



Lessons Learned from Video Interviews for Residency Recruitment

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Associate Dean, Graduate Medical Education



Disclosures

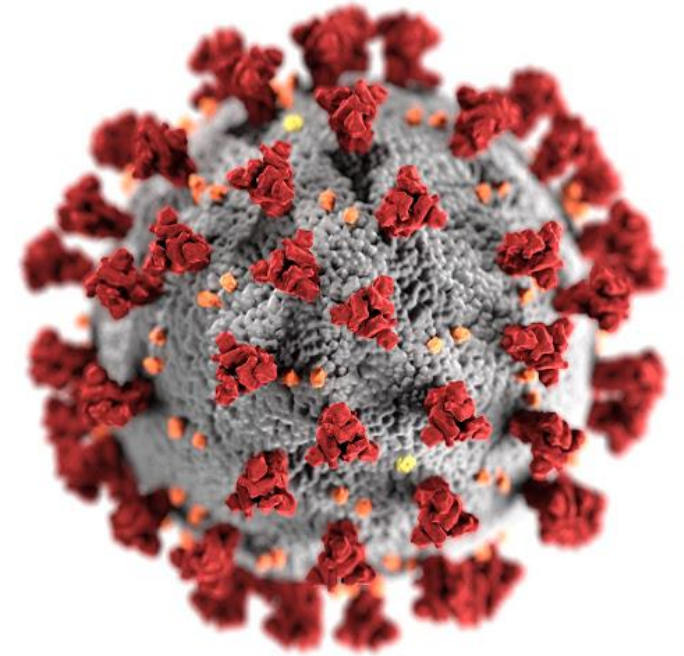
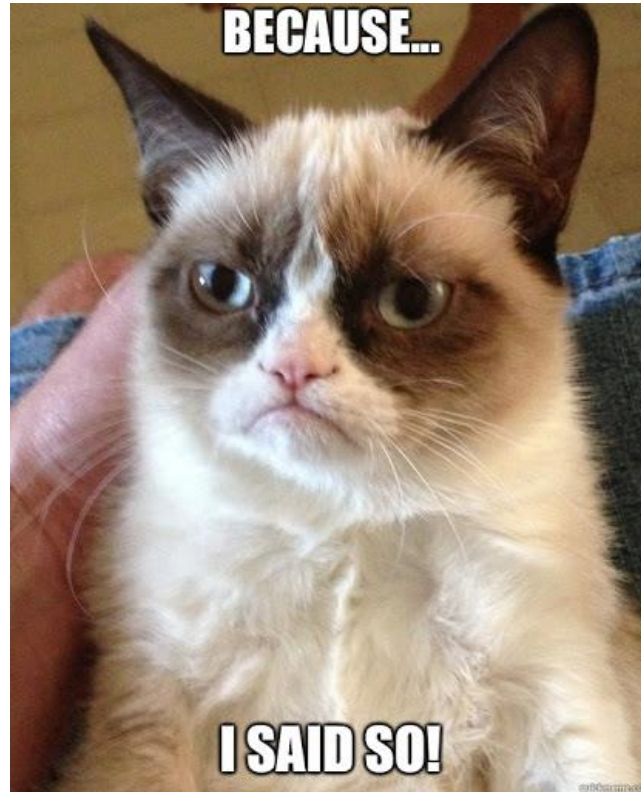
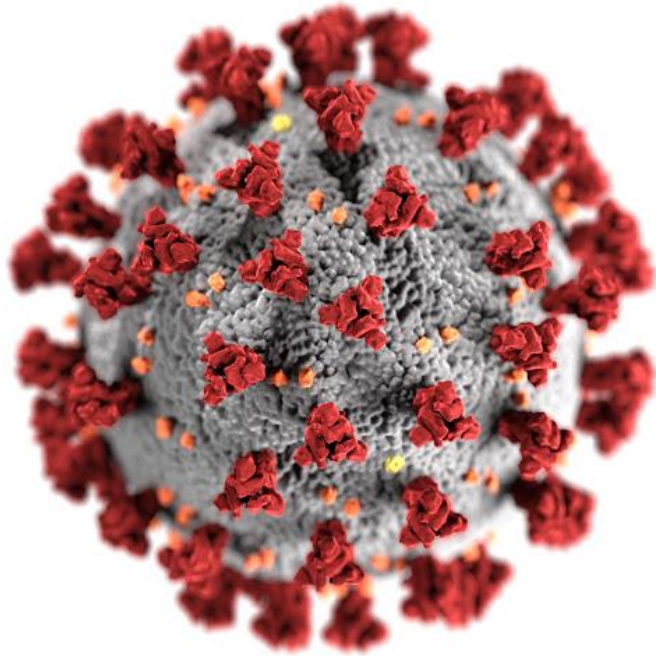
- Have no relationships with any entity producing, marketing, re-selling, or distributing health care goods or services consumed by, or used on, patients.
- I do write questions for the ABIM Self Evaluation Program and today's talk does not contain any questions or content related to that work.



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

Why?



