Tips and Tools for a Successful Recruitment Season

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Disclosure

• We have no conflicts of interest.
Full Disclosure
Objectives

• Understand recruitment cycle
• Describe tips and tools that you might be able to apply to your own recruitment
Recruitment cycle

- Preparation
- Applications
- Interviews
- Ranking
- Match week
Preparation
Assemble your team

- Coordinator
- Residents
  - Chief residents
- Faculty
  - Chair
  - PD
  - APDs
  - Selection committee
Determine your goals

• What is your vision/mission?
  – “The healthiest future for all children and families.”
  – “Train outstanding pediatricians who will serve as leaders in their communities and their profession.”

• What type of residents do you want to recruit?
  What do you value?
  – Diversity
  – Leadership
  – Global Health
  – Research
  – Advocacy
Develop your Plan for Success

• Assess last year’s recruitment
• Highlight your strengths
• Address your weaknesses
• Engage and prepare your team
Assess last year’s recruitment

• How difficult was it to fill your program?
  – How far down your rank list did you go?
• What are your recruiting resources?
• Post-match survey of applicants
• Debrief
  – Residents, Faculty, Coordinator, Selection Committee
• SWOT
  – Strengths
  – Weaknesses
  – Opportunities
  – Threats
Highlight your strengths

• Small resident-centered program with close resident and faculty relationships
• Large research-intensive program with opportunity to be mentored by multiple faculty and fellows
• Strong community health and advocacy partnerships serving a diverse, underserved population
• Integrated global health curriculum and advocacy opportunities
Address your Weaknesses

• Engage and empower your residents & faculty to help fix what is fixable
• Remember: Your residents are your greatest strength
Engage and Prepare your Team
Prepare your Chair

• Align vision for residency with Chair’s vision for the department
• Clearly outline recruitment strategy
• Ask for Chair support (buy-in, resources)
• Discuss Chair’s role in recruitment
  – Set the tone
  – Vision for department
  – Importance of education
Prepare your Faculty

• Share your enthusiasm about your program and your residents
  – Highlight special programs
• Layout interview day and process
• Remind them of interview “do’s and don’ts”
• Brief them on interview goals
  – Would this person be a good fit here?
  – Sell your program
Prepare your Chief Residents

• How will their talk complement (but not repeat) your talk?
  – Have chief residents sit in on your first presentation
  – Have future chief residents co-lead 1 interview day

• Tour
Prepare your Residents

• Solicit resident input on how to improve the program, recruitment
• Opportunity to share their enthusiasm about the program
• Remind them of program updates
• Review goals for resident interview
  – Would this person be a good fit here?
  – Sell your program
• Leave tough questions to Program Director
Prepare your Selection Committee

- Consider who you want on the committee
  - Faculty
  - Volunteer faculty?
  - Chief residents
  - Residents?

- Make sure they understand the commitment
  - Time expectations
  - Timeline for committee reviews
  - Committee meeting(s)
Standardize evaluation

• Use program goals/values to develop scoring system
• Debrief and make changes to selection process soon after match
• Go over evaluation materials individually with new committee members
Recruitment begins at home

• Your students are potential future residents, fellows, faculty

• Medical students from your home institution can be great ambassadors

• Meet students at your medical school
  – Pediatric Student Interest Group
  – Planning for Applying to Pediatric Residency workshops
  – Individual Advising
Applications
YOUR program website

• Update EARLY

• Consider your content
  – Highlight your strengths
  – Application requirements
  – Salary/Benefits/Sample Contract
  – Sample rotation schedules
  – Life outside of residency (your area attractions)
  – Current residents and their medical schools
  – Life after residency
Databases & Websites

- **FRIEDA**
  - Lists basic information about residencies

- **ERAS**
  - Residency application

- **NRMP**
  - Submit rank list

- **ECFMG**
  - Foreign medical graduate certification
THE MATCH
NATIONAL RESIDENT MATCHING PROGRAM®

LOOKS LIKE SHE'S MET HER MATCH
THE ALGORITHM OF HAPPINESS

SHOW US YOUR MATCH FACE. UPLOAD YOUR PIC TO OUR FACEBOOK PAGE.

