

FEATURED ARTICLE: PROFESSIONAL DEVELOPMENT

One Hour to A Higher Salary

By Marie Bouvie, Wordsculpture

By the end of the year, you have spent hundreds of hours working for your employer. But how many hours have you invested in improving your own career? Could you quickly delineate your top accomplishments for the year, as well as the impact they had for your company? If not, then you may not be prepared when it comes to salary negotiations.

In the long run, you are the only person who can look out for your own interests. By investing just one hour in reviewing your career each year, you may be able to improve your salary, your work, and even your job satisfaction. Here are some suggestions to make the most of your one-hour review:

- 1. List your projects for the year.** Too many people rely on their performance reviews to tell them what they worked on during the year. But performance review goals are internally focused and very specific. You may not remember what "Key player in CILSOPS project" means when you're updating your resume three years from now. Take a few minutes to define key projects as though you're explaining them to someone OUTSIDE the company. Briefly outline what the project was and your role in making it a success.
- 2. Define concrete results for each project.** After you define a key project, determine what impact that project had. Maybe you increased productivity, saved money, or improved a process. Each project should list a concrete result, something that was achieved as a result of your hard work. Make a statement or two that show what your project achieved.
- 3. Quantify those results.** To make the list of results even stronger, quantify them to show how you were a key player. You could define the amount of cost savings, the amount of revenue built, or the size of the budget you managed. Even projects you may think of as non-quantifiable have elements where you can estimate the percentage of time saved, the number of projects managed concurrently, or the type of process improvements achieved.
- 4. Survey the competition.** Now that you have a list of projects, results, and quantifiable accomplishments, you have already improved your negotiating power for your next salary review or job offer. You can prove your worth to the company in clear, concise statements. The final step is

to determine what you would be worth on the open market. Utilize salary surveys to evaluate your position.; www.salary.com is one example. If you find you are already at the top of the salary range for your position, or you may find that your salary is quite low. Whatever the result, it's always good to be informed.

Even if you're not updating your resume at the moment, attach a copy of your one-hour career review to your resume and file it away. Then when you're looking to win a promotion, find a new job, or even just feel better about the work that you are doing, the one-hour career review will be there to give you the boost you need. Prove your value to the bottom line, and you improve your corporate standing. And that is definitely worth an hour of your time. (*Please see the article on page 4 for more information regarding Ms. Bouvier*) ✂

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WHA PANEL DISCUSSION

Transitioning to a Patient-Centered Culture

featuring

Ronald Norby, MSN

Network Director

VA Desert Pacific Healthcare Network

Deborah Lasker, MS, RD

Acting Network Planetree Coordinator

VA Desert Pacific Healthcare Network

John Tryboski, MSN

Network Quality Management Officer

VA Desert Pacific Healthcare Network

THURSDAY, FEBRUARY 12, 2009

SPAGHETTINI GRILL & JAZZ CLUB RESTAURANT

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5:30PM

Contact Michelle at mtui@ca.rr.com

OCTOBER 2008 GALA EVENT

WHA Event Commemorating National Breast Cancer Awareness Month

By Kimberly Panzuto

On the evening of October 28th, Women in Health Administration hosted its 2008 Gala event at the City Club on Bunker Hill in downtown LA. In addition to celebrating this year's accomplishments, the Gala, in support of National Breast Cancer Awareness Month, focused on increasing knowledge and prevention of breast cancer.

The evening began with a lovely reception of wine and hors d'oeuvres. Members and guests alike were greeted with packets of informational brochures and tokens of appreciation for their donations to the Dr. Susan Love Breast Cancer Research Foundation. A portion of the event's registration fee included a donation to the Foundation. A slideshow of this year's highlights and moments to remember played while attendees enjoyed each others' conversations and networked on top of a breathtaking view of downtown LA's nighttime skyline.

After the networking ended, those present viewed a screening of a film entitled *Jenny's Journal*. *Jenny's Journal* is short film created by Jeff Bock, husband of past-President Krisianna Bock, that encapsulates the journey of a young woman, Jenny Meyer, during her struggle with breast cancer. Unfortunately the film ends with Jenny succumbing to breast cancer, but not before she fulfills her goal of living to see her daughter Grace attend her first day of Kindergarten. The filmmaker was present at the event and offered up a few, more personal words after the viewing. Jenny was a close friend of his. He stated that Jenny wanted to increase breast cancer awareness and spread the word to other women about her



Jeff and Krisianna Bock (left) watching *Jenny's Journal*

experience through the documentary; her goal was certainly accomplished at this screening.

