



Healthy Hiring Post-Covid: Best Practices for Recruitment and Retention

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Find Your Partner

Objectives

Discuss the traditional model



Describe the impetus for change



Explore tips/tools for enhancing hiring



Orientation and retention suggestions



WHY IS THIS IMPORTANT?

WHAT HAPPENS WITH A HIRING MISS?

HIRING MISS

The core of the ER is the people.

QUALITY & SAFETY

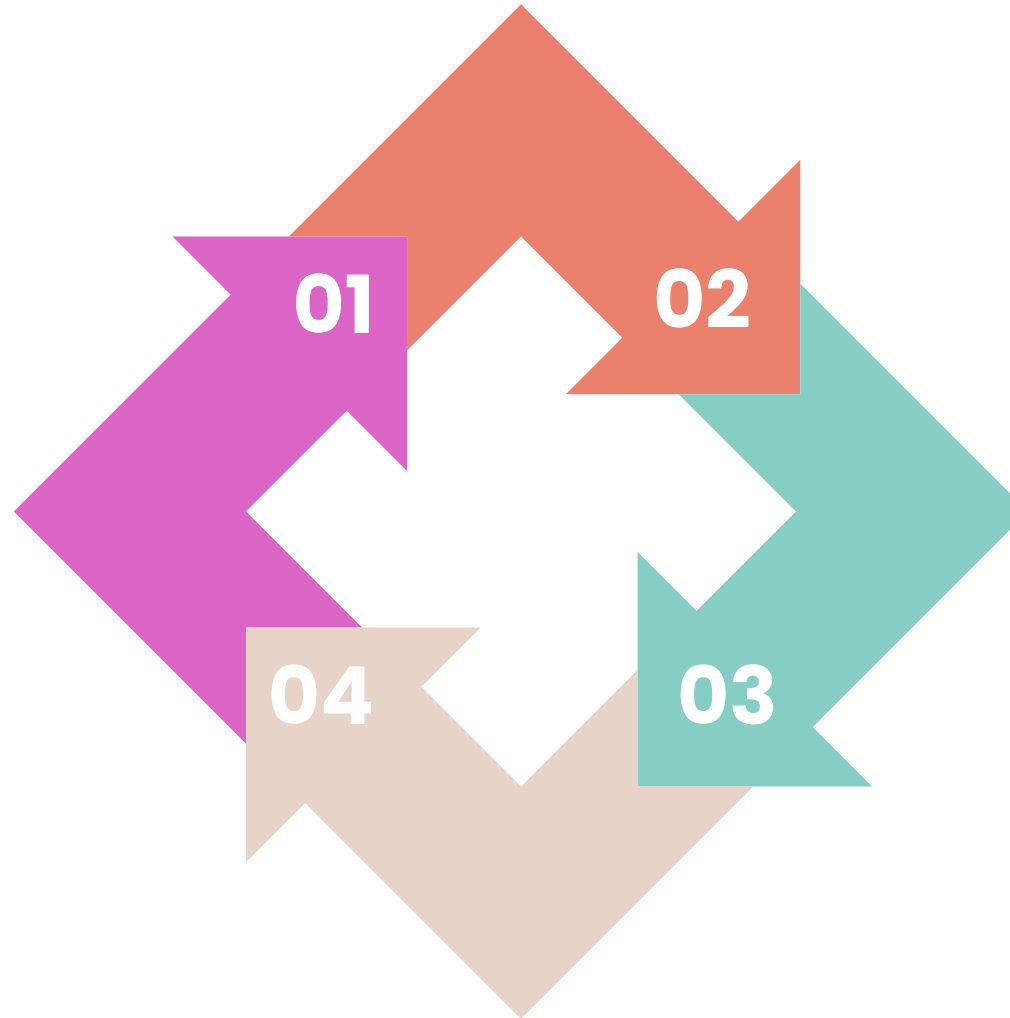
A hiring miss can have poor decision-making, practice defensive medicine, order increased imaging & excessive consults

LIABILITY

RCAs, reviews, intra/inter-institutional reputational decay, legal reviews

TEAM & CULTURE DECAY

Excessive signouts, not arriving on time, dumping on the following team, toxic environment





MedPage Today | Daily Headlines

Inbox - Google 5:37 PM

Fired Hospital Admin's Story Reveals Flaws in Healthcare Hiring

To: Tina Wu



MEDPAGETODAY®

Daily Headlines

Thursday, April 20, 2023

Today's Top Stories for Tina Wu

SPECIAL REPORTS

Fired Hospital Admin's Story Reveals Flaws in Healthcare Hiring

SPECIAL REPORTS

Who Are the Doctors Suing FDA Over the Abortion Pill?

