

# Get Noticed in 15 Seconds

## A Physician's Guide to a Standout CV

By E. Chandlee Bryan, M.Ed.  
Sponsored by CompHealth

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## About the Sponsor

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CompHealth is one of the nation's largest providers of healthcare staffing services—we've been No. 1 in healthcare practices for over 30 years. We offer temporary healthcare practice opportunities and permanent positions for healthcare providers of all types.

CompHealth founded the locum tenens industry by focusing on temporary physician staffing services for several years. As a result, we became the largest locum tenens staffing firm in the U.S.

From our leadership position in locum tenens, CompHealth has broadened its business to become a leader in temporary staffing and permanent placement of physicians, and other medical professionals. We partner with major healthcare systems and networks, leading private groups and government agencies. CompHealth is the best single resource for healthcare providers seeking employment and for healthcare organizations seeking complete recruiting and staffing services.

### Our staffing services include:

- **Physician Practices**—Locum tenens and permanent positions
- **Therapy Practices**—Temporary and permanent positions
- **Laboratory Professional Practices**—Temporary and permanent positions
- **Advanced Practitioner Practices (CRNA, NP, PA)**—Temporary and permanent positions
- **Pharmacy Practices**—Permanent positions
- **Healthcare Management Practices**—Permanent positions
- Licensing, credentialing, and other services

For more resources: <http://www.CompHealth.com>

## Introduction

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As a physician, you are widely considered to be an expert in diagnosing and treating illness. But when it comes time to manage your own career, can you pass the CV scan that hiring managers use? Can you spot the irregularities and anomalies of your experience at a glance?

Would you rather read a CT scan than to do a 15-second scan of your own CV?

If you are like many of your colleagues, the answer to that question is yes.

It's a common occurrence in the medical field: The most qualified candidate isn't always the one who gets the job offer. Sometimes the employment process favors the applicant with the well-prepared CV instead of the candidate with the most relevant skills and experience. The process is similar to reading the results of a diagnostic test: When you can clearly see the results of a scan, there's less of a need for a second opinion and it is easier to move forward.

In the job search process, the sum of your medical training, clinical experience, testing, and practice are assessed with a 15-second scan of your credentials in the qualifying round. This is—on average—the attention your CV will receive from practice managers and hiring professionals in HR at a first pass. If your CV doesn't speak for you, you may not be considered for the job—even if you are qualified and have the proper work authorizations and credentials.

Will your CV get past the gatekeeper? Does your CV need a makeover?

Take the Quick CV Scan test to assess your pass rate. (We'll even give you a 60-second handicap.)

## The Quick CV Scan

### Materials required:

One copy of your CV

Highlighter

Timer (The second hand on your watch, smartphone, microwave, stove, or egg timer. You can also ask a friend to monitor the time.)

(Note: This can also be done electronically if you save a copy of your CV with a new name.)

- Write down your ideal job or find a job listing that interests you.
- Consider the position from the hiring manager's perspective: What skills, experience, and certifications will you need to be a strong candidate?
- Write down three must-haves.
- Look at the position from your perspective—that of a physician. What makes you uniquely qualified to fill this position?
- Set the clock for 75 seconds and turn to the next page. Keep your list of must-haves with you.

## The Quick Scan Exercise

- Review list of must-haves for the position. (It's okay to look at what you wrote before.)
- Scan your CV for education and work experience—does it fit the job? Highlight areas that fit.
- Rate overall match on a scale of 1-10, with 1 as "no correlation between skills and job" and 10 as "perfect alignment between job and position."

1   2   3   4   5   6   7   8   9   10

- Take a close look at all dates in the CV, are there any gaps in time between your medical school career and present work that aren't covered? (Note: Even a one-month period not accounted for is considered to be a "gap.")  
Mark down any missing months or periods of time.
- Highlight keywords, position descriptions, or education that aligns directly with the job.
- Consider your list of "must-haves" from the employer's perspective: How well does your CV align with the job requirements?
- Do you have any strengths, skills, or unique attributes that are "hidden" on the CV? (Do you have credentials and experience that make you a good fit for the job that the employer cannot see?)
- From your perspective, what are the biggest strengths that you offer a potential employer?
- On a scale of 1-10, rate yourself for job fit:

1   2   3   4   5   6   7   8   9   10

Next, learn more about what employers are looking for in their "scan."

## The Quick Scan: What Employers Look For

In looking at your CV at a glance, employers will create a summary history of your own experience—a history which includes their evaluation of your skill set and credentials. They will then evaluate that background in comparison with their own needs to assess your potential fit with their needs. Key health indicators for a strong candidate include:

### 1. Education and Licensure

Outside the healthcare industry, position descriptions often list education requirements and a caveat—or "equivalent experience." For many jobs, skills and

relevant experience count more than your education and training; therefore, it is common practice on resumes to place education after a summary of experience. This isn't the case in medicine—or on your CV. Your education comes first.

