

CRNA Job Search: Resumes, CVs & Interviews

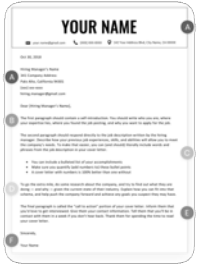
2019 NANA Spring Meeting

Objectives

The CRNA will be able to;

- Describe a best practice approach to developing a CV and resume
- Describe the impact of CMS on negotiating compensation in the interview process for CRNAs
- Describe a best practice approach and pitfalls to job interviews in anesthesia

COVER LETTER



Basic principles

1. **Relevance:**
 - Research: Employer, Job Description, and your alignment.
2. **Order:**
 - Most important information **MUST** be first and allow the most space.
3. **Format:**
 - Easy to read: Font selection, Size . . . *Not easy to read like this!*
4. **Attention to detail:**
 - Spelling/Grammar
 - Cut & Paste issues

Common Mistakes....

1. Focusing **too much on yourself**. The company you're applying to is hiring because they need someone to do something for them. ...
2. Sharing all the **details of every single job** you've ever had. ...
3. Writing about **something uncomfortable**. ...
4. Writing a **novel**. ...
5. **Rehashing** your resume or CV....
6. Being **too trite**. ... Be Original!
7. Being a **super fan** of the company. ...
8. **Typos**.

8 Common Cover Letter Mistakes To Avoid - Forbes
<https://www.forbes.com/sites/ashleyvrahn/2018/08/08-common-cover-letter-mistakes-to-avoid/>

“Your finished product should be a finely tuned **marketing instrument** that reflects **who you truly are** and attracts readers to learn more about you in an **interview**, which is **the whole purpose** of your cover letter, resume or CV.”

- Ms. Pat Criscito, President of ProType Ltd., an international resume service based in Colorado Springs, CO.

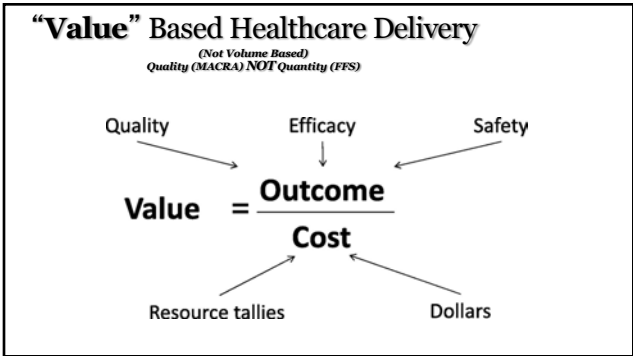
Goal: land an interview by creating a compelling impression of yourself on paper that the reader wants to MEET YOU

Covering letters

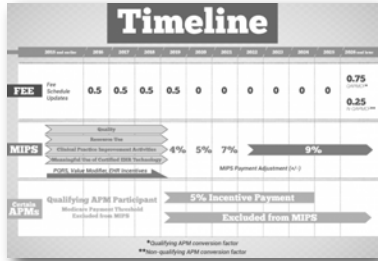
- Key selling points and value you bring
 - e.g. regional anesthesia, opioid-sparing techniques
- **Opening paragraph**
 - Purpose of the letter,
 - Who you are,
 - What specific job you are applying or intended focus
- **Why this job?**
 - Interest & enthusiasm MUST be evident
- **Your Expertise:**
 - Describe you unique skills and experience
 - Translate expertise into reimbursement

Cover Letters

- **Demonstrating interest:**
 - Do your homework on the group, hospital, and community served
- **Closing paragraph**
 - Positive and polite ending
 - Include when you would be available for interview
 - Demonstrate eagerness i.e. travel to location



