ABSTRACT: 2015 ELAM Institutional Action Project Poster Symposium

Project Title: Recruiting Faculty Leaders for a Newly Restructured Department

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Collaborators: Laurie Glimcher, Gary Koretzky, and Emme Deland

Background, Challenge or Opportunity: Weill Cornell Medical College and New York-Presbyterian Hospital have invested significantly into the restructuring of the Department of Healthcare Policy and Research in order to develop a leading entity in data-driven healthcare delivery research and improvement. Recruiting new faculty leaders for the department, via division chiefs is a key first step in realizing this goal. New York City can be a powerful attraction for faculty, but can also be a challenge particularly for faculty with school age children who don't have ties to New York City. In addition, recruiting in these fields is currently very difficult as there is significant competition for top candidates given the increased recognition and demand for this type of expertise.

Purpose/Objectives: The purpose of this project is to develop and implement a plan to recruit new division chiefs for our newly restructured Department of Healthcare Policy and Research.

Methods/Approach: We have spent the last year conceptualizing three new division chief positions, developing job descriptions, advertising, establishing search committees, screening candidates, Skype interviewing candidates, inviting candidates for in-person interviews, and beginning the process of negotiating with lead candidates. As part of this project, I spoke to three department chairs who were successful at recruiting at our own institution, several members of institutional senior leadership, eight successful department chairs nationally, two deans, and read a book about recruiting faculty leadership in medicine. I created a framework of key steps in the recruitment process and we proposed potential solutions to increase the chance of identifying and hiring top candidates. As a result of these activities, we introduced several new approaches: 1) we refined our description of positions, 2) we broadened our definitions of successful candidates, 3) we reached out personally to contacts by phone and email, 4) we identified potential candidates and called directly, 5) we spent time during in-person interviews showing candidates some of the attractions of NYC, 6) we hired a firm to provide more detailed information about neighborhoods and schools, 7) we enlisted the help of our dean and other senior leadership to meet with candidates, 8) we developed a clearer description of recruitment packages after asking candidates to describe their visions for their respective division, and 9) we conceptualized a broad set of potential recruitment tools to attract top candidates.

Outcomes and Evaluation Strategy: We now have lead candidates for all three divisions who have made more than 2 visits. We are optimistic of signing 2 candidates to start this calendar year. For the third division, we have decided to groom an internal candidate with a start date 18-24 months from now. Most importantly, we have learned how to recruit more effectively. This project has resulted in important and generalizable lessons for our department and our institutions.

Recruiting Faculty Leaders for a Newly Restructured Department

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Presented at the 2015 ELAM ® Leaders Forum

DREXEL UNIVERSITY
Executive Leadership in Academic Medicine
College of Medicine

Weill Cornell Medical College

OBJECTIVE

To develop and implement an effective plan to recruit new division chiefs for our newly restructured Department of Healthcare Policy and Research

MENTOR

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BACKGROUND

- Significant restructuring of Department of Healthcare Policy and Research requires the recruitment of four new division chiefs (Biostatistics/Epidemiology, Comparative Effectiveness and Outcomes Research, Health Delivery Science and Innovation, Health Informatics) as well as approximately 15 new faculty

- Challenges:
  (1) New York City can be unattractive to candidates who don't have ties to NYC due to cost of living
  (2) NYC can be challenging for young families
  (3) Significant competition for top candidates given increased recognition and demand for health policy expertise
  (4) Limited number of qualified candidates due to the relative immaturity of these fields

METHODS

Conceptualize divisions → Establish search committees → Identify qualified candidates → Screen candidates via Skype → Multiple in-person interviews → Negotiate → Successfully recruit

- After soliciting input from various experts and key stakeholders we developed the workflow for recruiting above
- We conceptualized important success factors for each step
- Careful selection of search committees, including chairs with one chair being a senior member of our departmental faculty and the other a national figure with an adjunct appointment in our department, thereby allowing them to recruit candidates without an appearance of institutional bias
- Successful networking of the department, including the chair as well as the search committee members, was critical in identifying candidates
- During in-person interviews, Dr. Kaushal needed to spend significant time with candidates one-on-one
- The negotiating process needed to be thoughtfully structured: (1) Candidate develops vision, (2) Dr. Kaushal receives consensus on vision, (3) Dr. Kaushal prices the vision and gains institutional buy-in, and (4) Department collaborates with candidate to develop key performance indicators

EVALUATION STRATEGY/OUTCOMES

- Evaluation:
  How many candidates: (1) Applied, (2) Were interviewed, (3) Were invited back for additional interviews, and (4) Were successfully recruited

- Outcomes:
  Biostatistics/Epidemiology Chief: 12 applied, 4 interviewed, 3 invited back; successful recruit for July 1st start date
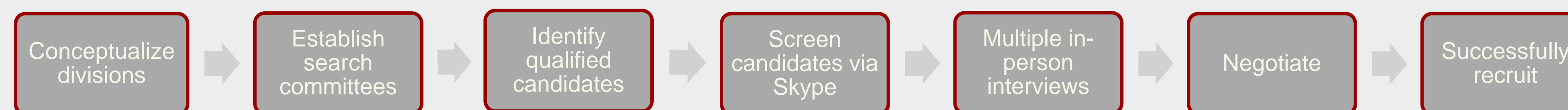
  Health Informatics Chief : 10 applied, 5 interviewed, 2 invited back; lead candidate has visited three times and expressed significant interest

  Health Delivery Science and Innovation Chief: 15 applied, 2 interviewed, 1 invited back; decided to groom an internal candidate to start in 18-24 months

DISCUSSION/IMPLICATIONS

- Identified and implemented several **new recruitment approaches**:
  (1) Developed clear descriptions of the positions
  (2) Hired a relocation firm as needed
  (3) Showed candidates attractions of NYC during in-person interviews
  (4) Enlisted help of our dean and other senior leadership to meet with candidates

- Recruiting effective leaders is time-consuming and challenging but essential for creating an outstanding department

NEXT STEPS

- Complete process for two current searches

- Launch search for Chief of Comparative Effectiveness and Outcomes Research

- Assist new division chiefs in recruiting faculty

- Share successful recruitment strategies with institutional leadership and other department chairs