Work Group on Medical Students in the Class of 2021 Moving Across Institutions for Post Graduate Training Recommendations *released 5/11/2020*

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

Cost Component	Median Cost All Programs n= 270
Program Director effort	\$42,400
APD effort	\$52,022
Chief resident effort	\$12,206
Administrative staff effort	\$29,650
Dept. of Medicine Chair effort	\$369
Non personnel costs total	\$5450

**\$14,162 per
Matched PGY1**

Brummond A, et al Resident recruitment costs: A national survey of internal medicine program directors, Am Journal Med 2013



Non Personnel Costs

Internal Medicine 2009	Family Medicine 2019
\$5450	\$17,079

1. Brummond A, et al Resident recruitment costs: A national survey of internal medicine program directors, Am Journal Med 2013
2. Nilsen K, et al How Much Do Family Medicine Residency Programs Spend on Resident Recruitment? A CERA Study, Fam Med, 2019, May; 51(5):405-412



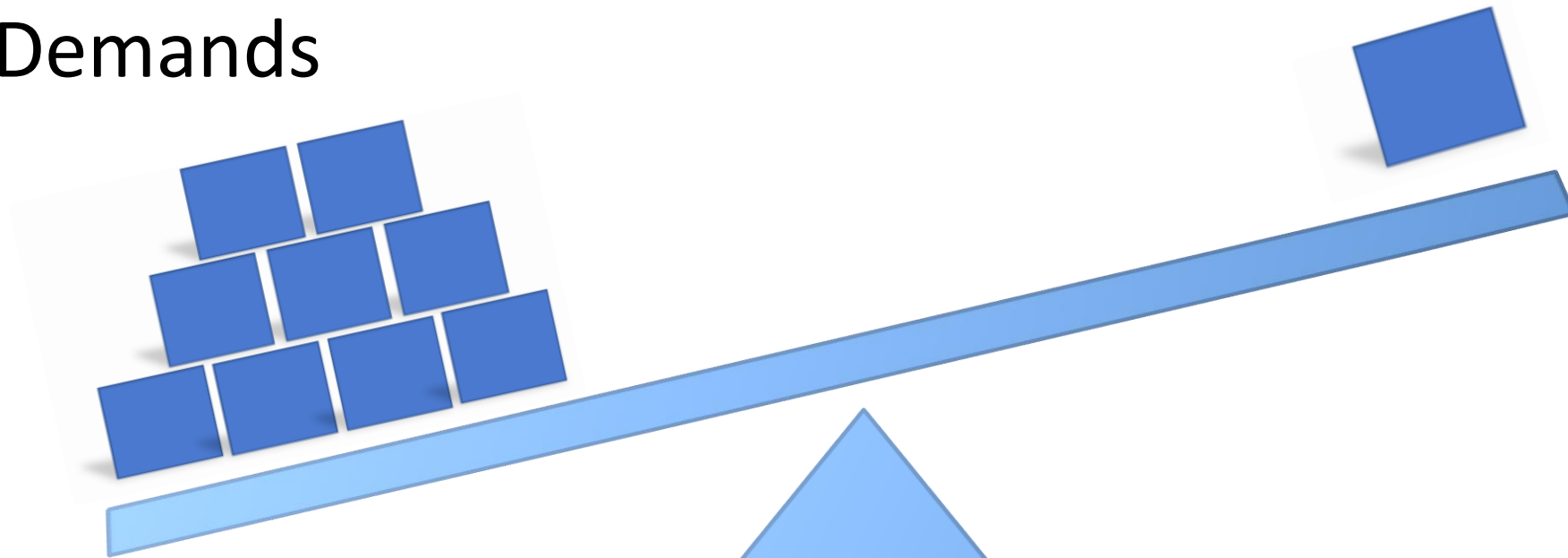
Our experience Increases in applications

	2017	2018	2019	2020
# of applicants in NRMP	1938	2193	2534	2717
# of applicants offered an interview	322	397	314	315
# who completed interviews	168	219	253	232



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



Key questions to decide when planning interviews

	Considerations
Number of applicants to interview?	Ranks to fill last year (NRMP report), program size increase, other changes
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

	Considerations	UA COM-P IM
Number of applicants to interview?	Ranks to fill last year (NRMP report), program size increase, other changes	220
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?	3→2
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?	PD and APD (7)
Group interview?	How has it worked in the past? Feasibility Applicants perceptions	no

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

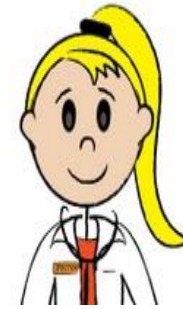
Create the Interview & Visit Schedule

- Total number of interview half days required =
of Applicants Interviewing \div 4 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



