

Ideas for Regions Hospital EM Residency Recruitment/Interviews:

Post-match day 2005 I had some thoughts go through my mind regarding our recruitment/interview process. My initial question was--we are doing fairly well with our current interview/match process, but if we make changes to the process could we take a good thing and make it even better? Is it unrealistic to get ½ of your top 10, or ½ of your top 20 etc.? With that in mind, I started taking mental notes on our current process to evaluate areas for potential change/improvement. My hope is that we could use this as a starting point for discussion and decide either: a) our current process works/is known/will continue or b) we may want to pursue this further and get input from the residency leadership and team, our residents, and EM literature on this topic to change our process. Below are my notes on a few key areas in the recruitment/match process based on my current understanding of the process and my ideas for potential change. Sorry if this gets long...

Overall Approach: My current understanding of our recruitment/match philosophy is: student friendly, information rich, and very open book. Although as I type this I generally agree with those ideas in principle, from a recruiting standpoint I have some thoughts on why we may want to change some or many of these ways. Our process with medicine and medical school and the residency match is similar in some ways to other recruitment areas, but very different/unique in others. With that said, the amount of literature on a 'best practice' type way to interview and recruit for residency slots is not that great. My concept would then be to take some of what we do and excel in and combine it with concepts used in other areas of recruiting: jobs, scholarships, etc. With that said, I would argue that a shift in overall recruitment philosophy may be in order, which would affect various areas of our process. My general philosophy would become: we are a great EM residency, with a ~10 year track record of performance—I'd then go with a residency friendly, information focused, and specific student recruitment type model of interviewing and recruitment. Based on this philosophy, the following areas will list some specifics of how this may change what/how we do things...Note: many of these are ideas, not all of them may be realistic or changeable or feasible etc. Also, shifting from student to residency friendly does not mean we become cold, rigid, and difficult.

Interview Dates: Shift from our current model of student friendly 3 days per week to a more residency friendly model with ~2 days per week of

interview dates for potentially a shorter number of weeks of interviews. The idea behind this is that we may lose a few applicants a year with this model due to interview date conflicts/travel problems etc., but we will maintain the serious and interested applicants. Also, from a EMD staff and resident perspective, our total number of interview dates will be greatly reduced which could lead to potential advantages of improved attitude/energy towards the dates, easier scheduling of interviewers, and more customized and/or energy dedicated to the interview day as a recruiting date. Another advantage: if we only do 2 days/week, and one is a Wednesday—that means at least ½ of the applicants get to experience our conferences.

Website/Handouts: Shift from our current focus on providing information and being very open book to: providing key information, highlighting our strengths, ?quotes from key Regions off service docs (Dries/Avi/Bennett/McGonigal etc.), ?quotes from job employers in town re: our residents (North, EPPA etc.), and then providing other details on a ‘as needed basis’. Example: currently we hand out notes from our residency retreat—benefit, open book, shows we have a mechanism for change—drawback, shows a large list of weaknesses, some that are not clear as to what the problem/plan is for them. My thought is, if they ask, we tell them this exists and can provide them with the list if they want it, but that we don’t give it to the masses. We highlight the fact that we are fluid but stable, and have various specific pathways for change. It’s like showing up for a great job and getting a list of why the job is not that great...may make them have more doubt or questions about the program. Couple this with the annual rumor mill about various things (level 1 status, Neurosurgery, etc.), and we may be adding doubt to the process. Also, if we can identify the programs that we most consistently compete with for students, we can even focus some of our website/handout type information to highlight areas in comparison to other programs (not name specific, but could be data specific: ex: inservice scores comp. to all, on-call time/months comp. to others, simulation/teamwork/team leadership training, elective time or ability to change or whatever we want to focus that we do and some others don’t)

Interview Day: With the idea of fewer total numbers of interview dates, some thoughts on what we can do with the interview day.

-Increase energy into planning the day/making it more of a recruiting trip for them and data collection for us (ex: everyone tours the sim center, other key education touring, key people to meet etc.).

- With fewer total dates, would give us more time to prepare for individuals coming for interviews—match them to a key person for an interview/chat (if EMS interested, RJ or Kory, if Tox →Carson etc.), really learn and know their files so that when they meet people that day they feel we are interested in them specifically (ex: give this to residents in some form as well so they can talk to the students on a more personal level)
- Focus on people knowing their names/faces/location (?hand out info earlier for the day and with other key info such as where they rotated etc.)
- May enable us to really set interview days and schedules up ahead of time with less change and more focus on the importance of that day for recruitment
- ?Post day wrap up to discuss files/applicants on an ongoing basis

Resident/Staff Involvement: Get key staff to be heavily involved in the process for consistency and recruitment advantages. Still allow many people to be involved to help with scheduling and energy toward the program and process, but have a ‘core group’ that is there to count on during this time (?may need to ask Brent to allow scheduling to help with this).

?One member of the residency leadership to be the ‘recruitment’ coordinator for the year? Enables some extra coordination on the interview day, post interview communication, and match list meetings with the residents/staff. I can picture an Excel spreadsheet with applicants names, key facts/info, contact resident and staff, number of times of contact, etc.

Similar thought with residents—either key ones or chiefs plus everyone at times with the same thought... Again, stress the importance of preparing for the day and making it a ‘special’ day for the applicant.

This is similar to how we do things now...

Pre-Post Interview Communication/Recruitment: Potentially a bigger area for change for us. Use the months during interview season and prior to match day to ‘recruit’ applicants. Idea: if we can give the student a great interview day, give them info on the program making it out to be the program they want to go to, and then follow up with them periodically to let them know we are interested in them and their future/education, it may help us to get some more top applicants. Our current format of contacting the students later in January may be too late in the game—they may have already made up their mind on top choices etc. This is an area that we

would have to have good coordination on to avoid 'over contacting/bugging' the applicants! Also, maybe having more frequent meetings with staff/residents to refresh minds of applicants and get more frequent feedback on the students (as opposed to our single day format currently in late Jan.)

Post Match Day Review of Process: Reassess our feedback forms for interviews, and then take that data and our success on the match to game plan for the next year of recruitment. Similar to our current format.

Discussion/Thoughts from the Group????