8 to 10 yr.¹⁹ The risk of AFF may be higher among Abite women.²⁰ Acute-phase reactions can be mitigated with preinfusion and postinfusion oral hydration and acetaminophen.

Estrogen is approved for the prevention of postmenopausal osteoporosis.

Estrogen is approved for the prevention of postmenopausal osteoporosis.

Bazedoxifene (20 mg) in combination with conjugated estrogen (0.45 mg), taken once daily, is approved for prevention of postmenopausal osteoporosis.

Table 3. Intervention and Treatment Guidelines.*	eatment Guidelines.*			
Guideline	Intervention Threshold	Initial T	Initial Treatment	Duration
		High Risk of Fracture	Very High Risk of Fracture†	
AACE-ACE 2020 ¹¹	T score of –2.5 or less at the spine, femoral neck, total hip, or 33% radius; osteopenia (T score, –1.00 to –2.49) and history of fragility fracture of the hip or spine; osteopenia and high probability of fracture as estimated with the use of FRAX	Alendronate, denosumab, risedronate, zoledronate‡; ibandronate or raloxifene are alternatives for spine- specific therapy only ²²	Abaloparatide, denosumab, romosozumab, teriparatide, zoledronate‡; alternate therapy is alendronate and risedronate	Oral bisphosphonates ²² — treat for 5 yr, then consider holiday if fracture risk is no longer high; if fracture risk is no longer high; if fracture risk remains high, continue treatment for up to an additional 5 yr; in patients at very high risk, consider holiday after 6–10 yr of stable BMD; zoledronic acid ²² — consider holiday after 3 yr of high risk or until fracture risk is no longer high, continue for 6 years in patients at very high risk; holiday not recommended for non-bisphosphonate antirescorptive therapies; abaloparatide or teriparatide — treat for 2 yr, then follow with antirescorptives ²²
American College of Physicians 2023 ¹⁰	T score of –2.5 or less; individual- ize in those >65 yr of age with osteopenia	Bisphosphonates; denosumab if contraindications to or adverse effects from bisphosphonates	Teriparatide or romosozumab followed by antiresorptive∬	Bisphosphonate use for >3–5 yr reduces vertebral fracture but not other fractures, with increased risk of long-term harms; consider stopping after 5 yr unless strong indication to continue
Bone Health and Osteoporosis Foundation ⁸	T score of –2.5 or less at the femoral neck, total hip, lumbar spine, 33% radius¶; fracture of the hip or vertebra regardless of BMD by DXA; osteopenia at the femoral neck or total hip by DXA with 10-yr hip fracture risk ≥3% or MOF risk ≥20% by FRAX; osteopenia with fracture of proximal humerus, pelvis, or distal forearm; individualized approach for those with proximal humerus, pelvis, or distal forearm fractures without osteopenia	Generally follows Endocrine Society algorithm	Generally follows Endocrine Society algorithm	Oral and IV bisphosphonates — treat for 5 yr and 3 yr respectively; with modest risk of fracture (e.g., T score greater than –2.5 and no recent fracture), consider holiday; for patients who remain at high fracture risk (e.g., T score of –2.5 or less or recent fracture or both), consider alternative treatment or continued treatment with a bisphosphonate for ≤10 yr (oral) or ≤6 yr (annual IV zoledronic acid) ²²

Bisphosphonates — reassess fracture risk in 3 yr (IV) or 5 yr (oral); if high risk, continue therapy or begin alternative therapy; if low to moderate risk, consider holiday up to 5 yr but reassess every 24 yr ²⁷ γ ?; denosumab — reassess fracture risk after 5–10 yr; women remaining at high risk should continue denosumab or be treated with other therapies; abaloparatide or teriparatide — treat for 2 yr, then follow with antiresorptives; romosozumab — treat for 1 yr, then follow with antiresorptives	Bisphosphonate treatment should be reviewed after 3–5 yr; bisphosphonates should be used after discontinuation of denosumab; little evidence to guide decision making beyond 10 yr; treatment decisions should be individualized
Teriparatide or abaloparatide; romosozumab if not at high CV risk	Teriparatide is preferentially recommended
Bisphosphonates ; alternative therapy is denosumab; SERMs, ET, and calcitonin recommended in specific groups only***	Oral bisphosphonates; IV bisphosphonates or denosumab are the most appropriate alternatives with contraindications to or adverse effects from oral bisphosphonates; raloxifene and HRT are also options
Postmenopausal women at high risk of fractures, especially those with a recent fracture	Women >65 yr of age with a previous fragility fracture and those without a previous fracture who have an age-specific probability of fragility fracture that is equal to that of women with a previous fragility fracture;:
Endocrine Society 2019– 2020 ^{23,24}	ESCEO and IOF°