As you know in healthcare, you either have the education or you don't.

**Place education in the first section of your CV and answer the employer's first question: Do you have the training required to fill this position?**

*Note: You can either list your education experience in chronological order or reverse chronological order (most recent first). Fellowships should be included in your education section.*

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### Did You Know?

Many employers take "CV review" very seriously. Some employers even reformat candidate applications as part of the review process so that they can more easily compare candidates.

Stick to a standard format in submitting your CV. Microsoft Word, Text files or PDF formats are generally preferred.

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## 2. Board Certifications and Licensure

Do you have the subject matter expertise that the position requires? Will you be able to attain the required certifications and licensure?

## 3. Work History

Hospital and healthcare systems care about how current your skills and experience are. If you are applying for a position that requires hands-on experience with clinical or lab procedures, they will also want to know the depth of your language and experience with these procedures.

## 4. Career History and Tenure

In addition to specialty skills, employers evaluating your CV will evaluate your "stick rate." They'll assess the length of your tenure in assignments and may make assumptions on your interpersonal skills and focus based on how long you've stayed with past or current employers before checking recommendations or even inviting you in for an interview. Note: If you've worked at sites through locum tenens, you should identify the engagement as locum tenens work.

## 5. Timelines (Dates, Months, and Years)

As employers assess your education and work experience, they will also be reconstructing a timeline of your career. Given that it is more difficult to credential physicians who have not worked consistently, hiring managers actively seek out gaps in dates "at a first pass." Hiring managers want to know how you've spent your time—not just year to year, but also in terms of months. Therefore, it's very important to include duration of time worked or study for everything that you've been involved in.

Gaps in your employment timeline may raise questions about your commitment to practicing medicine. Periods of time spent away from hospitals, private practice, or other healthcare environments can also make it difficult to obtain credentials by hospitals and licensing boards.

Prepare to have any gaps noticed, and be prepared to provide documentation for any period of two months or more in which you have not worked. (Note: Some hospitals will even ask you for documentation for periods of less than 30 days!)

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### Qualifying Round

During the qualifying round of assessing your skills and experience, **when** you've done your work may be equally important to a hiring manager as **what** you've done.

**As they say on the London subways, your most critical need is to “mind the gap.” Here are two ways to do this:**

- Where possible, account for any gaps in employment or training on other sections of your CV. (For example, if you spent a gap period volunteering for Doctors without Borders, you might include a Community Service section on your CV and present this information there.)
- Create “gap summaries,” written records of what you’ve done during any gaps for potential distribution to employers.

One best practice for your search is to write these summaries as the gap occurs; this way you will have an accurate and concise explanation on hand when requested. Maintain this information in your files and it won’t be another item on the application list when you apply for new positions. Documenting information as it happens also provides you with a record of key contacts who can verify your information later. See the Appendix for a full list of records to maintain for your job search process.

## Checklist for Passing the “Quick-Scan”

- CV begins with the education section that includes start and end dates for all degrees received.
- All dates presented in month/year format: e.g., July 2004—May 2008.
- All work history or training courses are accounted for either on CV or in written documentation.

Note: Employers also expect more experienced candidates to include information on board certification. As soon as you are board certified, add this information to your CV. Residents can also indicate the status of their board certification on the CV (date and month of pass for exams)

### Quick check:

Now that you know what employers are looking for, rate yourself for job fit based on your current CV:

1   2   3   4   5   6   7   8   9   10

Do you need to improve your “relevance ranking?” If yes, read on for tips on how to improve your CV.

## Next Stop: The Full Body Scan (Five CV Must-Dos)

The 15-second CV scan is similar to basic patient screening procedures—temperature reads and blood pressure: It’s a first pass at assessing current fitness; full diagnosis requires a more in-depth review.

When first evaluating applicants, employers look at your CV the way that medical school admission offices review MCAT scores—a CV that meets or exceeds the minimum benchmarks can get you on the short list. Pass the employer’s quick scan for education, training, and experience without gaps and you are in the game. (Or at least on the list of applicants to be considered for interviews.)

But the process of landing an offer or securing a position is more complicated. There’s a full battery of questions to answer throughout the application and interview process: Employers will want to know everything from specializations and board certifications to your level of comfort with procedures, patient care, and paperwork.

In the highly regulated healthcare field, you can expect the paper equivalent of a full body scan prior to receiving an offer. For this reason, we’ve provided the following five tips to CV success. In addition, we’ve included an Appendix to help you prepare for the process of getting onboard once an offer is extended. The checklist of required documents in the Appendix will take the pain out of preparing the paperwork that accompanies any successful job search.

