

***EXTREME CAREER MAKEOVER
FOR CLINICIANS
WRITING A WINNING RESUME
and
OTHER CAREER SURVIVAL
STRATEGIES***

**HIMSS 2007 Conference
New Orleans, Louisiana
Tuesday, February 27, 2007**

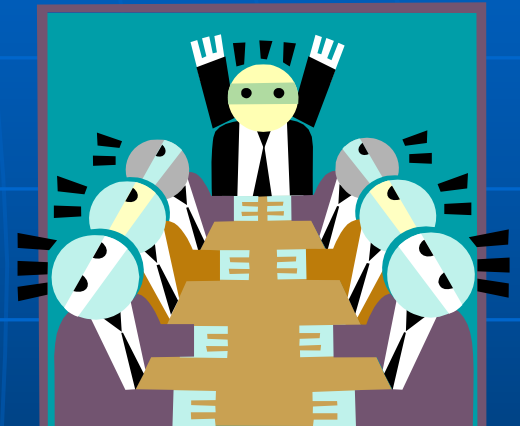
Revised₁₂₋₇₋₀₆

Goals for the Workshop

- Understand the dynamics of the current IT job market
- Evaluate personal skills and career path objective
- Dispel common myths about resume writing-healthcare is a *different* market
- Develop insightful resume critiquing skills, writing abilities and apply them to a personal resume writing makeover
- Improve your interviewing and negotiating skills

State of the Industry

- Where is the healthcare market now and the effect on the IT market
 - Wide open
 - New leadership and jobs
 - High risk
 - Upgrading and downgrading positions
 - Outsourcing problematic
 - Where do you go for advice



Volatile Market

- Very strange decisions being made
 - Who is getting hired
 - Vendors and consultants
 - Board interference
 - In the midst of all this turmoil hospitals are in the middle of major clinical installations

