

Resident Recruitment From ERAS to Match

Ruth Nawotniak, MS, C-TAGME
Paige Rinehart, BUS, C-TAGME, CPS

Resident Recruitment From ERAS to Match

Ruth Nawotniak, MS, C-TAGME
Paige Rinehart, BUS, C-TAGME, CPS

Resident Recruitment: From ERAS to Match is published by HCPro, a division of BLR.
Copyright © 2016 HCPro, a division of BLR

All rights reserved. Printed in the United States of America. 5 4 3 2 1

ISBN: 978-1-55645-910-8

No part of this publication may be reproduced, in any form or by any means, without prior written consent of HCPro or the Copyright Clearance Center (978-750-8400). Please notify us immediately if you have received an unauthorized copy.

HCPro provides information resources for the healthcare industry.

HCPro is not affiliated in any way with The Joint Commission, which owns the JCAHO and Joint Commission trademarks.

Ruth Nawotniak, MS, C-TAGME, Author
Paige Rinehart, BUS, C-TAGME, CPS, Author
Son Hoang, Editor
Erin Callahan, Vice President, Product Development & Content Strategy
Elizabeth Petersen, Executive Vice President, Healthcare
Matt Sharpe, Production Supervisor
Vincent Skyers, Design Services Director
Vicki McMahan, Sr. Graphic Designer
Angel M. Cruz, Layout/Graphic Design
Philip Couch, Cover Designer

Advice given is general. Readers should consult professional counsel for specific legal, ethical, or clinical questions.

Arrangements can be made for quantity discounts. For more information, contact:

HCPro
100 Winners Circle Suite 300
Brentwood, TN 37027
Telephone: 800-650-6787 or 781-639-1872
Fax: 800-785-9212
Email: customerservice@hcpro.com

Visit HCPro online at www.hcpro.com and www.hcmarketplace.com

Contents

About the Authors	v
Ruth Nawotniak, MS, C-TAGME	v
Paige Rinehart, BS, C-TAGME, CPS	v
Chapter 1: Introduction to Resident Recruitment.....	1
The Steps of the Recruitment Process.....	2
Chapter 2: Choosing Candidates.....	9
Determining Criteria.....	12
Chapter 3: Determining Interview Dates	19
Selecting the Number of Interview Dates	19
Picking Interview Days	20
One-on-One Versus Group Sessions	22
Financial Constraints.....	24
Chapter 4: Reviewing Applications	29
Red Flags.....	31
Chapter 5: Inviting Candidates and Scheduling Interviews	35
Mentors	36
Chapter 6: Recruitment in the Digital Age.....	39
Software Programs.....	40
Chapter 7: Interviewing and Evaluating Applicants	45
Interview-Day Organization.....	46
Interviewers	48
Interview Methodologies.....	49
Interview-Day Activities.....	51
Evaluation Forms	54
Your Interview Team	60

Chapter 8: Ranking Candidates and the Match Process.....	63
The Ranking Process	63
The Match Process	67
Supplemental Offer and Acceptance Program.....	70
Chapter 9: The Post-Match Period	73
Contacting Matched Candidates	73
International Medical Graduate Residents	76
Post-Match Survey of Applicants	77
Institution/Program Materials.....	85
Revision or Creation of Resident Manuals/Handbooks	86
Schedules.....	87
Determining Orientation Materials and Structure	88
Review of the Interview Process to Determine if Changes Should Be Made	89
Orientation and Onboarding.....	90
Onboarding and Orientation Activities.....	91
Chapter 10: Recruitment: A 12-Month, 24/7 Process.....	93
Setting Expectations	93
The Role of the Coordinator.....	95
Other Forums That Medical Students Review.....	97
Chapter 11: When Recruitment Is Not Successful.....	99
Example 1: The Unhappy Resident Who Wants to Transfer	100
Example 2: The Resident Who Becomes a Disciplinary Problem or Has an Adverse Action	101
Example 3: The Resident Completes the Training Program but Doesn't Pass the Boards	102
Chapter 12: Perspectives on Recruitment	103
Program Directors	103
The Medical Student Perspective on Recruitment.....	105
The Medical Student Perspective on Coordinators.....	108
Appendix: Recruitment Self-Study Materials.....	113
Summary	113
Apply Your Knowledge	113
Acronyms.....	119
Recruitment Season Checklist	121