Reimbursement



CRNAs: Bundled Payment Scenario

THE AVERAGE CRNA AND ADVANCED CRNA MAY HAVE NOTABLY DIFFERENT ARRANGEMENTS FOR BUNDLED PAYMENT CONTRACTS

	Average CRNA	Advanced CRNA
Financial Mechanism	<ul style="list-style-type: none"> Contracting overview: financial arrangement that does not re-structure the FFS payment system or require downside risk 	<ul style="list-style-type: none"> Contracting overview: financial arrangement that does not re-structure the FFS payment system or require downside risk
Internal Strategy	<ul style="list-style-type: none"> Strength: positive clinical outcomes (e.g., reduced LOS for patients) Weakness: not a clinical leader or champion 	<ul style="list-style-type: none"> Strength: positive clinical outcomes, 20+ years of experience, and clinical champion Weakness: no experience with CRNA
Objectives and Level of Partnership	<ul style="list-style-type: none"> Number of conditions: 1 (major joint replacement) Portion of risk: acute hospital stay only 	<ul style="list-style-type: none"> Number of conditions: 3 (major joint replacement, major bowel, and spinal fusion) Distribution: equal split
Metrics	<ul style="list-style-type: none"> Length of stay: 10-12 days (1 score, 6-7 days = 2 score, <5 days = 3 score) Readmissions: >20% = 0 score, 15-20% = 1 score, 10-15% = 2 score, <10% = 3 score Level of risk: unequal upside and downside 	<ul style="list-style-type: none"> Length of stay: 10-12 days (1 score, 8-9 days = 2 score, 6-7 days = 3 score) Readmissions: >15% = 0 score, 10-14% = 1 score, 6-9% = 2 score, <6% = 3 score Performance benchmark: historical performance + reduction Level of risk: equal upside and downside risk
Financial Targets	<ul style="list-style-type: none"> Communication: very weak or minimal Role: react to & will not lead partnership 	<ul style="list-style-type: none"> Communication: strong partnership Role: react to & will lead partnership
Finalized Contracts	<ul style="list-style-type: none"> Coordination: will assist in coordination but not organize different stakeholders 	<ul style="list-style-type: none"> Coordination: will oversee and plan care coordination with key stakeholders

Select Metrics: Example

QUALITY METRICS COULD BE A COMPOSITE OF MULTIPLE METRICS OR BASED ON A SINGLE METRIC

Score	0	1	2	3
Readmission Rate	>16%	10 - 16%	6 - 9%	<4%
Length of Stay (in hospital)	10+ days	7 - 9 days	4 - 6 days	1 - 3 days
Complication Rate	>22%	13 - 21%	8 - 12%	<7%

CRNAs can structure different scoring methodologies for various clinical conditions when discussing arrangements with providers

**Incidence:
Variable Cost Per Episode**

<u>Incidence</u>	<u>Cost Per Episode</u>	<u>Probability</u>
Respiratory Depression	\$568.00	3.30%
PONV	\$87.12	15.00%
Post-Operative Ileus	\$10,247.00	15.60%
Urinary Retention	\$1,357.00	2.00%
Mental Status Change	\$2,500.00	15.00%
DVT	\$4,159.00	2.20%
30-Day Readmission	\$11,200.00	5.40%
Length of Stay	\$2,064.00/Day	10.0 Days

Cost Benefit & Cost Effectiveness

<u>Traditional Strategy</u>	<u>Incidence</u>	<u>Opioid-Sparing</u>
8.00%	Pruritus	0.00%
3.30%	Respiratory Depression	0.00%
15.00%	PONV	7.50%
15.60%	Post-Operative Ileus	7.80%
2.00%	Urinary Retention	0.00%
15.00%	Mental Status Change	3.00%
2.20%	DVT	1.00%
5.40%	30-Day Readmission	0.00%
10.0 Days	Length of Stay	7.00 Days
\$1,379.38	Cost Per Episode (Probability)	\$247.69

RESUME



Resumes

Two types

1. Chronological
2. Skill-Based

Which should I choose?

– General guideline:

1. **Standard chronological resume:**
 - the same field and moving up in your career
 - work history shows continuous progression
 - worked for prestigious companies.
2. **Skill-based ("functional") resume:**
 - making a career change
 - different field or higher level of responsibility.

From [The Damn Good Resume](http://www.damngood.com/catalog/problems.html#anchor274858), <http://www.damngood.com/catalog/problems.html#anchor274858>

How Do I Create A Resume?

