Faculty Medical Staff Recruitment & Onboarding Guide

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Recruitment: The Candidate Selection Process
Introduction to the Recruitment Process

When recruiting pediatric medical staff, our goal is to create a world-class, consistent experience. In order to accomplish this, we ask that you follow these steps to assist in creating a warm and welcoming interview process to all who step through our doors.

Please contact the Recruitment and Orientation Office if you have questions or need additional resources.

This guide prescribes the minimum standards that must be followed in order to create a successful course for our candidates and all participants in the interview process. Going above and beyond these expectations is encouraged.

Recruitment Goals:

1. Eliminate out-of-pocket expenses for candidates interviewing for University of Colorado faculty positions based at Children’s Hospital Colorado.

2. Provide consistency at each level of recruitment.

3. Attract top talent to our nationally recognized programs.

4. Showcase our campus and institutions stunning facilities, world class clinical, education and research programs.

5. Sell Denver as a great place to live, work, and raise a family.

Children’s Colorado Medical Staff Recruitment and Orientation Program Coordinators

Lacey M. Griffin
720-777-8408

Sarah Hatfield
720-777-8408

University of Colorado Department of Pediatrics Academic Affairs Coordinators

Rachel Novak
720-777-3061

Jodi Bianchi
720-777-8497
Posting a Job at University of Colorado

All paid faculty positions are required to post in the University’s recruitment and applicant tracking system, Jobs@CU. Note: regardless of whether a top candidate has already been identified, all positions and applicants must go thru Jobs@CU.

For Department of Pediatrics appointments, these are the steps you will need to take to initiate a new recruitment:

1. Submit Physician Recruitment template for a new position to James Chin and Jodi Bianchi for review by Faculty Position Review Committee (committee meets 4th Tuesday of each month).
2. Once approved, Academic Affairs Coordinator will send updated recruitment templates to start your search.
3. Send the following completed templates back to Academic Affairs Coordinator for review
   • Required Information Sheet
   • Job Description Template
   • Job Ad Template
4. General info needed includes:
   • Section name
   • Faculty rank
   • Percent time/FTE
   • Funding distribution including speedtype(s)
   • Faculty reports to (typically Section Head or PI)
   • Search committee members
   • Section contact information
   • Detailed job description
   • Position qualifications, etc.
5. Once the position is posted, some helpful information and further instructions will be provided

**Please refer to the step by step instructions that begin on page 8.

Timeframes:

- Average timeframe for posting a job, once the required recruitment templates have been submitted, is one (1) week
- Once a finalist is identified, the average timeframe to close out a posting in Jobs@CU and finalize the letter of offer and hiring packet is eight (8) weeks
- Average timeframe for privileging is at least four (4) months

For questions on faculty hiring, please contact the Academic Affairs Coordinator:

- Please contact Rachel Novak for information on Professional Research Assistants, Sr. Professional Research Assistants, Research Associates, and Exempt Professionals.
- Please contact Jodi Bianchi the Academic Affairs Coordinator for information on Faculty, Post-doc Fellows and Instructor/Fellows.
University of Colorado Faculty Ranks

Regular faculty members hold full-time appointments (0.5 FTE or greater) and do not have any independent or other health care practice. Clinical paid faculty members hold part-time (0.49 FTE or less) and may be granted the ranks of Clinical Instructor, Senior Clinical Instructor, Assistant Clinical Professor, Associate Clinical Professor, Clinical Professor, or Distinguished Clinical Professor.

Faculty

Instructor - Instructors should have at least a Master’s Degree or its equivalent and should otherwise be well qualified to participate in teaching, research or clinical service in the School of Medicine and its programs. Faculty members at this rank are not eligible for University tenure nor does your service for this position count toward University tenure.

Senior Instructor - The rank of Senior Instructor allows higher recognition and salary and, in some cases, longer periods of appointment than that of Instructor. It may be awarded to faculty members who do not possess the terminal degree or other prerequisites for promotion to Assistant Professor, but who have special abilities in teaching, research or clinical service that justify such recognition. Faculty at this rank are not eligible for University tenure nor does your service for this position count toward University tenure.

Faculty at the Instructor or Senior Instructor level may have the terminal degree appropriate to their field. Faculty at the Instructor or Senior Instructor level may lack board certification, a record of research funding, teaching or clinical experience or other qualifications for appointment at the Assistant Professor level.

Promotions Track Faculty

Assistant Professor - Assistant Professors should have the terminal degree appropriate to their field, or its equivalent, and should otherwise be well qualified to teach in the Medical School and its programs. Assistant professors should demonstrate potential for excellence in teaching, research, or clinical activity and the capacity to participate productively in scholarly activity.

Associate Professor - Associate Professors should have the terminal degree appropriate to their field, or its equivalent. Associate Professors must demonstrate excellence in teaching, research, or clinical activity; and at least meritorious performance in teaching, scholarly activity, and service/clinical activity. This rank is eligible for tenure.

Professor - Professors should have the terminal degree appropriate to their field or its equivalent. They must demonstrate continued achievement in their areas of expertise; a national reputation; at least meritorious performance in teaching and service/clinical activity; excellence in two of the following (teaching, research, and/or clinical activity); and excellence in scholarly activity. This rank is eligible for tenure.

Research Professor Series

Faculty members whose duties are to conduct research may be given titles in the research professor series. Faculty members appointed in this series will have limited involvement in instructional programs. Faculty in the research professor series are at-will employees, in accordance with applicable state laws and University policies. They are not eligible for tenure or sabbatical assignment.
Faculty titles in the research professor series (Research Instructor, Senior Research Instructor, Assistant Research Professor, Associate Research Professor and Research Professor) should be regarded as parallel to the regular faculty titles of the same ranks. Positions in the research professor series and regular tenure-eligible faculty series are not interchangeable. Faculty members holding regular tenure-eligible appointments may be re-assigned to the research professor series only if requested by the faculty member and agreed to by the department chair.