## 1. Focus on Your Audience, but Don't Rely on "One Opportunity"

There may be a shortage of physicians in some geographical regions and specialties, but it doesn't mean the process of applying for positions isn't competitive—and that you'll be the only one under consideration. Never assume that the only CV you send out will get you a job. You increase your odds when you apply for multiple opportunities.

As you prepare your CV and apply for positions, develop a contingency plan to ensure that you'll have options: Remember the anxiety of Match Day for residency programs? No one wants to be in the scramble, and you don't want to find yourself in that position when it comes to your job search, either. You want to have options.

**Finding the right opportunity for work can be like applying for residency programs all over again in that:**

- You have a finite amount of time to make a judgment call about whether your values, interests, and communication style aligns well with your potential employer.
- The process is one of mutual selection: The employer selects you, and you select your employer.
- You have a limited window of time to examine a potential fit. Once you've made a decision on which offer to accept, you hope you've chosen well—especially given that you'll spend a majority of your waking hours in your new environment.

In interviewing for residency positions and in applying for jobs, the time you have to make a first impression is limited.

While post-residency employers seek additional skills and clinical experience than is expected during your medical school education, there are strong similarities between the two search processes. In both situations

the response to "passing the first screen" is frequently the same: In most cases, you can expect that you and your prospective employer will be on your best behavior to showcase what you have to offer one another during the interview and evaluation process. After the courtship ends, you may find that you are not as well suited as it initially appeared.

Just as interns frequently find it necessary to change residency programs for reasons ranging from specialty area to office politics, many physicians leave their first jobs within two years. According to a study on "How Young Physicians Search for Jobs" commissioned by The New England Journal of Medicine, the primary reason that physicians leave their first job post-residency is concern over organizational stability. (Limited opportunity for growth and office politics come in second and third, respectively.) One way to avoid this trap: Consider working in a locum tenens program.

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### Take a Test Drive

Through locum tenens work, you can take a test drive of a new work environment and geographic location.

Many employers who hire physicians to work on a locum tenens assignment extend an offer of permanent employment following engagement.

**To Learn More about Locum Tenens Work, Contact CompHealth at 800.453.3030**

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As you go through the job search process, you may feel pressured to focus more on presenting your own skills and expertise than on assessing the right cultural fit for you. It's easy to forget that the hiring process is one of mutual selection when you need to earn a living. But don't ignore the "fit factor."

**To ensure that you have options in the hiring process and increase your chances of success:**

- Prioritize the factors that are most important to you—e.g., practice type, specialization, location—and apply for multiple opportunities.
- Develop a targeted list of potential opportunities.
- Customize each CV you send out to positions, and highlight the skills and expertise that relates directly to the position in descriptions of your past work. (Example: If you are applying to work in an ER of a large hospital in an urban area and have previous experience doing just that, make this clear. Alternatively, if you are applying for a position to assume primary responsibility for practicing medicine in a rural area—highlight similar experiences or work environments.)
- Talk to others in your field who hire for your area of expertise. What do they look for in candidates? Are there any “soft skills” of particular importance?
- Seek out trusted advisors, colleagues, and peers who can help you identify and assess potential “blind spots” in the application process.

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## Mountain Setting

“I hire physicians to work in a rural mountain setting that is in close proximity to world-renowned ski resorts and very appealing to outdoor enthusiasts. When I look for a locum tenens physician, I seek out candidates who can drive in snow, use EMR systems, and have a warm bedside manner.”

—Eileen Knudson, Director, Tahoe Forest Cancer Center

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You can also receive additional assistance from CompHealth. As one of the nation’s largest providers of healthcare staffing services for both temporary and permanent opportunities, CompHealth works with hundreds of facilities across the country—from hospital systems and private practices to government healthcare facilities—and can partner

with you to expand your knowledge of available options. CompHealth recruiters can provide in-depth information on client locations. They will also work with you to provide feedback on the strengths and weaknesses of your CV. From permanent positions to locum tenens programs that can help you cover gaps in time between positions or explore new opportunities, CompHealth will partner with you as you explore the best potential match for your skills and interests.

## 2. Be Easy on the Eyes

Charting. Ability to use EMR systems. Attention to detail. These non-clinical skills are considered essential components of success on the job—whether you like it or not.

Your CV is the first look that employers have at assessing your abilities in these areas. Flawless spelling, grammar, and a consistent format demonstrates that you are strong on details and are meticulous in how you present information.

Whether they share this information or not, many hiring managers care about how your CV looks. When you make it easy for them to read and assess your fit for a position, you make it easier for them to hire you. Here are three ways to “go easy on the eyes.”

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## Suggested Length for CVs

Resumes have page limits; CVs don’t. There’s a hard and fast rule for entry-level jobs that require a resume instead of a CV: Stick to one page. On a CV, there’s generally no page length requirement.