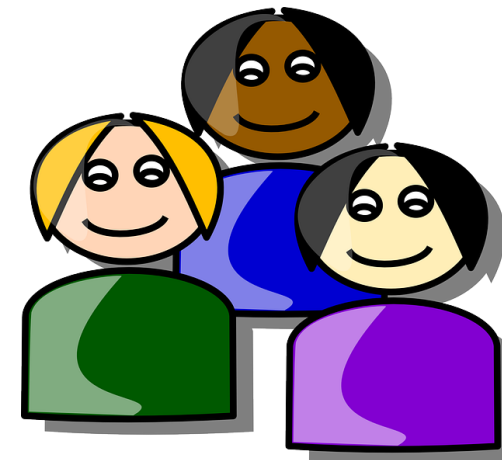
Faculty B

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 & Visit Schedule



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





Virtual interview



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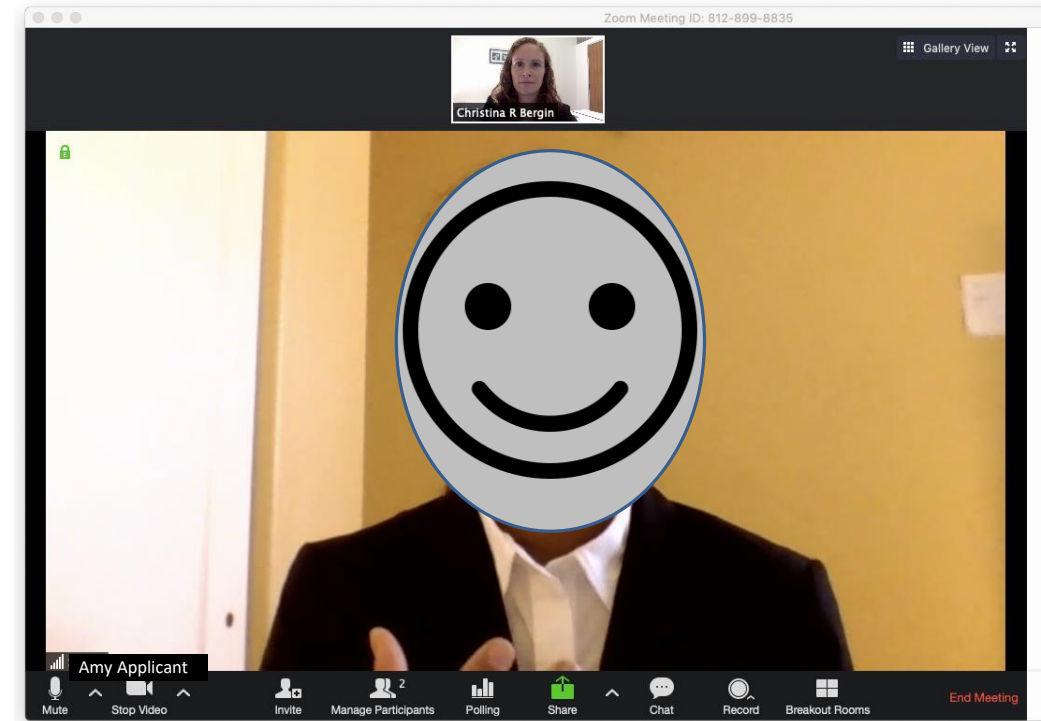
Video interviews outside of medicine

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

1. Van Iddekinge CH, et al. Comparing the psychometric characteristics of ratings of face-to-face and videotaped structured interviews. *Int J Sel Assess*. 2006;14:347-359.
2. Blacksmith N, et al. Technology in the employment interview: A meta-analysis and future research agenda. *Pers Assess Decis*. 2016;2(1):Article 2.
3. Wegge, J. Communication via videoconference: Emotional and cognitive consequences of affective personality dispositions, seeing one's own picture, and disturbing events. *Human-Computer Interaction*, 21(3), 273-318.

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

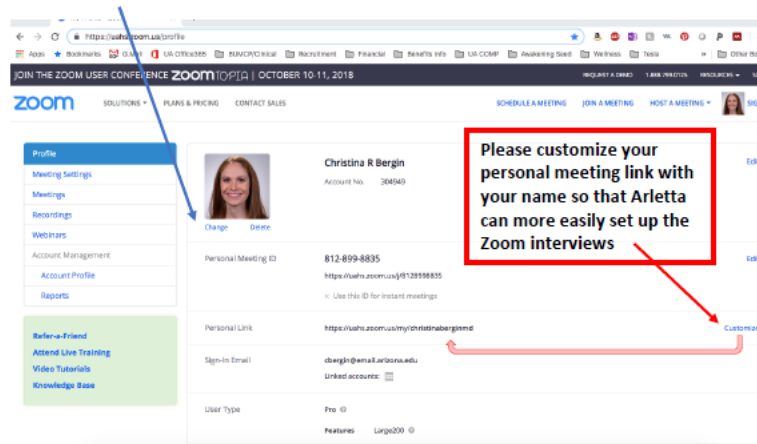
Zoom Instructions:

To setup access for an account, simply proceed to <https://uahs.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 you 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.



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

Close-up of how to customize your personal meeting link:

<https://uahs.zoom.us/my/christnaberginmd> Customize

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**

In Meeting (Basic)

End-to-end encryption Locked by admin
Require that all meetings are encrypted using AES

Chat
Allow meeting participants to send a message visible to all participants

Private chat
Allow meeting participants to send a private 1:1 message to another participant.

Auto saving chats
Automatically save all in-meeting chats so that hosts do not need to manually save the text of the chat after the meeting starts.

Play sound when participants join or leave Modified [Reset](#)
Play sound when participants join or leave