**Instructor Fellow Appointments:**
Instructor/Fellow positions are faculty appointments set up for individuals who are still in a fellowship, residency or other training program who will be working in a clinical setting and billing for their services and/or applying for grants in their own name. Instructor/Fellow positions do not need to post in Jobs@CU, but can if desired for specialized recruitment purposes. The School of Medicine Dean’s Office / Faculty Affairs will need the following in the hiring packet:

- LOO
- CV
- FRF

Note: The Dean’s Office does not need a job description, but Pediatrics wants one for our files/records (since job duties do not need to be addressed in the LOO)

When a request is received, you must ask if it is a PhD or an MD / DO
PhD:
These are not GME sponsored and we can proceed, using the Non-GME LOO template
MD or MD/PhD:
We must first determine if the position is thru a GME or ACGME sponsored fellowship, or not:
  - If NO, then we can continue with the Non-GME LOO template
  - If YES, then the appointment stays within GME and we use the GME LOO template
    - If additional pay will be received over the fellowship stipend this must be identified in the offer letter for review

**Notes:**

If the position is ACGME sponsored it remains in GME and the incumbent is not allowed to bill for services.

If it is GME sponsored, the candidate remains in GME and they typically use these appointments as a means to:

- Apply for a grant in their own name
- Bill for services (since they are board eligible and are no longer in training)

Background Checks –
  - If it is a Non-GME sponsored fellowship, a completed background check form may need to be requested.
  - If it is a GME sponsored fellowships the person is still technically employed by GME and nothing with their appointment is changing, so a new background check form is not requested.

For GME Instructor/Fellow’s, they are paid thru GME under their resident position. For Non-GME Instructor/Fellows you may use Job Code 1439 – Faculty Fellow to pay them. GME sponsored Instructor/Fellow’s can be paid hourly or salary, but are not entered into HRMS by the Department of Pediatrics (they are paid thru GME).

If you have any questions, please contact the Academic Affairs Office, we are here to help!
University of Colorado Recruitment Process

1. To request recruitment of a new/replacement position, complete the Physician Recruitment Template and submit to James Chin and Jodi Bianchi for Faculty Position Review Committee.

2. Upon committee approval, the AAC sends the Section the 3 required recruitment templates to complete. **As the templates are often revised, please be sure to request them each time you’d like to recruit a new position. Old templates will NOT be accepted.**
   - **Required Information Sheet** – Internal form used by the AAC to enter required information into PeopleSoft and Jobs@CU
   - **Job Ad** – UCD template used by the AAC to populate all required job posting details into Jobs@CU
   - **Job Description** – UCD template used by HR/Department as official job description for personnel records, NOT seen by applicants in the Jobs@CU posting so important that the Job Ad is filled out with all necessary information

3. The Section sends the completed templates electronically as editable documents to the AAC for review and approval. If the templates need revisions, the AAC will notify the job posting contact for edits and ask that the templates (3) are resubmitted all together with the requested revisions. **The templates must be resubmitted all together as changing information on one template will affect the other templates.**

4. The AAC then creates and approves a new position in PeopleSoft which will upload into Jobs@CU the following day.

5. Once the position is uploaded in Jobs@CU, the AAC can enter the job posting information and submit to HR for approval. Depending on the workload of the AAC, the job posting information can sometimes take 3-5 business days to be submitted for HR approval in Jobs@CU.

6. After the posting is approved and posted by HR (faculty postings take 2-3 days), the job posting is considered “active” and available for applicants to apply. The AAC sends the job posting contact the Guest User information (so they may access applicant materials) and search summary template.

    **Helpful Tips:**
    - All faculty actions except for Instructor/Fellows must process thru Jobs@CU regardless of whether or not it is a waiver of posting - the 3 required templates must still be completed and submitted to the AAC.

**Due to the high volume of requests, it is required that all above steps are completed in order**
**Search Waivers**

All permanent positions within the University must be filled using the established recruitment process. There are four exceptions where a full search/recruitment may be waived:

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<td>Position is a limited or interim appointment up to 12 months (must terminate or appoint by a search within 12 months).</td>
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<tr>
<td>2</td>
<td>Qualified candidate is available from previous search. Job descriptions must be similar.</td>
</tr>
<tr>
<td>3</td>
<td>Promotional, transfer, or reinstatement of a current or former University of Colorado employee, affiliate employee or state employee.</td>
</tr>
<tr>
<td>4</td>
<td>Spousal Hire. Qualified candidate is spouse of newly hired faculty member or Officer.</td>
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**Note:** ALL positions, whether they meet the waiver criteria or not, must process in PeopleSoft and in Jobs@CU. The three required recruitment templates must still be completed and submitted to the AAC to start the search waiver process.
Children’s Colorado has partnered with Green Job Interview to provide a low cost, virtual interviewing option. This screening tool provides an effective way to evaluate recruits and to narrow your search to only the top candidates.

Industry experts predict that live virtual interviews will become a standard for all but the final interviews within just a few short years. Only a webcam and broadband Internet access are required to create a positive and valuable interview experience.

**Save Time and Money**
- Reduces candidate travel costs up to 85%
- Decreases administrative/scheduling time up to 80%

**Reduce Time-to-Hire**
- Shortens weeks to days or even hours
- Remote interviewing broadens scheduling options

**Increases Candidate Pool**
- Eliminates travel restrictions – interview the best candidates regardless of location
- Hire the best person with positive long-term impact

For more information or to schedule an interview, please contact the Recruitment/Orientation Office at x78408.
**Beginning the Interview Process**

Complete the Recruitment Form with the aid of Section Head and candidate. This form will capture key information necessary to book travel and tailor the candidates visit.

