The right person for the job: recruiting, retaining, growing, and balancing in a modern academic department

Scott Stringer, MD
• Recruitment
  - Kathleen Yaremchuk, MD
  - Chair, Henry Ford Health System

• Job Search: Applicant Perspective
  - Vilija Vaitaitis, MD
  - Chief Resident, LSU-New Orleans; SRF Representative

• Faculty Development/Retention/Well Being
  - Ian Witterick MD, MSc, FRCSC
  - Professor and Chair, University of Toronto

• Promoting Diversity
  - David Brown, MD
  - Associate Professor; Associate VP and Dean for Health Equity and Inclusion, University of Michigan
Best Practices for Recruitment
Society of University Otolaryngologists
2019

Kathleen Yaremchuk, MD, MSA,
Chair, Department of Otolaryngology/Head and Neck Surgery
Senior Staff Sleep Medicine
Henry Ford Hospital - Detroit, Michigan
Conflict of Interest Disclosure
Kathleen Yaremchuk, MD, MSA

1. I do not have any relationships with any entities **producing, marketing, re-selling, or distributing** health care goods or services consumed by, or used on, patients, OR

2. I have the following relationships with entities **producing, marketing, re-selling, or distributing** health care goods or services consumed by, or used on, patients.

<table>
<thead>
<tr>
<th>Type of Potential Conflict</th>
<th>Details of Potential Conflict</th>
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<tr>
<td>Grant/Research Support</td>
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<tr>
<td>Consultant</td>
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<td>Speakers’ Bureaus</td>
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<td>Financial support</td>
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<td>Other</td>
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3. The material presented in this lecture has no relationship with any of these potential conflicts, OR

4. This talk presents material that is related to one or more of these potential conflicts, and the following objective references are provided as support for this lecture:
Balancing Departmental & Institutional Needs

The Administrative Process
- Departmental Discussion
- Budget
- ROI
- Approval
  - Budget Oversight
  - Ramp up period
    - 3 years?
- Recruitment
  - Outside firm
  - Institutional Resources

Vision for the future
- What will the department look like in 3 years?
  - Retirement
  - New programs
- Mergers and Acquisitions
  - Community hospitals
    - Generalists, on call responsibilities
    - Academic epicenter
- Succession planning
  - 3-5 years out
  - Mentorship
  - Sharing→passing it on
Interviewing and Selection: Amazon’s 3 Rules for Hiring

• Bar Raiser
  • To ensure that somebody is going to be above the 50% bar of the folks already at your company for that role at that level
    • Outside the immediate area, but know enough about the role to judge talent
    • Should not be influenced by timing, focus on performance

• Narrow the funnel
  • Fairly and evenly weed out candidates—and protect your time
  • Spend time reviewing CV’s
  • Ask around (several opinions)

• Don’t forget about culture
  • Board certification, training or fellowship
  • Half of your onsite interview time should focus on culture fit
    • This is what we care about, and we’re going to ask you about some of these things
    • Growth
    • Patient experience
    • Research
Diversity

• Assessment of the current department
• Diversity improves performance
  • Business case
• What are you missing?
• Better than the last individual you hired and something that the department doesn’t currently have?
Departmental Discussion

• Get everyone on board regarding need, interview process
  • We are doing well, we don’t need anyone else
  • I guess we can add a faculty
  • We are desperate and need help now

• Access
  • If everyone is at 100% or more, there is a loss for opportunity to do research, look for new referrals, develop new programs
  • 85% optimum utilization of resources
Institutional Needs
An Age of Mergers and Acquisitions

• Bigger is better
• One employment model
• Building clinics outside the “Ivory Tower” atmosphere
• Satellite clinics
  • Need to know what to expect
Resources & Interviewing

Internal Physician Recruiting

• Organization has personnel and schedules transportation, dinner, Human Resources to discuss benefits
• External search firm to find candidates
• Word of mouth

Interview itself

• Tour of facilities
• Meet with Chair and everyone else that are influential
  • Research
  • Other departments (rhinology & neurosurgery for example)
• Dinner night before or after full day of “meet and greets”
  • Balance of new and senior members of the department
  • Chair - should leave to allow free and open discussion
Time spent preparing, is time well spent

- Cost of a poor fit
  - Start the process over
  - Poor morale
- Win-Win for everyone
- Manage the portfolio of the department
  - Diversity
  - Culture
- Look for talent that fits with the department and the institution
THANK YOU!
YOU CAN SEE THE LIGHT AT THE END OF THE RESIDENCY TUNNEL... NOW WHAT?