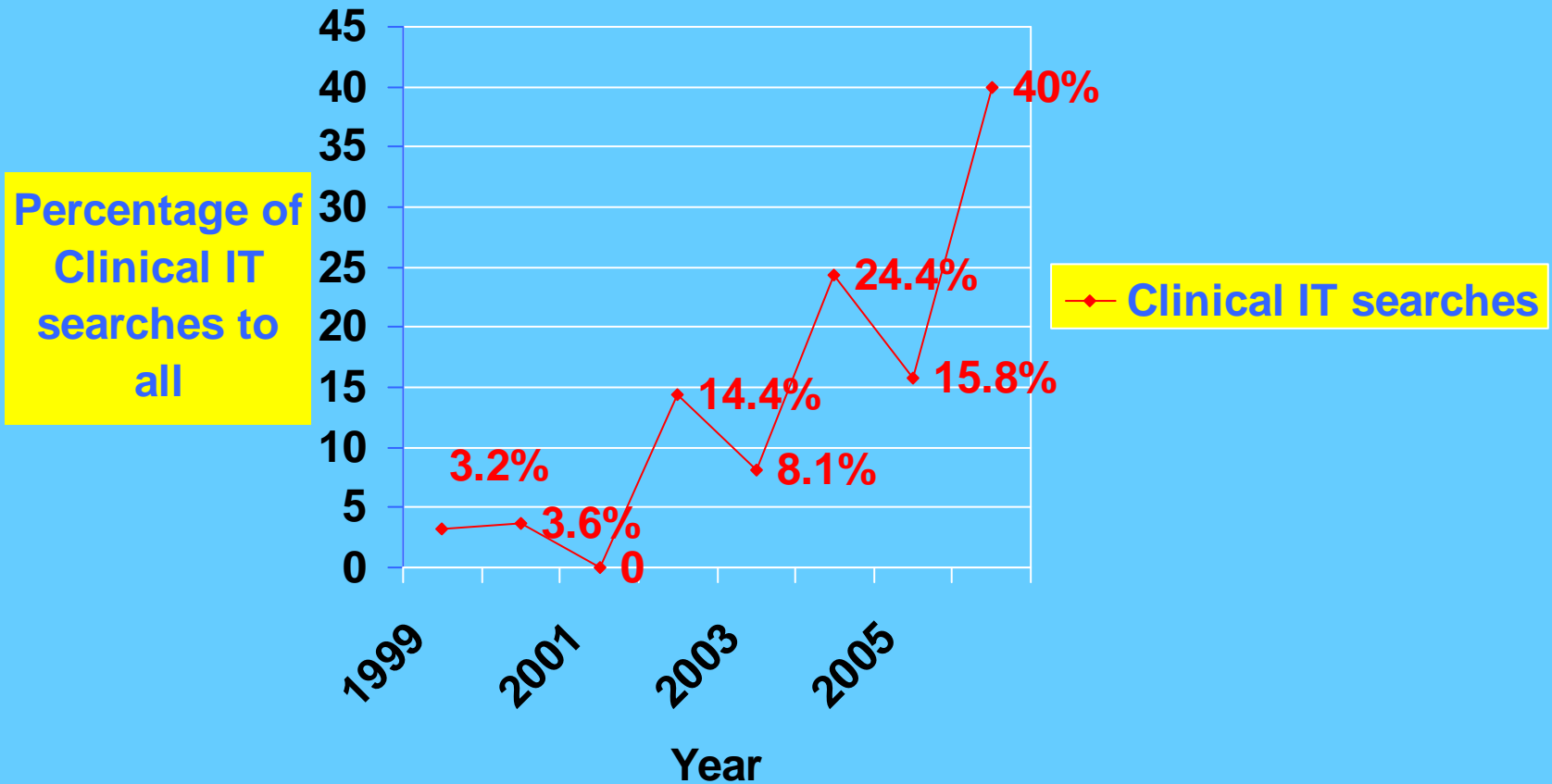


State of Clinical IT Careers

- What is your potential now
- Why now is the time
 - On the move if you choose to get on the train
- How to pick a great job
- How to identify a high-quality coach



Clinical IT Position Growth



Where the Jobs Are

- Vendor/Consulting jobs
 - Vice President of Informatics
 - Clinician IT executives
 - Project leaders and implementation specialists

Where the Jobs Are

(continued)

- Hospital jobs
 - Chief Medical Information Officer
 - Vice President
 - Director
 - Manager of Clinical IT
 - Clinical Informaticists
 - Implementation Specialists
- Clinically proven experts are being utilized in a multitude of organizations




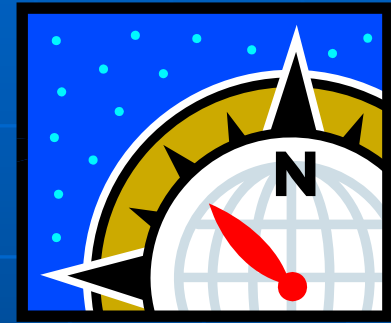
Before Designing a Plan

- Develop a mission statement
- Set Goals
 - Learn a new language
 - Take a painting class



Realistically Assess Your Direction

- Where have I been? 
- What do I want to do?
- What types of projects do I enjoy?
- Am I willing to relocate and to where?
- What personal issues do I need to consider?



Creating a Plan

- What are my long / short term goals?
- Job design
- Location timing
- Corporate fit / culture
- The current healthcare environment is wide open for adventuresome, creative types



Creating a Plan

- Timelines
- Realistic view of the marketplace
- Skills evaluation
 - What qualifies you?
 - What are you lacking?
- Family support
- Resume review
- Networking
- What do you need in your next job?
- What is your strategy?
- Find the right coaches – professional and personal



Realistically Assess Your Skills

- Rate your skills and knowledge
- How to improve your skills
 - Have a great coach
 - Education
 - Project Management
 - Luck



What are Hard and Soft Skills

■ Hard skills

- Learned
- Innate
- Associated with experience

■ Soft skills

- Interpersonal style
- Fit with corporate culture
- Sought by hiring executives



What Key “Hard Skills” Are in Demand

- Leadership
- Business acumen
- Results / action oriented
- Team player
- Partnering
- Change agent
- Negotiator
- Politically savvy
- Technical knowledge
- Educator
- Entrepreneurial
- Strategic vision

