


A NEW PARADIGM FOR HIRING 101



We all know the right people can make the team, project or company wildly successful, while the wrong people can impede success at best, and create a contagious, toxic environment at worst.

Despite this, in healthcare, traditional thinking about hiring, recruiting & selecting people is often old-fashioned, out of date, & ineffective.



A man in a light-colored, textured suit jacket, a light blue shirt, and a dark tie is adjusting his jacket. He is wearing a watch on his left wrist. The background is a blurred office setting. A dark blue geometric shape is in the top right corner.

#1

**Old paradigm:
One person has
the power**

Either the hirer has the power & the applicant is doing the audition (hiring receptionists)

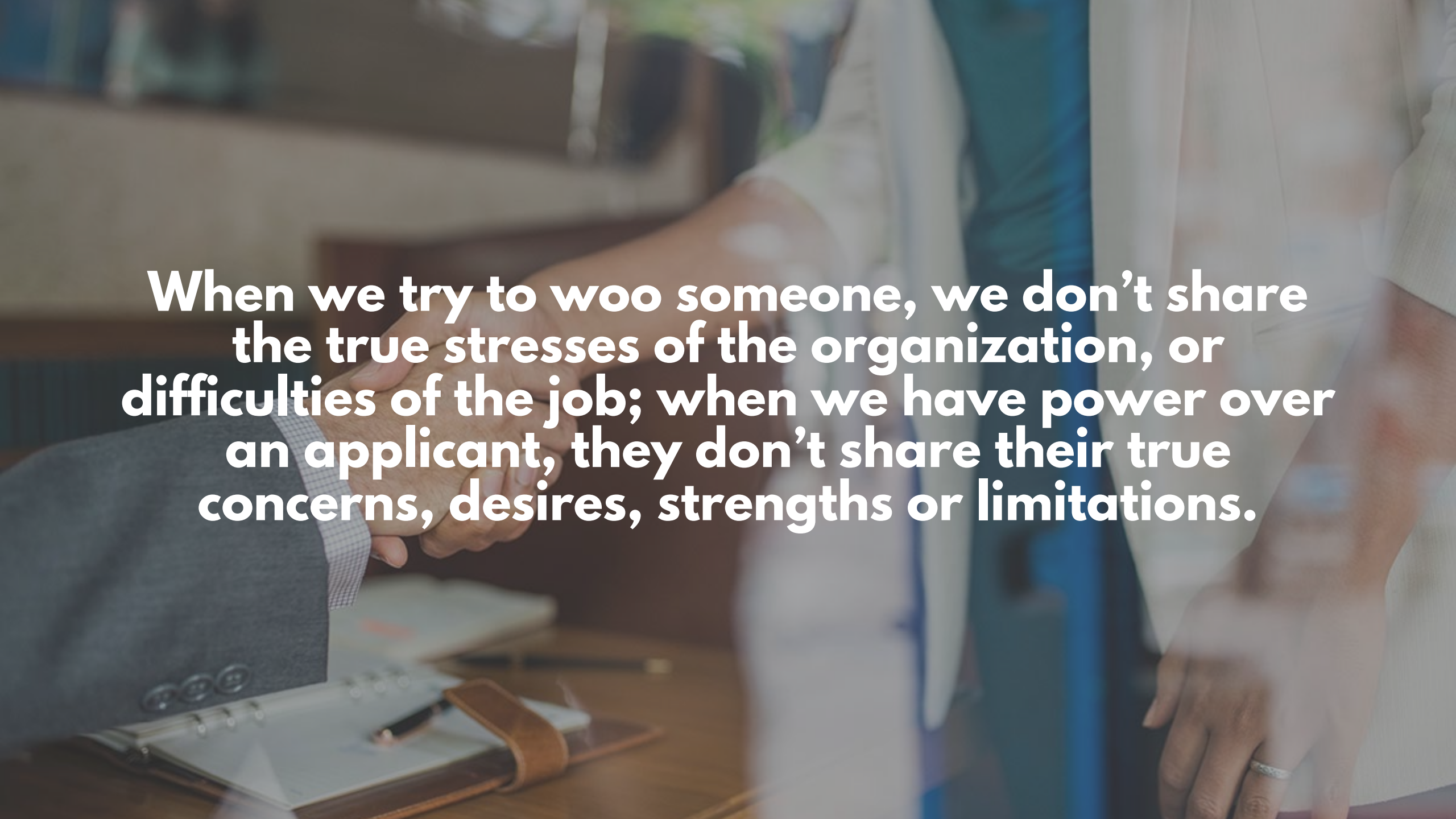


Or the applicant has the power & the hirer is doing the wooing (as in physicians)



POWER IMBALANCES

impede honest self-disclosure,
making genuine conversations
impossible.