That being said, most employers agree that CVs should not exceed 4-6 pages in length. Anticipate the needs of your potential employer and tailor your CV to demonstrate your relevance for the job.

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**Fonts (Appearance matters. Be conventional.)**

- Use one font—and only one font in your CV. (Bonus points: Use a matching font for any supplemental documentation.)
- Stick with a “tried and true” font rather than an unusual one.
- Safe choices include Arial, Georgia, Times New Roman, and Verdana. Keep font size legible. Don’t go above 12 points or below 10 points.
- If you use an accent color, don’t use more than one color and use the color only for section headings and line breaks. If you do this, do not use yellow or any color that is difficult to see.

**Format (Be easy to find, easy to hire. Consistency matters.)**

- Adopt a standard format for presenting information and stick to it throughout your CV.
- Be consistent in how you present the names of organizations/institutions, position titles, and dates

**Here’s one way to do this:**

Dates in Margin

**Organization name in bold**, City, State

*Position title in italics*

**Example:**

July 2007—June 2008

**Riverside Methodist Hospital**, Columbus, OH

*Fellowship in Cardiology*

**Language**

“Your language beomes clear and strong not when you can no longer add, but when you can no longer take away.”

—Isaac Babel

**Grammar**

Don’t ever save your CV without running it through “spell check.” And don’t ever “accept all changes” without looking at them. Show that you are careful, not careless.

**Find a ruthless editor**

Even the best proofreaders overlook mistakes in their own work. Ask a colleague or an advisor to help you with a second look. This is particularly important if English is not your native language.

**3. Tailor Your Application**

In applying for jobs and residency programs, a simple rule applies when it comes to attracting a potential employer and hiring manager: While you may be considering multiple opportunities, you increase your chance of success when you tailor your approach.

**Saving Time**

Making your CV so general that it will serve you for multiple job application types can save you time in applying for positions, but it can hurt you as you attempt to differentiate yourself in the applicant pool.

It may save you time to use only one CV to apply for jobs. Your CV may pass the 15-second scan test. But your CV can’t vouch for your particular fit for a position if you haven’t made it obvious. For this reason, we strongly recommend that you tailor your CV for each position you apply to.

You don’t want to look as though your skills are appropriate for any job, you want to look relevant for this job—the one for which you are applying. After all, you didn’t choose your residency program so that you could work in any medical practice, did you? You also aren’t board certified to work in “any job,” are you?



Customizing your CV to include relevant information about your experience will help you show your fit for a position. In addition, providing information that aligns with the job shows a potential employer that you've thought about what the position entails "in practice." In brief, this approach demonstrates your fit—and will help you move forward in the hiring process.

**Here are three ways you can customize your CV to demonstrate your fit for a position:**

- Include relevant certifications and licensures in your CV. **Dates and license numbers are helpful. If you've been recertified, include this information as well.**
- Include information based on the needs of your audience. **If you are applying to a position in academic medicine, including any publications is a must. For a locum tenens position, leave off the publications and include details on facility size, patient volume, and procedures you've completed in the past.**
- Don't be afraid to show your interests. **In the 15-second scan, whether or not you like golf is irrelevant to your application. But, if you are applying to an area known for golf, it may actually strengthen your application—many hiring managers seek out candidates who are interested in making a permanent move for years to come. When you demonstrate an interest in the natural resources, amenities, or local pastimes of a city or region, you show the potential to be a hire willing to make a commitment. For many employers, this is appealing.**

#### 4. Shape Your Story

Beyond job specifications, position descriptions, and licensure requirements there is a fundamental—but frequently unspoken—law of hiring: People hire people they like, and who they believe they can trust to serve their institutions well. When two people are equally qualified on paper, it is often personality and

bedside manner that tips the scale in favor of one candidate over another.

How does this play out in the CV review process? After you've passed the 15-second scan, many employers will spend additional time reviewing your CV in full. As they review your CV, they will look for details:

- What have you focused in during your residency and other positions?
- Do you mention any experience that is relevant to the type of facility or practice to which you are applying?
- Is it easy to chart your interests and development in the field over time, or are there clear periods where you've changed your mind and pursued a new interest?

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#### Highlight the Experience

"I'd rather learn about your experience and your relationship with patients than have a laundry list—or a long list—of every publication in which your name has appeared. If the job you are seeking is not in academia, it is more important to highlight your "real" experience rather than submitting a sequel to War and Peace."

—Karen Meyers, Recruiter for Premier Healthcare  
Outpatient Clinics

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While the process of applying to a job may be a "numbers game," in terms of the volume of applications received, employers hire people—not CV's. To this end, include information relevant to the position you seek. Whether you are applying to work as a generalist or a specialist, highlight your relevant experience—demonstrate how your skills and experience fit the job, and the hiring manager will have an easier time hiring you for the position with confidence that you are the right match.

