Lessons Learned from Video Interviews for Residency Recruitment

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Associate Dean, Graduate Medical Education
Disclosures

• Have no relationships with any entity producing, marketing, re-selling, or distributing health care goods or services consumed by, or used on, patients.

• I do write questions for the ABIM Self Evaluation Program and today’s talk does not contain any questions or content related to that work.
Objectives

• Begin planning for virtual interviews and visits, incorporating the experiences of one program
• Understand how materials may be adapted for invited applicants to digitally demonstrate the strengths of the program
• Describe the benefits of adding consistency to improve the reliability of ratings and mitigate applicants concerns about virtual interviews
1. Away Rotations Discouraged
2. **Virtual Interviews and visits for ALL applicants**
3. Delay the ERAS Opening for Programs and the Overall Residency Timeline
4. Transparent & consistent general communications
## Costs for IM programs in 2009

<table>
<thead>
<tr>
<th>Cost Component</th>
<th>Median Cost All Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>n= 270</td>
</tr>
<tr>
<td>Program Director effort</td>
<td>$42,400</td>
</tr>
<tr>
<td>APD effort</td>
<td>$52,022</td>
</tr>
<tr>
<td>Chief resident effort</td>
<td>$12,206</td>
</tr>
<tr>
<td>Administrative staff effort</td>
<td>$29,650</td>
</tr>
<tr>
<td>Dept. of Medicine Chair effort</td>
<td>$369</td>
</tr>
<tr>
<td>Non personnel costs total</td>
<td>$5450</td>
</tr>
</tbody>
</table>

$14,162 per Matched PGY1

## Non Personnel Costs

<table>
<thead>
<tr>
<th>Internal Medicine 2009</th>
<th>Family Medicine 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5450</td>
<td>$17,079</td>
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</table>

Our experience Increases in applications

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td># of applicants in NRMP</td>
<td>1938</td>
<td>2193</td>
<td>2534</td>
<td>2717</td>
</tr>
<tr>
<td># of applicants offered an interview</td>
<td>322</td>
<td>397</td>
<td>314</td>
<td>315</td>
</tr>
<tr>
<td># who completed interviews</td>
<td>168</td>
<td>219</td>
<td>253</td>
<td>232</td>
</tr>
</tbody>
</table>
Demands

Resources
Our Why

- Increased interviews needed
- Excess cost: applicants/programs
- Faculty burden
- Resident burden
- PD efforts duplicated
SPLIT Interview & Visit Process

- Site Visit separated from interviews
- Pre-interview preparation
- Learn detailed program information through a dedicated website
- Interviews done remotely via video & phone
- Timing flexible for each component (remote interview day & site visit)
Key Components of Virtual Recruitment

1. Planning for interviews
2. Preparing for video interviews
3. The virtual “Visit”
4. Sharing program details
5. Communication with applicants + logistics
6. Getting the most out of your interviews
7. Other ways to get to know you
Planning for Interviews
<table>
<thead>
<tr>
<th>Considerations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of applicants to interview?</strong></td>
<td>Ranks to fill last year (NRMP report), program size increase, other changes</td>
</tr>
</tbody>
</table>
| **Number of interviews per applicant and how long each?** | Standards in specialty  
How many do applicants need to meet with to get a feel for the program  
How long does the interview need to be to achieve its goal? |
| **Who will interview and how many can they do per ½ day?** | Who will be best “ambassador” for the program?  
Who can be trained to produce reliable scores?  
How else will they get to know the PD?  
At what point does patience/quality/interest have a decrement? |
| **Group interview?** | How has it worked in the past?  
Feasibility  
Applicants perceptions |
### Key questions to decide when planning interviews