9/15/13 – NRMP opens
10/1/13 – MSPE released
1/31/14 – Quota change deadline
2/25/14 – Rank list deadline
3/17/14 – SOAP begins
3/21/14 - MATCH day

www.nrmp.org
Screening applicants

• Pre-define your screening criteria to grant interviews
• USMLE Scores
• COMLEX Scores – will you accept? How to interpret?
• IMG requirements
  – ECFMG
  – State medical board requirements
  – Visa
  – Recent U.S. clinical experience?
• Know your target numbers
  – Consider different cutpoints and offering interviews on rolling basis
Granting interviews

- ERAS screening
- Know your program’s history
  - How many interviews did you need to grant to match your current residents?
  - Any changes in the program since last year?
    - Do you think you need more interviews?
    - Average: 8-10 interviews:1 position filled
      - ie., if 10 slots – may need 100+ interviews; 120+ interview offers
      - 10-20% decline/attrition rate
        - Couples match, travel, January
- Consider your goals/resources
  - How many do you want to interview (total, per day)?
  - What are your resources? (faculty, residents, budget)
Keep Good Records

“Keep good examples of what you do for the next year (you will do this all over again).”

- June Dailey, C-TAGME
  Indiana University School of Medicine
ERAS

“Learn everything you can regarding ERAS – it is fantastic for recruitment season (speaking from the view point of years of snail mail! And tons of it). It can do tons of things for you, so if there is a class, another person at your institution or anyone you can call for pointers, do so.”

- June Dailey, C-TAGME

*Indiana University School of Medicine*
Interview Broker

“HIGHLY recommend Interview Broker for scheduling applicants – they love it too.”
- Savanna Carson
  UCLA

• Online self-scheduling service
• Automated invitations & confirmations
• Fee - $2 per invitation/user
PRISM The MATCH

- NRMP’s New iPhone APP
- Program Rating and Interview Scheduling Manager
Interviews
Pre-Interview Information Packet

• Hotels
• Directions
• Transportation
• Sample itinerary
• Informal social events
Interview Day Considerations

• Showcase program
  – Educational conference
  – Meet residents, faculty, PD
  – Tour

• Get to know applicant
  – Interview(s)

• Flow of the day
  – Minimize walking
  – Interviews early vs. Information early

• When is the best time of year to highlight your area?
Special Interview Day Considerations

• Large Program
  – Tracks, pathways
  – Separate interview days for different programs (categorical, combined programs (Peds/IM, Child neurology, Child psychiatry, etc.))
  – MD/PhDs – 2 interview days

• Small Program
  – Personalized
  – Meet individually with PD
Showcase your residents

• Informal events
  – Evening social event
  – Daytime social events

• Formal meetings
  – Interview
  – Tour
Interview

• Interview Goals
  – Would this person be a good fit here?
  – Sell your program
Interviews

Get to know the applicant

• Why pediatrics?
• What do you see yourself doing in 10 years?
• What do you love to do in your spare time?
• Tell me about what you are most passionate about.
• Why are you interested in this program?
Better understand concerns in application

• Can you tell me about your 6 month leave of absence during medical school?
• Tell me about your difficulties with passing Step 1. What have you learned from that experience?
Behavior Based Interviewing

• Describe a particularly challenging patient case and how you approached the problem.
• Tell me about a time when you used the medical literature to solve a patient problem.
• Describe a situation when you had a conflict with a colleague and how you resolved it.
• Tell me about a time when you taught or mentored younger medical students.
• Describe a stressful experience you had and how you handled it.
Standardize Evaluation

FACULTY APPLICANT EVALUATION

Name of Applicant: 
Medical School: 
Date of interview: 

1. Were there any gaps/concerns in the application? 
   Yes No
   If yes, please briefly ask applicant to explain (eg. took a 6 month leave of absence during medical school due to thyroid carcinoma; failed USMLE I because mother died the week prior)

2. Please specify why the applicant is interested in our residency program.

3. Please rate the applicant’s interpersonal/communication skills:
   1 Outstanding
   2 Engaging, Empathetic
   3 Average
   4 Below Average
   5 Unacceptable
   Obnoxious/Arrogant
   Disorganized

4. Please rate the applicant’s thought process using a skills-based question:
   Examples: Describe a particularly challenging patient case and how you approached the problem
   Tell me about a time when you used the medical literature to solve a patient problem
   Describe a situation when you had a conflict with a colleague and how you resolved it.
   Please DO NOT ask the applicant to discuss hypothetical situations or to discuss a case you present.
   1 Outstanding
   2 Logical
   3 Insightful
   4 Below Average
   5 Unacceptable
   Disorganized
   Lack of insight (blames others)

5. Please rate your overall impression of the applicant:
   1 Outstanding
   2 Excellent
   3 Average
   4 Below Average
   5 Unacceptable
Post interview wrap-up

• Answer any additional questions
• Consider post-interview anonymous survey about interview day
Special Circumstances

