

BYU Healthcare Recruiting Guide

The background of the slide is a light blue color with a pattern of white hexagons. Inside these hexagons are various medical and healthcare-related icons, including a brain, a heart with a pulse line, a person in a wheelchair, a plus sign, a syringe, a pill, a microscope, and a heart with a cross.

The How To Guide for BYU Healthcare Recruiting
2021-2022

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Purpose of this Guide

We expect that many of your questions will be answered in this guide. Please review the guide in its entirety and be sure to keep this guide for future reference.

This guide will provide you with many resources that will be vital for your successful healthcare recruiting. We have been in your shoes and want to show you how to succeed in landing your dream job/internship in healthcare. We recognize that the process can be complicated, and you might not know exactly how to start.

Students' academic studies are very important to their careers, but recruiting skills are arguably just as important to landing your first internship and full-time position. This guide aims to help you understand how to take your healthcare career and the recruiting process into your own hands. We are including resources and tools to help you fulfill your dreams.

BYU Healthcare Recruiting Guide

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Welcome

We are excited to hear that you are interested in the healthcare industry! Working in healthcare can be challenging and difficult but also leads to a meaningful and purposeful career.

Whether you are brand new to healthcare or you have been working in the industry for years, we are confident that this guide will provide value to you throughout the recruiting process.

Preparing to Secure a Job/Internship

At this point, you may not be sure which aspects of healthcare you enjoy. **The sooner you can identify your area of interest, the better.** Spend time learning about the different sectors and functional roles within healthcare (see pgs. 7-10).

We recommend that while you explore, you utilize all the resources that BYU Healthcare has to offer, including:

1. Participate in the BYU Healthcare Industry Association (see pg. 18).
2. Network with HIA leadership and other HIA members (see pg. 19).
3. Introduce yourself to HIA advisors, including Tina Trimble - Director of Healthcare Industry Employer Relations & Career Management (see pg. 14).
4. Visit with the Business Career Center's Student Healthcare team (see pg. 15).
5. Find professional role models/mentors in areas that interest you (see pgs. 20-22, 43-47).

The background is a light blue gradient with a pattern of white hexagons. Each hexagon contains a different medical or healthcare icon. The icons include: a brain, a heart with an ECG line, a person in a suit, a large cross, a test tube with bubbles, a syringe, an atom symbol, a caduceus, a pill, a heart with a cross, and a person in a wheelchair. The text "Healthcare Landscape" is centered over the middle of the image.

Healthcare Landscape

Understanding the Landscape

Explore the Different Sectors in Healthcare

Direct Medical Care Services & Facilities	Medical Devices and Equipment/Supplies	Insurance and Managed Care	Healthcare Consulting Services	Pharmaceuticals and Rx	Government, Regulatory, Legal and Charities
<p>Description: Facilities that provide direct care and healthcare services to patients</p> <p>Examples: Hospitals, urgent cares, nursing homes, dialysis centers, blood banks, etc.</p> <p>Companies: DaVita, Intermountain, Dignity Health, Ensign Group, Kaiser Permanente, Revere Health</p>	<p>Description: Companies that manufacture or invent devices and supplies used in the care of patients</p> <p>Examples: Technology development, biotechnology, R&D, surgery supplies, etc.</p> <p>Companies: Stryker, BD, 1800Contacts, Henry Schein, Medtronic, Edwards Life Sciences, Owens and Minor</p>	<p>Description: Companies that provide insurance to companies/patients and help manage the patient's care</p> <p>Examples: All major health insurance companies, government agencies, etc.</p> <p>Companies: United Healthcare, Humana, Aetna, SelectHealth, Cigna, Medicare, Medicaid</p>	<p>Description: Companies that provide business and other services to healthcare companies</p> <p>Examples: Business consulting, staffing agencies, technology & data warehousing, etc.</p> <p>Companies: Bain, Health Catalyst, Deloitte, Epic, PwC, Collective Health, Leavitt Partners, Aon, Chartis Group</p>	<p>Description: Companies that specialize in the creation and selling of pharmaceutical products and drugs</p> <p>Examples: Pharma R&D, drug manufacturing, prescription filling and sales, etc.</p> <p>Companies: Eli Lilly, Walgreens, CVS Health, Walmart Health, Amgen, Pfizer, Bayer</p>	<p>Description: Organizations that influence the industry through creating/enforcing rules and regulations</p> <p>Examples: Federal and state gov. agencies, intl. orgs, charities, law firms, etc.</p> <p>Companies: Center for Disease Control (CDC), WHO, Federal Drug Administration (FDA), Heart Assn., Ropes & Gray LLP</p>

Sample of Companies in Different Sectors

Direct Medical Care Services & Facilities



Medical Devices and Equipment/Supplies



Edwards



Insurance and Managed Care

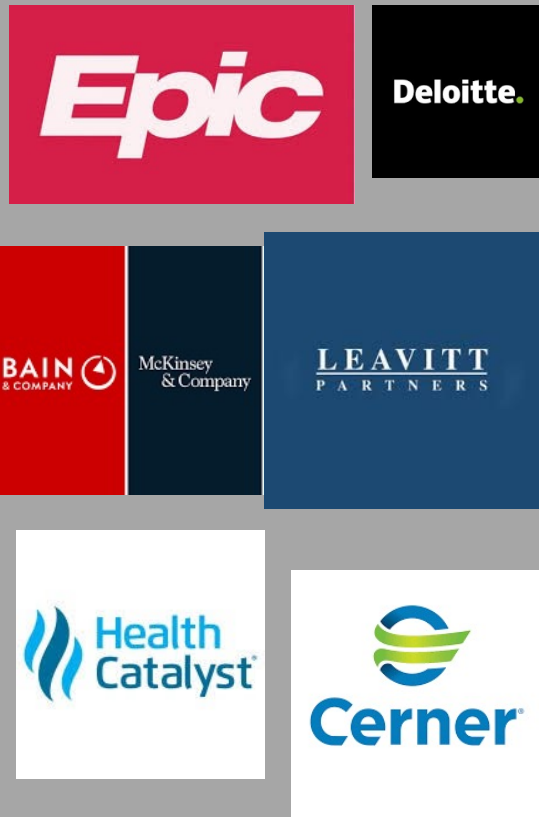


Humana



Sample of Companies in Different Sectors

Healthcare Consulting Services



Pharmaceuticals and Rx



Government, Regulatory, Legal and Charities



Understanding the Opportunities

Three Major Functions in Healthcare

Healthcare Providers	Healthcare Researchers and Developers	Healthcare Administration/Support/Leadership
<p>Description: Individuals that work directly with patients to improve their health through treatments and care</p> <p>Examples: Doctors, Nurses, Technicians, Dietitians, Therapists, Medical Assistants, Pharmacists, Dentists</p> <p>Majors/Degrees: Medical School, Nursing, Nutrition, Physical Therapy, Psychology, etc.</p>	<p>Description: Individuals that create, research and develop new devices and technologies that can improve the healthcare industry</p> <p>Examples: Chemists, Professors, Engineers, Doctors, Coders, Developers</p> <p>Majors/Degrees: Medical School, Chemistry, Engineering, Computer Science, Info. Systems, etc.</p>	<p>Description: Individuals who help improve the care process by providing support through administration, business, etc.</p> <p>Examples: Hospital Administrators, Accountants, Consultants, Analysts, Sales, Marketers, Lawyers, Actuaries</p> <p>Majors/Degrees: Accounting, Economics, Strategy, MBA, MPA, MHA, Marketing, Supply Chain, Info. Systems, Law, etc.</p>