Heard by host and all attendees
 Heard by host only

When each participant joins by telephone
 Record and play their own voice

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





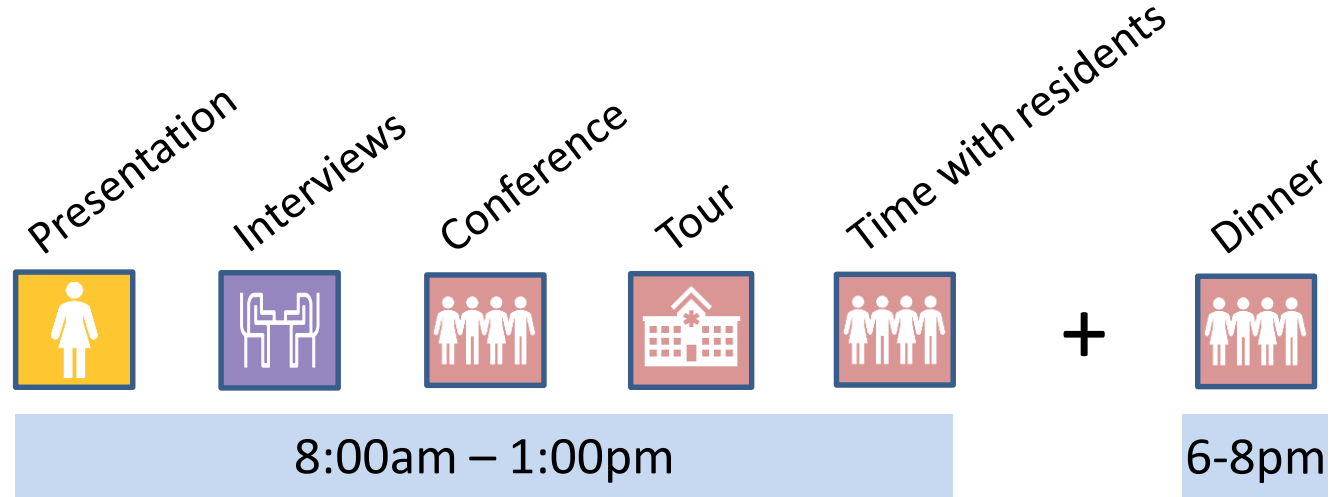
The virtual visit

Reflect on your goals for this

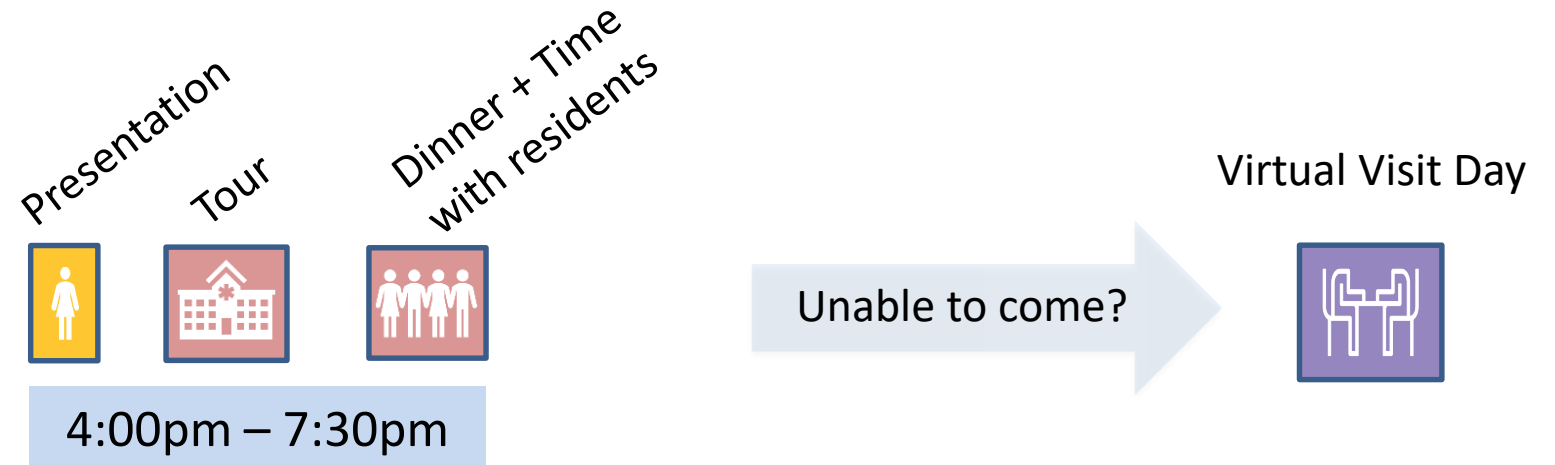


Streamlined Applicant Visit Day

- Pre-intervention:



- SPLIT process:



Our experience Increases in applications

	Pre	Pilot	Year 2	Year 3
# of applicants in NRMP	1938	2193	2534	2717
# of applicants offered an interview	322	397	314	315
# who completed interviews	168	219	253	232
# who attended the in-person applicant visit day	168	Inc.	150	152
# who attended a virtual applicant visit day				11

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.

UA College of Medicine - Phoenix Categorical Internal Medicine Residency

See COMPLETE

PROGRAM UPDATES

- A Day in the Life of Our Residents
- Primary Care Track
- Program Updates Newsletter

INFORMATION ABOUT THE INTERVIEW PROCESS

- Interview Process Overview
- Your Remote Interview Day
- Applicant Visit Day

DETAILED PROGRAM INFORMATION

- Welcome and Program Overview
- Curriculum and Culture of Learning
- Schedules & Sites of Work
- Career & Personal Development
- Life as a UACOMP Resident
- Benefits, Salary, and Contract

ADDITIONAL PROGRAM INFORMATION

College of Medicine Phoenix

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

Welcome to our innovative interview process

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.

Steps of the interview process:

- 1 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.
- 2 You will receive an email from ERAS to schedule your remote interview half day.
- 3 Attend an [applicant visit day](#) for an opportunity to learn more about the program and meet us in person.

* We understand that some of you may not be able to attend due to scheduling conflicts or financial

Helpful Resources

[How to Look Good in Skype Interviews - Tips & Training \(YouTube\)](#)

[How to Join a Zoom Video Meeting \(YouTube\)](#)



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Integrate material review into interview



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College of Medicine
Phoenix

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

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>.