About the Authors

Ruth Nawotniak, MS, C-TAGME

Ruth Nawotniak, MS, C-TAGME, is cofounder and first president of the National Board for Certification of Training Administrators of Graduate Medical Education (TAGME). She also served as the training program administrator for the general surgery residency program at the University at Buffalo – State University of New York. In addition to developing and facilitating coordinator workshops at the University of Buffalo and working with program development for TAGME, she has presented at teaching hospitals and academic centers across the country on the topics of coordinator professionalism, coordinator certification, and GME oversight. Nawotniak has also developed the HCPro Residency Coordinator and Advanced Residency Coordinator Boot Camps and has published several books with HCPro, including *The Residency Coordinator's Handbook*, Third Edition. She currently does consulting for program development and management, and provides group initial training, group training, and one-on-one coaching.

Paige Rinehart, BUS, C-TAGME, CPS

Paige Rinehart, BUS, C-TAGME, CPS, is the first chair and leading founder of the Anesthesiology Specialty Review Board for the National Board for Certification of TAGME. She also served as the administrative specialist for the anesthesiology residency program and the program coordinator for the obstetrics and gynecology residency training program at the University of Tennessee Graduate School of Medicine in Knoxville. In addition to overseeing the management of the anesthesiology residency training program, she assisted in implementing the residency management software used by all programs at the institution. She has presented at the Accreditation Council for Graduate Medical Education's (ACGME) national conference and at the ACGME coordinator workshops held at its headquarters in Chicago. Rinehart is also an instructor for the HCPro Residency Boot Camp and has presented workshops across the country. In addition, she has published several books with HCPro. She is currently the executive director of the Tennessee Society of Anesthesiologists.

CHAPTER 1

Introduction to Resident Recruitment

For residency training programs, attaining and maintaining accreditation is the number-one priority. Although doing so requires focusing on many aspects of such programs, recruitment of top applicants as future residents heads the list of crucial tasks.

This book focuses on the recruitment process, which is arguably the most important process in the entire yearly cycle of a graduate medical education (GME) training program. A retired program director was once overheard saying that residencies were like football teams: The senior residents teach the junior residents similar to how veteran players take rookies under their wings, and the faculty lines the field, coaches the team, and supplies the balls. As on a football team, recruiting good residents, supplying good coaching, and teaching good skills all support a positive training program, which in turn supports maintaining accreditation.

Recruitment is an ongoing process that ebbs and flows throughout the year. Certain crucial periods require intensive time from the program coordinator, and these peak months require organization and patience. These more challenging times are balanced by the rewards, which include watching a new trainee progress through the program, the final outcome of graduation, and the prospect of what is to come for the graduate.

Even with excellent screening and interviewing practices, however, the occasional “bad apple” will slip through the process. Note that this situation is unpleasant and requires additional time from the program director, faculty, and program coordinator, but it is still possible to transform such a resident into a successful physician.

Recruitment processes for core residency programs run between September and March, and those for fellowship programs are scattered throughout the year. Regardless of the type of training program, the immediate recruitment process (i.e., reviewing applications, scheduling and interviewing of prospective candidates) occurs at a specific time, whereas the long-term recruitment process is a year-round endeavor.

This chapter will outline the various steps in the immediate recruitment process. All training programs, both residency and fellowship, use similar steps. Subsequent chapters will discuss each step in more detail.

The Steps of the Recruitment Process

Recruitment season begins with determining which criteria will be used to identify the appropriate candidates to interview. For most programs, such criteria will include medical school performance and United States Medical Licensure Examination (USMLE) scores. For some programs, where the medical school training occurred (whether in the United States or in another country) may also be an important criterion. Depending upon the program's specialty, various other skills may be important as well. The program will need to determine the following prior to starting the recruitment process:

- The interview dates
- The agenda for the interview day
- The interview day structure, including which faculty will participate

For candidates, the process begins with completing their applications. They then submit their applications through their medical schools or through the Educational Commission for Foreign Medical Graduates into the appropriate system: the Electronic Residency Application Service (ERAS), the Urology Match, or the San Francisco Match. These applications then become available for review by the individual training programs, which then review them relative to the program-determined criteria. Those who meet the criteria will be invited for an interview.