Pre-formatted Resumes - just plug in your information



Caution: Time-consuming and potentially plain appearance.

....Or

- **Resume Wizards**
 - Resume Wizard prompts you for:
 - Personal information
 - Formats options
 - Displays a preview of your resume
 - **Caution:** These preformatted products are not perfect
- **...or type your own from scratch**
 - Open a Blank Document in Microsoft Word and Begin Typing

★ Don't Forget A Resume Should Not Exceed 2 Pages

Resume

An important thing to remember when you are first assembling your resume is to **be specific** when it comes to your **experience and qualifications**.

Examples:

CRNA (becomes) →
 Provided friendly and efficient customer service by implementing opioid sparing anesthesia techniques and reducing overall length of stay, 30 day readmission rates, & increased patient satisfaction.

Chief CRNA (becomes) →
 Procured over \$1,200,000.00 in reimbursement by implementing an enhanced recovery program in a 15 month period.

Resume

How do you make your stand out?

- 1) **Tailor the resume to the position:**
 - You would be surprised how many people send out a "one size fits all" resume.
- 2) **Make it you:**
 - ask yourself, "does this document convey what I want it to convey about me?"
- 3) **Ask for constructive criticism**
 - a fresh pair of eyes can do your resume a world of good

...which brings up our next point


Resume Pitfalls

- Spelling: spellcheck, proof, and second pair of eyes
- Grammar: demonstrates communication ability
- Gaps in employment
- Job frequency (e.g. Locums)
- Inaccurate information: embellishing truth "Fine Line"
- Speaking to your resume specifically
- Concise and precision

Resources on Resumes

- Books for more ideas on resume writing
 - Resumes! Resumes! Resumes!
 - How to Write a Winning Resume
 - 101 Quick Tips for a Dynamite Resume
 - Resumes for Mid-Career Job Changes
- Web-sites Resources
 - 10 Minute Resume
 - <http://www.10minuteresume.com/>
 - JobStar Central
 - <http://jobsmart.org/tools/resume/index.cfm> (also includes sample cover letters)


CURRICULUM VITAE



The image shows a sample Curriculum Vitae for Benjamin W. Bales. It includes a header with a photo, followed by sections for Education, Professional Experience, and Honors. The text is dense and follows a formal academic or professional format.

Sample CV

- Not a Resume
 - Contains many pages
- Professional portfolio
- Professional history
 - Must follow a format
- Recommend professional help



The image shows a snippet of a sample CV. It includes a header with a photo, followed by sections for Education, Professional Experience, and Honors. The text is dense and follows a formal academic or professional format.

The 'must have' sections

1. Education
2. Employment Summaries
3. Research
4. Awards
5. Leadership
6. Community service
7. Professional affiliations

The 'must have' sections

Note: There is a system and structure

- **Education**
- **Research** +/- Experience +/- Projects +/- Presentations
- **Awards / Honors / Scholarships / Achievements**
- **Leadership** +/- Experience +/- Professional Development
- **Community Service** / Volunteerism
- **Professional Affiliations** / Memberships



The 'must have' sections

EDUCATION
 Harvard School of Dental Medicine, Boston, MA.
 • Doctor of Dental Medicine, expected May, 2013.
 University of California, Berkeley, Berkeley, CA.
 • Bachelor of Arts in Integrative Biology, May 2009.
 De La Salle High School, Concord, CA.
 • Graduated May 2005

Recent



Oldest

The 'must have' sections

EDUCATION		
Certificate in Pediatric Dentistry Esperanza 2013	Children's Hospital of Wisconsin Pediatric Dental Residency Program	Milwaukee, WI
DMD, 2013	Harvard School of Dental Medicine	Boston, MA
MPH, Health Care Management, 2013	Harvard School of Public Health	Boston, MA
MA, Teaching, 2007	Dominican University	River Forest, IL
BA, Health Sciences, magna cum laude, 2000	Kalamazoo College	Kalamazoo, MI