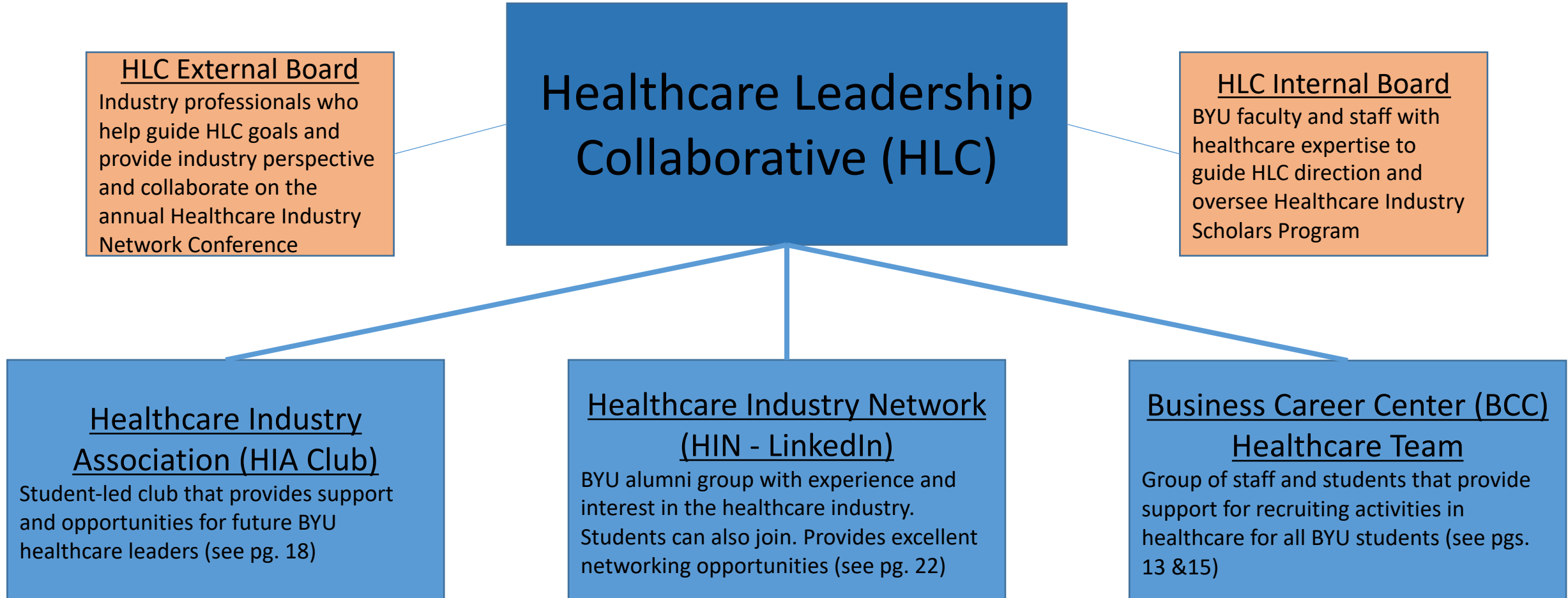
Stay Informed About Changes in Healthcare

Healthcare is ALWAYS evolving as companies innovate and merge, and as laws and regulations change.

Sign up for one (or several) of the following weekly newsletters to make sure you don't miss any of these important changes. Current events can serve as great talking points in interviews to signal to recruiters a level of excitement and understanding of the industry.

- [Healthcare Dive](#)
- Modern Healthcare's [Daily Dose](#)
- [FierceHealthcare](#)
- Becker's Hospital [Review](#)

Outline of Healthcare Leadership Collaborative Efforts



Healthcare Leadership Collaborative



Bill Tayler

Director,
Healthcare Leadership
Collaborative,
BYU Accounting Professor
Tayler@byu.edu



Tina Trimble

Director,
Healthcare Industry
Employer Relations & Career
Management
Tina.Trimble@byu.edu



Emily Vela Nelson

Coordinator,
Healthcare Leadership
Collaborative
emilyvelanelson@byu.edu

HIA Faculty Advisors



Bill Tayler

HIA Graduate &
Undergraduate Advisor

Tayler@byu.edu



Tina Trimble

HIA Graduate &
Undergraduate Advisor

Tina.Trimble@byu.edu



Emily Vela Nelson

HIA Advisor

EmilyVelaNelson@byu.edu



Brad LeBaron

HIA Undergraduate
Advisor

BDLeBaron@healthcenter.byu.edu



Candilyn Newell

HIA Providers Advisor

Candilyn_Newell@byu.edu



Brook Gotberg

HIA Law Advisor

Gotbergb@law.byu.edu

BCC Healthcare Industry Student Team



Tiffany Lyon
Master of
Business Admin



Mitch Wilde
Undergraduate
Finance



Autumnn Clark
Master of
Information Systems



Spencer Farley
Master of
Business Admin



Rachel Morey
Undergraduate
Information Systems

To contact student team members, please email: HealthcareCareers@byu.edu

The background is a light blue gradient with a pattern of white hexagons. Each hexagon contains a different medical or healthcare-related icon. The icons include: a brain, a heart with an ECG line, a person in a suit, a large cross, a test tube, a syringe, an atom, a caduceus, a pill, a heart with a cross, and a person in a wheelchair. The text "BYU Healthcare Recruiting Resources" is centered over the middle of the image.