SPECIAL REPORTS

Sex Cult Doc Can't Get License Back; Lap-Band Doc Gets 7 Years; Cancer Misdiagnosis?

WHY IS THIS IMPORTANT?

WHAT HAPPENS WITH A HIRING MISS?

THE WALL STREET JOURNAL.

U.S. | CRIME

Former Mount Sinai Doctor Sentenced to 2 Years for Sexually Abusing 4 Patients

David Newman pleaded guilty to one count of sexual abuse in first degree and four counts of sexual abuse in third degree



David Newman, a former emergency-room physician at Mount Sinai Hospital on Manhattan's Upper East Side, is seen after his arraignment at state Supreme Court in March 2016.

PHOTO: THOMAS MACMILLAN FOR THE WALL STREET JOURNAL



Dr David Newman

WHY IS THIS IMPORTANT?

WHAT HAPPENS WITH A HIRING MISS?



METRO

Manhattan doctor facing state discipline over child-sex charge

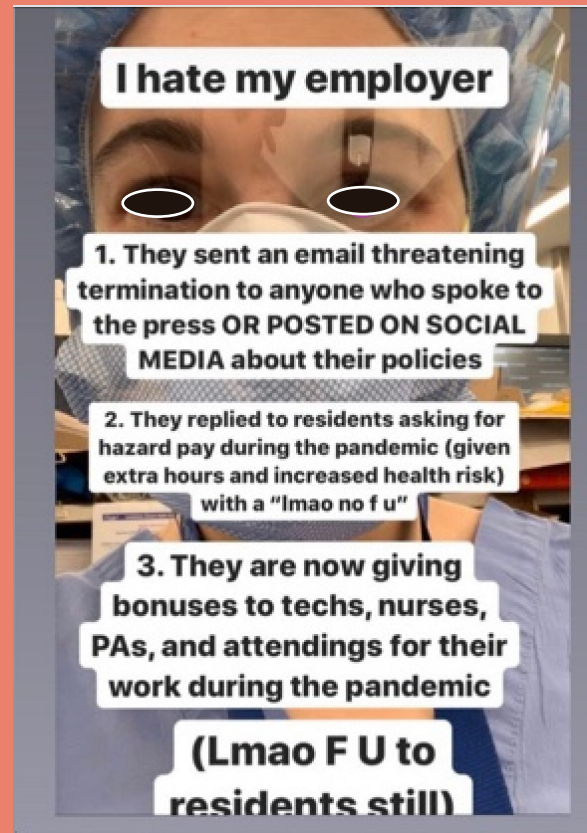
By [Melissa Klein](#)