BEST PRACTICES FOR THE JOB SEARCH FROM THE APPLICANT PERSPECTIVE

Vilija Vaitaitis, PGY 5
Louisiana State University, New Orleans
• Most Residents start the job search during their PGY 4 year.

• Most Fellows start their search early in their Fellowship year, sometimes as early as after the match.
THINGS TO DECIDE:

• What kind of practice are you looking for?
• What kind of support are you hoping to have?
• Make sure you can articulate your career goals and make your focus known.
• What are your limiting factors?
  • Location?
  • Practice patterns?
  • Mentors?
WHERE TO START?

AAOHNNS Website – ENT Careers
The Bulletin
NEJM Website
SUO Website
Cold call/email a group
342 Physician / Surgeon Jobs

Pediatric Otolaryngologist
Chicago, Illinois
Rush University Medical Center
The Department of Otorhinolaryngology-Head & Neck Surgery at Rush University Medical Center is seeking a Pediatric Otolaryngologist to join its team.

Otolaryngology
SOUTHERN OREGON
Donohue and Associates
SOUTHERN OREGON ENT POSITION

Location
CITY, STATE, ZIP CODE

I'm interested in Remote Positions

Profession
Physician / Surgeon

Specialty
Filters

Locum Tenens (0)
Otolaryngology / Head & Neck Surgery (342)
Found 53 jobs

CREATE A JOB ALERT - Automatically receive an email when there are new jobs for this search.

IU Health Physicians - Pediatric Otolaryngology (Greater Indianapolis Area)

- Indianapolis, Indiana
- Riley Hospital for Children at IU Health

Indiana University Health Physicians has an exciting opportunity for a BE/BC and fellowship trained Pediatric Otolaryngologist to join their growing practice.

View details

Save

Minneapolis ENT
Employment Listings

More in this Section...

Submit an employment listing
COLD CALLING/EMAILING

• Reach out to places you are interested in.

• Check practice websites – any spaces need filling?

• Don’t be afraid to cast a broad net.
Once you’ve landed the interview – factors to consider

<table>
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<th>Department environment</th>
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<td>Teaching Load</td>
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<tr>
<td>Protected Research Time &amp; Research Resources</td>
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<tr>
<td>Mentorship</td>
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<tr>
<td>Block Time</td>
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<tr>
<td>Support staff (nurses, MAs, etc)</td>
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<tr>
<td>Call compensation</td>
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<tr>
<td>Number of facilities/practice locations</td>
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<tr>
<td>Malpractice coverage</td>
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<tr>
<td>CME, Course allowance and Membership dues coverage</td>
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<tr>
<td>Restrictive covenant/noncompete</td>
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did you now that 90% of physician employment contracts are written below fair market value and that 50% of physicians leave their 1st job because of the contract they signed?

1. Did you now that 90% of physician employment contracts are written below fair market value and that 50% of physicians leave their 1st job because of the contract they signed?

Announcing New Academy Member Benefit

Before you sign your first employment contract or a new employment contract, take advantage of the Academy's newest member benefit providing easy and cost-effective access to a national firm that specializes in physician employment contracts to help you navigate both salary and benefit negotiations. Find out more and redeem your special pricing at www.entnet.org/negotiate. For specific questions, contact Elise Swinehart at eswinehart@entnet.org.
MGMA DataDive Provider Compensation Data

Balance compensation with productivity with the most reliable data in the industry.

MGMA DataDive Provider Compensation is your go-to resource for any physician and nonphysician provider compensation decisions. With it, you can access multiple filter breakdowns that represent 147,000 providers in a variety of specialties.