BYU Healthcare Recruiting Resources

BYU's Healthcare Recruiting Resources

1. BYU Healthcare Recruiting Guide
2. BYU Mentoring and Counseling
 - A. Healthcare Industry Association (HIA) Chapter and Group Leadership (see pgs. 18-19)
 - B. Your major's Career Director
 - C. Healthcare Industry Recruiting Director & Healthcare Industry Student Team housed in the Business Career Center (BCC) (see pgs. 13,15)
 - D. Advice for students applying to graduate programs (see pg. 20)
3. Networking Tools
 - A. BYU Healthcare Industry Database (see pg. 21)
 - B. Join the BYU Healthcare Industry Network on LinkedIn for Contacts/Mentors (see pg. 22)
 - C. BYU and Marriott School Alumni Databases for Healthcare Contacts/Mentors (see pg. 23)
4. Jobs/Internship Application Tools
 - A. Weekly Healthcare Recruiting Outlook (see pgs. 24-25)
 - Graduate and Undergraduate Editions for recruiting events and opportunities
 - Click jobs/internship links each week for summary listing of healthcare opportunities on Handshake
 - B. Recruiting Process (see pgs. 26-51)

Join the Healthcare Industry Association (HIA)

The Healthcare Industry Association (HIA) has a Graduate and Undergraduate chapter.

- Network with students, faculty, alumni, and recruiters!
- Learn about healthcare career opportunities and receive recruiting advice
- Attend events, company tours, and participate in service projects etc.
- Includes subgroups for HIA Providers and HIA Law
- **Membership is free!**

Visit the [BYU Clubs webpage](#), search “Healthcare Industry Association” and click on the link to the relevant chapter to become a member

To connect with HIA leadership, email HIA@byu.edu

HIA Student Leadership

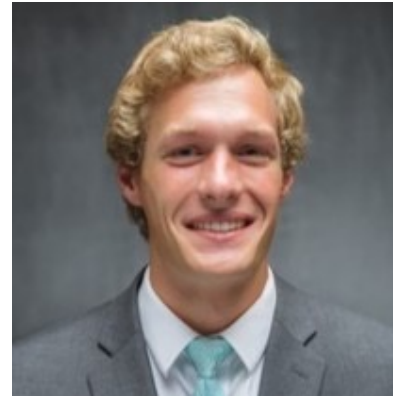


Michal Washburn

HIA Graduate Chapter President

2nd Year MBA

HIA@byu.edu



Joshua Andreason

HIA Undergraduate Chapter President

Integrated Accounting Program

healthindustryassociation@gmail.com

To contact student leadership, please email: HIA@byu.edu

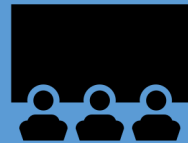
Planning on applying for a Graduate/Masters Program?

Feel free to reach out to one of the following individuals for insights into applying to these graduate programs:

1. MHA – Brad LeBaron: BDLeBaron@healthcenter.byu.edu
2. MBA – Tina Trimble: tina.trimble@byu.edu
3. MPA – Tanya Harmon: tharmon@byu.edu
4. Graduate Programs/Careers in Life Sciences – Candilyn Newell (or your program director): candilyn_newell@byu.edu
5. Medical, Dental, Physician's Assistant, Physical Therapy, Occupational Therapy, Optometry, Law, MBA, MPA: ppa@byu.edu (Pre-professional Advisement Center)
6. Nursing – Cherie Top: nursing-graduate@byu.edu

BYU Healthcare Industry Database

The BCC team has built a healthcare specific database consisting of employees and companies that have connections with BYU



The database includes the companies who recruit at BYU and BYU alumni who work in healthcare positions (i.e., location, job titles & functions, etc.)



If you are interested in contacts or knowing BYU recruiting activity at a specific company, in a healthcare sector, or even location, **please fill out this [form](#)** or use the **QR Code** and the BCC Healthcare team will work quickly to get that information for you!



BYU Healthcare Industry LinkedIn Network

Become a member of BYU's HIN LinkedIn group and connect with the **1,700+** people involved in the healthcare industry.

- Follow career changes and paths followed by others
- Find people with similar interests and discover prospective career paths
- Reach out to conduct professional informational interviews
- Find mentors to help you make career choices

Click [here](https://www.linkedin.com/groups/13613527/) to become a member of this
LinkedIn Group

(<https://www.linkedin.com/groups/13613527/>)



Marriott Alumni Directories

BYU and the Marriott School provide directories for students to look up alumni by name, major, employer, etc.

Use these databases to:

- Check if we have alumni at specific employers
- Find contact information to connect with alumni for informational interviews and mentoring opportunities
- Hint: Be professional and selective with the people you reach out to

Click [here](https://ces.peoplegrove.com/hub/byu/person) to access the

BYU Connect Directory

(<https://ces.peoplegrove.com/hub/byu/person>)

Click [here](https://marriottschool.byu.edu/alumnidirectory/search) to access the

Marriott Alumni Directory

(<https://marriottschool.byu.edu/alumnidirectory/search>)

Weekly Healthcare Recruiting Outlook Newsletters

The BCC Healthcare Industry team sends out a weekly Graduate and Undergraduate newsletter highlighting:

- Graduate and Undergraduate full-time and internship healthcare opportunities
- Recruiting events
- Healthcare recruiting tips and tricks
- Healthcare industry news and updates



Become a member of the HIA (see p. 18)
to receive this weekly email!

How to Stay Informed – Healthcare Recruiting Outlook

Every week you will receive an email called the Healthcare Recruiting Outlook containing application deadlines and event dates.



You will need to refer to the company information on Handshake to verify deadlines and find further information.



Many companies recruit on campus several weeks before their application deadlines. Pay special attention to information sessions and other events to determine when they will be recruiting on campus.



Healthcare Recruiting Outlook



September 10th, 2021

The BYU Healthcare Recruiting Team is here to help you succeed in finding your internship or full-time offer! If you have any questions about these postings or would like assistance with your resume or preparing for an interview, please reach out to us at healthcarecareers@byu.edu.

Are **you** looking for a job?

Find it [here](#) within our **366 Full-Time and 20 Internship Healthcare Opportunities listings**.


Career Fairs and Events

Meet the Firms: Tuesday, September 14th, from 5:00 - 9:00 pm

For MAcc/JD and MISM students (Accounting, Finance, and IS Undergrads)

Masks are mandatory for the in-person portion of the event. Come network and recruit with almost 50 companies and firms, including BD, Stryker, and Henry Schein One; come talk with the Big 4 accounting firms about healthcare consulting and advisory opportunities.

The event will take place in two parts: **Virtual from 5:00-7:00 pm**, and **in-person from 7:00-9:00 pm** in the Marriott Center. [Register](#) now to secure 1:1 virtual meeting times.

