

2008 | 2009

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Annual Chapter Kick-Off Meeting

— Rick Lash —

President-Elect / Southern California Chapter, HFMA

It is that time of year again. Our Annual Chapter Kick-Off meeting is scheduled for Friday, June 5, 2009 at Huntington Memorial Hospital in Pasadena. It is a great opportunity for you to meet with your chapter leadership, the members of the Board of Directors and the Executive Committee. You will hear your committee chairs describe their functions and goals for the new HFMA year. If you are not already a committee member, we hope that you will want to join one or more of our dynamic committees. Also, we are resurrecting the presentation of HFMA 101. If you have not attended one in the past, you will enjoy it.

It is a challenging time for the healthcare community, and particularly challenging for those of us involved in any aspect of financial operations. Being involved in the Southern California chapter of HFMA will help provide you with knowledge and networking opportunities, essential elements for your success. The more active you are in HFMA the more benefits you will take away.

Stay tuned for future announcements.

Come join us on June 5th.

Your Chapter wants you!

See You in Seattle for ANI

— Donna J. Anglin, FHFMA —

This year, HFMA's Annual National Institute will be held in Seattle from June 14th to the 17th at the Washington State Convention and Trade Center. In case you're like me and have never had the chance to visit Seattle, here are a few things it's famous for: fishing, grunge music, the Space Needle, technology (Microsoft, Google, etc) and of course, Starbucks.

Sounds like a fun place, right! Combine that with ANI's numerous sessions targeted at cost savings, efficiency, and revenue and capital strategies, and you're set for a great educational event at a great location. A total of 80 courses that focus on the current economic and healthcare climate are being offered. But don't forget about the keynote addresses. This year has a fantastic slate of keynote speakers.

On Monday they have Patrick Lencioni, author of *"The Five Dysfunctions of a Team"* and *"Death by Meeting"*, who will talk about "The Five

Temptations of a Leader", the common pitfalls that all leaders face and practical ways to overcome them. Tuesday's keynote will be delivered by The Honorable Al Gore. He will encourage us to "think green" when planning economic strategies. Finally, on Wednesday, Karen Davis, Ph.D, will facilitate a panel discussion with leaders of the country's foremost health organizations about the future of healthcare.

You will save \$100 if you register by May 15th, so register soon. You can register online at www.hfma.org/aniseattle. The HFMA Housing Bureau will assist with your hotel reservations by calling 888-877-0255. But hurry as the room block is available on a first-come first-served basis until May 21st.

So go register now and I'll see you in Seattle, maybe at the local Starbucks or the Pike's Place Fish Market!

2008 | 2009

COMMITTEES

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Peter Lee, FHFMA, CHAIR

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Kathy Hammack, CHAIR

Davis Chapter Management (DCMS)

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Founder Points

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MESSAGE FROM THE PRESIDENT

James Cummings



Well at the risk of sounding very cliché, "where does the time go"? It is April and I have been the President of the Southern California chapter of HFMA for eleven months. It has been a great experience being the leader of such an outstanding chapter. As I reflect back upon the year, I am honored to have received outstanding support from a great Executive Committee, Board of Directors and Committee Chairs. Without their support this outstanding year would not have been possible. Thank you for your support and the leadership you have provided to the chapter.

I would also like to thank all of the past presidents of the Southern California chapter who have shown their support by attending the chapter events and staying involved on various chapter committees. Without a doubt, it is their support that contributes to our long running success. Whenever I have traveled on HFMA business, I hear many stories about how other chapter presidents just fade away after their term in office, never to be heard from again. We are extremely lucky that our past presidents get involved in supporting roles to ensure the success and viability of our chapter.

As I look forward to my next year on the executive committee, I am wondering what new roles Rick Lash, the President-Elect has in store for me. He has already told me that he has a couple of new tasks for the past president that are not currently part of the job description. And of course I will give Rick all of the support that he needs because that is what I have received from past presidents.

I would like to invite all of you to take advantage of the leadership opportunities within the chapter that become available. I'll be the first one to say it is the greatest volunteer "JOB" that you will ever love, and you will make lots of friends. So, step up to the plate and get involved.

It has been my pleasure,



James Cummings
President, HFMA, Southern California Chapter



Terry Blackwood, FHFMA

It is with great sorrow, that we report that Terry Blackwood, former CFO at City of Hope National Medical Center, passed away March 22nd, after a two and one-half year battle with brain cancer.