The 'must have' sections

- Professional Affiliations / Memberships

PROFESSIONAL AFFILIATIONS		
Capital Club Member, 2010-present	American Dental Political Action Committee	
Member, 2011-present	American Association of Pediatric Dentistry	
Member, 2009-present	American Dental Education Association	
Member, 2009-present	American Dental Association	
Member, 2009-present	American Student Dental Association	
Member, 2008-present	American Association of Public Health Dentistry	

The 'must have' sections

- Professional Affiliations / Memberships

PROFESSIONAL AFFILIATIONS		
President, 2012-present	American Student Dental Association	ASDA
Member, 2012-present	Hispanic Dental Association	HDA
Member, 2011-present	American Association of Pediatric Dentistry	AAPD
Delegate, 2011-present	American Dental Association	ADA
Capital Club Member, 2010-present	American Dental Political Action Committee	ADPAC
Member, 2009-present	American Dental Education Association	ADEA
Member, 2008-present	American Association of Public Health Dentistry	AAPHD



Additional Sections

- **Military**
 - ✓ Service demonstrating leadership and unique experiences

- **Teaching Experience**
 - ✓ Lectures
 - ✓ Student evaluation
 - ✓ Student preceptor

- **Research**
 - ✓ Formal research and grants
 - ✓ Studies from school

Additional Sections

- **Publications / Published Articles/Abstracts/Posters**
 - ✓ AANA Congress: Abstract or poster submission Foundation
 - ✓ AANA Journal: articles, editorials
 - ✓ Projects, thesis, dissertation
 - ✓ Editor of Journal

- **Presentations**
 - ✓ Anesthesia Meetings or other meetings
 - ✓ Grand Rounds
 - ✓ Academic schools
 - ✓ Community lectures

Optional sections

- **Objectives / Summary Statement**
 - ✓ Beginning of the CV

- **Conferences / Meetings**
 - ✓ At least state or national, not local

- **Personal interests / Hobbies**
 - ✓ Homebrewing, sailing, restoring antiques
 - ✓ Ideal: Unique to the job, how does it relate

Power Verbs

Every bullet point should start with one of these verbs:

- ANALYZED
- CO-AUTHORED
- CO-CREATED
- COACHED
- COLLABORATED
- COORDINATED
- DELIVERED
- DEVELOPED
- EXCEEDED
- GAINED
- INITIATED
- INVITED
- LED
- MANAGED
- MOBILIZED
- NEGOTIATED
- ORGANIZED
- PERFORMED
- PLANNED
- PRESENTED
- RECRUITED
- SELECTED AS
- SERVED AS
- SUSTAINED
- TAUGHT
- WROTE

Clear, compelling, compact

1. Write simple sentences to **describe roles**.
2. Begin each sentence with a **power verb**.
 - Ensure you **QUANTIFY** your statements
 - Examples:
 - **Initiated** multimodal opioid-sparing techniques into my practice, enhancing service quality and patient outcomes that **exceed** national benchmarks by 50%.
 - **Initiated** multimodal opioid-sparing techniques into my practice that resulted in a **return of investment of \$5.50 per dollar** expended.
 - **Developed** an enhanced recovery program that resulted in a 30% reduction in postoperative co-morbidities and increased 15% contribution to margin.
3. **Rank** bullet points in order of importance.

Things to never do

Never include any descriptions on your resume or CV that aren't true or don't fairly represent your experience.

Never overstate.

Most importantly, never try to do this alone!

Always ask for help reviewing your Cover Letter - resume – CV .

INTERVIEW



Starting the Interview

- **Don't conduct an "interview", have a conversation.**
 - One of the biggest mistake people make in the interview setting.
- **Do your homework.**
 - Know your subject, know the issues and know what the public would want to know if they could sit down with the subject matter.
- **Don't stick to your agenda.**
 - Most interviewers follow the questions that they have lined up in the order they wrote them,
 - let it flow based on what the subject is saying.
 - great follow-up conversations and side-tracks are lost due to structure

Starting the Interview

Open Arms

- Do your best to have nothing blocking you from your subject matter. This includes objects like recorders, pens, coffee tables, etc...