<table>
<thead>
<tr>
<th>Considerations</th>
<th>UA COM-P IM</th>
</tr>
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<tbody>
<tr>
<td><strong>Number of applicants to interview?</strong></td>
<td>220</td>
</tr>
<tr>
<td>Ranks to fill last year (NRMP report), program size increase, other changes</td>
<td></td>
</tr>
<tr>
<td><strong>Number of interviews per applicant and how long each?</strong></td>
<td>3→2</td>
</tr>
<tr>
<td>Standards in specialty</td>
<td></td>
</tr>
<tr>
<td>How many do applicants need to meet with to get a feel for the program</td>
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<tr>
<td>How long does the interview need to be to achieve its goal?</td>
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</tr>
<tr>
<td><strong>Who will interview and how many can they do per ½ day?</strong></td>
<td>PD and APD (7)</td>
</tr>
<tr>
<td>Who will be best “ambassador” for the program?</td>
<td></td>
</tr>
<tr>
<td>Who can be trained to produce reliable scores?</td>
<td></td>
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<tr>
<td>How else will they get to know the PD?</td>
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<tr>
<td>At what point does patience/quality/interest have a decrement?</td>
<td></td>
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<tr>
<td><strong>Group interview?</strong></td>
<td>no</td>
</tr>
<tr>
<td>How has it worked in the past?</td>
<td></td>
</tr>
<tr>
<td>Feasibility</td>
<td></td>
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<tr>
<td>Applicants perceptions</td>
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</table>
Video Interviews

- Virtual interview half days
  - 4 applicants each

PD: 4 interviews x 15 min each = 1 hr block

APD: 4 interviews x 30 min each = 2 hr block
Create the Interview & Visit Schedule

• Total number of interview half days required =
  \[\frac{\text{# of Applicants Interviewing}}{4 \text{ interviews per half day}}\]

• PD determined which half days available Oct-Jan

• APDs indicated availability on each of those half days

• Outlook calendar “holds” sent to PD & APDs for the dates they signed up for (1-hr or 2-hr block)
Preliminary Internship Video Interviews

- Two faculty members
  3 applicants per day;
  17 days selected
  30 minutes for each interview

Faculty A
- 10-10:30 Applicant 1
- 10:30-11 Applicant 2
- 11-11:30 Applicant 3

Faculty B
- 10-10:30 Applicant 3
- 10:30-11 Applicant 1
- 11-11:30 Applicant 2
Create the Interview & Visit Schedule

- Create events in ERAS Scheduler
- Applicants invited to sign up via ERAS
Virtual interview
Video interviews outside of medicine

• Higher agreement among raters
• Applicants receive lower scores
• Applicants have less positive reactions

The Video Interview: ZOOM video conference

• Create individualized meeting rooms for PD & APD’s made it easy to send link
  – https://uahs.zoom.us.my/cherylomalleymd

• Waiting room with personalized message

• “Doorbell” to indicate when next applicant in waiting room
Faculty Development

Zoom Instructions:
To setup access for an account, simply proceed to https://dhs.zoom.us/ and click "Sign in" at the top right corner. You will then be asked to login with your UA NetID/Password and directed to your main profile page.

At this point, you have successfully completed the registration process and may begin using your Zoom account immediately.

Here is your Main Profile Page.
Feel free to customize your photo if you'd like by uploading one.

Scroll down a little until you get to: "Play Sound When Participants Join or Leave".
Make sure this is on, and heard by Host and All Attendees.

Please customize your personal meeting link with your name so that Arietta can more easily set up the Zoom interviews.

If heard by both host & attendees, is like the "knock" on the door to signal that time is up.
The Video Interview: ZOOM video conference

• Practice calls with faculty

• Computer or mobile app
The virtual visit

Reflect on your goals for this
Streamlined Applicant Visit Day

- Pre-intervention:
  - Presentation
  - Interviews
  - Conference
  - Tour
  - Time with residents
  - Dinner
  - 8:00am – 1:00pm
  - 6-8pm

- SPLIT process:
  - Presentation
  - Tour
  - Dinner + Time with residents
  - 4:00pm – 7:30pm

Unable to come?