Terry had been an active member of the HFMA Southern California Chapter, as well as at the National level. He was the recipient of the Follmer Bronze, Reeves Silver, Muncie Gold and Medal of Honor Awards. He served as the Chair of the CFO Round Table and on the Southern California Board. Terry also served on the Principals and Practices Board at the National Level. In 2001 and 2002 Terry represented the Southern California Chapter at the HFMA US/UK Exchange and partnered with Paul Cummings, HFMA UK Chairman that following year.

The family requests that any donations be made to:
City of Hope Medical Center / Brain Cancer
1500 East Duarte Road, Duarte, CA 91010

EXPANDED EDUCATIONAL ACTIVITIES

A Banner Year for Geographic Programs Serving Outlying Area Members

— Sam King —

With three consecutive days of geographic programs just completed in April, we are pleased to report that the chapter's Geographic Programs came to a great end to a great year. All in all, we conducted ten geographic education programs in this fiscal year ending in May. Put this in perspective, in the prior years, there were typically three programs for a year. In addition to expanding educational activities, we also maintained our financial independence and viability to sponsor and support these programs. The success is due to the hard work and strategic planning of the Geographic Programs Committee members, consistent support from financial executives at local facilities, and variety of topics offered by speakers from all over the country.

The latest programs took place on the 1st, 2nd and 3rd of April in San Bernardino, Bakersfield and Orange County, respectively. Jim Jacobs from CareMedic spoke about new trends and technology to enhance revenue Cycle redesign in all 3 locations. In San Bernardino and Bakersfield, Kathy Drummy and David Volk, from Davis Wright Tremaine, LLP, respectively, gave a timely update on RAC, RAC preparations and appeals, as well as latest legislative activities impacting healthcare policy and finance at federal and state level. Anne Tanner from City of Hope and Ken Cassell from the White Stone Group presented a case study in Santa Ana highlighting

how providers can utilize powerful communication management systems to document routine business exchanges to improve revenue cycle performance.

Prior to the April events, the Geographic Programs Committee also presented another 3-day educational programs in a boot camp format in February to introduce emerging medical banking and payment processing. During the boot camp on February 18th, 19th and 20th in Irvine, Bakersfield and Fontana, respectively, Jim Moynihan and Renae Price presented tools available to providers to automate payment receipt and posting for front end point of service payments and back office health plan and patient statement payment processing.

Throughout the year, we engaged our chapter members, including a number of CFOs and senior finance executives, in these outlying areas on topics of interests and challenges they face to help the committee understand and select the most appropriate speakers and presentations. In anticipation of the new fiscal year, we are starting the process of planning for the next year's program and would certainly appreciate any suggestions and comments.

Last but not the least, on behalf of the chapter and especially the outlying area members, we would like to express our gratitude and sincere appreciation to the following individuals and organizations that provided conferencing facilities and other in-kind contributions that made our educational programs enjoyable and successful:

Lori Kuwahara and Lisa Wada, who always have a warm welcome at Registration.



Darryl Vandebosch, CFO

Teri Purdy, Executive Assistant
St. Bernardine Medical Center

Rodney Winegarner, VP of Finance, CFO

Arlene Ramos-Aninion, Sr. Executive Assistant
Mercy Hospitals of Bakersfield

Kathy Hammack, CFO

Western Medical Center – Santa Ana

Carol Thompson, Conference Room Coordinator

Vincent Balsamo, Sr. Healthcare Advisor
Cisco Systems, Inc.

Eugene No, Director of Finance

Kaiser Permanente Fontana Medical Center

Carl Hill, Account Executive

CareMedic



The Officers and Board of Directors of the Southern California Chapter of HFMA cordially invite you to the Annual Awards and Board Installation Dinner Gala

*Thursday May 21, 2009
6:30 p.m. to 10:30 p.m.*

*The Bistro Garden at Coldwater
12950 Ventura Blvd., Studio City, CA 91604-1886*

*Enjoy this European Style Winter Garden...
with cocktails & live music*

Treat yourself to our selection of Hors D'oeuvres starting at 6:30 p.m.