To close the evening, Dr. Dixie Mills; Medical Director of the Dr. Susan Love Research Foundation gave an overview of, and spoke to the mission of, the Foundation. She also touched on the partnership that the Foundation is pursuing with Avon, called the Army of Women. This partnership offers all types of women the opportunity to impact breast cancer research by partnering with scientists and participating in research studies. Dr. Mills also entertained questions from the audience that ranged from her advice on how women with breast implants should approach breast cancer screening to the types of research projects, traditional and alternative, the Foundation funded or planned on funding.

With nearly 50 attendees at the Gala, the WHA was able to donate a total of \$1,100 to the Dr. Susan Love Research Foundation to aide in the battle against breast cancer. ☒

If you are interested in joining the Army of Women in order to be a part of the fight against breast cancer, go to <http://www.armyofwomen.org/> for more information.



SPOTLIGHT ON NEW BOARD MEMBERS

Diana Hilberman – Member-at-Large

Diana Hilberman is Associate Professor and Director of the Program in Health Policy and Management in the Department of Health Services at the UCLA School of Public Health. She teaches management practice and the capstone field study course, integrating field practice with classroom theory. Dr. Hilberman's particular research interests lie in the health services management areas of interorganizational relations, strategy development, and organizational behavior. She is currently completing a review of evolving health administration program curricula, and evaluating the relationship between educational processes and outcomes.

As part of her teaching responsibilities, Dr. Hilberman advises students preparing their consulting papers for the field study course in the Health Services Department at UCLA. She also directs the Department's Field Studies Program. She is the Departmental liaison to professional

groups and associations in the professional practitioner community, including the Departmental alumni association. Dr. Hilberman has been a member of WHA since the early 1990's.

Dr. Hilberman received her MSPH and DrPH from the UCLA School of Public Health, Program in Health Policy and Management, her Masters in Social Planning from Boston College Graduate School of Social Work and her BA from UCLA's Department of Sociology.

On a personal note, Dr. Hilberman describes herself as "an inveterate walker and hiker...I generally walk up to 10 miles a week. This is probably why I like cross country skiing as well." She is also an avid reader, particularly mysteries. ☒

Suzanne Yu, MHA – Events Co-Chair

Suzanne graduated in 2003 from UCLA with a degree in Psycho-Biology and went on to earn a Masters of Health Administration at USC in 2006. Shortly before graduation from USC, Suzanne joined Health Net as a Resident in the Western Region Business Integration Services. While at Health Net, Suzanne assisted with streamlining the project intake process, portfolio management and status reporting processes for the department and project stakeholders including the IT and operations departments at Health Net.

In 2006, Suzanne was hired as an operations analyst for Facey Medical Foundation which has 10 sites in Santa

Clarita, San Fernando Valley and San Gabriel Valley. She was recently promoted to Project Manager. In that role she works with the regional site directors, quality management team, IT, physician leaders, and other members of the operations team on corporate-wide initiatives related to improving patient, physician, and staff satisfaction and office workflow efficiencies. She plans to continue her career in health care operations, in either a medical group or health plan setting.

A California native, Suzanne enjoys traveling (a recent Alaskan cruise was a highlight), hiking, skiing and photography. ☒

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ARTICLE: PROFESSIONAL DEVELOPMENT

New Year, New Resume

By Marie Bouvier, WordSculpture

If your new year's resolution is to get a raise or find a job you truly enjoy, the best thing you can do is create a brand new resume. The new year is the perfect time to get a fresh start with a resume that showcases your professional skills.

In today's economy, you need to make your resume stand out from the crowd; there may be hundreds of people applying for the job you want to land. Instead of tacking a few lines onto the same shoddy old resume you've been using for years, use these tips to create a better, more polished resume.

1. Know what you want to do.

Knowing what you want to do is the key to creating a truly professional resume. **There is no one-size-fits-all resume.** The internet has made it possible to research every job imaginable. When you don't tailor your resume to the job, you come across as someone who has sent out a hundred resumes, willing to take any job at all.

Before you start writing, think about the job or jobs you really want to have. Then design your resume to fit that job. If you're looking for a job within the industry in which you currently work, highlight your industry-specific skills and strong job qualifications. If you're looking for a job outside your industry, look for ways to emphasize your transferable skill or applicable experience. **Write a resume that shows you know what you want—and are willing to work to get it.**

2. Know what recruiters are looking for.

This sounds complex, but it's not rocket science. **Search online to find job descriptions or ads that detail the type of job you're interested in.** Make notes of common words or phrases, like "advanced project management skills required" or "channel development experience a definite plus." If there is a specific job you are considering, pay close attention to the wording used in the job description.

