Lessons Learned from Video Interviews for Residency Recruitment

Brenda Shinar, MD, FACP

Cheryl O’Malley, MD, FACP
Disclosures

• Neither has relationships with any entity producing, marketing, re-selling, or distributing health care goods or services consumed by, or used on, patients.

• Dr. O’Malley writes questions for the ABIM Self Evaluation Program and today’s talk does not contain any questions or content related to that work.
Objectives

- Recognize the benefits of virtual interviews in terms of efficiency, consistency, adaptability, and cost-effectiveness.
- Anticipate and attempt to avoid the pitfalls that may be encountered with virtual interviews.
- Explain how to effectively highlight your program strengths digitally.
- Describe practical tips to implement when transitioning from an in-person to a virtual interview format.
Work Group on Medical Students in the Class of 2021 for Post Graduate Training Recommendations

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

*Announced May 11, 2020*
Our "Why" in 2017

- Increased interviews needed
- Excess cost: applicants/programs
- Faculty burden
- Resident burden
- PD efforts duplicated
### Personnel Costs for IM Program Recruitment 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></th>
<th>Internal Medicine 2009</th>
<th>Family Medicine 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2009</strong></td>
<td>$5450</td>
<td>$17,079</td>
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</table>

Our Experience with Increased 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>
Resources

Demands
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. Sharing program details via website
4. The virtual visit
5. Communication with applicants + logistics
1. Planning for Interviews
### Key questions to answer when planning interviews

<table>
<thead>
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<tr>
<td><strong>A. Number of interviews per applicant and how long each?</strong></td>
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<tr>
<td>Standards in specialty</td>
</tr>
<tr>
<td>How many do applicants need to meet with to get a feel for the program</td>
</tr>
<tr>
<td>How long does the interview need to be to achieve its goal?</td>
</tr>
<tr>
<td><strong>B. Who will interview and how many can they do per session</strong>*?</td>
</tr>
<tr>
<td>Who will be best “ambassador” for the program?</td>
</tr>
<tr>
<td>Who can be trained to produce reliable scores?</td>
</tr>
<tr>
<td>If the PD won’t be an interviewer, how will they get to know them?</td>
</tr>
<tr>
<td>After how many interviews will your interviewer become fatigued?</td>
</tr>
<tr>
<td>Will you do group interviews?</td>
</tr>
<tr>
<td><strong>C. Number of applicants to interview?</strong></td>
</tr>
<tr>
<td>Ranks to fill last year (NRMP report), program size increase, other changes</td>
</tr>
<tr>
<td><em><em>D. Total number of interview sessions</em> needed</em>*</td>
</tr>
<tr>
<td>This might lead to a need to adjust your plans for A-C if the number is too</td>
</tr>
<tr>
<td>high.</td>
</tr>
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</table>
# Our planning decisions

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<th>UA COM-P IM</th>
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<tr>
<td><strong>A. Number of interviews per applicant and how long each?</strong></td>
<td></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>
<td>2</td>
</tr>
<tr>
<td>How long does the interview need to be to achieve its goal?</td>
<td>10 &amp; 25 minutes</td>
</tr>
<tr>
<td><strong>B. Who will interview and how many can they do per session</strong>*?</td>
<td></td>
</tr>
<tr>
<td>Who will be best “ambassador” for the program?</td>
<td>PD and APD (7)</td>
</tr>
<tr>
<td>Who can be trained to produce reliable scores?</td>
<td>4 per session</td>
</tr>
<tr>
<td>If the PD won’t be an interviewer, how will they get to know them?</td>
<td>No group interview</td>
</tr>
<tr>
<td>After how many interviews will your interviewer become fatigued?</td>
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</tr>
<tr>
<td>Will you do group interviews?</td>
<td></td>
</tr>
<tr>
<td><strong>C. Number of applicants to interview?</strong></td>
<td>240</td>
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<td>Ranks to fill last year (NRMP report), program size increase, other changes</td>
<td></td>
</tr>
<tr>
<td><em><em>D. Total number of interview sessions</em> needed</em>*</td>
<td>60</td>
</tr>
<tr>
<td>This might lead to a need to adjust your plans for A-C if the number is too high.</td>
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</table>

Session* = day or ½ day
The Categorical Video Interview Plan

- PD 10 minute
- APD 25 minutes
- 4 applicants per ½ day

Total time: 1 hour
- Applicant 1: 10 min
- Applicant 2: 10 min
- Applicant 3: 10 min
- Applicant 4: 10 min

Total time: 2 hour
- Applicant 1: 25 min
- Applicant 2: 25 min
- Applicant 3: 25 min
- Applicant 4: 25 min
The Categorical Video Interview Plan

**Total time: 1 hour**
- Applicant 1: 10 min
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- Applicant 4: 10 min

**Total time: 2 hour**
- Applicant 1: 25 min
- Applicant 2: 25 min
- Applicant 3: 25 min
- Applicant 4: 25 min

Interviews in either order
4 applicants per half day
The Preliminary Video Interview Plan

• Two faculty members
  3 applicants per day;
  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

Applicant 1, 2, and 3
Create the Interview Schedule

• Determine dates for session availability 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)
Compendium of Resources for the Implementation of Recommendations

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

2. Preparing for the 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/chrylomalleymd

• Waiting room with personalized message

• “Doorbell” to indicate when next applicant in waiting room
Faculty Development for Consistency
The Video Interview: ZOOM video conference

- Practice calls with faculty

- Computer or mobile app
**Pre-Interview Preparation**

- Supplemental **information** form

- Interview - more targeted discussion
Pre-Interview Preparation

Score calculated
Comments compiled
Entered into ERAS
Ready to make the most of interview time.
Pre-Interview Preparation

- APD reviews file & scores it in Formsite
- Interview more high-yield
Other Considerations

Applicants
• Preparing for

Faculty
• Prepare them for technical glitches (switch to audio only if needed or reschedule)
3. Sharing Program Details Via Website
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)
Invited Applicant Website

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
Separate Website for Preliminary Program

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.