The background is a light blue gradient with a pattern of white-outlined hexagons. Each hexagon contains a different medical or scientific icon: a brain, a heart with an ECG line, a person in a suit, a large cross, a test tube with bubbles, a syringe, an atom, a caduceus, a pill, a heart with a cross, and a person in a wheelchair. The text 'Appendix: Recruiting Process' is centered over this pattern.

Appendix: Recruiting Process

Recruiting Process

Do Preparation Work
(see pgs. 29-36)

Identify Positions/Companies of Interest
(see pgs. 37-41)

Network with Alumni/Individuals
(see pgs. 42-47)

Crush the Interview
(see pgs. 48-51)

Do Preparation Work

Identify Positions/Companies of Interest

Network with Alumni/Individuals

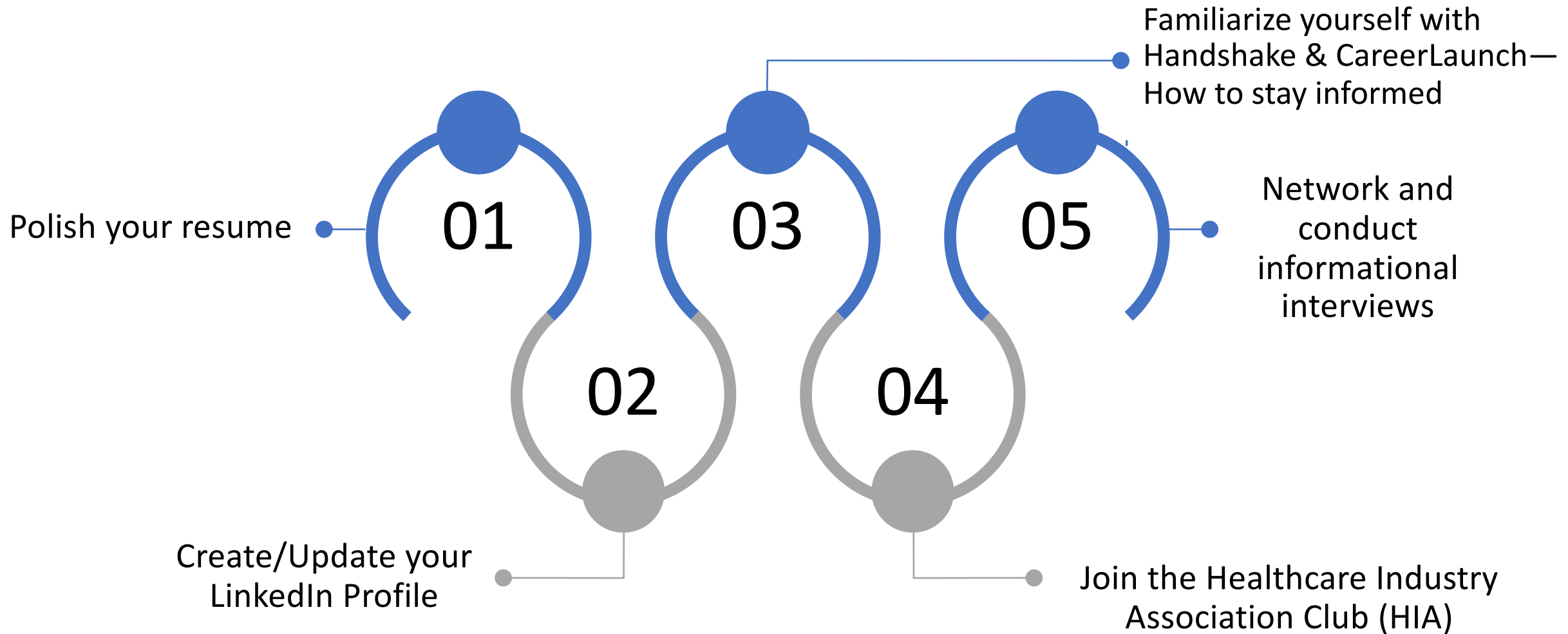
Crush the Interview

Remember: Recruiting Takes Time & Resources

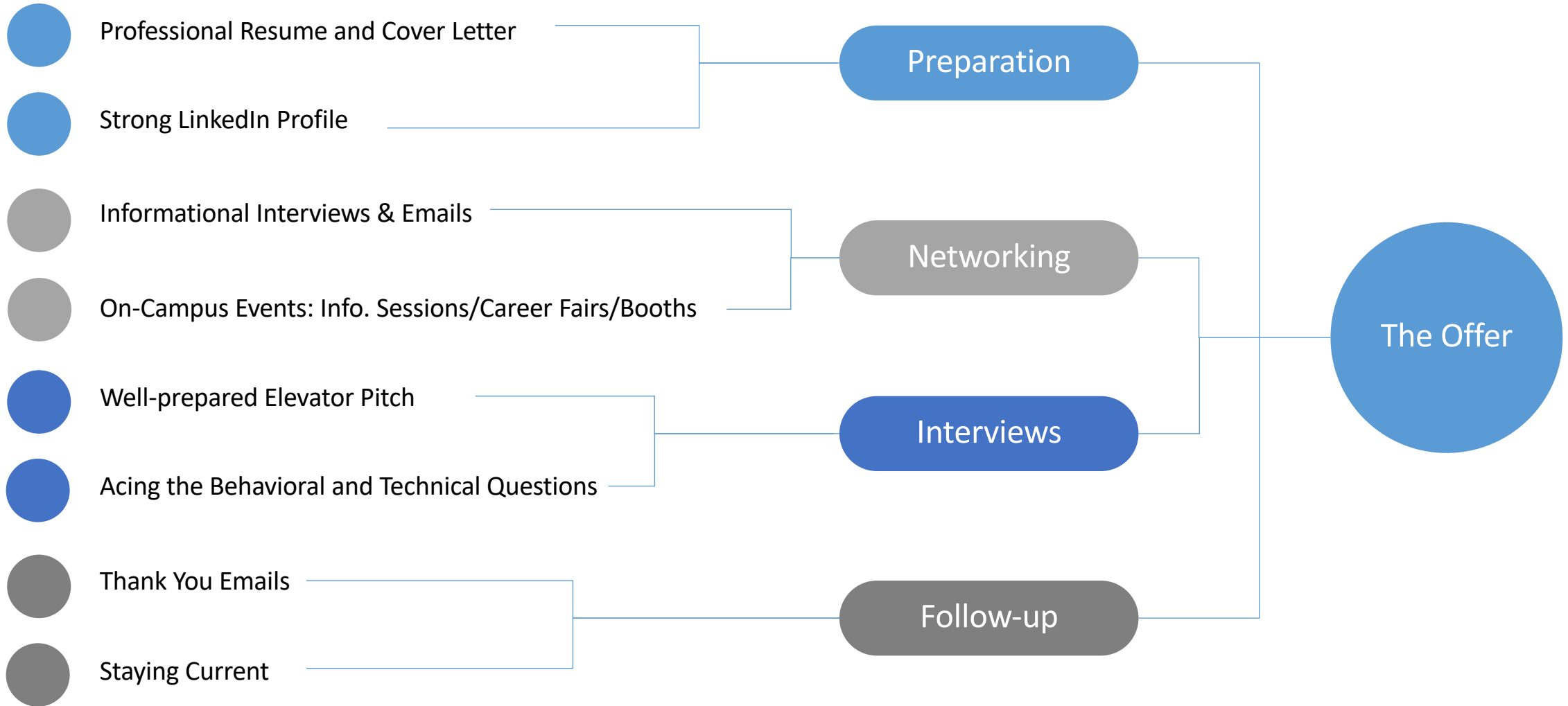


Note: Numbers based on actual results provided by the MBA department for the MBA Class of 2020-21

First Steps in the Recruiting Process



Recruiting Takes Time & Resources



Resumes

Follow the Marriott School Resume Template

Format

[Download the Resume Template Here](#)

Impact

Each bullet should show the impact you have made during your time at each organization. Quantify results where possible.

Action Verbs

Remove weaker action verbs.
Replace with [these](#) instead

Skills/Interests

Help those reading your resume get to know you better by demonstrating personality (don't be afraid to be creative)

John A. Doe
100 University Ave, Provo, UT 84602
(555) 555-5555 johndoe@marriottschool.byu.edu

EDUCATION

Brigham Young University – Marriott School of Management

Provo, UT

Bachelor of Science in XXXXXX

Apr 20XX

- GPA 4.00 / 4.00
- ACT 36/36, 99th Percentile (if applicable)
- *Name of Scholarship*, Merit-Based/Academic/Athletic Scholarship
- Membership or leadership positions held in related academic clubs/organizations
 - Description of club responsibilities, results, and skills developed (if applicable)
- Academic recognitions and awards