January 29, 2022 | 10:57am | Updated

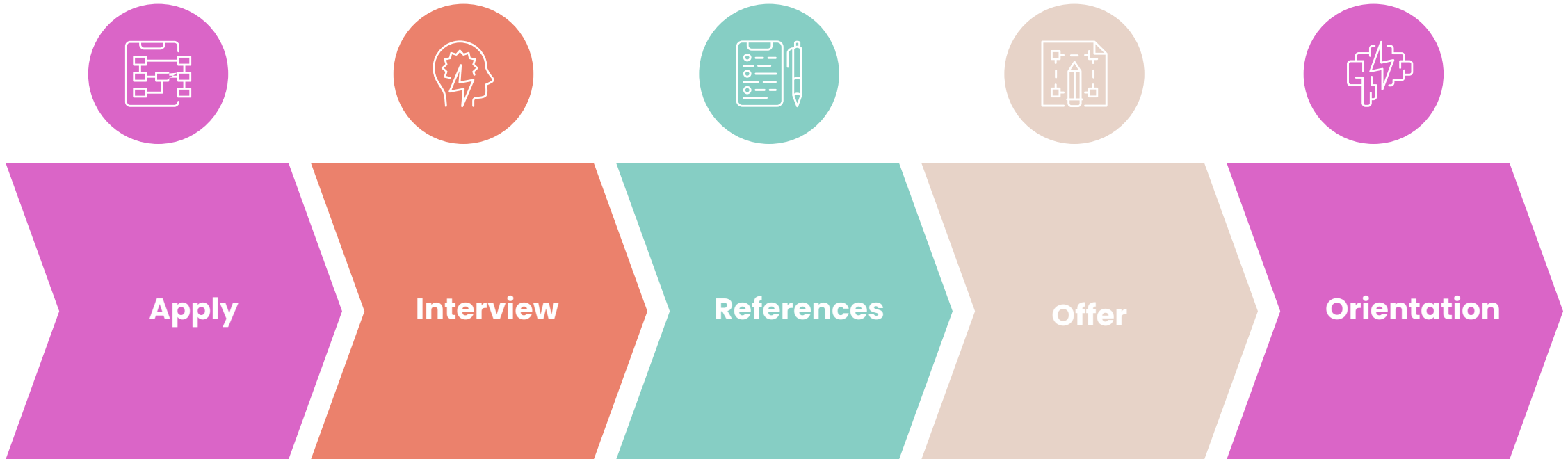


Dr. Michael Hilton pleaded guilty in 2019 to one count each of a criminal sexual act and endangering the welfare of a child.

A story or two.....



Traditional Model



Apply

Interview

References

Offer

Orientation

Email HR, Chair
or Medical
Director

2-10 interviews
without
structure

Online form

Standard email
or phone call
with hours,
salary.
Negotiation.

2-3 Orientation
with policies,
Shadow shifts

Application Pitfalls



Too many applicants and emails are lost. Too few qualified applications



No screening questions. Peds? Trauma? Covid? Visa?



No standard application – CV? Cover Letter? Writing Sample?