against use of these agents is recommended in are not appropriate. nd T score of –2.5 or less at the lumbar spine or hip, or ious 12 months, fracture occurring during therapy, frace e probability according to FRAX scale (e.g., major osteo ies. or other factors that alter HRT i ımab a inconclusive to recommend as a threshold for treatment. sphosphonates or denosumab are not appropriate or if there is a high risk rs past menopause, who are at low risk of DVT, and in whom bisphosphoreuse of SERMs, bisphosphonates, estrogen, denosumab, PTH analogues, suggested maximum if there is a clinically significant decline in BMD, an i

vary by

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ment option for women at high risk for fracture agonist therapy is complete and increases bone who have contraindications to bisphosphonates mineral density further; without it, bone minor cannot take them owing to unacceptable ad- eral density decreases within a year.³⁸ verse effects, there is concern about accelerated bone resorption and rapid bone loss after disagonists to patients at very high risk for fracture continuation of denosumab therapy. Whether or to patients who have unacceptable side effects denosumab should be used as initial therapy in with or are unresponsive to other therapies (Tawomen who are at high risk — but not at very ble 3). Although both agents increase bone minhigh risk — for fracture who have other treateral density of the spine to a similar degree, an ment options is debated among some experts. In open-label comparison suggested greater ina post hoc analysis of a trial that compared creases in bone mineral density of the hip with denosumab with placebo, the incidence of verte- abaloparatide.³⁹ Limited trial data indicate that bral fractures increased from 1.2 to 7.1 per 100 teriparatide increases bone mineral density of participant-years after treatment with denosumab the spine more than alendronate and decreases was discontinued, a finding similar to that ob-vertebral fractures more than risedronate, findserved after discontinuation of placebo, but the ings that support its use in patients at very high incidence of multiple vertebral fractures was risk for fractures. 40,41 higher after discontinuing denosumab than

ated with an incidence of vertebral fractures that response to other therapies. was nearly four times as high as that seen among patients who received denosumab doses Romosozumab on time (≤4 weeks' delay).³⁶

PTH Receptor Agonists

Both agonists require daily injections. Antiregroup after 1 year of treatment with denosumab.

Although denosumab is an alternative treat- sorptive therapy is indicated after PTH receptor

Most guidelines limit the use of PTH receptor

Because studies in rodents showed that after discontinuing placebo (3.4% vs. 2.2%).³² teriparatide increased the incidence of osteosar-Therefore, patients must continue denosumab coma, the original FDA package labeling intherapy indefinitely or transition to treatment cluded a black-box warning and limited treatwith bisphosphonates to maintain bone mineral ment to 2 years. Recent data show that the density and prevent incident vertebral fractures. incidence of osteosarcoma among patients who Weekly administration of alendronate, initiare treated with teriparatide is similar to the ated 6 months after receipt of the last dose of background incidence of the disease.⁴² Although denosumab, may prevent bone loss.³³ The effi- the FDA removed the time limitations for treatcacy of zoledronate may depend on the timing ment with some PTH receptor agonists, limited and frequency of administration.³⁴ Some ex- safety and efficacy data exist for treatment of perts recommend administering zoledronate 6 to longer durations. These agents should be avoid-7 months after the last dose of denosumab, with ed in patients at increased risk for osteosarcoma another dose 3 to 6 months later, depending on (e.g., patients with Paget's disease or skeletal bone-turnover markers.³⁵ Administering deno- irradiation). Longer durations or repeated courssumab on time every 6 months is also impores of treatment may be appropriate in patients tant. Retrospective data show that administering whose risk of fracture remains at or returns to denosumab late (>16 weeks' delay) was associ- high or very high levels or who do not have a