As you search for positions, seek out clues for areas of importance to the employers for which you wish to work. Read publications and web information—they'll provide you with a sense of the overall culture, local events, and current areas of specialty.

Want to scale the Ivory Tower and work in academia? Research faculty interests.

Seeking to work at an urban hospital or in a rural area? Study local demographics and issues facing the community.

As you apply for positions, demonstrate your unique fit for the position by incorporating relevant content into your CV and cover letter. Anticipate the potential questions of your employers as you apply for positions and provide answers in the application process. Applying for a job at a healthcare system that just installed a new EMR system—one that you've used in the past? Indicate this on your CV—either in a "Skills section" or directly in the description for the healthcare system for your previous employer.

Including this information won't just help you tell your story, it will also enable others on a hiring committee to vouch for you and your skills. Hiring decisions are frequently group decisions—the decision of who to hire typically does not rest with one individual alone. When your personal story appeals to one member of a hiring committee, they can champion your candidacy and share your relevant interests and skills with other members of the committee. Sharing your story can help you win internal promoters within an organization—and make it easier for them to hire you. Who doesn't want to do that?

**Here are three tips for telling your personal story through your CV:**

- Never use the first person in your CV. Convention dictates that you write without "I, me, or my."

**Example:**

**Instead of saying, "I graduated in the top 10 percent of my class."**

**You would say "Graduated top 10 percent of class."**

- Keep your narrative fact based, and use a neutral voice.

**Example: During the course of your residency, you decided to change your specialty. Instead of writing "switched residency programs," simply state what you did:**

**Moved from Cardiology to Family Medicine, 2005. (Then provide a sentence or two on any unique relevant experiences you had as part of your experience. This information could either be presented in your job description or in a "Selected Additional Experience" section.)**

- Cater your descriptions to the position for which you are applying. It isn't necessary to provide an exhaustive list of everything you've ever worked with; include only information that demonstrates the breadth and depth of your expertise—or speaks specifically to the job to which you are applying.

**Bottom line: You need to present your case in your CV, just as you do in "Grand Rounds." As an intern, the chief resident may listen to your assessment of the case, but you also need to demonstrate your credentials and knowledge base to gain credibility. The same holds true for you in the job search process.**

**(Tip: See Appendix for a list of documents that can help you make your case faster.)**

While presenting "facts" is mandatory on a CV, providing context helps you sell your interest. Items you may want to consider include: providing details on patient volume, areas of specialization, project work, soft skills, and clinical research. Again, mentioning ties to geographic location can also help you.

## 5. Be Your Own Credentials Manager

So, your CV passed the 15-second scan, is easy on the eyes, caters to your audience, and tells a story that demonstrates your fit for the position, now what? Are you hired? Not so fast...

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### Preparation

"The best preparation for tomorrow is to do today's work superbly well."

—William Osler

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As you know, working in the health professions requires education, training, and skill requirements that exceed that of many other fields. Once you make it through the hiring process, there are still rules and regulations you need to pay attention to in order to start working.

One of the best ways to get hired is to be prepared. Anticipate the paperwork needs of your hiring manager and you'll expedite the hiring process. In the process, you may also raise your status in the eyes of your potential employer. After all, a well-prepared applicant is the sign of an individual who can be counted on—a trait sought after by employers. Remember: Employers aren't only seeking subject matter expertise from their physicians, they also seek individuals who can follow directions.

If you maintain records and gather paperwork in advance, you'll make the process easier for potential employers and save time for yourself later on. To this end, we've developed a checklist that you can use to do just that. It is our hope that you'll find this checklist to be useful throughout the hiring process—it will also give you something to talk about in your interview.

Speaking of checklists, did you know they can save lives and that many healthcare systems are adopting them for patient care? Check out this excerpt from The New Yorker magazine's Annals of Medicine:

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### Storing Information

#### Document Storage: Virtual Safety

Computers crash. Laptops can be stolen. You don't want to be left without a CV.

To ensure the safety of your information, we recommend that you store an additional copy of your CV using a document storage solution such as GoogleDocs or Dropbox.com

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*Medicine today has entered its B-17 phase. Substantial parts of what hospitals do—most notably, intensive care—are now too complex for clinicians to carry them out reliably from memory alone. ICU life support has become too much medicine for one person to fly.*

*...Sick people are phenomenally more various than airplanes. A study of 41,000 trauma patients—just trauma patients—found that they had 1,224 different injury-related diagnoses in 32,261 unique combinations for teams to attend to. That's like having 32,261 kinds of airplanes to land.*

*Mapping out the proper steps for each is not possible, and physicians have been skeptical that a piece of paper with a bunch of little boxes would improve matters much.*

*In 2001, though, a critical-care specialist at Johns Hopkins Hospital named Peter Pronovost decided to give it a try. He didn't attempt to make the checklist cover everything; he designed it to tackle just one problem...line infections.*

The results were so dramatic that they weren't sure whether to believe them: the ten-day line-infection rate went from 11 percent to 0... They calculated that, in this one hospital, the checklist had prevented 43 infections and 8 deaths, and saved \$2 million in costs.