EXPERIENCE

Company Name

New York, NY

Title of Position Held

Jun 20XX – Aug 20XX

- Bullet 1 describing experience, results, and skills developed
- Bullet 2
- Bullet 3

Select Transaction Experience (if applicable)

- Bullet 1 describing transaction and your role, results, and skills developed
- Bullet 2

Company Name

Dallas, TX

Title of Position Held

Jan 20XX – Apr 20XX

- Bullet 1 describing experience, results, and skills developed
- Bullet 2
- Bullet 3

Company Name

Salt Lake City, UT

Title of Position Held

Jun 20XX – Aug 20XX

- Bullet 1 describing experience, results, and skills developed
- Bullet 2

Company Name

Provo, UT

Title of Position Held

Jan 20XX – Apr 20XX

- Bullet 1 describing experience, results, and skills developed
- Bullet 2

VOLUNTEER SERVICE

Company Name

Provo, UT

Title of Position Held

Aug 20XX – Present

- Bullet 1 describing experience, results, and skills developed
- Bullet 2

The Church of Jesus Christ of Latter-day Saints

Location of Mission

Volunteer Representative

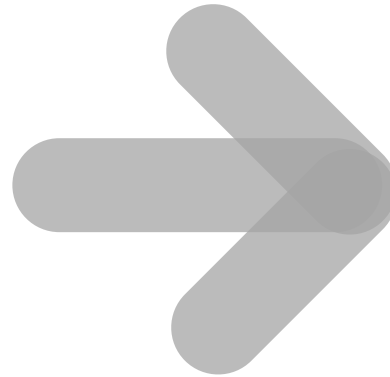
Jan 20XX – Jan 20XX

- Bullet 1 describing experience, results, and skills developed
- Bullet 2
- Bullet 3

SKILLS & INTERESTS

- *Eagle Scout*, Boy Scouts of America
- Other personal or unique accomplishments and recognitions
- Interests: XXXXXX

Resumes



Since your resume is often the **first** encounter you will make with an employer,

it could also be your last.

We do not want it to be your last!

LinkedIn



Nearly 90% of recruiters say they use LinkedIn **DAILY**. Your LinkedIn should be a place that showcases your background and professionalism.

[Helpful resource for nailing the basics on your LinkedIn profile](#)

Elevator Pitch

Be prepared to deliver in both informational and formal interviews



Include short introduction of yourself, including major, area of emphasis, and internships



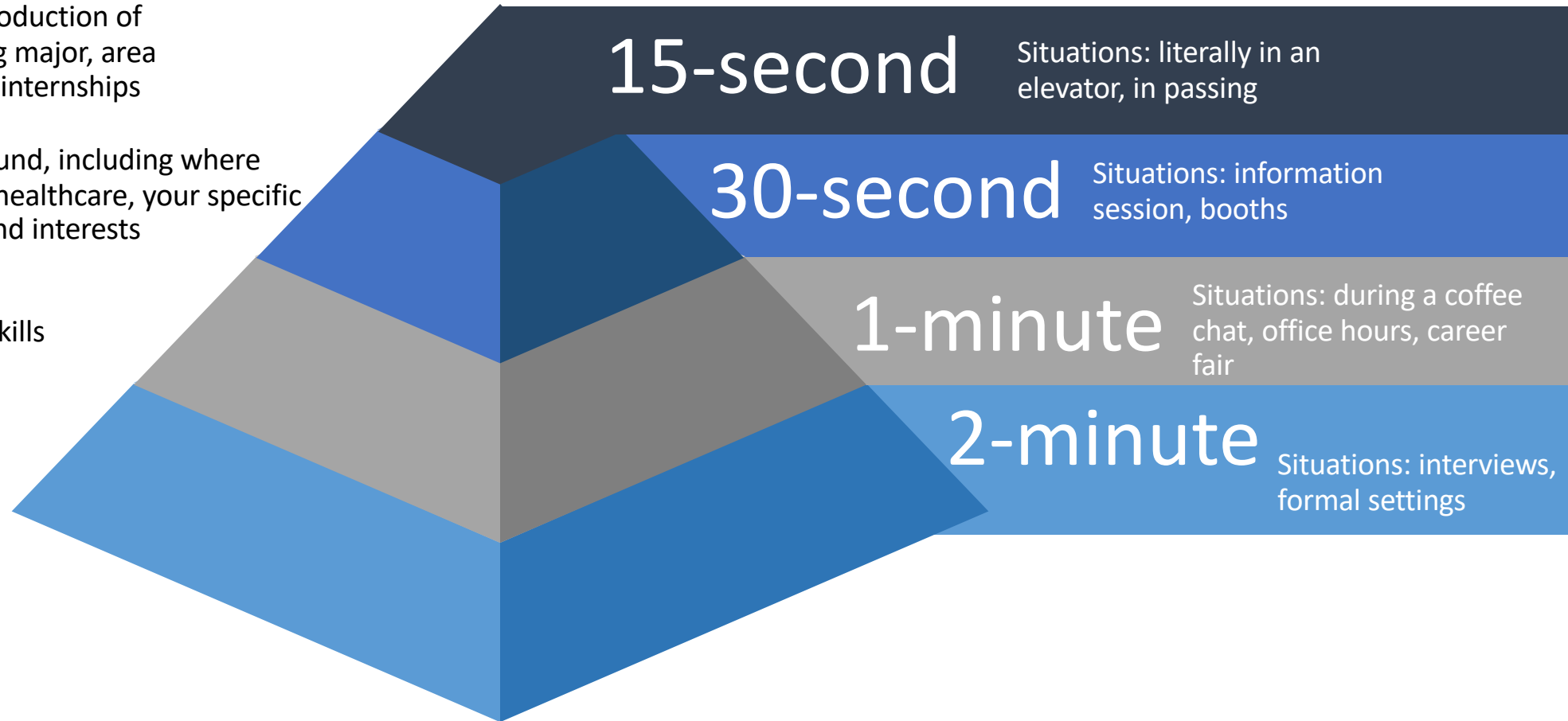
Add your background, including where you're from, why healthcare, your specific functional area, and interests