	Time	Interviewer	Link/instructions
Program Website Review	12:30-1:30	N/A	https://rise.articulate.com/share/TdRPdb7iB18qfZqZs6y3KxOmIXRm_zC7#/k=13uxjc
Program Director Video Interview	1:30-1:40	Dr. Cheryl O'Malley	https://uahs.zoom.us/my/cherylomalleymd
Associate Program Director Video Interview	1:45-2:10	Dr. Ruth FranksSnedecor	https://uahs.zoom.us/my/ruth.franksnedecor.md
Faculty Telephone interview:	2:30-2:50	Dr. Masood Kisana	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

University of Arizona College of Medicine - Phoenix
Internal Medicine Residency Program
602-839-3644



Website: 60 min



Invited Applicant Website

UA College of
Medicine -
Phoenix
Categorical
Internal Medicine
Residency

0% COMPLETE

▼ INFORMATION ABOUT THE INTERVIEW PROCESS


- ☰ Interview Process Overview ○
- ☰ Your Remote Interview Day ○
- ☰ Applicant Visit Day ○

▼ DETAILED PROGRAM INFORMATION

- ☰ Welcome and Program Overview ◌
- ☰ Curriculum and Culture of

Program Director Welcome & Overview

In the video below, Dr. O'Malley and Dr. Holland provide a program overview, description of our culture of continuous improvement and innovation, and our focus on wellness and on tailoring your education based on your passions and future career interests. This will give important background prior to your interviews



Dr. Cheryl O'Malley (DIO & Outgoing Program Director) & Dr. Donna Holland (Incoming Program Director)

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

Fellowship Preparation & Graduate Testimonials

Based on your future career goals, explore the videos below to learn how the residency program prepares our graduates to enter into various subspecialties and careers.

Hospital Medicine / Academic Medicine



Dr. Dana Archbold
Hospital Medicine, Banner - University Medical Center Phoenix (University of Arizona)

General Internal Medicine



Hematology / Oncology



Dr. Nick Thomson
Hematology / Oncology - University of Tennessee

Infectious Disease



Dr. Erica Stohs
Infectious Disease - University of Washington

Gastroenterology



Invited Applicant Website

Program Updates Newsletter

INFORMATION ABOUT THE INTERVIEW PROCESS

- Interview Process Overview
- Your Remote Interview Day
- Applicant Visit Day

DETAILED PROGRAM INFORMATION

- Welcome and Program Overview
- Curriculum and Culture of Learning
- Schedules & Sites of Work
- Career & Personal Development
- Life as a UA COM-P Resident
- Benefits, Salary, and Contract

ADDITIONAL PROGRAM INFORMATION

The inpatient clinical learning environment includes:

- Traditional ward structure at both BUMCP and the Phoenix VA (as described in the video below)
- Hospital Medicine rotation
- Internal Medicine / Hepatology Co-management service
- ICU rotations at both BUMCP at the Phoenix VA (as described in the video below)

Inpatient schedule details (wards, ICU, and night float) can be found in the video below and also in this [detailed table](#).

VA inpatient

- Team
 - 2 interns
 - 1 senior resident
 - 1-2 medical students
 - 1 attending academic hospitalist
 - Interdisciplinary members-pharmacy, SW
- Autonomy

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

al Campus

Webmail | UCD Access | Canvas | Quick Links



Current Housestaff

Program Director's Welcome



The CU Internal Medicine Residency program provides innovative educational opportunities to future internists and subspecialists ... [Read More](#) →

Residency Update Archive

September 2018



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Add videos

- Chair
- PD
- Grads
- Current Residents
- Create a shell and add more in

1	Intro: Shots of BUMCP exterior, Shots of Team oriented approach, Cool medical shots, shots of the metro Phx area. Shots of U of A Phx campus, CG of power words to add feeling	Upbeat audio and sound FX to match
2	DIO describing the college and relationship with BUMCP, VA and other facilities within the valley <ul style="list-style-type: none"> • Resident as educator/leader • Role in teaching medical students • Diverse patient population • Culture- this is home for me 	O'Malley film at UA
3	Short Welcome by Chair less than 30 sec. not specific to the program <ul style="list-style-type: none"> • Value of GME • Recruit and expect faculty to be committed to clinical excellence, scholarship and teaching • Diversity of the faculty team that allows for different perspectives also important in recruitment of the HS 	
4	PD: Highlight of the Fellowship Program. Cover the following areas <ul style="list-style-type: none"> • Program key features (evidence of values in practice) • Clinical experience • Personalized education-how is the training flexible for certain needs 	Film at UA in the studio UA COMP logo
5	Graduate perspective <ul style="list-style-type: none"> • How program prepared them for practice or fellowship • Community and feel of the program • What do you miss? 	Film where they are using instructions
4	Current resident(s) (PGY2 or higher). <ul style="list-style-type: none"> • <u>What's</u> so wonderful about Arizona and the program/institution? • How they were welcomed • Time so far • Clinical experience • Camaraderie in the program • Highlighting aspects of the clinical space/tour 	
7	Phoenix as a community <ul style="list-style-type: none"> • <u>Worklife</u> balance • Commitment to diversity to serve our diverse patients and community 	Wellness space
8	Thank you fade to black	Music to fade out



Logistics/Communication





New message from the AAMC

If you need to reply to this message, log into MyERAS and select the Message Center [bqs](#). Please

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/TdRPdb7jB18gfZpZs6y3KxQmlXRm_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](tel:602-839-3644).

Applicant Interview Agenda



THE UNIVERSITY OF ARIZONA
College of Medicine
Phoenix

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 is a targeted discussion with you during your interview.