The interview day typically consists of an informal get-together and a formal interview. How a training program organizes those two activities, however, is solely at the program's discretion, so there are almost as many variations as there are training programs. Subsequent chapters will

address the various methods of scheduling interviews, organizing the interview day, and considering the economic impact of interviews on both the candidate and the program.

Following the completion of interviews, the ranking session takes place. In this session, the candidates' interviews and the interview committee's insights and recommendations are discussed. The candidates are then ranked according to their value to the program, and the program director typically has the final say in how that list (also known as the Match List) is structured. The program then submits the final list to the appropriate matching program. The candidates complete a similar process simultaneously, ranking the programs that would be the best fit for them to complete their specified training. Once they finalize their choices, they, too, submit their listing to the appropriate matching program.

The program then has 1.5–2.5 months of “downtime” between submission of the ranking list and Match Day in March, which is when the results become final and the incoming residency class determined. Although fellowship programs can hold their interview and match processes at other times during the year, this same hiatus between interview and match is still observed. Despite this seeming break, however, there is rarely “downtime” in the management of a training program. The time between interviews and matching is usually filled with preparing schedules for the incoming residents and pulling together documents and packets of information to send to those who will match to your program. This time is also filled with developing orientation materials.

Match Week, or Match Day, is a very exciting time for both the candidate and the program (the Match Week process and the Supplemental Offer and Acceptance Program dynamic will be discussed further in later chapters). Once you know who is coming to your program, you will send a welcome letter, informational packet and instructions, contract, and letter of intent to the now-incoming resident/fellow. In all cases, the contract needs to be signed and returned, along with the letter of intent. In most cases, there are other forms that will also need to be completed and returned.

In addition, the sponsoring institution's GME office will most likely have forms and requirements for the incoming residents to complete before they start their training. Most programs and/or GME offices also have an incoming resident orientation. The length of this orientation can fluctuate from one day to as much as a week or more. This is, again, dependent upon the program and its sponsoring institution.

Around this time, it is also beneficial to do a review of the immediate interview process to identify what you may want to change or tweak for the next season. Many programs survey their incoming residents, or even all of their candidates, about their interviews. Such feedback can prove valuable as you conduct your own review of the process.

For the resident/fellow, the recruitment season comes to an end with Match Day, but the season never really ends for the program. In fact, residents/fellows are the program's primary recruitment tools. They will attest to how the program is managed, how it treats its residents/fellows, and the strength of its educational and procedural aspects; therefore, future recruitment is part of the resident's or fellow's entire experience.

The sample recruitment calendar in Figure 1.1 reflects the recruitment season for core training programs. Fellowship training programs interview at various times throughout the year, as dictated by the clinical specialty. Fellowship coordinators should access their clinical specialty organizations for those specific dates. Nevertheless, the overall processes outlined here and in the book as a whole apply to both core and fellowship training programs.

Figure 1.1

Sample Recruitment Calendar

Month	Week 1	Week 2	Week 3	Week 4
July	<ul style="list-style-type: none"> New residents begin the program Orientation week 	<ul style="list-style-type: none"> Orientation week DO applicants begin applying to American Osteopathic Association (AOA) residency programs AOA residency programs start receiving applications July cycle program users with a reviewer/ interviewer role will gain access to the Program Directors Workstation (PDWS) 		
August				<ul style="list-style-type: none"> September cycle program users gain access to the PDWS system for upcoming year
September		<ul style="list-style-type: none"> Applicants begin applying to Accreditation Council for Graduate Medical Education (ACGME) residency programs ACGME residency programs start receiving applications 	<ul style="list-style-type: none"> Programs start reviewing applications Programs schedule faculty for interview dates, reserve space for interviews, and make arrangements for meals and informal activities 	

Figure 1.1

Sample Recruitment Calendar (cont.)