Have notes prepared

- It's ok to have some notes about concepts you would like to discuss, but don't hold it in your hand and look down at it - that will break the conversation and turn it into a typical interview.
- Ask open ended questions. Always start your questions or commentary with words like "how" and "why". Those two words can never be responded to with the words, "yes" or "no". If you want something more than one or two word answers, use words like "how" and "why".

Keeping it Legal

- The interview process is subject to numerous employment laws:
 - protect applicants' privacy
 - ensure them a fair shot in the selection process.
- Employers cannot ask questions about:
 - religion, national origin, age, height, weight, marital status, disability, or gender **unless they represent genuine qualifications essential to the operation of the business.**
 - (For example: a church can ask potential ministers about their religious background; a contracting firm can ask if candidates are physically able to perform certain tasks.)
 - **Pregnancy Story**
- Compliance with laws: **ADA** also can become involved in the interview process.

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Disparate Impact

- **Disparate treatment:**
 - a discriminatory situation where one individual is treated differently than similarly situated individuals (usually because of that individual's race, sex, religion, age, etc.) with regard to a term or condition of employment
- **Disparate impact:**
 - discrimination occurs when a company has a policy or procedure which is neutral on its face, but which has an adverse affect on individuals in a protected category. **Example: Hooters Law Suit**

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Behavioral Interviewing

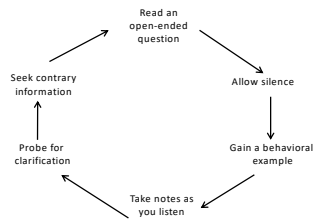
- **Definition**
 - Interviewing process that encourages candidates to discuss specific past experiences and accomplishments.
- **Purpose**
 - Based on the theory that past behavior predicts future behavior

Trait vs. Behavior

- **Trait:** A word use to summarize a person's characteristics
- **Behavior:** Anything a person does that can be observed or measured

Trait-Based	Behavior-Based
Traits become labels	Behavioral descriptions discourage stereotypes
Weak link between data and prediction All candidates try to sound good	Prediction is directly related to data "Stories" make it difficult to falsify success
Avoiding true skills	Candidates with a variety of skills are identified

Behavioral Interview Model



Sample Behavior-Based Questions

- **Leadership:**
"Tell me about a time when you accomplished something significant that wouldn't have happened if you hadn't been there to make it happen."
- **Communication:**
"Describe a situation where you persuaded team members to do things your way. What was the effect?"
- **Customer service:**
"Tell me about a time when you had to deal with an irate patient or co-worker."

Decision Making & Problem Solving

Problem Solving

- Describe a situation when your judgment and common sense played a major role in solving an important problem at work.
- Tell me about a time when you used a systematic approach in problem solving.
- When has your ability to determine the potential causes of a problem enabled you to put an effective solution into action?

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Seeking Contrary Information

- “Describe a time when you lost your temper with a difficult patient and compromised the level of service provided.”
- “Tell me a time when you disappointed yourself with regard to your performance.”
- “Describe a time when you provided a high level of service to a difficult patient.”

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Closing the Interview

- Thank the applicant for participating in the interview process
- Ask the applicant if they have any questions regarding the position or the company
- Communicate the next steps in the process
- Hand the applicant your business card and escort them out of the office

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Evaluating all the Candidate and the Responses

- **Related:** How related or relevant are the examples to the skill being examined?
- **Role:** Is the candidate's role clear?
- **Depth:** Is there adequate detail supporting the examples he or she gave?
- **How did the candidate dress?**
- **Was the candidate on time?**
- **Did they do their homework-research your company?**
- **Did they show Enthusiasm for the job**
- **Did they Listen**
- **Ask Question/show interest**

Other Key Points




Other Key Points

For Women

- Always wear a suit with blazer
- Shoes with conservative heels
- Neutral bags
- If you should wear nail polish, use clear/conservative color
- Minimal use of make up
- No more than one ring on each hand
- One set of earrings only



Other Key Points



Summary

- Cover Letter
- Resume
- CV
- Impact of reimbursement & outcomes
- Interview

Thank You