In the email, we have designed the virtual interview half day in response to the needs for applicants. This half day has four components.

Interview via [our special website for invited applicants](#).

With the Program Director, Dr. O'Malley.

With one of our Associate Program Directors.

Or with a faculty member.

Order of interviews (please note that they aren't necessarily listed in order and that all times

are 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>.

Time	Interviewer	Link/instructions
12:30-1:30	N/A	https://rise.articulate.com/share/TdRPdb7IB18qfZqZs6y3KxOmIXRm_zC7#/?k=13uxjc
1:30-1:40	Dr. Cheryl O'Malley	https://uahs.zoom.us/my/cherylomalleymd
1:45-2:10	Dr. Ruth FranksSnedecor	https://uahs.zoom.us/my/ruth.frankssnedecor.r.md
2:30-2:50	Dr. Masood Kisana	The faculty member will call you at the designated time at (808) 393-6370

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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Program Director Video Interview	1:30-1:40	Dr. Cheryl O'Malley	https://uahs.zoom.us/my/cherylomalleymd
Associate Program Director Video Interview	1:45-2:10	Dr. Ruth FranksSnedecor	https://uahs.zoom.us/my/ruth.frankssnedecor.r.md
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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 family feeling. Sign up for the one that best fits your schedule by replying to the Visit Day invitation in ERAS.

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



Website: 60 min



PD: 10 min



APD: 25 min



Faculty: 20 min

Phone interviews
eliminated in Year 3



Updated Outlook Calendar invite to the interviewer

1 Week prior to interview: updated calendar invite to PD/APDs (lock in the specific time) via

Organizer BUMCP Internal Medicine Residency

Subject (CB) Zoom Interviews

Location Your Office (2)

Start time Mon 1/28/2019 1:00 PM All day event

End time Mon 1/28/2019 2:00 PM

Dear Christina,

Thank you for interviewing our applicants, the following is your schedule

Midwest, Michelle	13572468	University of Illinois College of Medicine	1:00-1:25
Highscore Harry	24681357	University of Utah School of Medicine	1:30-1:55

Access applicant information in [ERAS PDWS](#)

- File score** (suggest doing this shortly before the 4 interviews begin or the day prior, each file will take approximately 15 minutes). You are the **ONLY** one who will review the file in complete detail.
 - Link for Review of the File score form is: <https://fs30.formsite.com/comphx/form61/index.html>. Once you have completed a will calculate a total file score for you and display the comments you entered.
 - In ERAS: Enter the total score under "File score by APD". Note: ERAS has a max score of 999 that can be entered. So, if that make the File score by APD ≥ 1000 , please separately enter "999" into ERAS under the "Concerns Score" and enter total without the concerns
 - Example: [Formsite](#) calculates 1110 as the total file score. You would enter 999 in Concerns Score and 111 in File
 - Copy and paste all of the comments on the final page of [Formsite](#) into "Notes" in ERAS.

Organizer BUMCP Internal Medicine Residency

Subject (CB) Zoom Interviews

Location Your Office (4)

Start time Wed 12/19/2018 9:30 AM All day event

End time Wed 12/19/2018 11:30 AM

Dear Christina,

Thank you for interviewing our applicants, the following is your schedule

Applicant, Jane Doe	12345678	University of Texas Medical Branch School of Medicine	9:30-9:55
Southwestern, Sally	87654321	University of Washington School of Medicine	10:00-10:25
Innovator, Ivan	45678123	Loyola University Chicago Stritch School of Medicine	10:30-10:55
Medical Student, Michael	78123456	Keck School of Medicine of the University of Southern California	11:00-11:25

Access applicant information in [ERAS PDWS](#)

- File score** (suggest doing this shortly before the 4 interviews begin or the day prior, each file will take approximately 15 minutes). You are the **ONLY** one who will review the file in complete detail.
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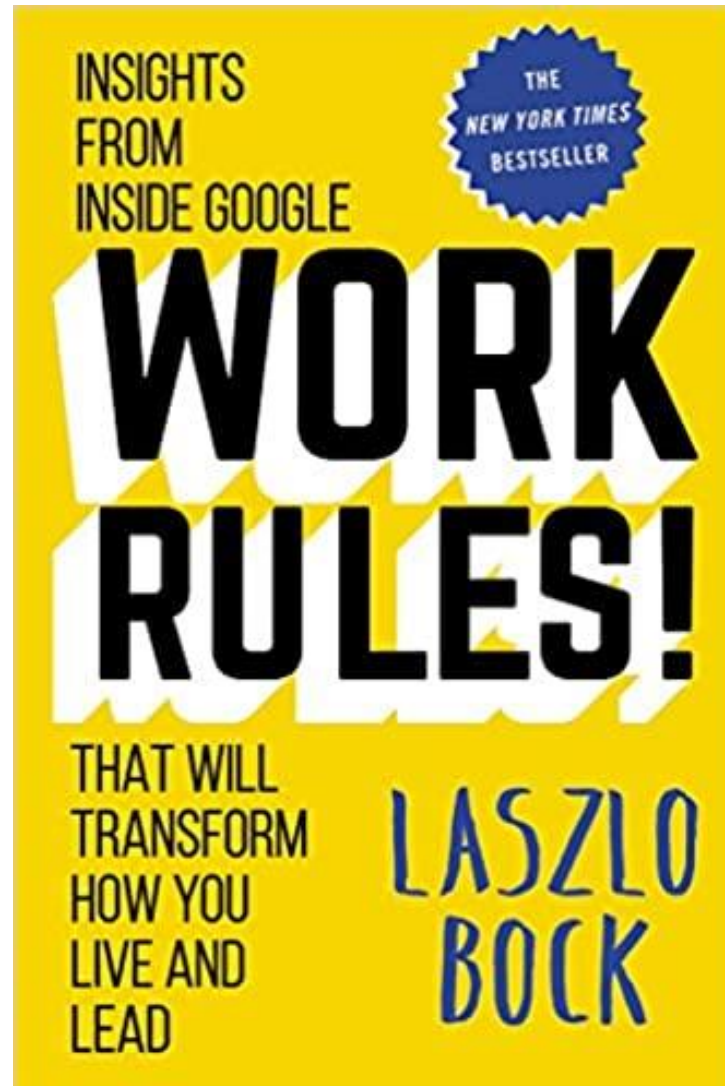