Poor candidate experience without timeline or expectations



Bias with screening – internal candidates, arbitrarily eliminated

Talent Funnel



3682 Candidates

857 Qualified



**Linkedin/DICE/
Indeed/IAGA/Angel list
Builtin/Triplebyte/
Hacker/TLDR**
Expanding

1132 interviews



Aggressively schedule
High priority to onboard help

28/32* Hired/offers



Fast decisions
Be fair and aggressive with offers and force decisions






Applicant Tracking Systems

Optimize every aspect of hiring with Greenhouse Recruiting

 Improve the hiring process for everyone

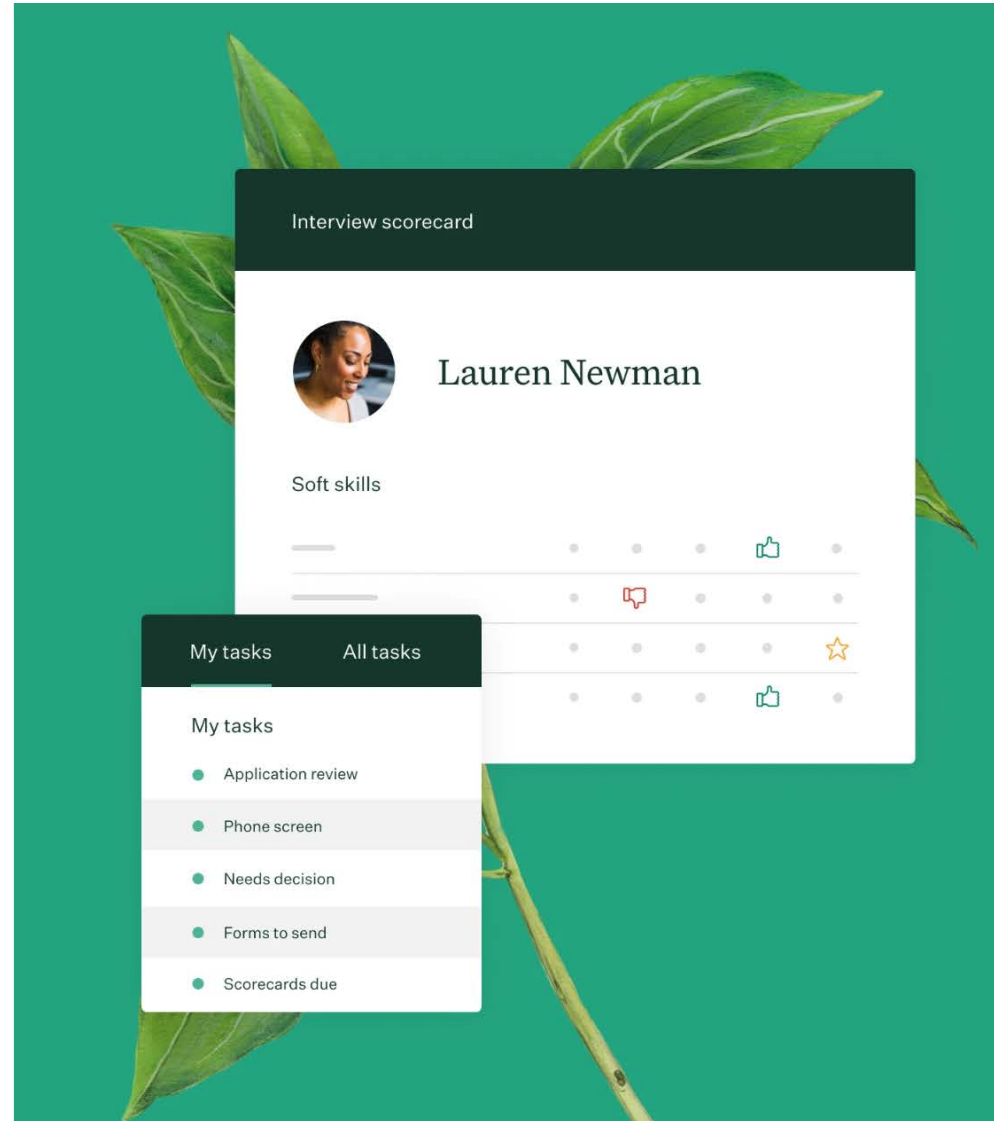
 Find and hire the best talent

 Reduce bias and improve diversity

 Amplify your team's efficiency and business impact

 Measure, iterate and improve your hiring process

About Recruiting



INTERVIEW PITFALLS



Lack of training
for interviewers



Not challenging,