What “Soft Skills” Do Hiring Executives Seek

- Image / presence / style
- Global view
- Flexibility
- Listening skills
- Energetic
- Vulnerability
- Decisiveness
- Self Confidence
- Comfort taking charge
- Comfort following
- Ability to manage relationship priorities
- Sense of humor
- Communication skills
- Honesty

The Bottom Line

- You are the key to your own growth.
You must be:
 - Secure
 - Courageous
 - Tenacious
 - Patient
 - Comfortable with “oops”



Resume Writing

The Door Opener



- Tailor your cover letter, a personalized cover letter discussing a particular job – not mass produced
- Include summary of skills in an opening paragraph, your career and professional summary
- View it as a marketing document, visually attractive font and format

Resume Writing

Key Parts



- List accomplishments
 - Don't be shy
 - Don't "fudge" on your resume
 - Use action words
- Mention specific EMR, CPOE and clinical IT vendor and product experience
- Some personal okay
- How to follow up

Developing a Stellar Resume

- Make sure your name, address, phone number and e-mail address appear on the first page
- Your resume should begin with the present time and go backward.
- List dates, locations and titles for each position, but group with the same company under one master heading

Developing a Stellar Resume (continued)

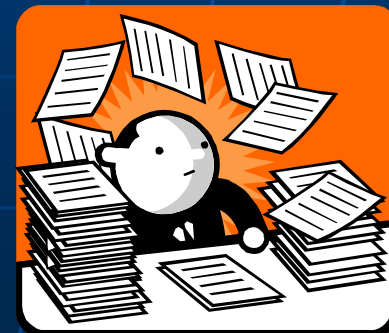
- Cover education accurately and list specifics for degrees and certificates or licenses – including dates
- Presentations or publications should be current
- Share with friends and mentors for comments
- Revise once a year unless a promotion occurs before that time

Resumes Should Not

- Be only one page
- Have pictures
- Be on paper other than white, gray or cream
- Have typos
- Be run off in quantity on an outdated or poor quality printer
- Be faxed
- Leave holes in history

Sample Resume Review

- Blinded resumes of the good, the bad and the ugly examples
- Discuss how the format / style sets the visual look and appeal
- Pick out the reasons why one works and one doesn't



GROUP BREAKOUT SESSIONS



The Candidate Perspective

getting noticed



A Great Interview Starts with

- Preparedness
 - Know about the company
 - Know what the job description entails
 - Know what you want out of the interview
 - Look & act the part
 - Be ready for the unexpected
- Treating support staff with respect
- Arriving on time, rested, well-groomed, without colognes or perfumes
- A Great Attitude

A Great Interview Includes

- Anticipating their questions
- Appropriate answers, including
 - Pausing for thought before answering
 - Keeping answers concise and to the point
 - Expanding on answers if requested
 - Having examples of personal experiences
 - Eye contact
- Asking appropriate questions
 - Start with questions that show your interest in them

You Need to Evaluate the Company as Well

- Why is this job open?
 - is it a new position or did the person leave, if so why?
- What is the track record of promotion
 - internal candidates or from the outside?
- Is career growth and mentoring practiced? Are there career ladders?
- Are you treated royally when you interview
 - how are others treated?
- If you can talk to potential peers
 - what do they like most & like least about the job?
- Ask the hiring manager to describe the key success characteristics they found to be most indicative of success
- Ask about orientation - beware of "hit the ground running"
 - *you probably will!*



More Questions For You...

- How stable is the company
 - have there been recent layoffs or reorganizations?
- Is there travel
 - how much?
- Describe the corporate culture
 - are rewards & appreciation part of the culture?
- What is the turnover rate for this job, other jobs?
- What are the typical hours of work
 - are weekends & nights the exception or the rule?
 - *the parking lot test!*
- If a group is dissolved does the employer give priority to and train displaced workers before hiring from the outside?
- What are the working conditions
 - office or cube farm?