When we try to woo someone, we don't share the true stresses of the organization, or difficulties of the job; when we have power over an applicant, they don't share their true concerns, desires, strengths or limitations.

In both cases, both sides personhoods are neutralized; the hiring activities become transactional only.



This is the same things as what happens in healthcare interactions if the patient-provider relationship is power-based, not partnership based.

#1

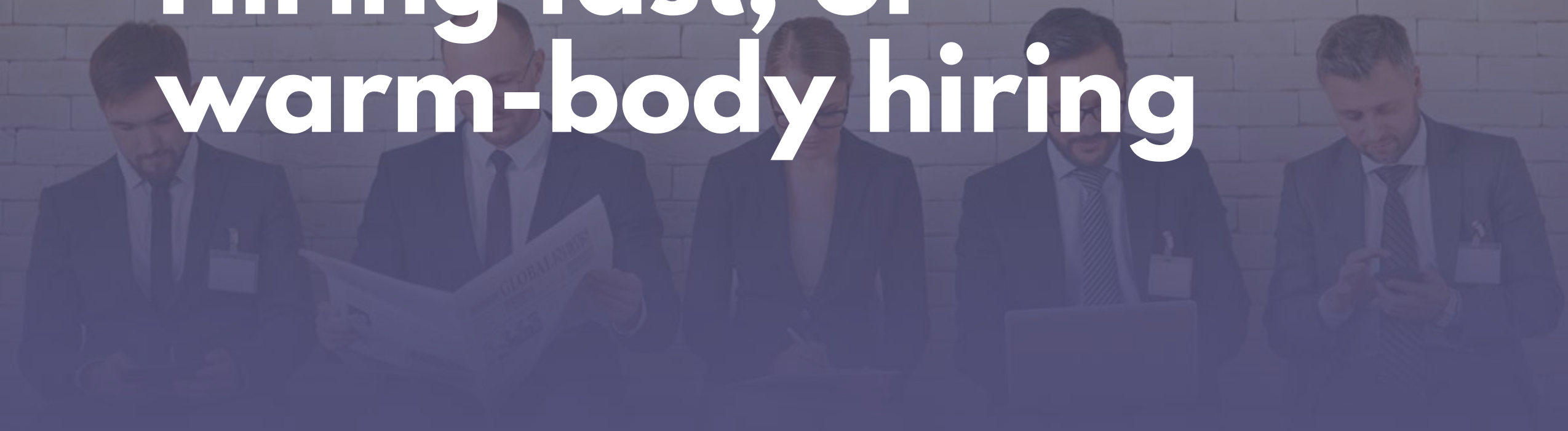
**New paradigm:
Everyone comes to the
hiring table as equal
partners**

A top-down view of several people's hands clasped together in a circle, symbolizing teamwork and support. The hands are of various skin tones and are wearing light-colored, long-sleeved shirts. The background is a plain, light gray.

Regardless of the perception or reality of supply & demand. The goal is to connect as people, shoulder to shoulder, and to consider together whether it is the right fit for both parties.

#2

Old Paradigm: Hiring fast, or warm-body hiring



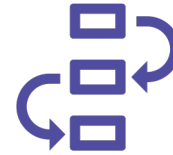
Those of us in
healthcare, especially
in the safety net, are
used to scarcity:
**scarcity of time,
money, and staff.**



This scarcity, coupled with beliefs that delivering healthcare is mostly transactional, often causes quick hiring of anyone who can carry out the transaction.



Make
phone calls



Flow
Patients



Take
Vitals



Write
Scripts

#2

New Paradigm: Hire Slow.



**This means initials
phone calls, multiple
meetings by many
different people, and
shadowing if possible
for all positions.**





#3

**Old Paradigm:
Take what we can get
with medical providers**

Because: there is a **HUGE** physician shortage in the US; particularly of primary care providers.



#3

New Paradigm:

The US has the **most physicians** per capita of any country in the world. Whole person care means we can think differently than we have in the past, about healthcare delivery.