**Steps to creating a successful Children’s Hospital Interview Itinerary:**

1. Utilize and follow the steps below to ensure all candidates are receiving a consistent experience. Please use the sample itinerary to complete the specifics for the interview you will be facilitating and overseeing.
2. Personalize each interview to the physician’s (and his/her family’s) needs.
3. When completing your itinerary, include the name, Children’s and University titles, and credentials of each interviewer. Also include the location and contact information of the interviewer, if possible.
4. If the candidate is giving a presentation, consider providing time to prepare.
5. If the candidate is departing for the airport from the hospital, remind the interviewee to bring his/her luggage.
6. Contact Recruitment/Orientation Services (78408) to set up the following:
   a. Send recruitment packet to the candidate BEFORE arrival for interview
   b. Hospital tour during the interview process
   c. Final review of itinerary before sending to candidate
7. The candidate MUST receive a copy of their interview and travel itinerary at LEAST 2 business days prior to arrival.
8. When sending the final itinerary, include CVs of those staff who will be interviewing the candidate.

**Important Recruitment Forms**

- Recruitment Form
- Sample Interview Itinerary
- Interview Evaluation Form
Booking Travel - USING CHILDREN’S HOSPITAL COLORADO FUNDS

To book travel for candidates please use the following procedures for flight, hotel, and transportation.

**Hotel:**
This recruitment guide will offer suggestions for lodging based on the position that the candidate is interviewing for. Please follow these guidelines as closely as possible. These hotels have been selected for their superior locations and service. Many of them also offer direct billing to the hospital in order to alleviate out of pocket expenses for our candidates. Identify yourself as a Children’s/University/UPI employee to ensure you are receiving the best rate. Please see each recruitment level for suggestions and then proceed to the business guide at the end of this publication for more information on individual hotel properties.

**Flight:**
Please book all flights, if possible, using AXIOM, the internal travel booking site for Children’s Colorado. If you find a lower fare on another website, please contact American Express Travel directly to have them reduce their fare and purchase the flight through their service.

**Transportation:**
Transportation should be booked based on the level of your recruit. Direct billing for town car service is offered to Children’s Colorado, UPI and the University of Colorado.
Booking Travel – USING UNIVERSITY OF COLORADO FUNDS

To book travel for candidates please use the following procedures for flight, hotel, and transportation.

Hotel:
If using University of Colorado funds, you may utilize one of the hotels in this guide that has been set up with direct billing. Identify yourself as a Children’s/UniversityUPI employee to ensure you are receiving the best rate. We recommend you still follow the suggested hotels based on the level of your recruit.

Flight, Rental Car, and Other:
Approved Travel Agency–Christopherson Business Travel
Christopherson Business Travel is the only approved travel agency to obtain airline and other common carrier tickets for CU employees, students, and non-employees. When calling Christopherson Business Travel, you must identify yourself as an affiliate of the University of Colorado. You may also log in to Concur Travel & Expense by following the instructions below (these reservations are also fulfilled by Christopherson business travel).

Concur Travel & Expense is accessed via the myCU portal. Log into the myCU portal with the same username and password you use to log into your work computer. Then, select the My Tools tab along the top and click Open Concur Travel & Expense System.

Christopherson Business Travel- Non-Employee Travel Request Form
5680 Greenwood Plaza Blvd, Suite 300
Greenwood Village, CO 80111
Email: cutravel@cbtravel.com
Business Hours: 7:00 a.m. to 5:30 p.m. (Mountain Time)
Toll Free Phone: 1-855-462-8885
Local Phone: 303-694-8744
Fax: 303-741-6329
Emergency After Hours: 1-800-787-2390 (Must reference service code AI79)
International Emergency After Hours: 1-818-575-4313 (Collect call using service code AI79)

NOTE: For the fastest service, and to reach the next available agent, please call either the toll free or local number listed

Transportation:
Transportation should be booked based on the level of your recruit. Direct billing for town car service is offered to Children’s Colorado, UPI and the University of Colorado.
Booking Travel - USING UPI FUNDS

To book travel for candidates please use the following contact information below if you are using UPI funds. Be prepared to have the fund and program codes when booking.

Hotel:
You may utilize one of the hotels in this guide that has been set up for direct billing with UPI. Identify yourself as a Children’s/University/UPI employee to ensure you are receiving the best rate. We recommend you still follow the suggested hotels based on the level of your recruit.

Flight and Rental Car:

FROSCH/Travel Corp - Mike Romano
535 16th Street, Suite 250
Denver, CO  80202
Ph: 303 820 0301
Ph: 303 595 0007 ext 201
Ph: 800 222 9229 ext 201
mike.romano@frosch.com

www.frosch.com

Transportation:
Transportation should be booked based on the level of your recruit. Direct billing for town car service is offered to Children’s Colorado, UPI and the University of Colorado.
Executive Faculty Recruits

It is our intention to “roll out the red carpet” for our executive recruits. These positions are often leadership positions or are difficult to fill and draw high-profile candidates from across the globe. By following these guidelines, you will ensure that these candidates are given an exceptional introduction to our organization.

With executive recruits, it is our goal to cover the costs associated with transportation, lodging, and meals. Please do your very best to ensure that the candidate is not incurring any out-of-pocket expenses.