—Atul Gawande, as excerpted from "The Checklist"  
*The New Yorker*, December 2007

Read more: <http://tinyurl.com/checklist-gawande>

## Summary

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In summary, the secret to writing a winning CV is to focus on the needs of your potential employer and present your experience in a clear, concise manner that demonstrates your fit for the job.

Use these five tips and you'll have a CV that gets noticed; follow the checklist in the Appendix and you'll be prepared for the paperwork required to get started. You'll be the applicant employers seek out—easy to work with, and easy to hire!

Want an example of how to get started? We've provided two sample CVs and addendums in the following Appendix; one set for residents just out of training and one set for a physician with work experience. These materials have been prepared by hiring managers and recruiters—use them as a framework for revising and presenting your own CV.

## Sample No.1: Just Completed Training

**Joshua P. Johnson, MD**

102 Scenic View Drive • Baltimore, MD 21202 • Phone: 401-870-5989 • drjoshuajohnson@hotmail.com

**EDUCATION**

6/2007 – 6/2010	<b>John Hopkins University</b> Internal Medicine Residency Program Baltimore, MD
9/2003 – 6/2007	<b>University of Washington</b> Doctor of Medicine Seattle, WA
9/1999 – 6/2003	<b>University of Utah</b> B.S., Chemistry; <i>cum laude</i> Salt Lake City, UT

**MEDICAL LICENSURE & CERTIFICATION**

Maryland	Active	License #63524
Washington	In process	
DEA	Active	Expires 10/31/2013
American Board of Internal Medicine	Board Eligible	Scheduled to take 8/29/2010
Basic Life Support	Active	Expires 6/2012
Advanced Cardiac Life Support	Active	Expires 6/2012
PALS	Active	Expires 9/2012
EMR		Trained in Epic, Cerner and Vista EMR

**PROFESSIONAL AFFILIATIONS & HONORS**

**American College of Physicians, Member/Student**  
**American Medical Association, Member**  
**Hospital Ethics Committee, Resident Representative**  
**Community Medicine Committee, Resident Representative**  
*Best Resident Research Award for Maryland, Add Date*  
*Outstanding Research by a Resident national award by the ACP, Add Month and Year*

**PROFESSIONAL EXPERIENCE**

7/2010 – 6/2011	<b>The John Hopkins Hospital</b> <i>Chief Resident</i> Baltimore, MD
1/2010 – 2/2010	<b>Rural Health Rotation</b> <i>Shoulder to Shoulder</i> – Saw patients and taught nursing staff Santa Lucia, Honduras

**Joshua P. Johnson, MD**

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**VOLUNTEER EXPERIENCE**

7/2011 – 9/2011	<b>Doctors without Borders</b> <i>Volunteer Internal Medicine Physician</i> Haiti
6/2008 – 6/2010	<b>Family Health Center</b> <i>Clinic Volunteer</i> – Medical care for homeless shelter residents Baltimore, MD
1/2004 – 8/2006	<b>Rainbow Hospice</b> <i>Clinical Volunteer</i> – Support groups for grieving children, teens, families Seattle, WA

**LANGUAGE**

Fluent in English, Spanish and Russian (written and spoken)

**REFERENCES**

Professional references available upon request

**Sample Addendum****RE: Change of Residency Program**

During my first year of IM residency we were told that there was a possibility that ABC Hospital would lose their IM residency program although there were no problems or concerns with the quality of their program. I applied to different IM residencies and was able to secure a second year Internal Medicine residency with XYZ Hospital. I successfully completed my IM residency with XYZ Hospital 6/2010.

**RE: Completion of Residency Off Cycle**

I began my residency 6/2007 at XYZ Hospital which is affiliated with XYZ University. At the beginning

of my third year of residency I had a baby. I was approved for a 3 months leave from my program and was able to extend my training to make up this time and successfully complete my Internal Medicine Residency at XYZ Hospital 9/30/2010.

**RE: Clinic Name Change**

XYZ General Hospital is a community hospital in Baltimore MD. Originally, their "owned" practices were called XYZ Internal Medicine. In January of 2010 they reorganized and created the ABC Medical Corporation, a holding company which owns XYZ General Hospital. The XYZ Internal Medicine clinics were all changed to ABC Medical Group (AMG), another subsidiary of ABC Medical Corporation.