#4

**Old Paradigm:
Clinical staff need more skills &
need to be hired more cautiously
than 'non-clinical' staff.**

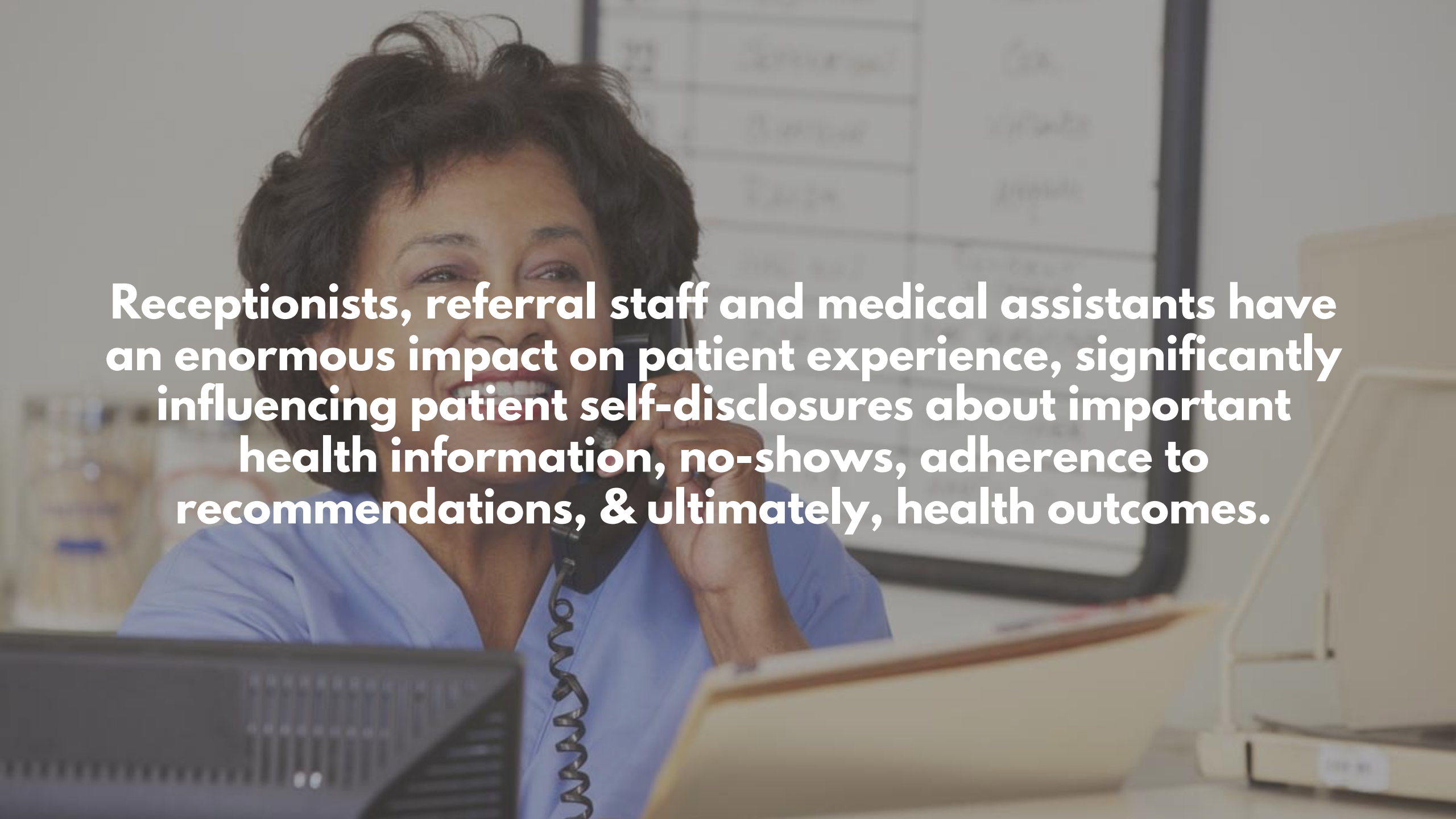


#4

**New Paradigm:
All staff that touch
or talk to patients
are clinical staff.**

**We know that patient
experience is directly
related to patient
adherence & health
outcomes.**



A woman with dark, curly hair, wearing a light blue shirt, is smiling while talking on a black telephone. She is in an office environment, with a computer monitor in the foreground and a whiteboard with some text in the background. The text is overlaid on the image in a bold, white font.

Receptionists, referral staff and medical assistants have an enormous impact on patient experience, significantly influencing patient self-disclosures about important health information, no-shows, adherence to recommendations, & ultimately, health outcomes.

A photograph of four people standing on a hill at sunset, embracing each other. The scene is bathed in warm, golden light. The people are seen from behind, looking out over a vast landscape. The text is overlaid on the left side of the image.

Hiring the right fit for these positions is as important or more so than hiring the right provider.