A Great Interview Concludes with

- Standing up, making eye contact, offering your hand for a firm handshake, smiling
- Thank them for their time
- Ask when and how you can expect to hear back from them
- Follow up with a short letter or email, thanking them again for their time, and asking for a date for follow-up

Take Notes

- Carry a professional looking notebook
- Write down names and contact information for further communications
- Jot down questions for research or follow-up
- Make notes of anything that appears important to the interviewer
- Note personal revelations that may signal hidden agendas, heart focus, conflicts, preferences, etc.

What to Look for

- What are the physical surroundings like?
 - Offices vs. cubicles?
 - Clutter vs. order?
 - Physical comfort – cold, hot, moldy, dark, break rooms, vending machines?
- How do the employees look?
 - Stressed?
 - Discouraged?
 - Happy?
 - Professionally or Poorly dressed?

What to Look for

(continued)

- How are you treated during your interview?
 - Long periods without breaks?
 - Offered something to drink, directed to restrooms?
 - Who paid for your trip?
 - What kind of accommodations (hotel, cab, limo) were provided?

Types of Interviews

- Phone Interviews
 - Technical Screen
 - Team/Peer/Panel Interview
- Personal Interviews
 - At trade shows/conferences
 - On site

Pay Attention to Subtle Innuendos

- Hidden Agendas
- Honesty in communications
- Integrity in dealings
- Inconsiderate actions
- Inconsistencies
- Trust and confidence in the company

Top 3 Things I Did to Blow an Interview

1. Chip on my shoulder
2. Too much exuberance
3. Not weighing all the facts before committing

Things to Look for

- Does the company provide education benefits
- Do they encourage professional involvement
 - User groups
 - HIMSS, AMIA, CHIME, ACHE
 - Is conference attendance paid for?
 - Are professional memberships paid for?
- Is certification
 - Encouraged?
 - Rewarded?
 - Paid for?
 - Required?

The Employer Perspective

finding the right fit



The Employer's Candidate Evaluation Consists of Several Steps

1. Screen the **electronic** resumes

-by HR – not the hiring manager

2. Conduct HR telephone screening

(make yourself available –if you can't be reached or do not return phone calls, you may not be considered)

-you will be asked clarifying questions

3. Conduct hiring manager phone interview

- Expect STAR questions

4. Interview



Expect STAR Questions

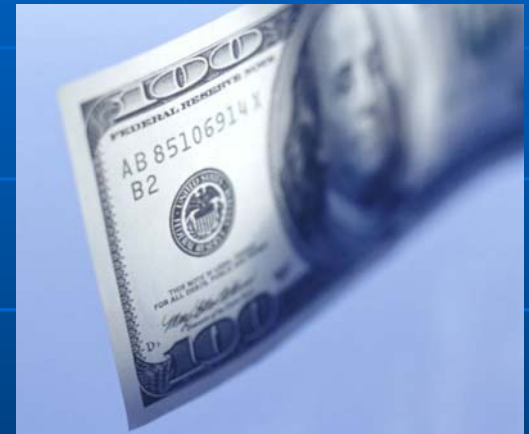
- **S**ituation or **T**ask you faced
- **A**ction you took – *what was done & how was it done*
- **R**esult of your actions:
 - Prepare by imagining the types of STAR questions that would be asked for each of the priorities in the job description – chances are you will be close!
 - Be concise and thorough - employers are on the lookout for **False STARS** – the word “would,” or “our team,” – what **YOU** did is important
 - Be prepared to be asked about a time you failed and why

“Tell me about a time when you...?”



Other Screening Questions to be Prepared for...