Explain how your career goals and skills align with the job

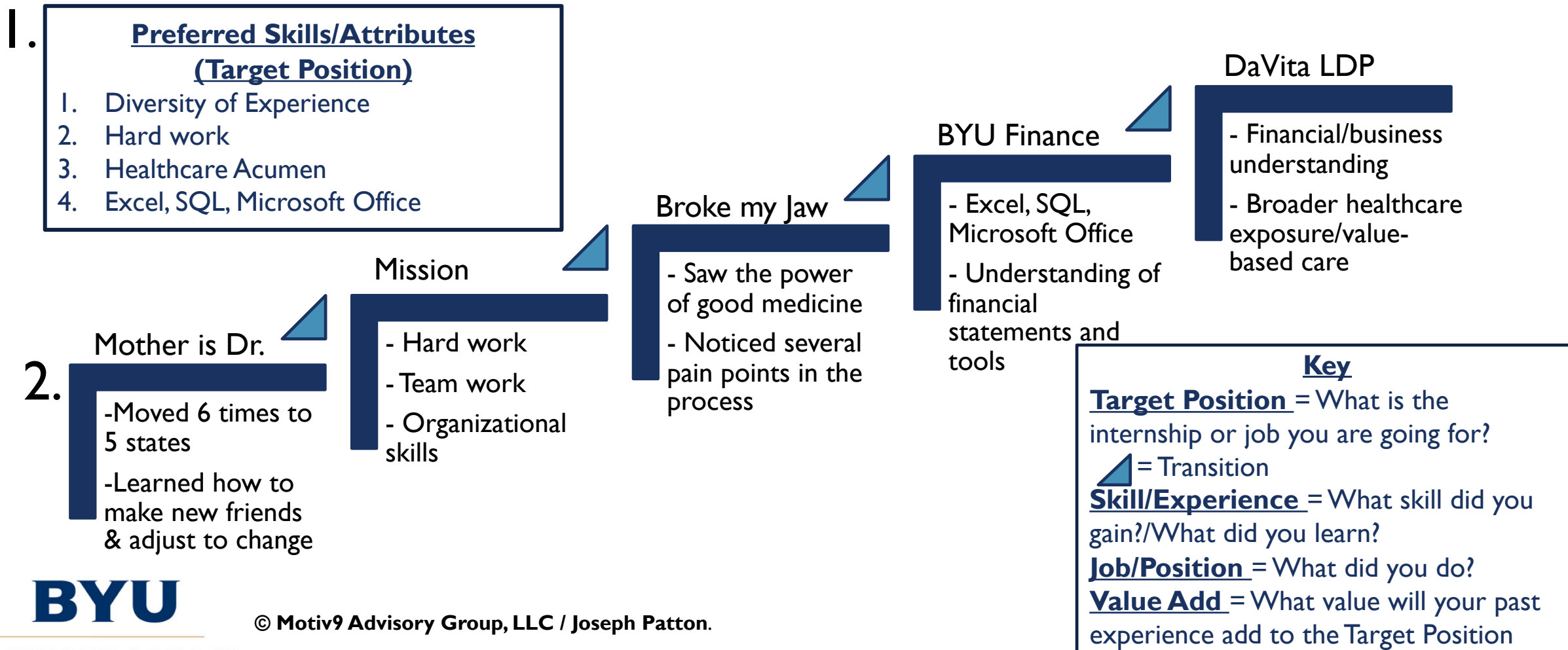


Connect to the company – show why you are a great fit



IMPORTANT: Outside of interview settings, always create a follow-up opportunity by asking for an email, “coffee chat”, phone number, LinkedIn connection, etc. In interviews, the first question asked is nearly always, “Tell me about yourself.” This is your opportunity to use your two-minute, polished elevator pitch.

EXAMPLE ELEVATOR PITCH



Do Preparation Work

Identify Positions/Companies of Interest

Network with Alumni/Individuals

Crush the Interview

How to Stay Informed – Handshake

What is Handshake?

- BYU's own special job site!
- Companies post positions and information sessions
- You can RSVP to information sessions and apply to jobs here with many companies that recruit "on-campus"
- Go to handshake.byu.edu to set up your account

Your Profile

- You already have a profile, but you need to complete it
- Upload a resume and cover letter
- Each time you check-in to an information session or schedule an interview, it will be this profile and resume that is pinged by the company

Best Practices

- Check Handshake often
- Complete your profile
- Have an updated resume uploaded to Handshake
- Favorite the companies you want to work for
- Sign up for email updates

Information Sessions: In-Person



Find location and dates for information sessions on the Handshake or Healthcare Recruiting Outlook. RSVP for events.

If you are interested in a company, be sure to attend their info session!



Dress business casual unless otherwise specified.

Bring a padfolio in place of a computer/phone to take notes and bring copies of your resume.



Swipe your BYU ID at the door so the company knows you came.

Arrive **at least 10 minutes** early to meet the recruiters, come with questions and get ready to NETWORK.