Positions Included:
- In-Chief positions
- Clinical/Medical Director
- Department Chair/Section Head
- Hard to fill faculty positions

Interview Guidelines
*These are standard interview requirements that must be met for each candidate unless extenuating circumstances exist.*

- Hospital tour set up with Recruitment Services
- Recruitment packet sent to candidate prior to interview-including staff roster if possible and information related to clinical programs
- Balloon Boy Recruitment Basket- Inform Recruitment Services of arrival date and hotel location for delivery
- Dinner in Denver with potential colleagues
- Tour of clinical area
- Interviews with:
  - Chief Medical Officer
  - In-Chief of appropriate Division
  - Department Chair/Section Head
  - Nursing Director
  - Clinical colleagues or superiors
  - Multi-disciplinary team members
  - Involve leadership from University as needed, based on position
  - Others as deemed appropriate by the hiring team

Second Visit Guidelines
- If visiting with spouse or family, contact the Recruitment/Orientation Office for suggestions.
- Connect the family with a realtor to tour potential neighborhoods
- Dinner with potential colleagues and spouse (as appropriate)
**Preferred Businesses for Executive Faculty Recruits**

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<td>Double Tree Denver Tech</td>
<td>The Mining Exchange</td>
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<tr>
<td>University, UPI and Children’s Approved</td>
<td>Children’s Approved</td>
<td>Children's Approved</td>
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<td>Inn at Cherry Creek</td>
<td>Hyatt Place Denver Tech</td>
<td>The Broadmoor</td>
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<td>University, UPI and Children’s Approved</td>
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<tr>
<td>The Oxford Hotel Downtown</td>
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<td>University, UPI and Children’s Approved</td>
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<td>Hotel Teatro</td>
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<td>University and UPI Approved</td>
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**Suggested Restaurants:**
- Bistro Vendome
- Brio Tuscan Grille
- Cherry Creek Grill
- Denver Chop House
- Duo
- Elway’s
- Jax Fish House
- NorTH
- Strings
- Piatti Denver
- Root Down
- TAG

**Suggested Restaurants:**
- White Chocolate Grill
- Jing
- Brio Tuscan Grill
- Zink Kitchen and Grill

**Suggested Restaurants:**
- Sonterra Grill
- The Famous Steakhouse
- The Melting Pot

**Transportation:**

*For Executive Recruits, do not use a cab service, please transport in town cars:*

- EXECUTIVE LIMO Gray Jackson (303) 919-5466
- University, UPI and Children’s Approved
Faculty Recruits

It is our goal to cover the costs associated with transportation, lodging, and meals. Please ensure that the candidate is not incurring any out-of-pocket expenses.

Positions Included:
- MD/DO Faculty positions
- Junior Faculty Positions
- Advanced Practice Provider Positions

Interview Guidelines

*These are standard interview requirements that must be met for each candidate unless extenuating circumstances exist.*

- Hospital tour set up with Recruitment Services
- Recruitment packet sent to candidate *prior* to interview-including staff roster if possible and information related to clinical programs
- Tour of Clinical Area
- Interviews with:
  - Division In-Chief
  - Department Chair/Section Head
  - Nursing Director (If Applicable)
  - Clinical colleagues or superiors
  - Multi-disciplinary team members
  - Involve leadership from University as needed, based on position
  - Others as deemed appropriate by the hiring team

Second Visit Guidelines

- If visiting with spouse or family, contact the Recruitment/Orientation Office for suggestions.
- Connect the family with a realtor to tour potential neighborhoods
- Dinner with potential colleagues and spouse (as appropriate)
# Preferred Businesses for Faculty Recruits

## Downtown Denver Area

### Hotels:
- JW Marriott- Cherry Creek
- University, UPI and Children’s Approved Inn at Cherry Creek
- University, UPI and Children’s Approved The Oxford Hotel Downtown
- University, UPI and Children’s Approved The Curtis Hotel
- University, UPI and Children’s Approved

### Suggested Restaurants:
- Bistro Vendome
- Brio Tuscan Grille
- Cherry Creek Grill
- Denver Chop House
- Duo
- Elway’s
- Jax Fish House
- NorTH
- Strings
- Piatti Denver
- Root Down

## Denver Tech Center

### Hotels:
- Double Tree Denver Tech
- Children’s Approved
- Hyatt Place Denver Tech

### Suggested Restaurants:
- White Chocolate Grill
- Jing
- Brio Tuscan Grill
- Zink Kitchen and Grill

## Colorado Springs

### Hotels:
- The Mining Exchange
- Children's Approved

### Suggested Restaurants:
- Sonterra Grill
- The Famous Steakhouse
- The Melting Pot

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**Rental Car Information:**
Please see the “Booking Travel Section”

**Town Car Service:**
EXECUTIVE LIMO Gray Jackson (303) 919-5466
*University, UPI and Children’s Approved*
Trailing Spouses/Dual Advancement Career Packages

If your recruitment involves a trailing spouse who is also a candidate for a faculty position, the same process highlighted in this packet MUST be followed.

Always remember that the spouse is 50% of the decision for the couple to move and/or accept positions with our institution(s). We need to ensure that both parties are made to feel equally valued.

There are ways throughout the recruitment process that we can enhance their experience as a couple:

1. Send a recruitment packet in both names
2. Invite both spouses to departmental dinners
3. Schedule a joint Children’s Hospital tour
4. Coordinate interview times for ease of transportation
5. Provide time for a joint tour of Denver on the FIRST visit, if possible
6. Contact the Recruitment Office for additional ideas

If the spouse is a professional outside of the scope of the University of Colorado and/or Children’s Hospital Colorado, please contact the Medical Staff Recruitment and Orientation Department for additional career placement resources.
Onboarding Process: A Final Candidate has been Identified
When Recruitment Moves to On-boarding

Relocation Packet
Please contact the Recruitment/Orientation Office to send the Relocation Packet which includes resources on the Denver Metropolitan area and/or the Colorado Springs Metropolitan area.

Children's Hospital Colorado Credentialing
To begin the credentialing process for new medical staff (MD, PhD, PA), contact Medical Staff Coordinator, Kimberly Barcelona (x76651).

For Advanced Practice Nurse Practitioners, please contact Quaker Anderson in Nursing Administration (x74850).

Fill out the Pre-Application and submit to Medical Staff Services. This is the first step in the credentialing process at Children's Colorado.

UPI New Provider Notification
Send the Notification of New Faculty Form to University Physicians, Inc. (UPI) Managed Care Credentialing Office to notify UPI of the anticipated start date.