imbalance
selling/evaluating,
one dimensional



Feedback not
elicited or
taken into
consideration



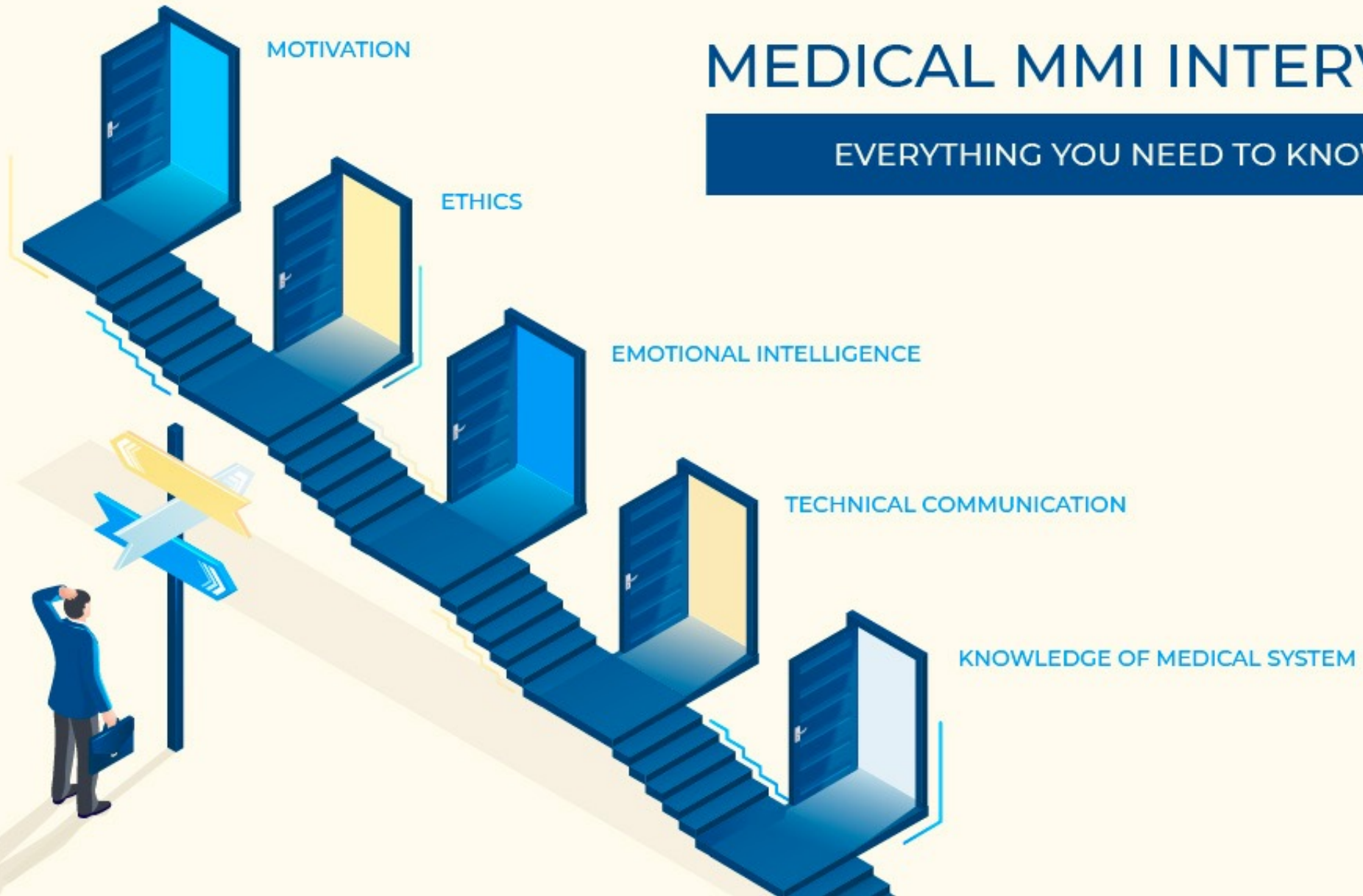
Unstructured,
inconsistent



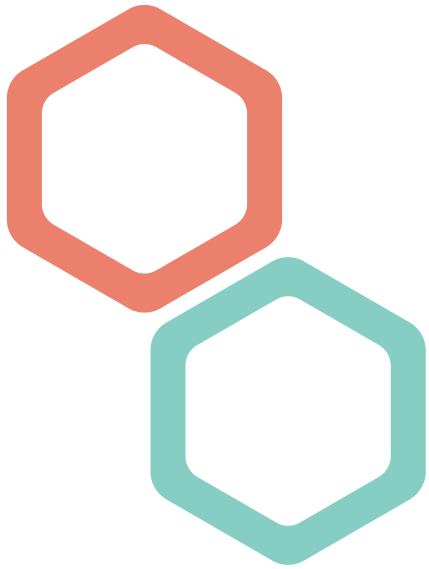
“good enough”

MEDICAL MMI INTERVIEW

EVERYTHING YOU NEED TO KNOW



Structure



01

Diverse interview panel

02

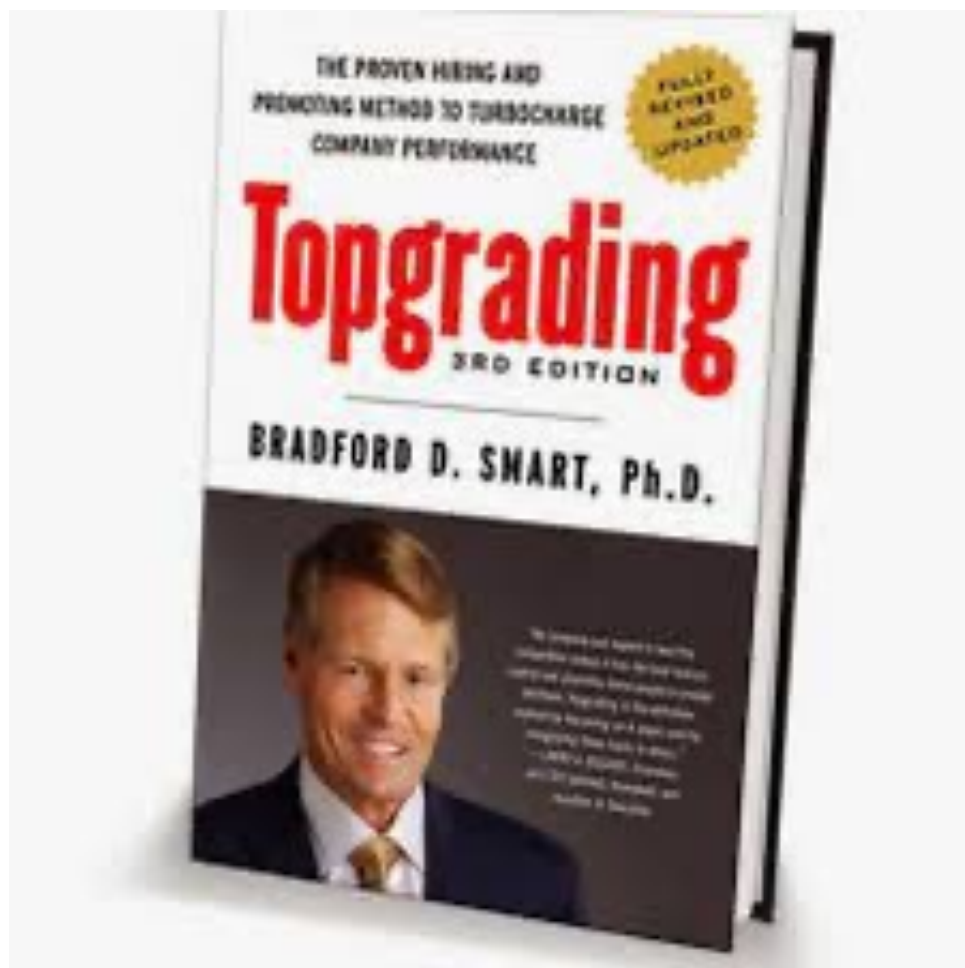
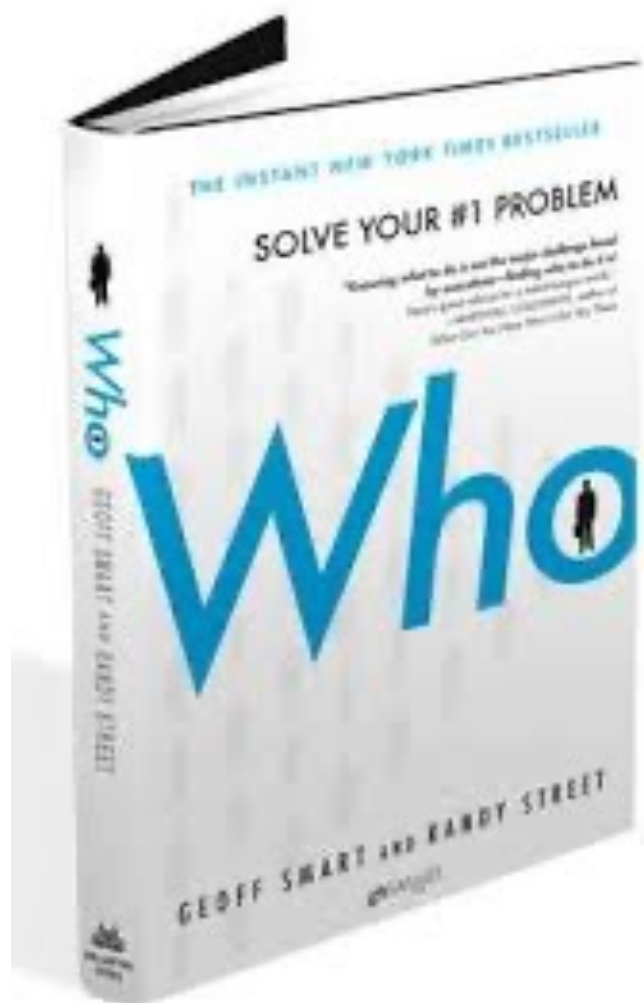
Blind interviews