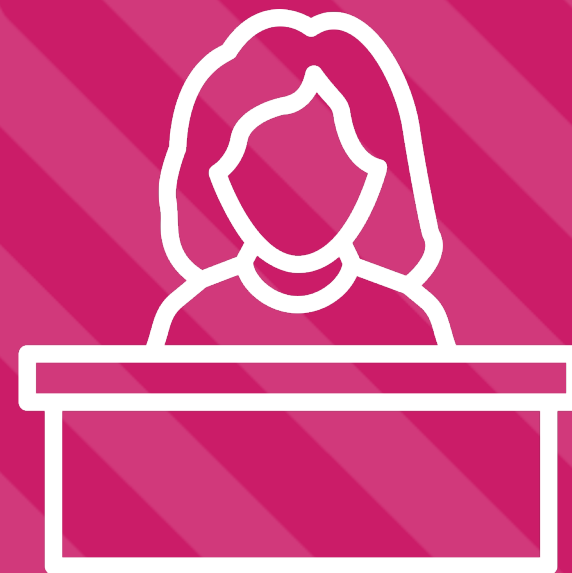
A glowing lightbulb hanging from a string against a dark, bokeh background. The lightbulb is the central focus, with a warm glow emanating from it. The background is dark with out-of-focus light spots. A blue triangular shape is in the top right corner.

#5

**Old Paradigm:
Anyone can be hired
to be a receptionist.**


#5

**New Paradigm:
Receptionists spend the most time with patients, oversee the only public space in the clinic, manage the room that has the biggest impact on patient experience, and are the first & last impression of the organization.**



They greatly impact patient experience, and hiring well for these positions is arguably more important than for any other.



 **Consider the radical idea of making this one of the higher paid positions in your organization.**

A close-up photograph of a hand holding a small, light-colored starfish. The hand is positioned over a map of the world, which is slightly out of focus. The background is a soft, warm tone. In the top right corner, there is a blue triangular graphic containing the text '#6'.

#6

**Old Paradigm:
Work is work, leave your
personal life at home.**

Often interviews are characterized by the rigid roles that each side plays, and the limited areas of conversation allowed.




An aerial photograph of a winding asphalt road on a hillside. The road curves around a large, rounded hill. In the foreground, a road sign is visible. The background shows a hazy landscape with distant hills. The text is overlaid in the center of the image.

**This mimics an old patriarchal split
between work and home, that didn't
work that well in the 50's, and certainly
doesn't work now.**

A man with a beard and a cap is smiling and looking down at a woman who is also smiling. They are outdoors, possibly near a body of water. A pink triangle is in the top right corner.

#6

**New Paradigm:
We can't do whole
person care without
whole person
employees.**

A pair of hands is shown from a top-down perspective, gently holding several small, delicate flowers. The hands are positioned in the center, with fingers slightly spread. The flowers are a mix of white and light pink, with some having yellow centers. The background is dark and filled with more of these small flowers, creating a soft, textured effect. The overall mood is gentle and caring.

Accepting and inviting people to bring their whole selves to work means purposely working to connect at the beginning of interviews, allowing for vulnerability, sharing personally about ourselves if we feel comfortable, and encouraging our partner who we are interviewing to do the same.



#7

**Old Paradigm:
Hire for experience
& technical skill**



#7

**New Paradigm:
Hire for interpersonal
relationship skills.**

Hire for: a beliefs that relationships are of primary importance; an understanding that healthcare team relationships deeply impact patient safety and health outcomes; ability to tolerate and resolve conflict; willingness and ability to build and maintain genuine relationships, tolerance for ambiguity, fit/match with the organizations cultural norms.



**Technical skills can
always be taught.**



#7

**Old Paradigm:
Hire when a
position is vacated.**

Reactive hiring is when we wait until a position is open, then post a recruitment notice for that position.



A hand is shown reaching out from the left side of the frame, palm facing up. The background is a dark, blurred bokeh of light spots. In the top right corner, there is a bright pink triangle containing the text "#7".

#7

**New Paradigm:
Continuous, open
recruitment, for as many
positions as possible.**

A dark, misty road winding through a forest of evergreen trees. The road is wet and has white dashed lines. The trees are dense and the atmosphere is foggy.

Progressive organizations engage in general open recruitment, sharing their values & company culture, and inviting people who are interested in them to apply.

A group of people in a meeting, with a woman in the foreground wearing a patterned sweater. The background is blurred, showing other people in a professional setting.

With this strategy, there is consistent seeding & relationship building with the community, & an opportunity to develop a pool of possible applicants, as hiring becomes possible.