Once you have a list of job requirements, **design your resume to show how you meet those needs.** If they're looking for project management skills, list project management in your skill set. Then follow it up in your work experience by highlighting a project you managed and

how it was successful. For example:

*Led \$450K software implementation project across four locations and 850 staff. Completed implementation **on time and under budget.***

3. Highlight your accomplishments.

A common mistake is listing too much information under each job listing. **The average resume receives less than ten seconds of attention from each recruiter.** They have hundreds of resumes to go through, they don't have time to wade through paragraphs of text to find the one thing you did that is relevant to their job opening.

You can **make your resume stand out immediately by highlighting your accomplishments.** Determine your top five accomplishments over your career. Link each accomplishment to a skill. Then showcase those accomplishments at the top of your resume, before your work experience. When you make it easy for the recruiter to see your skills, you also make it easy for them to hire you—instead of your competition.

Get your career off to a good start in the new year by investing some time in a resume rewrite. ☒

*Marie Bouvier is a professional business writer and editor with WordSculpture. She has extensive experience with resume writing and job searches. For more information, visit www.wordsculpture.com. **Mention WHA for a 25% discount off all services.***

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ARTICLE: HEALTH CARE INDUSTRY**The New Complexities of Health Care Quality of Care**

By Cheryl L. Wagonhurst, Esq., Foley & Lardner LLP

Health care professionals should by now be aware that the government has made quality of care a top priority. This was recently reiterated in President Obama's inaugural address when he stated that "[w]e will...raise health care's quality and lower its cost."

Since the Institute of Medicine released its 1999 landmark report, *To Err is Human*, both the public and private sectors have focused a spotlight on quality and safety in the American health system. The government has responded to this heightened attention by fundamentally changing its health care policies, intent on transforming its role from passive payor of health care services to active purchaser of only high-quality care.

Three-Pronged Approach to Quality of Care: Payment Reform, Reporting, and Enforcement.

To achieve this transformation, the government has employed a three-pronged approach: (1) changing payment policy so payment is made only for high-quality care, not for merely rendering services; (2) making health care providers' quality transparent through public reporting; and (3) increasing enforcement of quality through criminal and civil actions under the False Claims Act ("FCA").

- *Payment Reform*

The Deficit Reduction Act of 2005 authorized the Centers for Medicare and Medicaid Services ("CMS") to develop for Medicare a hospital pay-for-performance model (known as "Value-Based Purchasing"). CMS anticipates that Congress will authorize the initiation of the program in FY 2009. CMS and Congress both believe that linking quality with the right to receive payment will transform the health care industry.

Not only is CMS enacting Value-Based Purchasing to drive quality of care, it is also implementing payment policies to deny payment where poor quality exists as evidenced by CMS' recent release of three national coverage decisions relating to "Never Events."

- *Reporting*

Recognizing the need to change health care behavior more broadly, the government's second prong is focused on driving quality by making it transparent through public reporting. The Hospital Quality Initiative and the Physician Quality Reporting Initiative seek to change health care delivery by publicizing providers' outcomes. The government has access to more information than ever

before about quality of care in individual hospitals and health care providers across the country. As a result, the government has been actively mining data of health care providers and, given the data available to the government to identify poor performing providers, a hospital may find itself the subject of a quality of care enforcement action based on data mining. As James Sheehan, Esq., Medicaid Inspector General of New York, cautioned health care providers, "We are reviewing assorted sources of quality information on your facility to see what it says and if it is consistent. You should be doing the same."

- *Enforcement*

As a third prong, the government is stepping up its enforcement efforts. By imposing significant civil penalties for submitting fraudulent claims for payment under federal health care programs, the FCA is emerging as the government's most powerful tool to enforce quality of care. The FCA can be imposed in the criminal context as well and the past few years have seen numerous civil and criminal enforcement actions, many resulting in multi-million dollar settlements, prison sentences, and exclusion from federal health care programs.

Boards and Management Should Take a Fresh Look at Quality of Care From the Compliance and Operational Perspective

In accordance with the government's new view of Quality, the Department of Health and Human Services' Office of Inspector General ("OIG") and the American Health Lawyers Association ("AHLA") issued a September 13, 2007 joint report, *Corporate Responsibility and Health Care Quality: A Resource for Health Care Boards of Directors*. The report urges boards of directors to take serious and immediate efforts to understand their health care organization's ability to monitor and provide high-quality care as a core fiduciary obligation. This urging mirrors the change in health care policy linking quality care with the right to receive payment.

Presented with both a carrot and a stick, hospitals must act now to proactively manage their quality of care to receive full payments and incentives and minimize the serious enforcement risk associated with quality failures.



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