- Dissection of your resume – details
- Why you left or are interested in leaving your present job?
- Current **Salary** and Expected Salary - *employers want to know if the salary range for the job is within your ballpark*



The Most Common Interview Mistakes

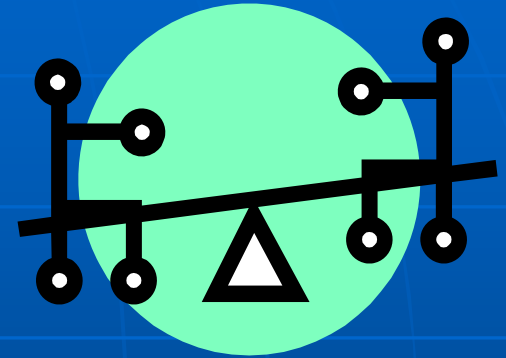
- **47%** Little or no knowledge of the company
- **17%** Unprepared to discuss skills or experiences
- **9%** Unprepared to discuss career plans or goals
- **9%** Limited enthusiasm
- **3%** Lack of eye contact



Source: Accountemps survey of 150 executives USA
Today, 10/06/2006

The Hiring Decision

- In “Targeted Selection” – the candidate is evaluated on a scorecard / rating grid (qualitative & quantitative)
- Scorecards from the various interviewers are compared
- Consensus is sought, but the hiring manager will make the final decision



You Need to..

- Email or handwrite thank you notes to the interviewers – ask for their card or write down their email
- *Occasional* calls to check on status are okay
 - *“when would you recommend I call to check on the status?”*
- If you are told someone else has been hired ask for some constructive feedback

The Recruiter Perspective

to help guide your progress



Search Firms / Recruiters

- Two types of search firms
 - Contingency
 - Retained
- Build relationships
- Demand confidentiality



Working with the Executive Recruiter

- Initial contact with recruiter by phone or email
- Resume review, in-depth phone interview
- Client collateral material sent to potential candidates
- In person meeting with recruiter
- Candidate questionnaire completed, three to five business references conducted, degrees verified



Meeting the Client

- After presentation to client, slate of candidates determined for on site interviews
- First interview with client arranged and logistics handled by recruiter
- Recruiter coaches candidates prior to the interview process
- After the interview, recruiters receive open and honest feedback from the candidate and the client

Final Stage of a Search

- If the candidate is asked to come back for a second interview, the recruiter handles the logistics and guides them through the offer and negotiation stage
- Follow up with all the candidates on status of the search



What's Important

- Honesty and openness
- Dress for success
- Great resume and references
- Fitting in the corporate culture
- Communication is critical to the successful partnership of the recruiter and the potential candidate



Clinical IT - Great Demand

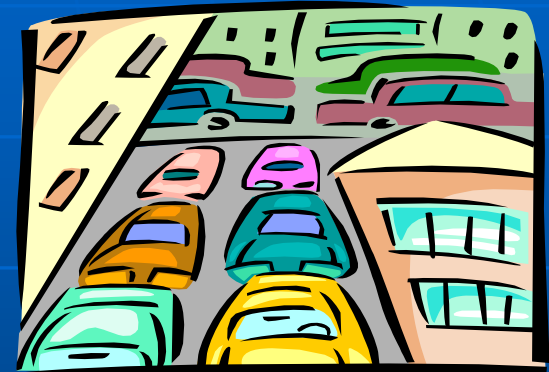
- Tremendous demand for qualified physicians and clinicians IT leadership is greater than the supply



- Salaries increasing with demand for Clinical IT leadership positions.

Interviewing – A Two Way Street

- Preparing for interview
 - Do your homework
 - Logistics
 - Curbside appeal (carry a leather briefcase, avoid perfume and shaving lotion, dress the part - wear a great suit)
 - Be proactive



Assessing the Corporate Culture for a New Job

- The interview process is the perfect time to assess the corporate culture
 - Style of communication
 - Sharing of data
 - A job can become a new job even after 6 months
 - 1st, 2nd, 3rd interviews are all significantly different

Interviewing - Show Your Interest



- Interviewing
 - Ask smart questions
 - Don't oversell yourself
 - Evaluate your fit to the job and the corporate culture
 - Be succinct, but clear and thorough
 - Be sure that you understand the position
 - Ask about process, next steps, etc.