Information Sessions: Zoom



Every Zoom information session found on Handshake will have a zoom link connected. Even if it is virtual, if you are interested in a company, be sure to attend their info session!



Dress is just as important on Zoom. Be sure to wear business casual when on camera. Turn on your camera and smile! Make sure you have good lighting in front of you (not behind) so they can clearly see your face.



Make sure you RSVP on Handshake and then follow through by showing up. Often recruiters will start the meeting early and stay late so plan accordingly.



Additional Sources For Finding Jobs

Many companies do have positions, but do not post on Handshake or actively recruit on campus. Don't give up on these!

1. The **need to network is more important than ever** (see pgs. 43-47)
2. Visit companies' websites and view their posted jobs
3. Follow companies on LinkedIn and watch for job postings there
4. Use other job posting websites and track companies of interest
e.g. LinkedIn, ZipRecruiter, Indeed, etc.
5. Did we mention networking?



Do Preparation Work

Identify Positions/Companies of Interest

Network with Alumni/Individuals

Crush the Interview

Networking

Connect with alumni through
LinkedIn or email with the
Marriott School Alumni Directory

Connect

Continue the conversations and
create a relationship that will
help you in the recruiting process

Maintain Relationships



THANK YOU

Find companies you find
interesting and alumni who work
there

Due Diligence



Talk with alumni about the
company they are working with;
show off your knowledge about
and excitement for the company

Informational Interviews



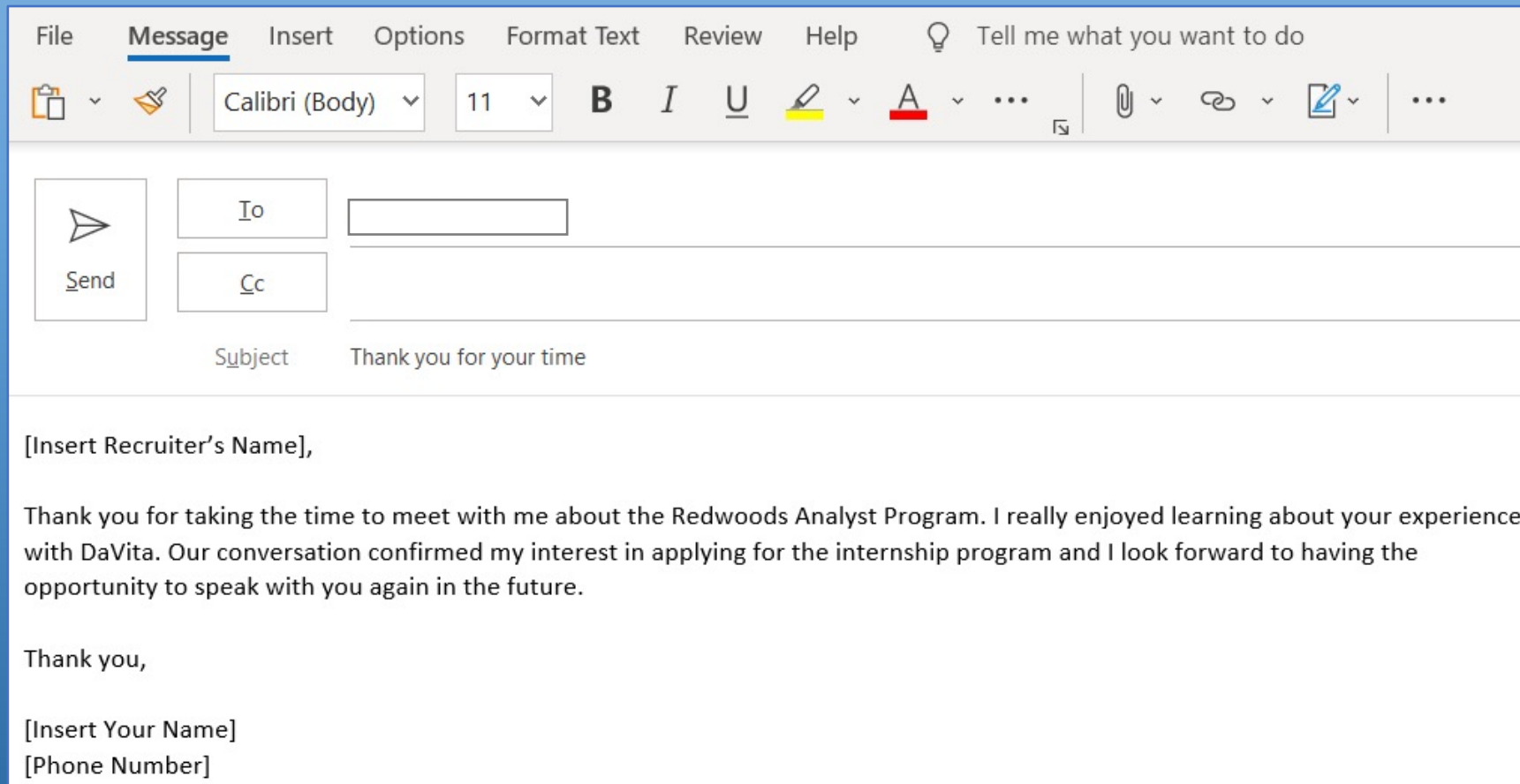
Possibly the most important step... show gratitude at
every point in the networking process and be willing
to help your connections in any way possible

- Send within 24 hours
- Keep emails short and relevant



Thank You Messages

Whenever possible after any formal interview follow-up within 48 hours with a thank you note/email



The screenshot shows an email client interface with a 'Message' tab selected. The ribbon includes options like File, Insert, Options, Format Text, Review, and Help. The 'Send' button is visible on the left. The email body contains a template for a thank-you message.

Message | File | Insert | Options | Format Text | Review | Help | Tell me what you want to do

Calibri (Body) | 11 | **B** | *I* | U | [Color] | [Font] | [Link] | [Image] | [More]

Send | To: [] | Cc: [] | Subject: Thank you for your time

[Insert Recruiter's Name],

Thank you for taking the time to meet with me about the Redwoods Analyst Program. I really enjoyed learning about your experience with DaVita. Our conversation confirmed my interest in applying for the internship program and I look forward to having the opportunity to speak with you again in the future.

Thank you,

[Insert Your Name]
[Phone Number]


Informational Interview How-To



GOAL: Gather **information** about the company while **showing interest and excitement**, asking **good questions**, and **forming relationships** that could get you an internship or full-time offer!

- This should not be a “one and done”—talk to multiple people at the company. Ask for referrals of other people to talk with.

Sample Questions



“How do I make sure my resume gets seen by those who are making recruiting decisions?”

“Who can I talk to in order to learn more about this position?”