*Join us for dinner in the main room at 7:30 p.m.
with your Entrée choice of*

**Filet Mignon with Three Peppercorn Sauce
or*

**Sautéed Salmon with Champagne Dill Sauce*

*Indulge in Dessert
while we share in the Awards Celebration*

*\$35.00 per person
Parking \$6.00 per car*

**Upon registration, please inform Lori Kuwahara of your Entrée selection
(323) 266-4362
lori@hfma-socal.org*

19th Annual California Fall Conference

September 13-15, 2009
Hyatt Monterey, CA

This year's Fall Conference, jointly sponsored with the Northern California HFMA chapter, returns to Northern California at an extremely attractive coastal location. The CFO Golfing Event on Saturday was a new event last year and a big success, so we are doing it again at the fabulous Del Monte Golf Course. The Fall Conference provides an unmatched 18 breakout sessions with great General Session speakers.

This keynote speaker will be HealthNet's CEO Jay Gellert. HealthNet is one of the nation's largest, publicly-traded HMOs, offering a variety of health benefit plans for Commercial, Medicare, Medicaid, and Tricare military healthcare programs. Mr. Gellert is a national thought leader in the drive for universal access. His topic is: "Universal Healthcare Access in a Down Economy: What Can Be Achieved, and When?"

Additional General Session speakers include a regulatory update from the California Department of Insurance (Steve Poizner, California Insurance Commissioner) and the California Department of Managed Care (Cindy Ehnes, Director). Finally, the successful panel that ended last year's presentation will discuss the status of California Healthcare Reform and Universal Access. The panelists include Herb Schultz, Senior Adviser to the Governor, Duane Dauner, CEO, CHA, Don Crane, CEO, CAPG, Charles Bacchi, Interim CEO, CAHP, and Joe Dunn, CEO, CMA

The winning formula of many of the breakout sessions (18 in all) is to provide our members tools to be used back at the office. The breakout sessions are divided into three tracks; Patient Financial Services, Finance and Managed Care.

The Patient Financial Service track will cover topics to help every attendee learn process improvements for the revenue cycle. Of particular interest are payment reforms now being implemented in pilot form by Medicare. The ACE demonstration project now underway will "bundle" payments to hospitals for both hospital and physician services. Speakers from the Lovelace Health System will present their experiences in the demonstration project now underway. PFS professionals may find their world turned upside down as they did when managed care capitation first rolled out in the 90's. The PFS track has additional speakers on revenue cycle production metrics, patient charge estimation, and front end processing as well as speakers on MediCal and Medicare updates.

The Finance track will include several C suite presenters including CFOs and CEOs of hospitals presenting on subjects as diverse as a SOCAL regional hospital turnaround (Downey Community) and physician-hospital relationship management.

It Takes the Best to Serve the Best!

National Doctors' Day Tribute

Day after day, healthcare providers are devoted to preventing and treating the illnesses and injuries of our service members, retirees and their families. It truly does take the best to serve the best.

National Doctors' Day marks the anniversary of Dr. Crawford Long's first use of general anesthesia in surgery, when he used ether to remove a tumor on a patient's neck on March 30, 1842. Following overwhelming approval by Congress, President George H.W. Bush signed legislation on October 30, 1990, designating March 30 as "National Doctor's Day."

On Monday, March 30, as the nation expressed its appreciation for their providers on Doctors' Day, TriWest Healthcare Alliance also joined TRICARE beneficiaries in expressing gratitude for the hard work and dedication of our civilian and military physicians.

There are more than 148,000 physicians' facilities and other healthcare professionals in the civilian healthcare network throughout the 21-state TRICARE West Region.

Go to the special TriWest's Doctors' Day Web page at www.triwest.com that is dedicated to providers to view a commemorative video that features voice-over quotes from TRICARE beneficiaries giving thanks to their providers. You can also view all the quotes given to TriWest from TRICARE beneficiaries across the West Region.

Specific bottom line oriented presentations will focus on labor and supply cost management and succession management.

The Managed Care track continues its long tradition of being the best place for managed care professionals to learn the latest in contracting and operational developments. There will be one payer panel dealing with commercial and Medicare contracting issues and another payer panel dealing with Medi-Cal Managed Care, a unique learning opportunity for California-based providers.

More detail will be available in the brochure which is on its way to the printer now and should be online by mid-May at www.hfma-cafallconf.org.

The conference has many sponsorship opportunities still open. The full sponsorship matrix is also on our web-site.

Stay tuned and be sure to keep your calendar clear to join us September 13-15th for a wonderful program!



Tips for Efficient Claims Processing

Providers can take some simple steps to expedite the processing of their TRICARE West Region claims, reduce the time spent on tracking the status of submitted claims and eliminate the need to submit duplicate or tracer claims.