Interviewing - Getting Serious

- Second Interview
 - Meet peers / subordinates
 - Bosses / superior
 - Tour / Dinner
 - Review questions and expectations
 - Discuss salary and benefits
 - Be proactive
- Follow up
 - Notes / Phone call
 - Additional information



Relocation

- Can you relocate?
- Family ability to relocate
 - Teenagers
 - Aging Parents
 - Spouse's job
- Check out the area
 - Cost of housing / living
 - Does the community fit your lifestyle needs
 - Schools
 - Distance from family and friends
- Don't interview if the relocation won't work



Negotiations –You Made It!

- If you have reached negotiation stage
 - They want you
 - Don't over-negotiate
 - Set the right tone for the future
 - Be creative / know when to stop
 - Be excited and positive throughout the entire process
 - Be appreciative of their efforts



Negotiating Strategies

- Before you receive an offer, you should think about what you really need to be in a position to accept.
- Be serious / don't play games
- Do not deal with counter offers
- Win / Win
 - Takes time
 - Be patient
 - Be flexible



Clinical IT Job Resources



Clinical IT Job Postings

- www.ache.org
(American College of Healthcare Executives)
- www.amdis.org
(American Medical Directors of Information Systems)
- www.amia.org
(American Medical Informatics Association)
- www.ania.org
(American Nursing Informatics Association)
- www.CARINGonline.org
(Capital Area Roundtable on Informatics in Nursing)
- www.himss.org
(HIMSS Job Mine)

Career Resources

- www.cio-chime.org
(healthcare CIO organization)
- www.homefair.com
(comparison cost of living)
- www.healthcarealliance.org
(leadership competency directory)
- Provider websites
- Vendor and Consulting websites

Healthcare IT Media

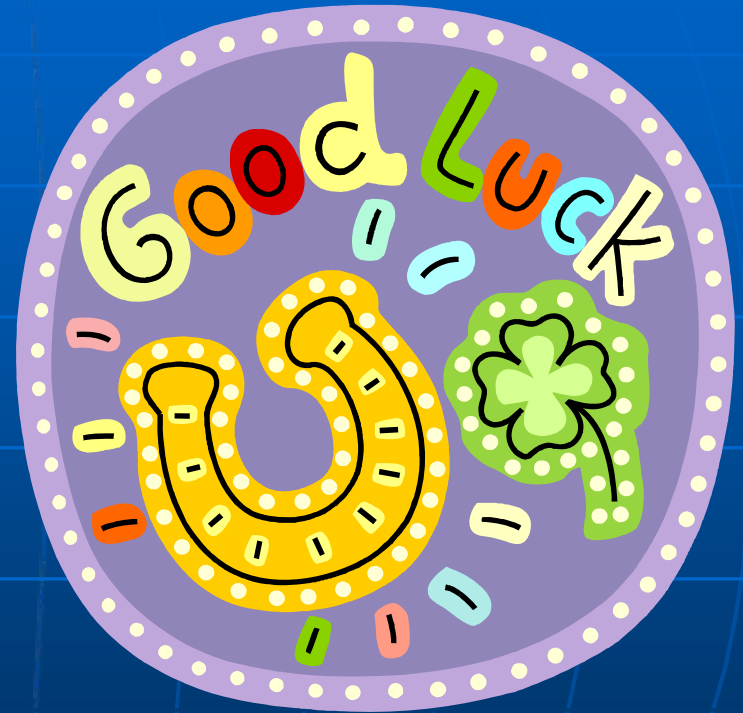
- Advance for Health Information Executives
www.advanceweb.com
- Health Data Management
www.healthdatamanagement.com
- Healthcare Informatics
www.healthcare-informatics.com
- Health Management Technology
www.healthmgttech.com
- Modern Healthcare –Healthcare IT Strategist
hitsdaily@crain.com

Final Thoughts

- From the "Candidate's" view: *Do not bring any negative feelings from previous positions into interviews*
- From the "Employer's" view: *Read the position description before you apply*
- From the "Recruiter's" view: *Clients are looking for 10% technical ability and 90% interpersonal skills*

Closing

- Questions
- Good luck
- Get going
- We wish you well



Thank you!

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