Career Resources

- Calculate your worth with the MGMA salary calculator
- Land your dream job with resume tips and reviews
- Hire and retain the best talent with recruitment tools and templated job descriptions
- Find your next career opportunity with MGMA job notifications
PEARLS FROM MY PATH

• Align yourself with a mentor

• Department sponsorship/support:
  • To AHNS Meetings as a PGY 3 and PGY 4
  • To the Millennium Society

• Make it known if you are interested in a job early
FACULTY DEVELOPMENT RETENTION WELL-BEING

Ian J. Witterick
Professor and Chair
Department of Otolaryngology-Head & Neck Surgery
University of Toronto
CONSIDERATIONS

Work life balance
Family
Paying debt
Making a name
Publications/Grants/Promotion

Retirement planning
Financial security
Loss of identity
Health
RETENTION AND WELL-BEING...
FACULTY DEVELOPMENT
Developing Skills as a Mentor
Giving and Receiving Feedback
Simulation
Learner in Difficulty
Academic Leadership
Theory
Education Research
Team Based Care
Developing a Grant Proposal
https://cfd.utoronto.ca/
EDUCATION SCHOLARS PROGRAM (ESP)

STEPPING STONES
A FOUNDATIONAL FACULTY DEVELOPMENT PROGRAM

BEST PRACTICE IN EDUCATION ROUNDS (BPER)
http://www.otolaryngology.utoronto.ca/listing-faculty-development-courses
Partnerships
University of Toronto
Department of Ophthalmology and Vision Sciences &
Department of Otolaryngology-Head & Neck Surgery

Faculty Development Round

Women Leaders in Ophthalmology and Otolaryngology

Location:
Vaughan Estates
80 Armistice Dr, Toronto, ON M4N 3M5

Date & Time:
Thursday March 28, 2019 at 5:30 PM
RETIREMENT PLANNING: YOUR ENCORE CAREER
Faculty Development Day
November 11, 2019

Generation Google: Surviving and Thriving in Multi Generational Work Environments

Mara Goldstein MD, FRCPC
mara.goldstein246@gmail.com
Investigating and Presiding Coroner, OCC
Associate Medical Director, Physician Health Program
Assistant Professor, Department of Psychiatry
University of Toronto
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>What are the Required Competencies of an Educator in a CBD World</td>
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<tr>
<td>2</td>
<td>Leading Academic Professionals</td>
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<tr>
<td>3</td>
<td>Subartic Survival</td>
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<tr>
<td>4</td>
<td>Running Effective Meetings</td>
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<tr>
<td>5</td>
<td>Physician Burnout: Medicine's Dirty Secret &quot;No More&quot;</td>
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<tr>
<td>6</td>
<td>Diversity in Medicine</td>
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<tr>
<td>7</td>
<td>Physician Behaviour in the Professional Environment</td>
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<tr>
<td>8</td>
<td>Creative Professional Activity for Academic Promotion</td>
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<tr>
<td>9</td>
<td>Best Practice for Prescribing Post-operative Pain Medication</td>
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Upper Aerodigestive Tract Endoscopy Hands-on Simulation Course
Saturday, October 12, 2019
8:00 am to 12:00 pm
KARL STORZ Endoscopy Canada Ltd
(KARL STORZ Simulation Laboratory)
Otolaryngology
Head Neck Surgery
University of Toronto
Excellence
Advancement
Leadership
Research Excellence
Achieving Impact
Community
Endocrine Oncology
Leaders Improving
Fellows
World Leaders
Medical Students
Continuing Education
Surgical Practice
Facial Plastic and Reconstructive Surgery
CanMEDS
Academic
Global
Quality
Accountability
Respect
Collaboration
Distinction
Learning
Rhinology
Caring Skull Base Surgery
Innovation
Training
Leading Innovation
Laryngology
Faculty Development
Multidisciplinary
Pediatrics
World
Research
Royal College
Interdisciplinary
Otoneurology
International
Residents
Recruitment and Retention of a Diverse Workforce

David J. Brown, M.D.
Associate Vice President and Associate Dean for Health Equity and Inclusion
Associate Professor of Otolaryngology
Head and Neck Surgery
The Value of Diversity, Equity and Inclusion

• Both diversity and inclusion can lead to better quality performance, higher levels of functioning and overall excellence.

• Inclusion can leverage talents to be more competitive.

• Diversity fosters innovation.

• Teams with diverse thinkers far outperform homogenous groups on complex tasks.
Mission

Diversity, Equity, & Inclusion
FIT?
Unconscious Bias

- **Awareness** they exist
- **Acknowledge** how they can influence decisions
- **Actions/Behaviors** to combat the negative influences
- **Assess** the entire process for biases
- **Avoid** the bias creep
- **Accountability** of self and others
- **Allow** others to challenge your biases
Why are so few diverse candidates hired?

https://hbr.org/video/4984622531001/why-so-few-diversity-candidates-are-hired
The Pipeline: Recruit Continuously
Retention

Mentorship

Belonging

Advancement