**Liam H. Knight, MD**

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**EDUCATION**

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7/2000 – 6/2003	<b>Duke University Hospital</b> Family Medicine Residency Program Durham, NC
9/1996 – 6/2000	<b>University of Minnesota Medical School</b> Doctor of Medicine Duluth, MN
9/1992 – 6/1996	<b>University of California</b> Bachelor of Science in Chemistry; <i>cum laude</i> San Francisco, CA

**PROFESSIONAL EXPERIENCE**

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9/2009 – 9/2011	<b>Timberlyne Family Medical Center</b> <i>Family Medicine Physician</i> Chapel Hill, NC
3/2005 – 6/2009	<b>Fairview Hiawatha Clinic</b> <i>Family Medicine Physician</i> – Outpatient and inpatient family practice Minneapolis, MN
7/2004 – 12/2004	<b>Orlando VA Medical Center</b> Locum Tenens Assignment while MN license was in process <i>Family Medicine Physician</i> Orlando, FL
7/2003 – 6/2004	<b>Duke University Hospital</b> Chief Resident Year <i>Staff Family Medicine Physician</i> Durham NC

**HOSPITAL AFFILIATIONS**

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3/2005 – 6/2009	<b>University of Minnesota Medical Center</b> <i>Family Medicine Physician</i> – Staff privileges Minneapolis, MN
6/2006 – 6/2009	<b>Hennepin County Medical Center</b> <i>Family Medicine Physician</i> – Staff privileges Minneapolis, MN



**Liam H. Knight, MD**

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**HOSPITAL AFFILIATIONS** (Continued)

7/2004-12/2004	<b>Orlando VA Medical Center</b> <i>Temporary privileges for Locum Tenens</i> Orlando, FL
7/2003 – 6/2004	<b>Duke University Hospital</b> <i>Family Medicine Physician – Staff privileges</i> Durham, NC

**MEDICAL LICENSURE & CERTIFICATION**

North Carolina	Active	License #63524
Minnesota	Active	License #54321
DEA	Active	Expires 1/31/2011
American Board of Family Medicine	Board Certified	Expires 8/31/2013
Basic Life Support	Active	Expires 6/2012
Advanced Cardiac Life Support	Active	Expires 6/2012
PALS	Active	Expires 9/2012
EMR		Experienced in Epic, Cerner and Vista EMR

**PROFESSIONAL AFFILIATIONS & HONORS**

**American Academy of Family Physicians, Member**  
**North Carolina Academy of Family Physicians, Member**  
**North Carolina Medical Society, Board Member**  
**NC Family Physician of the Year Award , 2010**

**VOLUNTEER EXPERIENCE**

7/2009 – 9/2009	<b>Doctors without Borders</b> <i>Volunteer Internal Medicine physician</i> Manila, Philippines
11/2009 – 6/2011	<b>Samaritan Health Center of Durham</b> <i>Volunteer Family Medicine Physician – Free clinic for Durham Rescue Mission and Good Samaritan Inn residents and their children. Four hours a week and one weekend a month.</i> Durham, NC

**LANGUAGE**

Fluent in English and Filipino

## Sample Addendum

### RE: Clinic Name Change

XYZ General Hospital is a community hospital in Baltimore MD. Originally, their "owned" practices were called XYZ Internal Medicine. In January of 2010 they reorganized and created the ABC Medical Corporation, a holding company which owns XYZ General Hospital. The XYZ Internal Medicine clinics were all changed to ABC Medical Group (AMG), another subsidiary of ABC Medical Corporation.

### RE: Work History Gap

My contract was ending with my current group at XYZ Clinic 6/2009 and my plan was to join a single specialty group in that community. Unfortunately we could not come to a compromise regarding my non-compete in my contract with my former practice and so my family and I decided to move back to the state of MN. I did not have the MN license, so while I was processing that medical license I worked a locums assignment with the VAMC in Orlando FL from 7/1/2004—2/15/2004. Then I took the months of December—February off prior to starting at the ABC clinic in Minneapolis MN.

Recommendation: Include explanation for any gap time during your CV that is greater than 1 month. Dates (month/year format) should be included.