Virtual Visit Day
## Our experience Increases in applications

<table>
<thead>
<tr>
<th></th>
<th>Pre</th>
<th>Pilot</th>
<th>Year 2</th>
<th>Year 3</th>
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<td>168</td>
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<td>253</td>
<td>232</td>
</tr>
<tr>
<td># who attended the in-person applicant visit day</td>
<td>168</td>
<td>Inc.</td>
<td>150</td>
<td>152</td>
</tr>
<tr>
<td># who attended a virtual applicant visit day</td>
<td></td>
<td></td>
<td></td>
<td>11</td>
</tr>
</tbody>
</table>
Virtual Applicant Visit Day – 1 in 2019-2020

• Zoom group meeting
  – Google Hangout or other could work as well

• Residents in conference room & applicants joined from their location

• Free flowing conversation after initial introductions
Virtual Applicant Visit Days – 2020-2021

• Some ideas
  – Key is informal, private opportunities to speak directly with residents
  – Small breakout rooms to mimic dinner table discussions
  – Join educational sessions virtually
  – Pairing with resident from same school or region
Sharing program details
Learn detailed program info: dedicated website

Congratulations on being selected for an interview at the University of Arizona College of Medicine - Phoenix Internal Medicine Residency Program!

You have been selected from a pool of over 2,000 applicants as a competitive applicant that we think would fit well here. We are excited to meet you during this process.

For our "Remote" Interview Day and separate Applicant Visit Day, this website will be a special supplemental resource for more detailed information about our program.

Helpful Resources

How to Look Good in Skype Interviews – Tips & Training (YouTube)

How to Join a Zoom Video Meeting (YouTube)
Integrate material review into interview

We will be using Zoom for the video interviews, follow this link for some basic instructions. If you need assistance in getting Zoom set up, email or call me to set up a practice zoom call. If that practice call is arranged, we will use the following Zoom link: [https://uahs.zoom.us/my/arlettaespinoza](https://uahs.zoom.us/my/arlettaespinoza).

<table>
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<th>Event</th>
<th>Time</th>
<th>Interviewer</th>
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<tbody>
<tr>
<td>Program Website Review</td>
<td>12:30-1:30</td>
<td>N/A</td>
<td><a href="https://rise.articulate.com/share/TdRPdb7iB18gfZgZ56y3KxOMIXRm_zC7#/?_k=13uxic">https://rise.articulate.com/share/TdRPdb7iB18gfZgZ56y3KxOMIXRm_zC7#/?_k=13uxic</a></td>
</tr>
<tr>
<td>Program Director Video Interview</td>
<td>1:30-1:40</td>
<td>Dr. Cheryl O'Malley</td>
<td><a href="https://uahs.zoom.us/my/cherylomalleymd">https://uahs.zoom.us/my/cherylomalleymd</a></td>
</tr>
<tr>
<td>Associate Program Director Video Interview</td>
<td>1:45-2:10</td>
<td>Dr. Ruth FranksNedecor</td>
<td><a href="https://uahs.zoom.us/my/ruthfrankssnedecor.md">https://uahs.zoom.us/my/ruthfrankssnedecor.md</a></td>
</tr>
<tr>
<td>Faculty Telephone interview:</td>
<td>2:30-2:50</td>
<td>Dr. Masood Kisana</td>
<td>The faculty member will call you at the designated time at (808) 393-6370</td>
</tr>
</tbody>
</table>

We know that a visit to our program will give you much more information and encourage you to come to any of our applicant visit days. The visit will allow you to meet with residents, tour Banner-University Medical Center Phoenix, and to develop a better sense of our strong academics, supportive culture and
Contents:

• Overview of interview & visit process
• Program overview
• Curriculum
  • Conferences
  • Research & Quality Improvement
  • Board Prep
• Resident Schedules, Clinical Sites
• Career & Personal Development
  • Mentoring
  • Career & Fellowship Prep
  • Wellness
  • Retreats, Resident Events
• Scholarly Activity
• Resident Life
• Benefits, Salary, Contract
• Residents as Teachers Prep
• Graduate Testimonials
Invited Applicant Website

How:

• Platform: Rise/Articulate 360 (can use others to create website)
• Make it engaging, informative
• Videos of APDs, faculty, recent graduates
• No password but link was unique to applicants
Invited Applicant Website

Benefits:

• Applicants can review at their own pace
• Can return to it as needed over time
• Built in time for review as part of their remote interview day
• Can add new information, program updates over time
• Frees up PD time for more personal interactions
How do you currently teach applicants about your program?