Month	Week 1	Week 2	Week 3	Week 4
October	<ul style="list-style-type: none"> Medical Student Performance Evaluations (MSPE) are released to ACGME and AOA residency programs 	<ul style="list-style-type: none"> Programs begin sending invitations out and scheduling interviews 		<ul style="list-style-type: none"> Some core programs begin interviewing
November	<ul style="list-style-type: none"> Residency recruitment continues (e.g., downloading applications and reviewing them for possible invitation to interview, and scheduling interviews for accepted invitations) 			
December	<ul style="list-style-type: none"> Residency recruitment continues (e.g., downloading applications and reviewing them for possible invitation to interview, and scheduling interviews for accepted invitations) 			
January	<ul style="list-style-type: none"> Residency recruitment continues (e.g., downloading applications and reviewing them for possible invitation to interview, and scheduling interviews for accepted invitations) 			
November to January	<ul style="list-style-type: none"> Some large core training programs, such as internal medicine, may hold mini-ranking sessions after each of their interview dates throughout their interview season. All core training programs will have their final, or only, ranking session between January 1 and the February entry date as determined yearly by the National Resident Matching Program (NRMP). Each program determines the date and time for their ranking session within this time period. 			
February	<ul style="list-style-type: none"> AOA/National Matching Services results available 	<ul style="list-style-type: none"> Both program and candidate ranking lists are entered (check the NRMP website for date) 		
March		<ul style="list-style-type: none"> Match Week NRMP results available Programs that did not fill all their positions participate in the Supplemental Offer and Acceptance Program (SOAP) 	<ul style="list-style-type: none"> Programs send welcome letters and additional materials to matched incoming residents Sponsoring institutions contact incoming residents for information Some programs and institutions release contracts to incoming residents for their signatures 	<ul style="list-style-type: none"> Programs that use survey tools to assess their interview process typically send them out starting now, through early April Information gathered in the survey tool is used as a program/recruitment metric at the Annual Program Review, most commonly held in April or May

Figure 1.1

Sample Recruitment Calendar (cont.)

Month	Week 1	Week 2	Week 3	Week 4
April	<ul style="list-style-type: none"> • Electronic Residency Application Service (ERAS) registration for residency program occurs in the spring • Programs review recruitment process • Incoming resident paperwork is processed • Programs revise and update resident manuals 			
May	<ul style="list-style-type: none"> • GME offices send out contracts to matched applicants • Programs prepare schedules for incoming residents and finalize incoming resident orientation activities • Incoming resident paperwork is processed • Programs revise and update resident manuals and academic didactic calendars/materials 			
June		<ul style="list-style-type: none"> • Programs prepare files and update software in preparation for incoming residents 	<ul style="list-style-type: none"> • Designated institutional officials (DIO)/directors of medical education (DME) gain access to the PDWS • DIOs/DMEs invite July cycle program directors and coordinators new to the web-based PDWS 	<ul style="list-style-type: none"> • Incoming resident week/orientation takes place between June 15 and July 1, depending upon institution and program

Resident Recruitment From ERAS to Match

Ruth Nawotniak, MS, C-TAGME
Paige Rinehart, BUS, C-TAGME, CPS

Residency recruitment can be very stressful for residency coordinators. A poorly executed recruitment process could lead to residency programs accepting residents that are not the right fit, potentially putting patient safety at risk. ***Resident Recruitment: From ERAS to Match*** takes the hassle out of the recruitment process, helping you ensure your candidates are the right fit for your program. The book will help you simplify the process with best practices for reviewing applications, organizing interviews, and evaluating and ranking applicants. It also includes sample forms to make your job easier. Guiding you through the recruitment process from start to finish, this resource will prepare you to recruit with confidence.

This book will help you:

- Set your criteria for selecting applicants
- Market your program to potential applicants
- Review applications
- Invite applicants and schedule interview dates
- Successfully run interview days
- Select the right candidates for your program
- Navigate the ranking and Match processes
- Make the most of the post-Match period
- Orient and onboard incoming residents
- Manage your year-round recruitment duties

RESREC

HCPPro
a division of BLR

100 Winners Circle, Suite 300
Brentwood, TN 37027
www.hcmarketplace.com