Take advantage of new enhancements on the TriWest secure provider Web site, www.triwest.com/provider. As a registered provider, you can perform a variety of self-service functions:

- Verify patient eligibility
- View your patient panel report (primary care managers only)
- Determine the status of referrals and authorizations
- Submit, view and check claim status
- Download explanations of benefits
- See which payments have been issued

As a registered user, you can submit your professional and institutional claims online and receive real-time processing results. Currently, clean claims (i.e., those that do not contain a defect requiring investigation or development before adjudication) submitted online are being processed within the following time frames:

- 71 percent immediately
- 97 percent in 15 days or less
- 99.7 percent in 30 days or less

Second submissions and tracer claims can delay claims processing, influence the accuracy of claims payment and cost your practice valuable time. You can help avoid these problems by allowing at least 45 days from the date the claim is received at Wisconsin Physicians Service (WPS) before generating second submissions or tracers. This allows WPS time to receive the claim from your office or billing service and process all clean claims, as well as time for the U.S. Postal Service to deliver your payment and your office to post the payment.

The HFMA Southern California Chapter would like to congratulate its newest certified members who passed the National HFMA Certification Examinations.

Sam King | Troy Donoviel | Will Weisbaum

The Founders Merit Award Program

Donna J. Anglin, FHFMA

The end of the HFMA year is coming soon, May 31st to be exact. It's time to start accumulating your Founders Points for the year so you can get credit for the volunteer activities you participate in for the SoCal chapter and/or National. If you are unfamiliar with the Founders Award Program, below is a summary along with what you need to do to be recognized by National for your contributions.

The purpose of the Founders Merit Award Series is to "Recognize the Volunteer in You". Established in 1960, the Founders Merit Award Series acknowledges the contributions made by HFMA members. They recognize the volunteer members who contribute their time, ideas, and energy to serve the healthcare industry, their profession, and one another. The point categories and award levels are as follows:

The **William G. Follmer Bronze Award** is given after a member earns 25 Founders points. Follmer is credited with the creation of the American Association of Hospital Accountants (AAHA).

The **Robert H. Reeves Silver Award** is awarded to a member who has earned 50 Founders points. Reeves, an organizing member of the AAHA, was elected president of AAHA in 1956 and was instrumental in creating the structure of AAHA.

The **Frederick T. Muncie Gold Award** is presented to a member who has earned 75 Founders points. Muncie is an organizing member of the AAHA and the first president. He also assisted in the organization of the first AAHA chapter (First Illinois).

The **Founders Medal of Honor** is conferred by nomination of the Chapter Board of Directors. This award recognizes an individual who has been actively involved in HFMA for at least three years after earning the Muncie Gold Award, has provided significant service at the chapter, regional and/or national level in at least two of those years, and remains a member in good standing.

The Founders contact for each chapter is responsible for submitting certain Founders points for the members to National on August 1st of each year for the previous fiscal year's activities. An e-mail will be sent out to the membership in June asking for members to report their points for submission. The deadline to submit them to me, Donna Anglin, the chapter Founders Contact, will be July 22nd. If you want more information, contact me at 714-377-3228 or danglin@memorialcare.org.

Not Your Boring Lockbox Anymore!

New Solutions to Automate Remittance Processing

James Moynihan, SVP U.S. Bank, MBA, FHFMA, CTP

Lockboxes are not just about “float” anymore. Banks have moved from simple depository services to producing both image files and posting files. PFS professionals should take a lockbox tour and learn about new solutions to automate remittance processing. What are these new lockboxes and why are they used?

When a bank picks up payments from a post office mailbox and deposits the checks, the process is referred to as a “lock-box” operation. The name is not always helpful—it tends to conjure images of an iron box perched atop a stagecoach—but the service can be one of the most efficient tools available to providers. First begun in the late 1940s, lockbox services are now sophisticated mechanisms for managing the receipt, deposit, and posting of payments from health plans and patients.

The decision to use a bank for payment processing, as opposed to handling it internally as some providers do, is often driven by the requirements of their external auditors/accountants who feel safer letting a bank handle the money. Outsourcing these functions to a bank improves controls and reduces the risk of fraud by separating cash receipt from the rest of the revenue-cycle process. The bank affords substantial back-up capabilities with redundant facilities to maintain cash flow in the event of a natural disaster. And today’s lockboxes provide specialized services that create posting files and image files for both consumer and health plan payments. Payment posting and processing can now be completely automated and paperless.

This article will lay out the specialized banking services currently available to you. Carefully consider whether your financial institution meets these contemporary standards.