03

Standard / Same questions

04

Case-based



Reference Check Pitfalls

What reference checks?

We would appreciate receiving any information relating to this applicant, his/her character, ethical and professional standards and any other facts, which would be helpful to our Credentials Committee in evaluating his/her application.

If you have any questions or issues to complete this survey, please contact us at hmhcredentialing@hmhn.org.

Question: I. RELATIONSHIP OF REFERENCE SOURCE TO APPLICANT

Question: My responses are based upon (check all appropriate responses).

- Direct observation
- Review of accumulated information and reports about the practitioner's performance

Question: During what time period did you observe the applicant? From

Date:



Question: Availability and thoroughness of patient care

- Ex.
- Good
- Avg
- BA
- NI

Question: Appropriate and timely use of consultants

- Ex.
- Good
- Avg
- BA
- NI

Question: Quality/appropriateness of patient care outcomes

- Ex.
- Good
- Avg
- BA
- NI

Question: Verbal and written fluency in English

- Ex.
- Good
- Avg
- BA
- NI

Question: Clarity/legibility of records

- Ex.
- Good
- Avg
- BA
- NI

Question: Responsiveness to patient needs

- Ex.
- Good
- Avg
- BA
- NI

Question: 1. Have you ever observed or been informed of any physical, mental, emotional, or behavioral issues that the applicant has or had that have affected or could potentially affect his/her ability to exercise all or any of the privileges requested or to perform the duties of medical staff appointment? If Yes, please explain.

- Yes
- No
- No information

Question: 2. To the best of your knowledge, has the applicant's license, clinical privileges, hospital appointment, affiliation with any healthcare organization, or other professional status ever been denied, challenged, investigated, terminated, reduced, not renewed, limited, withdrawn, suspended, revoked, modified, placed on probation, or voluntarily or involuntarily surrendered, or do you have knowledge of any such actions that are pending? If Yes, please explain.