Getting the most out of your interviews



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

1. Brenner AM, Mathai S, Jain S, Mohl PC. Can we predict "problem residents"? Acad Med. 2010;85(7):1147–1151
2. Brummond A, et al Resident recruitment costs: A national survey of internal medicine program directors, Am Journal Med, 2013
3. Stephenson-Famy A, Houmard BS, Oberoi S, ManyakA, Chiang S, Kim. Use of the interview in resident candidate selection: a review of the literature. J Grad Med Educ. 2015;7(4):539-548
4. Healy WL, Videoconference Interviews for an Adult Reconstruction Fellowship: Lessons Learned. J Bone Joint Surg Am 2017 Nov 1; 99 (21); e114.doi:20.2106/JBJS.17.00322



Compendium of Resources for the Implementation of Recommendations

Table D. Mitigation Strategies for Programs Moving to Virtual Interviews

Impacts for Programs	Possible Mitigation
<p>The programs will need to be able to collect the information they need via virtual interviews to fully evaluate applicants.</p>	<ul style="list-style-type: none"> • 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. • Conduct all interviews (even those of local applicants) in the same manner.
<p>Programs may have a better understanding of the capabilities of applicants from their own medical school than of applicants they can only interact with virtually.</p>	<p>Commit to one standardized process for all applicants for the entire recruitment and use that process consistently.</p>

https://www.aamc.org/system/files/2020-05/covid19_Compendium_Resources_05112020.pdf



What qualities are you looking for?



QUESTION BANK FOR INTERVIEW FORM

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?



UA COM-P Internal Medicine Residency **PD** INTERVIEW FORM

Applicant Name: _____ **Date:** _____

Interviewer Name: _____

Scoring: 1=no insight/clueless, 2= superficial/canned answer, 3=some awareness but still off, 4=good enough, match 5= Perfect response

QUESTION	Notes	<u>Score</u> 1 - 5
<u>Initiative:</u> What kinds of things really get your excited?		
<u>Excellence:</u> What sorts of things have you individually done to better enhance your clinical knowledge or skills?		
<u>Problem Solving:</u> Tell me about a situation where you had to <u>make a decision</u> or take an action that did not necessarily fall into your specified responsibilities?		



Pre-Interview Preparation



- Supplemental information form



- Interview - more targeted discussion

First Name	Sally
Last Name	Southwestern
AAMC ID Number	87654321
What are your current career plans?Note: This will only be used to help frame some of the discussion for your interviews and aspects of the program that we individually highlight for you.	I want it all - clinical practice, ability to teach. First and foremost, I want to be a general internist/physician. At the moment I am interested in Internal Medicine and am particularly interested in procedures and the heart. I would like to become an interventional cardiologist. I have found significant enjoyment in being at the patient bedside? My own job is a willingness to invest in me and my education, able to give that back to others.
What ties do you have to AZ and Phoenix?For example: Family in the Phoenix area / Lived here in the past / Have heard great things about the program / Looking for something totally new!	My Aunt and Uncle currently live in a home in Scottsdale that they have owned for over 20 years of the year. In addition to Scottsdale, here, I am SO excited about the central Illinois/Indiana to Arizona program. It maintains a somewhat midwestern feel more than a mere three years ago.
We know that the selection of your future residency program will include many variables. However, if you have specific interests that you would like to focus some time exploring during your interviews, please list them here:	-Procedures, QI involvement
Have you done a rotation here in the past?	Yes
If you have done a rotation here, who were the residents and attendings you most worked with?	Venkat Subramaniam, Iza / outstanding rotation experience during your program.
Last Update	2019-01-10 07:22:28


Pre-Interview Preparation



- APD reviews file & scores it in Formsite



- Interview more high-yield

 College of Medicine
Phoenix

Applicant File Scoring Sheet

Applicant Name * AAMC Number *

Faculty Reviewer *

Quality of their Medical school experience *

- LCME accredited US medical school
- Osteopathic school with excellent clinical rotations including inpatient with residents
- Osteopathic school with average clinical rotations
- Foreign school with excellent US clinical rotations
- Foreign school with average clinical rotations

Rank Overall

Where did they fall in their class? How did they perform in comparison to their peers? This could mean that you list a class rank, summative dean's letter comments, individual course/clerkship grades compared to their peers, etc. *

- top quarter/third
- middle
- 3rd quartile
- lowest possible

Comment on rank

Core medicine grade (review MSPE and Dept of IM chair letter here) *

- Honors (or highest possible)
- High pass
- Pass

Letter 2 *

- Superlatives or exemplary language "top 10% of medical students I've worked with"; "One of the best students..."; "carried the team", etc.
- Strong (some specific language, all good) Author clearly knows them (provides personal examples, states in what fashion they worked together)
- Average/very cursory, does not seem to know them all that well