INFORMATION ABOUT THE INTERVIEW PROCESS

- Congratulations and Getting Started
- Applicant Visit Day

DETAILED PROGRAM INFORMATION

- Program Overview
- Prelim Intern Perspective
- Scholarly Activity
- Curriculum and Culture of Learning
- Chair’s Message

Congratulations on being selected for an interview at the University of Arizona College of Medicine-Phoenix Preliminary Medicine Internship!
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.

<table>
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<th>Time</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12:30-1:30</td>
<td>N/A</td>
<td>[link]</td>
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</table>

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<th>Program Director Video Interview</th>
<th>Time</th>
<th>Interviewer</th>
<th>Link/instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1:30-1:40</td>
<td>Dr. Cheryl O'Malley</td>
<td>[link]</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Associate Program Director Video Interview</th>
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<th>Interviewer</th>
<th>Link/instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1:45-2:10</td>
<td>Dr. Ruth FranksSnedecor</td>
<td>[link]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty Telephone interview</th>
<th>Time</th>
<th>Interviewer</th>
<th>Link/instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2:30-2:50</td>
<td>Dr. Masood Kisaan</td>
<td>The faculty member will call you at the designated time at (808) 393-6370</td>
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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
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
Our 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
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)
Internal Medicine Residency

Residency Programs

- Who We Are
- Program Highlights
- Curriculum
- Preliminary Medicine Internship Year
- Primary Care Track
- How to Apply
- Contact

News

The aim of the University of Arizona College of Medicine – Phoenix Internal Medicine Residency (formerly Banner – University Medical Center Phoenix) is to train the next generation of knowledgeable, compassionate and resilient physicians to provide high value care to our community in an area of clinical practice that they are passionate about, whether it is primary ambulatory care, hospital medicine, an internal medicine subspecialty or...
4. The virtual visit

Reflect on your goals for this
Streamlined Applicant Visit Day

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

• SPLIT process:
  - Presentation
  - Tour
  - Dinner + Time with residents

  4:00pm – 7:30pm
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
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
Ideas for Virtual Applicant Visit Days – 2020-2021

– 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
– Faculty meeting rooms based on areas of interest
5. Communication and Logistics
Create the Interview & Visit Schedule

- Create events in ERAS Scheduler
- Applicants invited to sign up via ERAS
ERAS Scheduler

Interviews: RSVP Event
Visit Days: Private Event
Applicant Interview Agenda

Interview details for:

Applicant, Jane Doe, AAMC ID# 12345678

We are looking forward to your upcoming virtual interview half day on 01/29/2019 for the University of Arizona College of Medicine – Phoenix Internal Medicine Residency Program. By this Friday, please complete the supplemental information form (if you have not already done so); it will help us to have a more targeted discussion with you during your interview.

As described in the welcome email, we have designed the virtual interview half day in response to the growing travel related expenses for applicants. This half day has four components.

1. General program overview via our special website for invited applicants.
2. Video interview with the Program Director, Dr. O’Malley.
3. Video interview with one of our Associate Program Directors.
4. Telephone interview with a faculty member.

Your schedule is the following (please note that they aren’t necessarily listed in order and that all times are in Arizona time).

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/arlettaspinoza.

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Please let me know if we can answer any questions that you may have.

Arletta Espinoza
Office Supervisor
University of Arizona College of Medicine – Phoenix
Internal Medicine Residency Program
602-839-3644
### Applicant Interview Agenda

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<th>N/A</th>
<th><a href="https://rise.articulate.com/share/TdRPdb7iB18dfZqZs6y3Kx0m1Xm_zC7/#?k=13uxjc">https://rise.articulate.com/share/TdRPdb7iB18dfZqZs6y3Kx0m1Xm_zC7/#?k=13uxjc</a></th>
</tr>
</thead>
<tbody>
<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/cheriyomalleymd">https://uahs.zoom.us/my/cheriyomalleymd</a></td>
</tr>
<tr>
<td>Associate Program Director Video Interview</td>
<td>1:45-2:10</td>
<td>Dr. Ruth FranksSnedecor</td>
<td><a href="https://uahs.zoom.us/my/ruthfrankssnedecormd">https://uahs.zoom.us/my/ruthfrankssnedecormd</a></td>
</tr>
</tbody>
</table>

Faculty Telephone: 3:30-3:50 Dr. Massoud Kiese - The faculty member will call you at the designated time at (808) 393-6370

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
Updated Outlook Calendar invite to the interviewer

1 Week prior to interview: updated calendar invite to PD/APDs (lock in the specific time)vie
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. Sharing program details via website
   • Use more video
   • Achieve scale with a consistent shell

4. The virtual visit
   • Ensure informal time with residents

5. Communication and logistics
   • Use ERAS for applicants/outlook for faculty
The Why:

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

Investigating additional outcomes, applicant perceptions
Questions?

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