Romosozumab, given monthly as subcutaneous injections, is the newest FDA-approved therapeutic for postmenopausal osteoporosis. In a phase Parathyroid hormone (PTH) receptor agonists 2 study, romosozumab increased bone mineral include teriparatide (PTH 1-34) and abalopara- density more than teriparatide.⁴³ In the Fracture tide (PTHrP 1-34). As compared with placebo, Study in Postmenopausal Women with Osteopotreatment for 18 to 24 months with teriparatide rosis (FRAME), romosozumab reduced the risk or abaloparatide reduces vertebral and nonverte- of vertebral and clinical (composite symptomatic bral fracture risk.¹⁷ Neither drug has been shown vertebral and nonvertebral) fractures at 12 months to reduce the incidence of hip fractures, but as compared with placebo.¹⁸ The risk of vertebral studies were underpowered for this outcome.³⁷ fracture remained lower in the romosozumab another trial that investigated treatment with not routinely recommended. romosozumab as compared with alendronate for 1 year, both followed by alendronate for 1 year, 21 AREAS OF UNCERTAINTY romosozumab reduced vertebral, nonvertebral, The appropriate duration of bisphosphonate

Other Antiresorptive Agents

stances (Table 3). Calcitonin, a weak antiresorposteoporosis.

Combination Treatment

sphosphonates has no added benefit with respect guidelines or routinely covered by insurance.⁴⁴

MONITORING

tiation of antiresorptive therapy to assess adhermay evolve. 48

Similar to treatment with PTH receptor agonists, ence and response. Although declines in boneromosozumab therapy must be followed by treat-turnover markers are associated with a reduction ment with bisphosphonates or denosumab.¹⁸ In in fracture risk in large trials, this approach is

and hip fractures more than alendronate. Al- therapy is unclear. In extended trials of alendrothough not observed in FRAME, a higher inci-nate (10 years) and zoledronate (6 years), 46,47 dence of serious cardiovascular events with participants who were assigned to discontinue romosozumab (2.5% vs. 1.9%) led to a black-box therapy after 5 and 3 years, respectively, had warning against the use of romosozumab within lower bone mineral density at the study conclu-1 year after myocardial infarction or stroke. sion (although bone mineral density levels were Many guidelines recommend romosozumab as higher than at pretreatment) and a higher inciinitial therapy only for persons at very high risk dence of vertebral (but not nonvertebral) fracfor fracture, with use limited to 1 year (Table 3). tures than participants who were assigned to continue treatment.46,47 Concerns regarding longterm bisphosphonate therapy center on atypical Owing to adverse effects, estrogen therapy and femur fractures.¹⁹ Among 196,129 women, the selective estrogen-receptor modulators are recomincidence of atypical femur fractures decreased mended only in selected populations or circum- from 4.50 per 10,000 person-years among current users of bisphosphonate to 1.81 per 10,000 tive agent, is rarely used for postmenopausal person-years at 3 to 15 months after discontinuation and 0.5 per 10,000 person-years at more than 15 months after discontinuation.²⁰ Therefore, most guidelines recommend bisphospho-Concurrent treatment with teriparatide and bi- nate "drug holidays" (temporary treatment breaks) to lower the risk of atypical femur to the bone mineral density of the spine and hip fractures in women not at high risk for fracture as compared with teriparatide alone. 41 The com- after 5 years of treatment with oral bisphosbination of denosumab and teriparatide increas- phonate or 3 years of treatment with intravees bone mineral density of the hip and spine nous bisphosphonate.²² Treatment up to 10 years more than either alone, but is not endorsed by (oral administration) or 6 years (intravenous administration) is suggested in women at high risk (Table 3), with periodic reevaluation of the risks and benefits of continued treatment.²² Individualized decisions to resume bisphospho-Most guidelines suggest repeating DXA 1 to nates after a holiday should include the consid-2 years after initiating or changing therapy, but eration of incident fractures, decreasing bone from there recommendations diverge.^{8,11,24} Non-mineral density, increased bone-turnover markresponse, defined as a decrease in bone mineral ers to pretreatment values, and returns to interdensity greater than the least amount of change vention thresholds. Likewise, the appropriate that can be considered clinically significant, duration of denosumab is unclear. The Endomay occur in 10% or more of patients.⁴⁵ No crine Society suggests reassessing fracture risk treatment reduces fracture risk to zero. Howafter 5 to 10 years of denosumab therapy and ever, the presence of decreasing bone mineral continuing or switching therapy in patients density or the occurrence of multiple fractures who remain at high risk. Because the risk of should prompt evaluation and consideration of multiple vertebral fractures after discontinuaalternative therapy. Some clinicians measure tion of therapy may rise as the duration of bone-turnover markers 3 to 6 months after ini- denosumab therapy increases, recommendations

Limited data are available to guide the use of sequential pharmacologic treatment. Although antiresorptives are considered to be first-line eral density gains in response to anabolic agents. 49,50