UPI Billing Packet information: All providers must fill out paper work to request a billing number through University Physicians Inc (UPI). They are the billing entity for Children’s Colorado. Please click here for instructions on how to complete this step.

Colorado Licensing Information:
If your provider does not already have a Colorado Medical License, they must apply for one. This typically takes several months to complete, so it is essential to start the process as soon as possible.

Colorado Professional Health Care Credentials Application
Colorado has a uniform credentialing application that can be downloaded online. This form can be used to apply for privileges at any Colorado hospital as well as through University Physicians, Inc. (UPI) Managed Care Credentialing. Applicants can fill out the form only once, save it, and update as needed to apply for privileges. If you have questions regarding this application, please contact Medical Staff Services or UPI Managed Care Credentialing.

Contacts for University Hospital Credentialing: If your provider will need privileges at University Hospital, please contact the Medical Staff Office main line at 720-848-7986

The letter of offer and credentialing processes should be done simultaneously in order to onboard the provider in a timely manner.
University of Colorado Hiring Process

1. Once a finalist is identified, the Section requests that the AAC remove the posting from the web so no more applicants may apply and asks the AAC what start date is possible. The Section then completes the search summary template and emails it to the AAC along with the confirmed salary and proposed start date. **Actual start date to be determined by AAC following established School of Medicine (SOM) deadlines.**

2. The AAC then updates applicant statuses in Jobs@CU (allows email notification to be sent to not selected applicants), enters in the search summary notes, and recommends the selected applicant for hire officially closing out the posting at Jobs@CU. The AAC then receives an automated email from Jobs@CU that the position is filled and can begin the hiring process.

3. Once the completed search summary is received, the AAC sends the background check authorization and payroll forms (I-9, W-4, Direct Deposit, Emergency Contact, and Personal Data Sheet) to the new hire with instructions and cc’s the job posting contact. The background check authorization form, emergency contact and personal data forms must be sent back to the AAC, not to the number listed on the form. The background check auth form is used by the AAC and payroll to enter all employee personal information into PeopleSoft as well as to complete the FRF and hiring packet so it is essential that the form be sent to the AAC asap (within 3 days). The AAC will then submit the form to HR for processing. **Please do not send the background check or payroll forms to the new hire, wait for the email with instructions from the AAC.**

4. All completed new hire payroll forms along with a voided check/savings deposit slip and the I-9 supporting documentation are required to be submitted to Elizabeth Ayala (303-724-5583) or Lindsey Renn (303-724-2797), Department of Pediatrics Payroll & HR Coordinators, ED II South **within 3 days of start or the employee may be terminated.** Please contact Elizabeth or Lindsey to make sure they are available prior to stopping by with the new hire.
   - Simultaneously, the AAC sends the appropriate LOO template to the Section to begin drafting the LOO. **Please DO NOT begin drafting the LOO until the AAC sends you the appropriate template as the templates are often updated by the SOM and LOO’s will not be accepted on an old template.** Once received, the Section drafts the LOO completing all required fields, and submits back to the AAC for Departmental review and approval. Letter of offer/non-compete to be approved by Administrator and Chairman. **Note: drafting the LOO/non-compete(MD’s only), making revisions, clarifying commitments, etc may take several days to a few months to finalize and obtain Departmental (and occasionally Hospital) approval.** After the letter is finalized, the AAC will route for required signatures.

5. Once all documents are signed, the AAC submits the hiring packet to the School of Medicine (SOM) for the Dean’s signature, following established SOM guidelines.

6. The hiring packet is eventually received back from Dean’s Office (average turnaround time is 2 weeks) and is routed to candidate for signature. **Hiring packet is typically back from the SOM before the new hires start date but is sometimes delayed.**

7. After the new hires signature is obtained, they receive a copy of the LOO and the entire final hire packet is submitted back to the SOM and a copy of the final signed LOO is emailed to the Section/Recruiter for their records.

If you have any questions, please contact the Academic Affairs Office, we are here to help!
Letter of Offer and New Faculty Hiring Process

After the search summary template has been completed and submitted, the letter of offer (LOO) process begins. The letter of offer and credentialing process should be done simultaneously in order to onboard the provider in a timely manner. The recruiter requests the most updated LOO template from the AAC, and returns a draft LOO and non-compete (if applicable) to the AAC for review. The AAC ensures that the below guidelines are followed and sends to the Administrator and Chairman for final approval before routing for signatures.

Letter of Offer

A formal written agreement that is provided by an employer to a candidate selected for employment which outlines information regarding the employment terms and commitments, such as the date employment is to begin, the job the individual is being hired to perform, the agreed upon salary, benefits to be provided, etc. The employer usually requires the candidate to sign and return the letter as a formal acceptance of employment.

General Letter of Offer Guidelines:

- Anyone being brought in at the rank of Associate or full Professor should be reviewed by Harley Rotbart, MD, Vice Chair of Academic Affairs to ensure proper placement of rank; send Harley a copy of the candidate’s CV to review for rank appraisal
- Make sure appropriate appointment type is designated. Assistant Professor and above is typically a “limited” appointment. Senior Instructors and below are typically “at-will” appointments but there may be exceptions. Please contact your Academic Affairs Coordinator for questions. Each type/rank has a different LOO template
- Limited appointment positions are typically 2 year appointments to be renewed annually after the original term length (if desired), but may be longer for higher level recruits and/or faculty moving a lab. Anything over 2 years MUST be approved by Department Chair.
- Initial salary dates in the LOO are listed as start date to the end of the FY (example: 10/1/11 – 6/30/12)
- The salary should be commensurate with the AAAP salary survey data as well as comparable to faculty with the same rank/experience in the Section in order to avoid inequities. Please work with the Academic Affairs Coordinator to determine the appropriate salary
- Make sure that the required language has not been deleted from any templates; can add to the LOO but cannot delete any required info
- The list of duties/responsibilities information will come from the Section, the CFTE and any protected time needs to be spelled out in detail in the job duties section of the letter
- Make sure to highlight any unusual commitments and obtain applicable approvals. Note: Any commitments from the Hospital must be agreed upon in writing before the LOO can be processed. Please send approvals to AAC with draft LOO.