### Sample Publication/Research Addendum

- Kjeldsen, S.E., Dahlof, B., Devereux, R. B. et al.: Effects of Losartan on Cardiovascular Morbidity and Mortality in Patients with Isolated Systolic Hypertension and Left Ventricular Hypertrophy, JAMA, 288:1491, September 25, 2002.
- Lindholm, L.H., Ibsen, H., Dahlof, B. et al.: Cardiovascular Morbidity and Mortality in patients with diabetes in the Losartan Intervention for Endpoint reduction in hypertension study (LIFE): a randomized trial against atenolol, The Lancet, 359: 1004-1010, March 23, 2002.
- Lundergan, C.F., Reiner, J.S., Perry, J.J., Ross, A.M.: Effect of Body Weight and (etc.). Presented at 68th Scientific Session, American Heart Association, November 1995. Anaheim, California.
- Bray, P.F., Perry, J.J., Hackett, T.N., et al.: Laboratory Confirmation of Multiple Sclerosis on a drop of Cerebrospinal Fluid. Connecticut Medicine 28 (8) 423-424, 1974.
- Perry, J.J., Hackett, T.N., Bray, P.F. et al.: Laboratory Diagnosis of Multiple Sclerosis. Rocky Mountain Medicine Journal 70 (7) 42-44, 1973.

Recommendation: Use when applying for academic positions or research positions. Add as an addendum to your CV.

## Appendix 2—Documents Checklist

Maintaining comprehensive records will help you provide employers with the paperwork they need to process your application and "on-boarding" paperwork.

Here is a checklist of records you should maintain to facilitate this process. (Note: The "written explanations" need only be prepared if applicable to your own situation.)

- ✓ CV (includes both past and present experience with comprehensive coverage of dates in month, year format)
- ✓ Current copy of D.E.A. (schedule must be reflective of clinical practice)
- ✓ Licensure and Certifications (must include dates, city and state information)
- ✓ Board certificates
- ✓ Copy of driver's license
- ✓ Medical education certificates
- ✓ Current photograph of yourself in professional attire.(If necessary, a passport photo or similar will suffice.)

- ✓ Summary of clinical activity and procedures for the past twenty-four (24 months). Include summaries of procedure performed, outcomes and complications. (Do not include identifying information regarding patients. Patient names not allowed under HIPAA.)

In most cases, you will not need to create this log for yourself—and should not! Your employers and training facilities will maintain these procedure logs on your behalf.

This paperwork is frequently maintained by different departments within a hospital, medical office, or healthcare system—from medical records to credentialing. Find out which department holds these records and retain their contact information—regardless of whether you have the summary in your possession or not.

- ✓ Proof of current professional liability coverage and certificates for the past five years. (Note: If you are applying for locum tenens assignments, keep in mind that many locum tenens programs will arrange for coverage.)
- ✓ Written recommendations from faculty, peers, and supervisors. (Maintain contact information should confidential recommendations be requested. Always ask permission to share these documents before releasing.)
- ✓ Short written summaries that provide details of any career history you need to explain, including:
  - Gaps of one month or more in employment or training.
  - Any attempts to apply for licensure in a state (if you started to apply for licensure in a state and then decided not to complete your application for personal reasons because you decided not to live there, you still need to have a written explanation for this.)
  - List of continuing education courses attended and dates.
  - List of any honors and awards received.
  - List of publications.

The less time an employer needs to spend with you in acquiring this information, the more they will want to work with you! To ease the process for you, maintain addresses and contact information for previous employers and educational institutions so you don't need to "hunt and peck." (Note: It's just as important to have departmental contacts and phone numbers as it is to have e-mail addresses for individuals with whom you've worked since people move around!)

## Extra Credit

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Create and maintain an addendum that includes "success stories" that you can tell in cover letters and interviews. These stories should focus on not just what you have done, but also on how you can apply these skills in the future. These stories can be written up in the following report using a format frequently referred to as **CAR—Challenge, Action, Result**.

- **Challenge:** Served on hospital committee tasked with working with external consultants to implement new EMR system in ER.
- **Action:** Attended technical trainings, provided consultants with feedback regarding daily use of systems, and partnered with consultants to develop institution specific customized training for presentation to peers. Served as in-house go-to physician user expert during implementation of system.
- **Result:** Department was able to successfully launch new system "seamlessly" with no disruption to services, exceeding estimates for installation and implementation by 25%.

## About the Author

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E. Chandlee Bryan, M.Ed., is a certified professional resume writer, coach and former Ivy League career counselor. Prior to starting her own business, she worked briefly as a recruiter and spent over eight years connecting Ivy League students with employment opportunities. She is the former Director of Career Services of the Engineering School at Dartmouth College and worked for many years in Career Services at the University of Pennsylvania.

Bryan is a voracious reader of career trends, regularly interviews employers about their pet peeves, and rarely tires of learning about work environments and organizational dynamics. The daughter of an infectious disease specialist and the granddaughter of a dermatologist, Bryan spent much of her childhood observing physicians in practice.

In the course of connecting students and employers at several institutions, Bryan has had a front row seat to observe job search techniques that do and don't work. In 2008 she started her own business, Best Fit Forward, and began writing to share what she'd learned. She has worked as a professional development consultant for Microsoft, serves as facilitator for a Manhattan-based job seekers group of over 1,000 members, and recently co-authored her first book, *The Twitter Job Search Guide*.