“What can I do to be the best candidate for the position?”

Informational Interviews: The TIARA Method

- TIARA & Sample Questions:
 - Trends: How are current trends affecting your business?
 - Insights: What have you learned from your experience working at _____ Company?
 - Advice: What did you do to prepare for a career in this field? What did you do to obtain a job at this firm? What did you do that was crucial to your success?
 - Resources: What resources were most helpful to you in choosing your career path? What do you do to stay current in your industry?
 - Assignments: Which projects are most common/important in your work?

Do Preparation Work

Identify Positions/Companies of Interest

Network with Alumni/Individuals

Crush the Interview

Interviewing

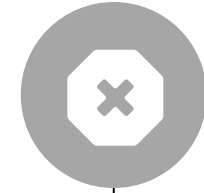


Smart Questions:

- Can you tell me a little more about how my position fits into the organization as a whole?
- What does a person in this job need to accomplish in the first six months in order to meaningfully contribute to the company?

You have an interview—first off, CONGRATS!

- Do your homework!
- Be aware of major news releases, new product/service launches, etc.
- Be well-prepared for both behavioral and technical questions
- Be as polished in dress and demeanor for video interviews as for in-person interviews
- **Be sure to ask smart questions** about topics you have genuine interest/concern.

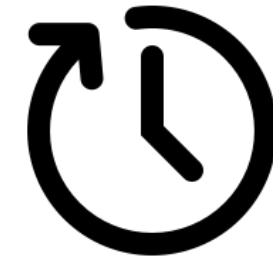


Not-so-smart Questions:

- What can you tell me about the company's medical insurance?
- When could I expect a promotion?

Interviewing Tips, Statistics, and Advice

Common nonverbal mistakes made at a job interview	%
Failure to make eye contact	67%
Having little or no knowledge of the company	47%
Lack of smile	38%
Fidgeting too much	33%
Bad posture	33%
Handshake that is too weak	26%
Playing with hair or touching face	21%
Crossing arms over their chest	21%
Using too many hand gestures	9%



33% of bosses claimed that they know within the first **90 seconds** of an interview whether **they will hire someone**

Elevator Pitch

Be prepared to deliver in both informational and formal interviews



Include short introduction of yourself, including major, area of emphasis, and internships



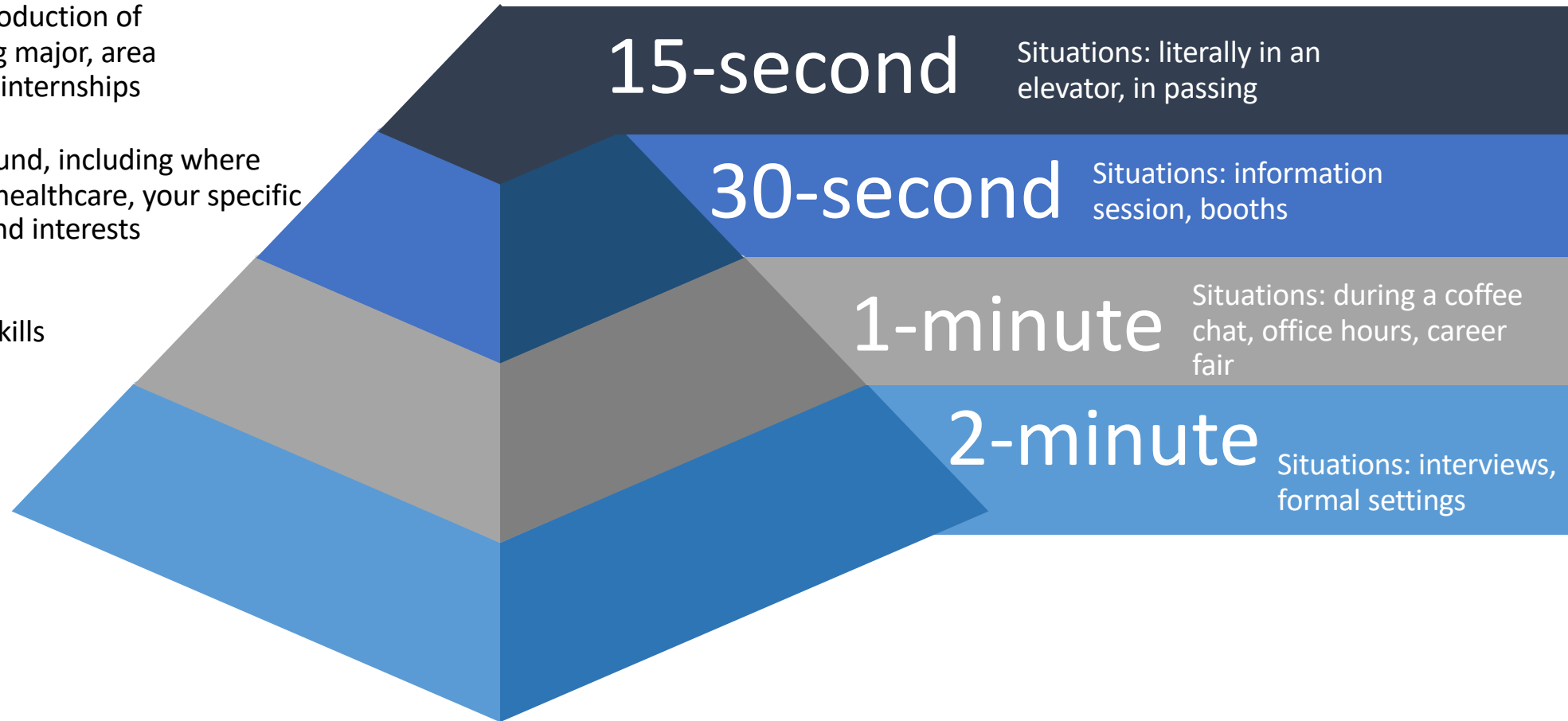
Add your background, including where you're from, why healthcare, your specific functional area, and interests



Explain how your career goals and skills align with the job



Connect to the company – show why you are a great fit



IMPORTANT: Outside of interview settings, always create a follow-up opportunity by asking for an email, “coffee chat”, phone number, LinkedIn connection, etc. In interviews, the first question asked is nearly always, “Tell me about yourself.” This is your opportunity to use your two-minute, polished elevator pitch.

PAR Stories

Have a PAR story for every experience on your resume



What was the situation and what needed to be changed?

PROBLEM



What did you do to affect the problem? Be clear and descriptive. Showing the value you added.

ACTION



What impact did your actions have? Again, be descriptive—use numbers to show your impact as well.

RESOLUTION