Lockbox Evolution

The most basic service functionality of any bank lockbox operation is the early-morning pickup of checks and correspondence from a P.O. box, with check deposits early enough to obtain the fastest “available funds” for investment. The first lockboxes provided by banks to major corporations in the late 1940s served to reduce both “mail float” and “clearing float.” Here’s how it worked: a company in California receiving payments from customers on the East Coast would set up a lockbox service back east to eliminate the week it might take to get mail across the country (“mail float”). As time moved on, banks began to compete on speed; which institution could process the checks and get them to the issuing bank fastest (“clearing float”). Faster “availability” through a more aggressive clearing capability was a competitive factor among banks. Earlier availability allows the customer to invest funds

or pay down debt sooner. These factors are still significant, but their relative importance has declined as banks have added new services.

Consumer and Corporate Payments

The core lockbox service is about mail and check management, but over the last few decades, lockbox operations have featured customized solutions that provide different technologies for consumer and corporate payments. As detailed below, consumer payments are processed in “retail” lockboxes and corporate payments are processed in “wholesale” lockboxes. In healthcare, that translates into patient-statement payment processing (retail) and health plan EOB/RA (explanation of benefit/remittance advice) processing (wholesale).

Retail Lockboxes

The typical consumer bill is what you are familiar with from your household finances. Your utility bill, your credit card bill, your department store bill, and other repetitive invoices are generally sent to your house with a stand-alone or a tear-off coupon. If you pay by mail, you are instructed to enter the amount being paid on the coupon and return it and a check in the return envelope provided. Another option allows you to enter a credit card number to be charged.

The bank picks up your payment from the post office, but what happens next is a marvel of modern processing. Banks have very specialized machinery that allows checks and coupons to be processed in a high-speed, automated environment with little human intervention. The machines are amazing to watch, as each envelope is weighed and opened, and then each check is read and encoded for the dollar amount, endorsed, imaged, and sent for collection to the issuing bank. The same machinery is simultaneously processing the *coupon* from the same envelope. Each coupon is read to capture the account number to be credited, imaged, and validated against the related check amount. Based on the information from both the check and the coupon, a posting file is created and passed to the lockbox customer for automated posting.

Related image files are available for research. Thanks to this automation, banks are often able to complete consumer payment processing at a much lower cost to the provider than can be achieved through in-house processing. Your banker refers to the “coupon” and the “consumer.” The provider speaks about the patient statement with a tear off portion on the bottom rather than a “coupon.” No matter, the machinery designed for “consumer coupons” works just as well for “patient statements.”

Continued on page eight

Not Your Boring Lockbox

Continued from page seven

Wholesale Lockboxes

Wholesale lockbox is the general term used in the banking industry for processing business-to-business invoices. There are no coupons involved. That is generally true across all industries where businesses are billing other companies for goods and services. It also applies when healthcare claims are submitted to insurance companies and claim payments are mailed to the provider's pay-to-address.

Different machinery is used in a wholesale lockbox operation from that in the retail operation described earlier. Dedicated workstations within the bank allow operators to process mail; encode, deposit and copy a check; and route the related remittance information—often with a check copy and a deposit ticket copy—to the wholesale lockbox customer. Customers can ask their banks to process remittance data according to customized instructions. *Multiple* post office boxes help organize work for processing at different locations or subsidiaries within the customer's organization.

In recent years, banks have supplemented this core competency with the use of high-speed image-capturing machines. This impressive technology allows the bank to scan all remittance documents and correspondence and forward the images to the customer, eliminating the work of scanning at the customer's site. Image creation at the bank also enhances the disaster-recovery capabilities for customers, because no physical documents at the provider site will ever be lost due to natural disaster. As many providers who faced fire and flood will report, the offsite computer back-up worked fine, but the paper was impossible to replace.

The latest enhancement to this service allows some banks to turn scanned EOBs/RAs into posting files in the ANSI ASC X12 835 format mandated by HIPAA. This is done by a combination of the image scanning service and "IOCR," or Intelligent Optical Character Recognition. IOCR can extract text data from an image file. The output from this service is both an image

file for providers to use for research and customer service as well as an 835 file that can be used for automated posting, secondary billing, and standardized denial management.

A trend is obvious here. Lockboxes are not just about "float" anymore. Banks have moved from simple depository services to producing both image files and posting files for both consumer payments (retail) and corporate payments (wholesale).