Due to the unique nature of each faculty appointment, all LOO’s must be facilitated through the Department of Pediatrics Academic Affairs Office. If you have any questions, please do not hesitate to contact the Academic Affairs Coordinator, we are here to help!
Member Practice Agreements

All full-time (> 0.5 FTE) faculty members at the University of Colorado School of Medicine, including clinicians and basic scientists, are required to sign a University Physicians, Inc. (UPI) Member Practice Agreement (MPA). Signing the MPA is required by the Board of Regents as a condition of employment. Faculty members with clinical responsibilities are also required to sign a Covenant not to Compete (Non-Compete Agreement). Note: as of November 17, 2009, employees of DHHA are no longer required to sign Associate Member Practice Agreements and are therefore not UPI members. New faculty members with clinical responsibilities will be contacted by UPI to sign the MPA. New faculty members that do not have clinical responsibilities will also be required to sign an MPA, which will be included with their letter of offer.

Non-Compete Agreement

This form outlines the policy that prohibits faculty members with clinical responsibilities who leave the institution from treating patients within a certain distance from the clinic for a specific amount of time. It also calculates an estimate of up-front recruitment/investment costs for a new faculty member.

Non-Compete Guidelines:

- MD/DO faculty members are required to sign a Covenant not to Compete (Non-Compete Agreement)
- Section determines damages (recruitment/investment costs) and practice radius by using non-compete calculation template. In most cases the practice radius will be at least 25 miles.
- Non-compete agreement requires final approval from Chairman/Appointing Authority
- Please include calculations and any specific physician comparison so the AAC can see where amounts are derived from

Upon completion of the LOO and non-compete, the hire packet will be compiled by the AAC and submitted to the UCD-SOM Faculty Affairs Office by the deadline using the appropriate faculty action checklist.

Timeframes:

- The School of Medicine submission deadlines are always at least two (2) weeks prior to the appointment effective date.
- Once a finalist is identified, the average timeframe to close out a posting in Jobs@CU and finalize the letter of offer and hiring packet is eight (8) weeks
- Average timeframe for privileging is at least four (4) months
Children’s Colorado Credentialing and Privileging

What is credentialing and privileging?
Credentialing and privileging is a process that all faculty providers must go through in order to care for patients and charge for their services. It is the process of reviewing a health professional’s credentials, training, experience, or demonstrated ability, practice history and medical certification or licensure to determine if clinical privileges to practice in a particular place are to be granted.

What is the difference between credentialing and privileging?
Credentialing focuses on the background and qualifications of a provider consisting of where they went to school, what kind of training they have, and their licensure. When a provider applies for privileges, they will be granted permission to perform certain procedures and treatments within their scope of practice. Both the credentialing and privileging process are completed simultaneously through the Children’s Colorado Medical Staff Services.

Children’s Colorado Pre-Application
To begin the credentialing process for new medical staff (MD, PhD, PA), contact the Medical Staff Coordinator, Kimberly Barcelona (x76651).

For Nurse Practitioners, please contact Quaker Anderson in Nursing Administration (x74850).

Fill out the pre-application and submit to Medical staff Services. This is the first step to become a part of the medical staff at Children’s Colorado. After receipt of the pre-application, Medical Staff Services will send the full credentialing application.

How long does this process take?
A minimum of 4 months must be allotted for the credentialing and privileging process. If you have questions about this timeline, please contact Medical Staff Services.
**University Physicians Inc. (UPI) Credentialing and Billing Number Packet**

The New Provider Process can take months to complete. Begin these steps after a faculty letter of offer is generated from the Department:

1. Begin paperwork for UPI Managed Care Credentialing
   a. Start the managed care credentialing process by downloading the Notification of New Faculty Joining Department Form. The Department Administrator or Department Representative must return this completed form to the UPI Credentialing Department in one of three ways:
      - **Fax** - Print the form. Complete the form and fax it to the UPI Credentialing Department at Confidential Fax #: (303) 493-8302.
      - **Mail** - Print the form. Complete the form and intercampus mail it to Campus Box A069.
      - **Email** - robyn.polk@upicolo.org
   b. After receipt of this form, an application will be sent electronically for the provider to complete/sign and return for processing.

2. Update the provider's NPI information. This MUST be done prior to their new provider orientation
3. Complete the UPI Billing Number Request packet
   a. Section Admin to pull appropriate request for billing number packet information from UPI website.
   b. Section Admin to Request required info from on-boarding faculty member
   c. Section Admin to fill out the request for billing info page and compile all required documents
   d. Section Admin to send completed packet to Lindsay Martin (720/777-5376) for review
   e. Lindsay will facilitate Gail and Dr. Daniels signatures as necessary
   f. Lindsay will then send completed packet to UPI QCAE for processing

4. Providers who bill clinically schedule and attend a UPI orientation
Email to New Faculty

Please use this template to reach out to your new candidate. This will detail all of the items needed to begin the credentialing process for Children’s Hospital Colorado and UPI Managed Care. It will also provide them with contacts for applying for a license, transferring NPI and DEA numbers, and establish preferred methods of communication.

If your provider is relocating from out of state please emphasize the importance of beginning the Colorado Medical License application as soon as possible. Many times waiting on the Medical License can delay the start date of your new provider.

It is recommended that there is a designated individual within the section (department) who will be the main contact for your new faculty member. It is best if they collect these items and forward them on to Children’s Colorado Medical Staff Office, UPI Managed Care, and University Hospital as appropriate. We suggest making copies or creating a folder with scanned items for future access to your provider’s credentialing paperwork.

