Contents

Preface				xi	
About the Authors					
Point 1	Before You Start Your Journey, Have You Checked Your				
	Tools?				
	1.1	Profes	sional Development Competency	3	
	1.2	Skills	Competence: What Have You		
		Accon	nplished?	4	
	1.3	Profes	sional Guideposts: What Is the Impact of the		
		Past a	nd Present on Your Future Career?	4	
Point 2	Career Option-sBroaden Your Horizons!			7	
	2.1 Traditional: To Name a Few, Medical Staff				
		Offices (MSOs), Credentialing Verification			
		Organ	izations (CVOs), Managed Care		
		Organ	izations (MCOs), Specialty Clinics, and		
		Physic	tian Groups	8	
		2.1.1	Medical Staff Office (aka Medical Staff		
			Services Department)	8	
		2.1.2	Credentials Verification Organization	9	
		2.1.3	Managed Care Organization	9	
		2.1.4	Specialty Clinics/Physician Groups	9	
	2.2	Future	: You Name It, You Own It!	9	
Point 3	It Is Your Journey–Take the Time to Map It!				
	3.1	Develo	op a Success Plan–Emowered, Quantitative,		
		Qualit	ative, with Personal Accountability	14	
	3.2	Why the Plan Is Important		14	
	3.3	Comp	etence Measurement	15	
	3.4	The V	oice of Experience	16	
	3.5	Achievement Is Important–Ongoing Maintenance			
		Is Crit	ical	17	

Point 4	Have You Monitored Your Professional History and			
	Checked All Systems?			
	4.1	Packaging You–Phase I: The Beginning –		
		The Place to Start	19	
	4.2	Packaging You–Phase II: Organizing Materials	20	
	4.3	Packaging You–Phase III: Filling the Gaps	21	
	4.4	Packaging You–Phase IV: Designing the		
		System–Your Way!	22	
	4.5	Packaging You–Phase V: Implementing Your		
		System	23	
	4.6	Packaging You–Phase VI: Maintaining Your		
		Professional History	23	
Point 5	Testing Your Job Description–Are You Docked or			
	Launched?			
	5.1	Is the Job Title Accurate?	28	
	5.2	Is the Purpose Statement Clear, Concise, and		
		Accurate?	29	
	5.3	Does It Cover Your Core Accountabilities?	29	
	5.4	Do You Know What the Organization Expects?	29	
	5.5	Do You Review and Recommend Revisions		
		Periodically?	30	
Point 6	Your Performance Compass-How to Gauge Results			
	6.1	What Does Your Performance Evaluation Say		
		about You?	34	
	6.2	What Does Your Performance Evaluation Leave		
		Out?	34	
	6.3	Should You Produce a Supplementary Document		
		to Reinforce Your Skills and Accomplishments?	35	
	6.4	Are Your Accomplishment Where They Need to		
		Be to Compete in the Market?	36	
Point 7	Progress Checkpoints-Accountability Is Key			
	7.1	What Have You Done and How Well Have You		
		Done It?	39	

	7.2	Do You Initiate Periodic Meetings with Your Staff		
		and Your Supervisor to Review Your Progress and		
		Accomplishments?	40	
	7.3	Do You and Your Boss and Staff Agree on Your		
		Progress?	41	
	7.4	Have You Identified Barriers to Your Progress?		
	7.5	Have You Developed Written Goals, Objectives,		
		and Action Plans to Ensure Accountability?	42	
Point 8	Professional Performance Profile-In the Shadows or			
	Orbiting the Sun?			
	8.1	Identify Your Competencies MSP Core	43	
		Competency Model TM	44	
	8.2	Define the Measurements	46	
		8.2.1 Skills Development	46	
		8.2.2 Personal Development	46	
		8.2.3 Career Development	46	
	8.3	Report to the Stakeholders (also Known as		
		Stakeholder Management)	47	
	8.4	Track Your Performance	47	
	8.5	Document	49	
	8.6	Analyze, Adjust, and Activate	50	
	8.7	Ongoing Maintenance	51	
	8.8	Market for Multiple Benefits	51	
Point 9	Your Mission–One Last Check before Launch			
	9.1	Your Physical Profile	55	
	9.2	Your Mental and Emotional Profile	57	
	9.3	Your Verbal, Written, and Body Language		
		Communications Systems	58	
	9.4	Your Understanding of Stakeholders' Needs		
Point 10	Coming Full Circle–Are You Positioned to Help Others?			
	10.1	Who Are Your Industry Counterparts?		
	10.2	Are You a Social Networker (LinkedIn, Facebook,		
		Twitter, Blogs)?	64	

	10.3	Are You a Member of Any Local, State, National,	
		or International Associations?	65
	10.4	Do You Read or Write Organization	
		Communications-Newsletters, etc.?	66
	10.5	Do You Plan Each Month to Participate in	
		Business/Networking Events?	67
Point 11	For Those Who Want It All Right Now-MSP Career		
	Launch Boot Camp: One Year Accelerated Platform		
	11.1	What Does the Best Look Like?	72
	11.2	Why the Best Never Stop Learning	72
	11.3	Physical Fitness/Nutrition-You Have to Feed	
		Your Brain, Don't You?	73
	11.4	Formal and Informal Education—Mandatory!	74
	11.5	Communication Styles: Knowing What to Use	
		When–Continuous Practice	74
	11.6	Why Efficiency and Effectiveness Are Both	
		Critical Business Partners	75
	11.7	Fold New Career Options into Your Job Today	76
Point 12	Things to Remember		
	12.1	Affirm Yourself	80
	12.2	Laugh Often	81
	12.3	Nurture, Love, and Defend Those in Your Care	81
	12.4	Motivate and Inspire as Only You Can Do	81
	12.5	Never, Ever Stop Dreaming	82
Appendix A:	Sample Job Description		85
Appendix B:	Sample MSP Performance Profile		107
Appendix C:	Electronic Career Data Files Guidance		111
Appendix D:	MSP Professional Development Creed		113
Appendix E:	Point Checklist		
Appendix F:	Reference Guides		
Index			119