The EDI Lockbox?

Providers should realize that banks have an important role to play in the receipt of electronic data interchange (EDI) files as mandated by HIPAA and related electronic payments. Most providers have only a fraction of their payers supporting electronic remittance advice (ERA) and EFT (electronic funds transfers). As ERA volume increases, the challenge of matching related funds transfers becomes more time consuming. EFT payments and ERA files may be sent days apart by health plans. Banks have robust reporting services, and some offer re-association services so that remittance advices are passed to the customer only after they have been matched to a funds transfer. Reassociation services eliminate an onerous manual reconciliation process. This is particularly difficult for health systems with many bank accounts to which EFT is directed by payers.

The upshot of all this is to reconsider the role of the banking system as you seek to automate your remittance processing operations. Banks have evolved from 1940s deliverables to 21st Century deliverables. Providers are also migrating to new and better ways to do business and they have the opportunity to improve timeliness, accuracy, and efficiency while reducing overall costs by adopting the "best practices" of today's banking system.

James Moynihan, SVP U.S. Bank, MBA, FHFMA, CTP, is senior vice president at U.S. Bank in Agoura Hills, California. He can be reached at james.moynihan@usbank.com.

HFMA Chapter
Education III,
March 19th
at the Center
for Healthy
Communities
in Downtown
Los Angeles.



Job Search Survival 2009

Undoubtedly, this is the toughest year on record to land a new job. Reaching your career goal will take courage and nerves of steel. Are you up to the challenge? Here are three tips for job-search endurance that will keep you on the right track toward your employment goal.

1. Keep your career goal realistic.

This is not the time to strike out in a risky career direction. Following your heart toward a career in which you have little qualifications could yield months of frustration as you find yourself competing against legions of candidates far more qualified. Unless you are in the position to hold out for a very long job search, concentrate on positions where you are best qualified.

2. Realize it will take longer to land your next position.

If you've never experienced a lengthy job search, set your expectations out several months and practice patience. You will apply for many positions as the perfect candidate, and get no response. Expect that. You will conduct perfect interviews and hear nothing back. Expect that as well. Just remember that eventually the right company with the right job at the right time will come your way if you stay calm and focused and don't let discouragement keep you from moving forward. Just keep with it.

3. Write a better resume than your competition.

Less jobs and more applicants equals extremely high competition. The quality of your resume has never been more important. For the best possible resume keep these guidelines in mind:

- Focus your resume. Avoid a one-size-fits-all resume.
- Showcase your best information in the top half of page one.
- Include accomplishments that illustrate your ability to solve today's business challenges.

4. Sharpen your interview skills.

With employers interviewing only the best of the best, when you are chosen to interview be sure you are your competitive best. You CANNOT "just wing" an interview and expect to be called back for a second. Today it takes solid interview strategy to earn a second round of interviews. Interview books are helpful, but they usually fall short of teaching you how to read the interviewer's mind to understand his/her hiring motivations. A study in the art of selling is more effective to achieve great interview performance. A few basic selling strategies include:

- Asking the right questions to understand the interviewer's "hot button" motivations.
- Formulate answers around the interviewer's motivations.
- Know your accomplishments well enough to weave them effectively through your interview to achieve top candidate status.

Throughout 2009, the best jobs will go to those who persevere and stay focused. Keeping your expectations and goals realistic will help prevent the emotional ups and downs. Prepare for your job search as if you were competing in a marathon. With patience, endurance and skill you will win your next job.

Deborah Walker, CCMC is a career coach helping job seekers compete in the toughest job markets. Her clients gain top performing skills in resume writing, interview preparation and salary negotiation. Learn more about Deborah Walker, career coach at: <http://www.AlphaAdvantage.com>

HFMA SO. CALENDAR

2009 EVENTS

May 21 – ANNUAL CHAPTER AWARDS DINNER The Bistro Garden at Coldwater, Studio City / 6:30-10:30 pm

June 5 – ANNUAL CHAPTER KICK-OFF MEETING Huntington Memorial Hospital / Time: TBA

June 14-17 – HFMA'S ANNUAL NATIONAL INSTITUTE Seattle, Washington

September 13-15 – FALL CONFERENCE SAVE THE DATE! Hyatt Monterey

2010 EVENTS

January 24-27 – REGION 11 SYMPOSIUM SAVE THE DATE! Caesars Palace, Las Vegas

Details on all events can be found on the chapter's web site www.hfma-socal.org/ > click on Events Listings