Click here to access this letter in Word
Realtors and Relocation

The Recruitment and Orientation Office offers a broad spectrum of services to assist your provider with their relocation.

Our expert realtor and rental professionals have a vast knowledge of the housing and rental market, as well as neighborhoods, schools, and extracurricular activities to ensure their new home is a perfect fit. These professionals have been selected based on their work with medical faculty relocation and their ties to the community and area schools.

Please contact the Recruitment and Orientation Office for a referral to an approved realtor/rental agency. Do not utilize any non-approved realtors.

Medical Staff Services will send the provider a Relocation Packet including:

- Official Relocation Guide from Chamber of Commerce
- Maps of local area
- Practical information on:
  - Transportation
  - Utilities
  - Grocery Stores
  - Schools/Day Care
- Resources related to moving with Children
- Book on Colorado
- Can be easily tailored based on specific family or cultural needs
How to Buy Moving Services/Vendor Information

This commodity includes employee (faculty/administrator) relocation and moving services. Note that policy requires departments to obtain at least two written proposals (quotes) for all moves. Proposals must be from the vendors on the list below and should include a "guaranteed not to exceed" dollar amount. Choose the lower (lowest) quote and reference the vendor ID #, address, and contacts below. If there are any issues or concerns affecting a move, contact the purchasing agent immediately.

Arrangements for site surveys through the vendor contacts listed must be done at the earliest possible time in order to ensure that the move dates can be met. Peak move times (summer months) are booked quickly, and this will impact the mover's ability to meet the incoming employee's expectations.

The University Price Agreements established with the following vendors offer CU departments substantial discounts on moving services. These vendors offer moving services capabilities to the 49 continental United States (including Alaska) as well as to Canada.

**Note:** It is essential that the department staff/incoming faculty member **NOT** contact a moving service on their own at the faculty member's place of origin. Instead, the Denver moving entities listed below must be contacted in order to obtain quotes. The Denver companies will coordinate with their branch offices at the faculty member's local level. Modifications to a move already quoted MUST be communicated to all companies that have provided quotes, so that valid re-quotes may be prepared by all parties. **Quotes from moving companies other than those listed below will not be considered.**

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**Great Plains Moving and Storage** (agent for North American Van Lines)

*Contact Information*

- Hartline, Phone: 303.333.8212 Ext.307, 1.800.888.7311 Fax: 303.329.6990

**All American Moving & Storage** (agent for Mayflower)

*Contact Information*

- Kevin Reddy, Phone: 303.373.5101 x31, 1.800.753.5101 Fax: 303/373-0108

**Johnson Storage & Moving Co.** (agent for United Van Lines)

*Contact Information*

- Libby Bland, Phone: 720.220.5419 Fax: 303.698.2154

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**Department of Pediatrics Contact:**

Lindsay Martin
Phone – 720/777-5376
Fax – 720/777-7278

**UCD Purchasing Agent:**

Will James
Phone – 303/764-3452
Fax – 303/764-3434
Orientation: Prepare for your Provider’s Arrival
**Introduction to the Orientation Process**

The experience our new medical staff members have on their first day will be carried with them throughout their tenure. This guide will ensure that your team member feels welcomed, valued, and prepared for what lies ahead.

The following prescribes the minimum standards that must be followed in order to create a successful course for our new medical staff. Going above and beyond these expectations is encouraged.

Orientation Goals:
1. Be prepared for the new provider’s arrival.
2. Create a consistent, welcoming experience for all new medical staff members.
3. Make resources available to the new provider.
4. Present key hospital and departmental guidelines.

Please contact the Recruitment and Orientation office at any time if you have questions or need additional resources.

Lacey M. Griffin
720-777-8408

Sarah Hatfield
720-777-8408
Preparation for your New Provider's Arrival

Office Space Allocation
In the Administrative Pavilion each floor has an assigned space planning representative. If the new provider requires additional space outside of the departmental allocation, please work with your representative for placement.

Welcome Sign
Place a welcome sign on your new provider’s door or cubicle. Please click here for examples. Encourage your team to sign their name or write a personal note on this welcome sign.

Phone and Computer
Dial the HELP desk (x74357) to request a quote for the phone and computer. Once this quote is generated, you will receive an email with instructions on how to order through E-Procurement.

Pager/Cell Phone
Obtain a pager and/or cell phone for your new provider.

Phone Numbers/Call Schedules
Be sure your new provider has access to key phone numbers for your department and the hospital. Also be sure they have a copy of the most current call schedule.

Keys
Make sure your provider has keys to their new office.

Office Supplies
At minimum, you should order your new provider the basics for their new office:

- Pens
- Notepads, Post-it notes
- Stapler
- Tape Dispenser
- Scissors
- Sharpies
- Business Card Holder
- Paper clips and holder
- Box of Tissues

These supplies should be in place on or before the provider’s first day. If you do not have access to order office supplies, please use your departmental contact to place an order.

Ordering Business Cards
Confirm with your provider how they would like their name and title on their business cards. To order: Children's Colorado Business Cards
Login #: 302229
Password: kids

University Business Cards

Welcome Wagon
Be sure to contact the Recruitment/Orientation Office to obtain a welcome wagon full of Colorado goodies to place on your provider’s desk prior to their start date.
Children’s Colorado Orientation

All faculty providers will be required to complete a Children’s Colorado, University of Colorado and University Physicians, Inc. (UPI) orientation. It is ideal to have the provider complete all 3 orientations during their first month on site.