- Yes
- No

Exit Survey

Finish Survey

**Your reference
experience?**

Some questions

- What would you rate them – top 50%, 25%, 10%?
- What was the percentage of non-billable charts?
- Would they respond to emails?
- Call outs?
- Attitude?
- Example of outstanding patient care?
- Example of complaint?
- Timeliness?
- Signouts?
- Ever consistently on any lists?
- Would you hire again?

Interview Kit

Ability to influence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ability to meet deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Big picture/ Visionary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Calm under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Collaborative	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfortable with change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Creative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Detail-oriented	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determination to succeed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entrepreneurial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Flexible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Hard working	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hires A Players	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Holds people accountable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Listening	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loyal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Offer

CALL APPLICANT

Express excitement

DETAILS OF OFFER

\$\$, hours
Protected time
Sign on bonus
Ownership

BENEFITS

Insurance, 401K
Vesting schedule
Childcare/commuter

TIMING AND CLOSURE

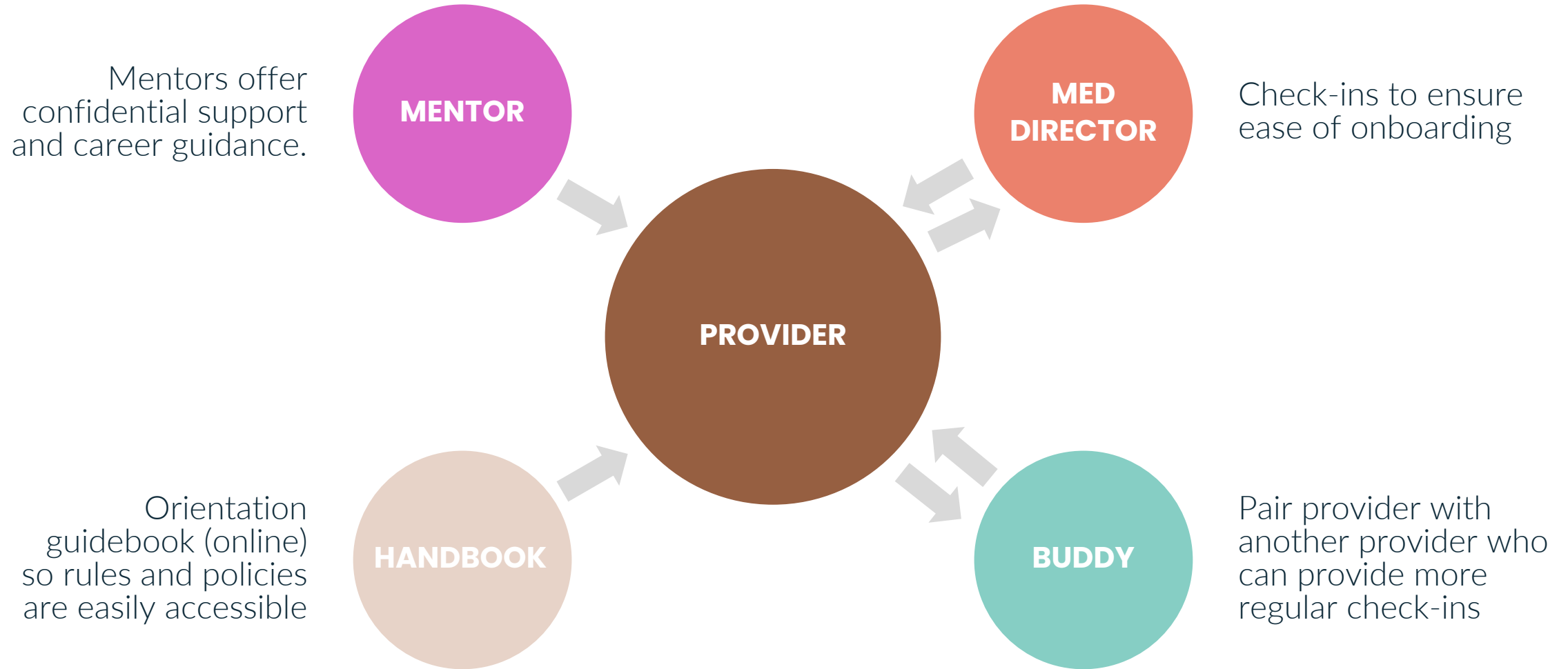
1 week
Sign

Don't forget

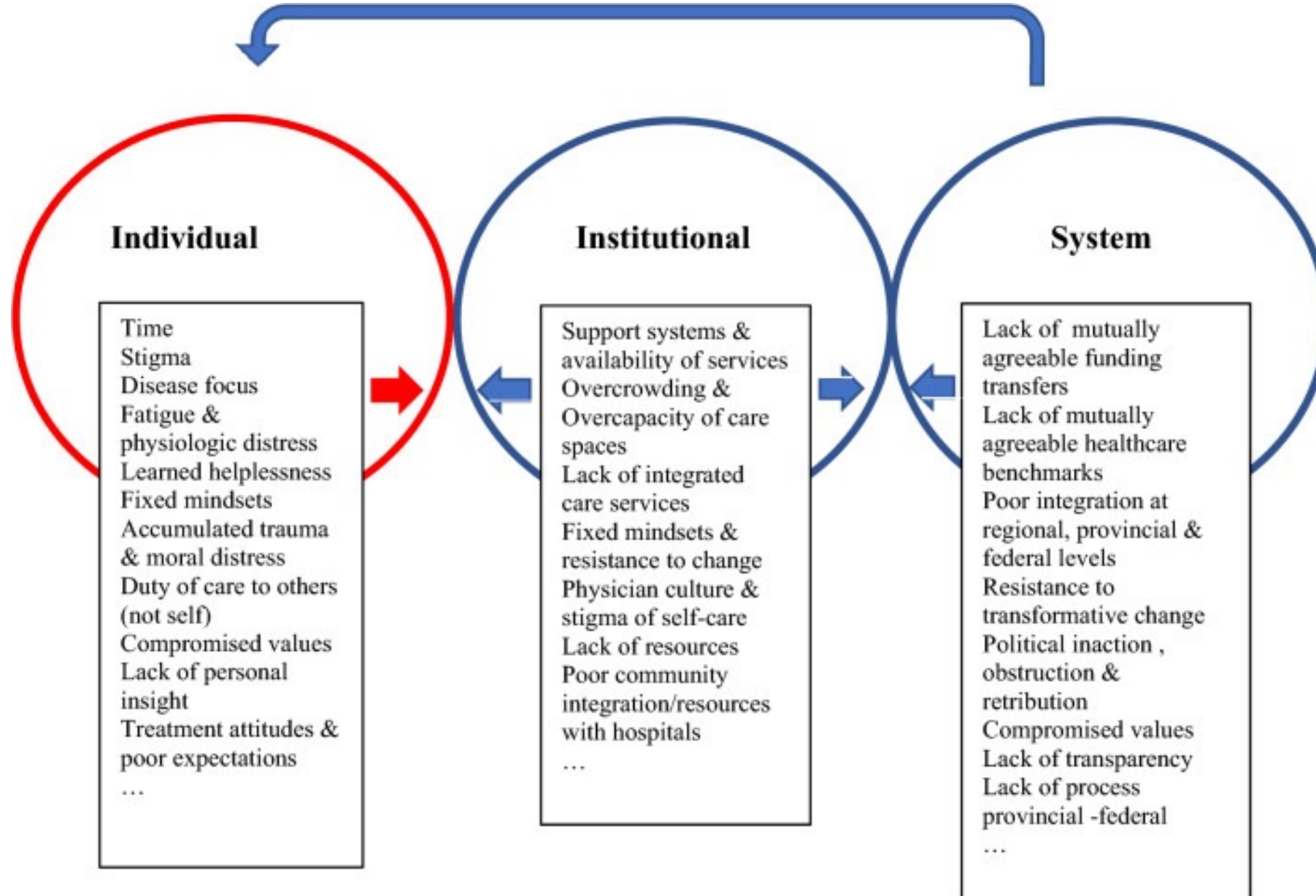


- Don't reject other candidates until the contract is signed**
- Script out rejections and call them
- Background checks
- Drug test

TRAINING / ORIENTATION



Individual, institutional & system barriers to wellness



RETENTION

	GIFT	UNPAID LEAVE	PAID LEAVE	THERAPIST	FIXED SCHEDULE	SNACK CARDS
YEAR 1	▲			△		▲
YEAR 3	▲	△		△		▲
YEAR 5	▲	△	●	△	△	▲
YEAR 10	▲	△	●	△	△	▲

▲ EASY TO DO

△ RECOMMEND

● REQUIRED

At the end of the day...

- Be great at operations
- Play nice
- Appreciate others
- Be the antidote
- Make it a point to be on your staff's side
- Be positive
- Check ins – not to scold, but to get feedback
- Work hard, but set a wellness example without flaunting
- Delight people

SUMMARY

- The traditional model is outdated and can be biased
- Newer, researched, hiring processes have been adopted elsewhere
- Small changes can make a big difference
- Orientation and retention can decrease turnover and the need to hire.

Thank You