- Couples matching
  - Within pediatrics
  - Outside of pediatrics

- Special accommodation requests
  - Part time
  - Religious
Post-interview communication

• Thank-yous
• Second looks
• NRMP guidelines/ violations
  – Applicants/programs have the right to keep their rank lists confidential
  – Applicants and programs may express their interest in each other
  – Programs can NOT ask applicants to reveal ranking preferences
You’re Not Alone

“Use your chiefs and residents (you cannot do it all alone).”
- June Dailey, C-TAGME
  *Indiana University School of Medicine*

“I know that a close working relationship (from beginning to end) with the PD and APDs is essential for a successful recruitment season.”
- Theresa Woods
  *St. Louis University*
Communication is key!

“Giving the applicants the best number to reach you on interview day can help eliminate problems. Even if it's your cell phone number.....Much easier than feverishly checking your email if the applicant is lost or running late.

Also, ask them for their cell phone number too, just in case!”

- Caley Eagan

Connecticut Children's Medical Center
“This is my 4th season as the coordinator.....sometimes it doesn’t go according to plan.

Make sure you check with catering that all meals & room locations are confirmed. We had a couple of times they sent our breakfast or lunch to the wrong room.”

- Jennifer C. Bishop, MBA
Crozer-Chester Medical Center
Just Breathe

“I know that my time and days are not my own. Time management is so much worse during recruitment season because there truly is no such thing as time management. I, as a coordinator, am managed by the time! I have to remember, even today, that my day-to-day operations have to be readjusted to meet recruitment needs.”

- Theresa Woods
  St. Louis University
Ranking
Go with your gut

“Go with your gut instinct when ranking applicants regarding bad behavior.”

- Avis Grainger, C-TAGME
  Carolinas Medical Center/Levine Children’s Hospital
Dropbox

• Share documents/information with large groups of people.
• Can access from any smart device.
• Requires a unique log-in.
• Download to your computer to make edits & re-upload new version.
Google Drive

- Can share & edit documents in real time.
- Info can be imported to Microsoft Office
- **Does not require separate log-in.**
Excel

“Best trick ever: creating an excel spreadsheet that auto-populates the rank list based on certain data entry points (name, school, USMLE & interviewer scores) and then auto-calculates the initial rank list based on the weights of our metrics. It may have taken a month to create, but it is SO worth it!”

- Cynthia M. Powell, M.Ed.
  University of Florida College of Medicine
Ranking process

• Scoring system should reflect your program’s priorities/values

• Elicit additional resident/faculty input
  • Your medical students
  • Visiting students who did an elective with you

• Composite score
  • USMLE scores
  • MSPE, transcript
  • Extracurricular activities
  • Letters of recommendation
  • Interview scores
  • Other intangibles

• Single or multiple scorers/application

• Preliminary rank
Ranking Meeting(s)

• Focus Discussion
  • Do Not Rank (DNR)
  • Scoring discrepancies
  • Special circumstances
    • Couples match (esp. within pediatrics)
    • Balancing your priorities

• Predicted Cut-point
  • Know how far down your list you went last year
  • Focus discussion of applicants around the predicted cut-point
NRMP

• 1/31/14 – Verify your program quota

• W 2/26/14 - Certify your rank order list
MATCH week
MATCH week (ES)
3/17/14-3/21/14

• Monday
  • 12pm Notified if filled/matched
  • 2pm Applicant can submit SOAP application

• Tuesday
  • 11:30am Programs begin entering preference lists in R3

• Wednesday-Thursday
  • W 11:30 am Program finalizes preference list
  • W 12pm R3 system send offers to applicants q 3h
  • Th 5pm SOAP concludes

• Friday 1pm Match Day
SOAP
Supplemental Offer and Acceptance Program

• SOAP applications through ERAS only
• May contact applicant (phone, FAX, email, etc) only after receive ERAS application
• Programs enter rank list in NRMP R3 system
• If you opt out of SOAP, you cannot fill positions until SOAP concludes (Th 3/20/14 5pm)

• 2013
  – 99.6% filled in pediatrics in MATCH
  – 70% USMG
MATCH

• Celebrate!
• Welcome your new interns!
  – Call
    • PD, APD, CR, Resident
  – Email
• Send out information to incoming interns
Summary

• Recruitment success begins with a great team, a clear goal, and a thoughtful plan
• Remember why we do this
Special Thanks

• Ann Guillot, MD
  – University of Vermont

• Javier Gonzalez-del-Rey, MD, Med
  – Cincinnati Children’s Hospital Medical Center