- Website
- PD welcome on interview day
- PDF/print outs on interview day
- End of recruitment season letter to applicants with updates
Add videos

- Chair
- PD
- Grads
- Current Residents
- Create a shell and add more in
Logistics/Communication
Congratulations! I am pleased to invite you to interview with the University of Arizona College of Medicine – Phoenix Categorical Internal Medicine Residency Program.

Our program utilizes an innovative process for providing you program information, interviews, and your visit in order to make it more valuable for you.

Follow the steps below to get started with scheduling your interviews and learning about our program:

1. Visit [https://rise.articulate.com/share/TdRPdb7jB18gfZoPz6y3KxOmlXRe_m_zC7](https://rise.articulate.com/share/TdRPdb7jB18gfZoPz6y3KxOmlXRe_m_zC7) and save it as one of your “favorites.” This website has been designed to be a special supplemental resource for detailed information about our program for those applicants invited to interview with us.

2. Watch the video of Dr. Bergin and I under “Interview Process Overview” and read about the Steps of the Interview Process just underneath the video to better understand the process.

3. Complete this supplemental information form prior to your Interview half day. This will answer a few common questions that would have otherwise been part of interviews.

4. You are now able to schedule your remote interview half day with us. You may schedule directly through ERAS – navigate to your Interview drop down menu, select “invitations,” and you will see the list of dates from which to choose.

5. Our special Applicant Visit Event just for UA COMP applicants is scheduled the evening of Tuesday October 30th (from approximately 4:00pm – 8:00pm). Please save the date so that you can attend. You will receive an email from ERAS in order to RSVP.

   If you are unable to attend the event dedicated solely to UA COMP students, you are welcome to attend one of our other Applicant Visit Days. Those dates will also be included in the email you receive from ERAS about the UA COMP Applicant Visit Day.

   Arletta Espinoza, Internal Medicine Residency Program Supervisor, will send you an email with more details for the respective event.

We are excited that you have selected our program as one that you think would fit for your future training. We look forward to getting to know each other better during this process. If you have any questions or issues with scheduling or this process, please contact Arletta at arletta.espinoza@bannerhealth.com or by phone at 602-839-3644.
**Interviews: RSVP Event**

**Visit Days: Private Event**
Applicant Interview Agenda

We will be using Zoom for the video interviews, follow this link for some basic instructions. If you need assistance in getting Zoom set up, email or call me to set up a practice zoom call. If that practice call is arranged, we will use the following Zoom link: https://uahs.zoom.us/my/arlettaespinoza.

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<td><a href="https://uahs.zoom.us/my/cheryllomalleymd">https://uahs.zoom.us/my/cheryllomalleymd</a></td>
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Please let me know if we can answer any questions that you may have.

Arietta Espinoza
Office Supervisor
University of Arizona College of Medicine – Phoenix
Internal Medicine Residency Program
602-839-3670
Updated Outlook Calendar invite to the interviewer

1 Week prior to interview: updated calendar invite to PD/APDs (lock in the specific time)
Getting the most out of your interviews
Interviews outside of medicine
How are we doing with the traditional process?