GUIDELINES

mendations are generally consistent with the 2 years after initiating therapy. guidelines of the Endocrine Society and the Bone Health and Osteoporosis Foundation (Table 3).^{8,23,24}

CONCLUSIONS AND RECOMMENDATIONS

therapy (Table 3), they blunt or delay bone min- The presentation of the patient described in the vignette is typical of postmenopausal osteoporo-In patients receiving treatment with bisphosphosis in that the initial humerus fracture was not nates, switching to romosozumab led to greater recognized as indicating osteoporosis, which increases in bone mineral density than teripara- was later diagnosed by the T score of -2.6 and tide, although data regarding fractures are lack-prevalent vertebral fractures. History and laboraing.43,51-53 In contrast, switching patients from tory testing should identify modifiable risk facdenosumab to teriparatide should be avoided ow- tors, medications, and underlying conditions ing to bone loss.⁵¹ Some experts recommend treat- affecting fracture risk and therapy decisions. to-target approaches, in which therapy is select- The patient's multiple fragility fractures indicate ed and modified according to the likelihood that a very high risk of additional fractures. Thereit can decrease the patient's fracture risk to an fore, we favor therapy with anabolic agents first acceptable level (e.g., T score greater than with either a PTH receptor agonist or romosoz--2.0).⁵⁴ Appropriate thresholds are unclear and umab followed by treatment with a bisphosphomore data are needed to validate this approach. nate or denosumab. If anabolic therapy was declined, we would favor denosumab over bisphosphonates, given her severe osteoporosis Guidelines for diagnosis and management of and the greater effects of denosumab on bone postmenopausal osteoporosis vary with respect to mineral density. Despite the debated utility of the threshold for starting therapy and the choice repeat DXA, we would reevaluate clinically and and duration of treatment (Table 3). Our recom-reassess bone mineral density with DXA 1 or

> Disclosure forms provided by the authors are available with the full text of this article at NEJM.org.

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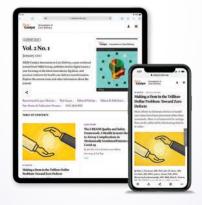


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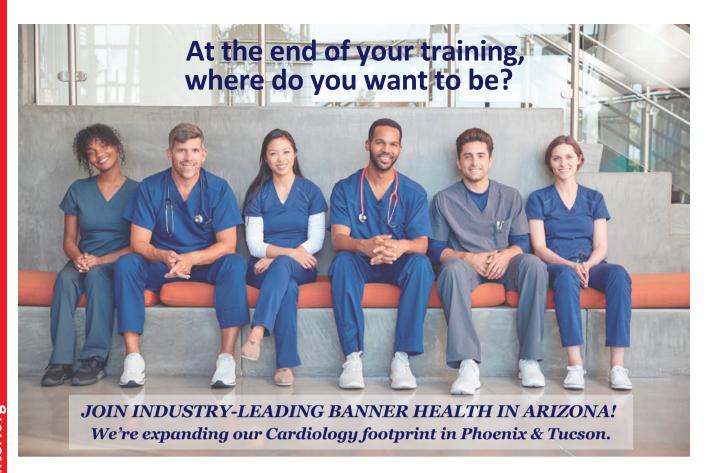
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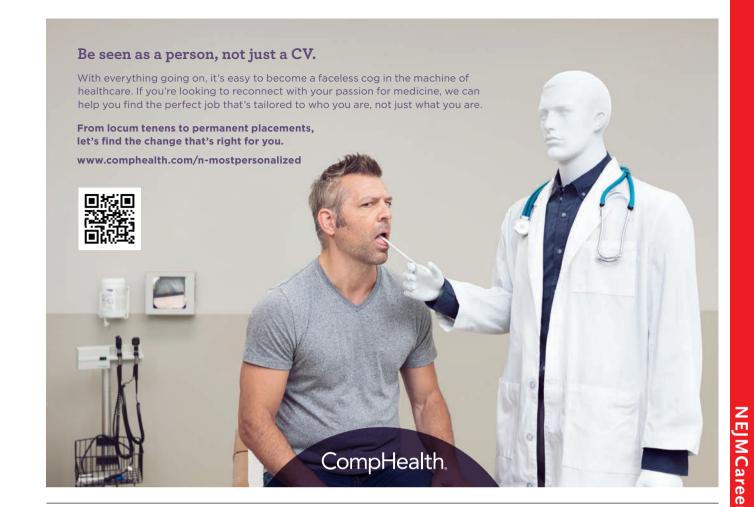
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