Children’s Hospital Colorado Orientation

- Children’s Colorado orientation will be held primarily on the 1st and 15th of each month, beginning at 8am. If you have a provider that is starting on a day other than the 1st or 15th, you may choose to sign them up for this orientation prior to their first day, or contact the Recruitment and Orientation office to schedule a personal orientation.
- If the 1st or 15th falls on a weekend or holiday, contact the Recruitment/Orientation office for alternate dates.
- This orientation includes the following:
  - Hospital tour
  - Professional marketing photograph
  - Lab coat fitting
  - Badge and Parking
    - Please direct your medical staff to the website below to fill out parking forms BEFORE they arrive on their first day
    - [Parking Form](https://parking.childrenscolorado.org) (To access this form outside of Children's network, please use https://parking.childrenscolorado.org)
  - Hospital overview and practical help

To sign your provider up for Children’s Colorado Orientation, please email Sarah Hatfield with the following information:

- Name
- Start Date
- Department
- Best contact email for the new provider

To ensure your provider feels prepared, send your provider this Welcome E-mail at least one week prior to their start. This will provide clear instructions for their first day on campus.
University of Colorado Orientation

- University orientation introduces new employees to the UC Denver policies, benefits, organizations, safety on campus, among other topics.
- Orientation is held from 8:30am to 4:30pm on Wednesdays (not held the last Wednesday of the month).
- New Employee Orientation is located in the Education 2 South building, 3rd floor, in room 3108.
- To enroll a provider you must have the following information:
  - Name
  - Work phone
  - Campus box
  - Department
  - Job title
  - Name and phone number of administrator
  - E-mail address of both the employee and appropriate supervisor

- Click here to sign up for University of Colorado New Employee Orientation online.
- For questions please e-mail Training and Development.

University Badging Process
To obtain access to any UCD building, you must fill out a badge application. All requests should be sent to Elizabeth Ayala, who will send the most up to date forms.

The following forms are required to obtain access:

- Access Control Badge Instructions/Application
- Research Building Access Instructions/Application
- Vetting Letter – required for affiliate staff only

UCD Access Control Badging Policy
University Physicians, Inc. (UPI) Orientation

- All faculty members that bill clinical activities through University Physicians, Inc. must attend a mandatory orientation session conducted by the Audit & Education Department. When new providers are hired, their respective departments must notify the Audit & Education Department to schedule a session. The e-mail address for the Audit & Education Department is: audit.ed@upicolo.org.

- Topics covered during the orientation will include documentation requirements for 3rd party payers, CPT and ICD-9 requirements per the provider's specialties, and an overview of the Teaching Physician Rules. Providers will be asked to sign UPI Practice Agreements at this time and applications for Medicare, Colorado Medicaid, Champus and BC/BS. The providers will receive their UPI billing numbers after signing their paperwork.

- The sessions are held on a weekly or biweekly basis and last approximately one to one and one half hours. Providers will need to follow up with their department administrators to ensure that the Audit & Education Department has been notified so a training session can be scheduled in a timely manner.

- At the end of your training session you will have a professional photograph taken for use in your online profile.
Example Email for your Provider’s First Day

Your new faculty member should be provided with orientation information at minimum a week before their start date. Please use this template to provide them with all details associated with their orientation to Children’s Hospital Colorado and the University Of Colorado School Of Medicine.

This sample email contains directions to the hospital, instructions for where to park on their first day, who they will be meeting with, needed information to register for permanent parking spot, and advises them that they will be taking a professional photo for the external website and marketing purposes.

It also outlines the University of Colorado and UPI orientation information. It is highly recommended to attach an Orientation schedule for your new provider detailing what their first few weeks will look like. Please see the next page for items to include on this itinerary.

Click here to access this letter in Word
**Orientation Itinerary**

**What needs to be included in my provider’s orientation?**

- Children’s Colorado Orientation
- University of Colorado Orientation
  (mandatory to elect benefits and fill out payroll forms)
- UPI Orientation
- Obtain a University Badge
- EPIC Training- Either Instructor Led Course or Computer Based Training
- Tour of Clinical Area
  - Including key equipment (Code Carts, etc)
  - Work Rooms
- Tour of Administrative/Office area
  - Copiers, restrooms, break rooms, etc
- Introductions to Supervisor, Colleagues, and Staff
- Lunch on 1st day with colleague or staff
- Time for explanation of call schedule
- Escort your provider to conference room locations where standing meetings are held
- Review EPIC appointment templates
- Schedule plenty of shadow shifts and time for clinical orientation
- Walk your provider through Outlook and Planet TCH
- Schedule a meeting with a Physician Relations representative
- Provide time for your provider to complete administrative tasks
- Schedule meetings with key departmental and hospital leadership as needed
- Arrange a meeting with the Advance Practice Director (Lizz Welch-Carre) if your provider is a Nurse Practitioner or Physician Assistant.
**EPIC Training**

Enrolling your new provider in EPIC training is a critical step in the orientation process. This will allow your provider to effectively begin seeing patients, charting, and billing. Until this training is completed, the provider cannot perform any clinical duties.

Providers can sign up for an instructor-led course or click here for instructions on completing a computer-based module.

*Remember that the section administrative manager must email the CAS Train Team to reserve a seat in the instructor led course for all non-Children’s Colorado employees.*

If you have any questions related to EPIC training, please contact: castrainteam@childrenscolorado.org.
Useful Links

State of Colorado medical License Application

DEA License Application

Colorado Health Professionals Credentials Application

UPI Credentialing

UPI Billing Number

Children’s Privileging

UC Denver Human Resources

University Benefits Information

UCD Payroll & New Hire Forms - (W-4, Direct Deposit, I-9, Emergency Contact and Personal Data sheets)

School of Medicine Faculty Action Checklists

School of Medicine Letter of Offer Templates

School of Medicine, Faculty Affairs Submission Deadlines

Member Practice Agreements and Non-Compete Agreements

School of Medicine Rules & Policies

School of Medicine - Base, Supplement and Incentive (BSI) Salary Plan

UC Denver Postdoctoral Office (PDO)