Letter 3 *

- Superlatives or exemplary language "top 10% of medical students I've worked with"; "One of the best students..."; "carried the team", etc.
- Strong (some specific language, all good) Author clearly knows them (provides personal examples, states in what fashion they worked together)
- Average/very cursory, does not seem to know them all that well

Comments about letter(s), including notation if a BUMCP or VA faculty wrote one

Personal Statement *

- Outstanding (see A.A. PLUS story "grabs" you, significant hardships overcome, explains deficiencies)
- Above average (nice flow, good grammar, clear effort, explains appeal for medicine)
- Average (just OK, could not differentiate from others)
- Poor (mundane, unclear effort, does not explain things needed to be explained)

Comment on personal statement

Concerning Factors

- Transcripts : Are there any failures, repeats, or remediation of any courses?
- Dean's Letter review : Concerning comments in the clerkship narratives
- Any Gaps in Education due to any reason other than pursuing an additional degree (MBA, MPH, PhD) or any other red flags
- Questionable commitment to IM?
- Concerns noted in the Letters

Next >>



THE UNIVERSITY OF ARIZONA

Pre-Interview Preparation



50% Complete

Thank you.

Please copy and paste the total "file score" shown below into ERAS under "scores" and copy and paste all of the comments below from your file review into a "note". You will have a separate score for your interview.

Total Score:
155

Comment on rank:
2nd Quartile

Comments from the core medicine rotation narrative or IM chair letter:
Medical Student Ivan Innovator had excellent oral presentations; strong medical knowledge and application clinically. A very helpful member of the team. Actively engaged and interested on rounds. He is clearly reading independently and presented several teaching topics on rounds on his own initiative, without being instructed to. He actively sought out and incorporated feedback throughout the rotation. Ivan is functioning well above the level expected for early in his 3rd year. He out-performed the 4th year Sub-I on the team with him. I would love to work with him as a resident in the future, and hopes that he considers Internal Medicine as a possible career!

Sub internship comments:
Ivan was a wonderful medical student to work with. He consistently carried 4-5 patients, knew their histories and active issues well, and was diligent in actively researching their disease processes and incorporating that knowledge into the plans that he presented on rounds. He was quickly made an integral member of the team and performed the duties of an acting intern well. Ivan sought out feedback from all members of the team and clearly used that feedback to further improve his interview and presentations skills throughout the month.

Awards:
AOA (Alpha Omega Alpha-different than the American Osteopathic Association) Honor Society OR Gold Humanism
Gold Humanism Honor Society

Comments on research / publications
Great research, Tons of amazing volunteering.

Comment if letters from BUMCP or VA faculty - who?
Dr. Wonderful and Dr. Amazing both wrote him a letter, and both of whom thought he was brilliant, kind and would love to have him in our program.

Concerning factors:
[pipe:22]
[pipe:34]

<< Previous Submit

Score Type	Score	Weight	Total
USMLE Step 1	200	x 0.13	28
USMLE Step 2 CK	228	x 0.38	88.64
File score by APD	150	x 1.00	150
APD interview	24	x 1.00	24
Faculty interview	25	x 1.00	25
PD interview	30	x 1.00	30
worked with us		x 1.00	
Concerns		x 1.00	
AVD	5	x 1.00	5
Nice thank you		x 1.00	

Score Type	Score	Weight	Total
File score by APD	150	x 1.00	150
APD interview	24	x 1.00	24
Faculty interview	25	x 1.00	25
PD interview	30	x 1.00	30



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)



me

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

- 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



▼ ADDITIONAL PROGRAM INFORMATION

- ☰ Residents as Teachers Preparation
- ☰ Additional Graduate Videos
- ☰ Additional Curriculum & Board Prep Info
- ☰ Additional Scholarly Activity Info
- ☰ About UA College of Medicine - Phoenix
- ☰ Living in Phoenix

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.



▼ ADDITIONAL PROGRAM INFORMATION

☰ Residents as Teachers Preparation ○

☰ Additional Graduate Videos ○

☰ Additional Curriculum & Board Prep Info ○

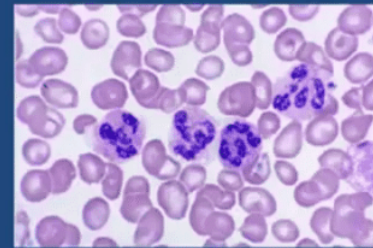
☰ Additional Scholarly Activity Info ○

☰ About UA College of Medicine - Phoenix ○

☰ Living in Phoenix ○

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

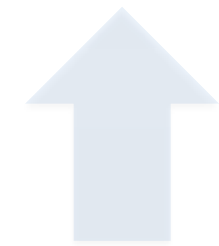
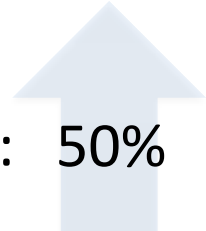


Investigating additional outcomes,
applicant perceptions



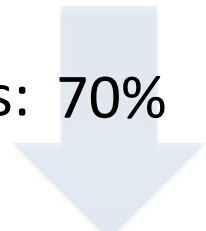
Outcomes:

Interviews: 50%



Flexibility

Total visit events: 70%



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

Questions ?

Comalley@Arizona.edu

@CherylOMalley



reimagine **PHOENIX** | *It's all here*