**It is also an opportunity
to share about the
organization with others,
whether or not the
outcome is hiring.**





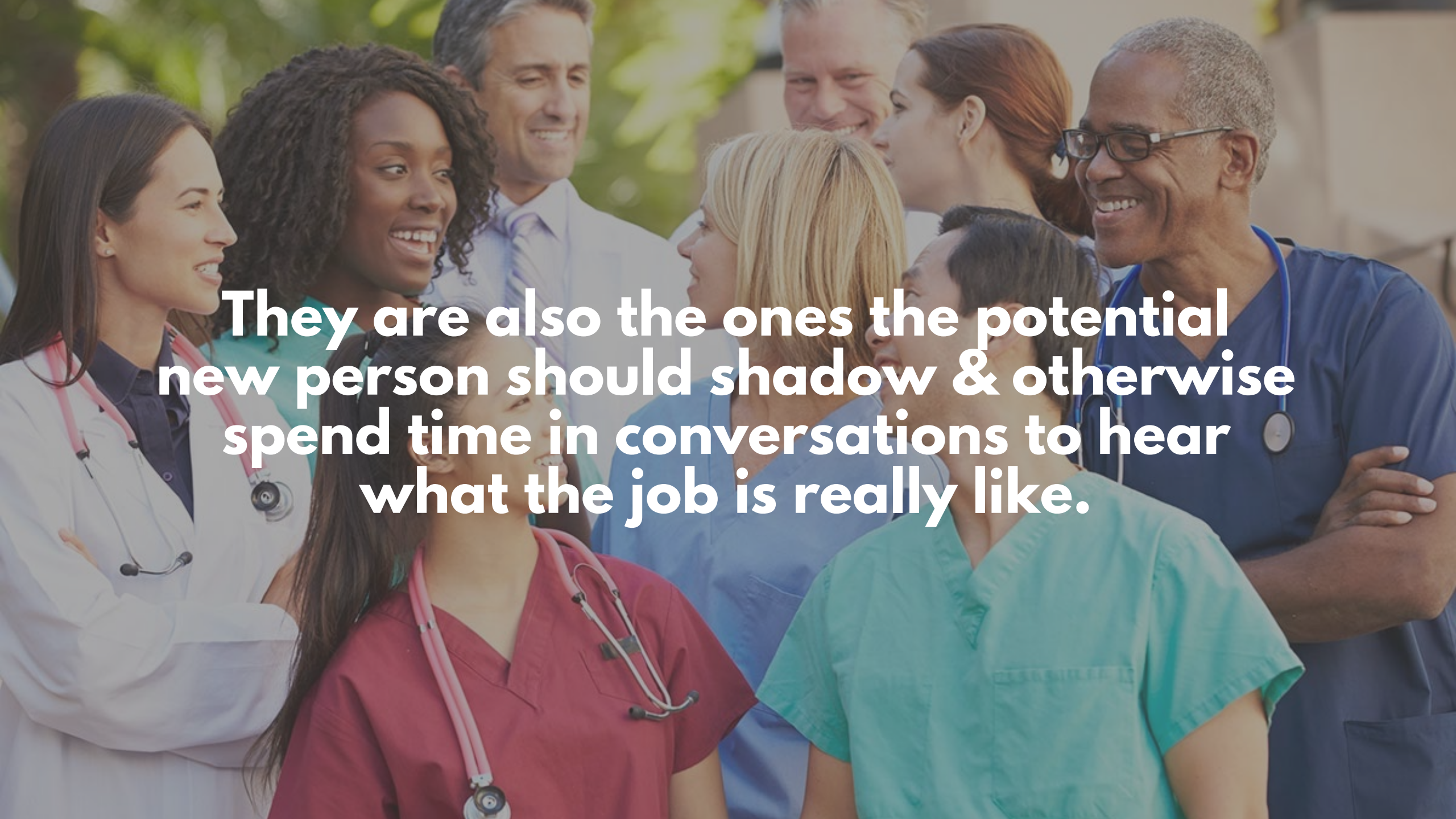
#8

**Old paradigm:
Leaders make
hiring decisions.**



#8

**New Paradigm:
Those who are going to be
working closely with the new
hire are the most important
people to engage in the
fit/match assessment process &
in decision making.**



They are also the ones the potential new person should shadow & otherwise spend time in conversations to hear what the job is really like.

**Humanizing Health Care Includes
Humanizing the Hiring Process: every
phone call or interview can be an
opportunity to connect as humans,
regardless of the outcome.**

**For more useful resources
please visit:**

www.emorrisonconsulting.com