- **Problem residents:** Predicted only by negative comments in Dean’s letter
- **Promotion of program:** Lots of time involved
- **Pick candidates who are a good “fit”:** Interactions with residents most important to candidates
- **Appraise a candidate’s communication skills and E-IQ:** Mixed results, "halo" effect

### Table D. Mitigation Strategies for Programs Moving to Virtual Interviews

<table>
<thead>
<tr>
<th>Impacts for Programs</th>
<th>Possible Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The programs will need to be able to collect the information they need via virtual interviews to fully evaluate applicants.</td>
<td>• Develop a protocol for interviews that may include group interviews or more structured interviews that have an evidence base of predictive value for identifying applicants who will succeed in the program.</td>
</tr>
<tr>
<td>Program may have a better understanding of the capabilities of applicants from their own medical school than of applicants they can only interact with virtually.</td>
<td>• Conduct all interviews (even those of local applicants) in the same manner.</td>
</tr>
<tr>
<td></td>
<td>Commit to one standardized process for all applicants for the entire recruitment and use that process consistently.</td>
</tr>
</tbody>
</table>

Behavioral Interview Question Bank

Core Values

Collaboration - Building Relationships
1. In your current position who are your stakeholders? How have you built and maintained relationships with these stakeholders?
2. What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give examples of how you made these work for you.
3. Tell us about a time when you have had to work with stakeholders both inside and outside your organization. How did you deal with competing interests of all parties involved?
4. Give a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you assess your role in diffusing the situation?
<table>
<thead>
<tr>
<th>QUESTION</th>
<th>Notes</th>
<th>Score 1 – 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiative:</strong>&lt;br&gt;What kinds of things really get your excited?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excellence:</strong>&lt;br&gt;What sorts of things have you individually done to better enhance your clinical knowledge or skills?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Problem Solving:</strong>&lt;br&gt;Tell me about a situation where you had to make a decision or take an action that did not necessarily fall into your specified responsibilities?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Pre-Interview Preparation

- Supplemental information form
- Interview - more targeted discussion
Pre-Interview Preparation

- APD reviews file & scores it in Formsite
- Interview more high-yield
Pre-Interview Preparation

Score calculated
Comments compiled
Entered into ERAS
Ready to make the most of interview time.
Other ways for applicants to get to know you
Informational Faculty Phone Calls (Optional)

- Help applicants learn more about our resources in their area of interest
- Primary Care
- Hospital medicine
- Subspecialty fellowship
- Diversity & Inclusion
- Resident as Teachers
- Advocacy & Leadership

Optional UAZ COM-Phx Internal Medicine Residency Faculty Conversation

This conversation will be brief (less than 15 minutes), is by phone (not video) and is optional. It will not be scored but is simply for the purpose of you adding to your understanding of the resources we have to address your areas of passion/interest and prepare you for your future career goals.

Location: Phone call (NOT zoom), faculty will call you on the number you provide when signing up.

Sign up genius sign-up
Curriculum and Board Prep

Listen to Dr. Shinar describe our comprehensive and innovative didactics and ABIM board preparation program. This has resulted in a board pass rate of over 90% for the last 5 years.
Diagnose Cobalamin Deficiency

- Laboratory findings:

Sample Excerpt from Monthly Test Review (Hematology)

Sample Full Monthly Test Review (Hematology)
Key Components of Virtual Recruitment

1. Planning for interviews
   • Use a core group of faculty but they can be at different campuses
   • Keep all interviews in one half day
   • Don’t divide the experience over too much time. 2 chunks of time seem to be ok.

2. Preparing for video interviews
   • Create faculty development + Practice
   • Be flexible if technical issues
   • Do the same with all applicants
   • Build in a buffer of 5 min between interviews

3. The virtual “Visit”
   • Ensure informal time with residents

4. Sharing program details
   • Use more video
   • Achieve scale with a consistent shell

5. Communication with applicants + logistics
   • Use ERAS for applicants/outlook for faculty

6. Getting the most out of your interviews
   • Select common questions that get at what is important to your program
   • Plan to achieve more reliability

7. Other ways to get to know you
   • Can add some optional connections with specialized faculty or experience that can’t be achieved on a usual visit day.
The Why:

- Increased interviews needed
- Excess cost: applicants/programs
- Faculty burden
- Resident burden
- PD efforts duplicated

Outcomes:

- Interviews: 50%
- Flexibility
- Total visit events: 70%

100% of applicants are now interviewed by both PD & APD.
Questions

Comalley@Arizona.edu
@CherylOMalley