HIRING THE RIGHT FIT: RECRUITMENT, SELECTION AND JOB DESCRIPTIONS IN INTEGRATED SETTINGS

(FROM RECEPTIONISTS, TO BILLING PERSONNEL, TO CARE PROVIDERS)

Example phrases for recruitment notices:

- The ideal candidate has excellent interpersonal communication skills, and is able to establish rapport with patients and families quickly and effectively through skilled listening and effective empathy conveyance strategies (for example: feelings acknowledgment, reflective listening, affirmation, strengths focus, effective humor).

- The ideal candidate has excellent interpersonal skills with colleagues of differing disciplines, job classes, educational levels and cultures, and understands the deep importance of developing and maintaining effective, genuine and supportive relationships with co-workers.

- The ideal candidate has core beliefs about the primacy of healthy, good-will relationships in the delivery of healthcare, and is motivated toward continuous learning and development in evidenced based strategies and practices to this end.

- The ideal candidate possesses at least a basic skill in de-escalation techniques, and it motivated to learn and develop broader skills in this area.

- The ideal candidate possesses a core understanding behavior change as core to wellbeing, and at least a basic skill level in engaging patients, and eliciting their motivations beliefs, values, preferences and strengths around behavior changes, and is open and willing to engage in continuous learning to improve skills in this area.

- The ideal candidate prefers to work as a member of a team, as opposed to working solo; will find a fast pace and a somewhat unpredictable schedule energizing, as opposed to draining; enjoys cross-discipline learning and collaboration.

- The ideal candidate is able to tolerate differences of opinion, while conveying respect and understanding for opposing views, possessing the skills to quickly resolve differences of opinion that impact team functioning and patient care.

- The ideal candidate understands the impact of all interactions on the patient experience, including phone calls, the reception and waiting room interactions, and observed/overheard interactions, and takes ownership and positive action with this in mind.

- The ideal candidate has a deep understanding of the impact of negative bias, judgement and stigma has on patients, families and colleagues, especially the impact on health equity. The ideal candidate actively works to reflect on, identify, resolve and/or manage their own judgments, biases and stigma.

- The ideal candidate is interested in working in the leading edge of healthcare, working with a multi-disciplinary healthcare team to provide the highest quality, relationship-based care to patients and families.

- The ideal candidate has a high tolerance for ambiguity, for collaboratively developing new processes and practices in the development of an integrated system of care.

- The ideal candidate is interested in working in non-traditional health settings, helping to grow and develop a system of whole person care, in an egalitarian atmosphere.

Example Phrases for Job Descriptions:

- Supports the mission, vision and values of (organization X) by collaboratively developing and communicating the vision for whole person care at (organization X), as well as developing and maintaining a department that provides excellent person-centered treatment, care, and services in an integrated, whole person, team environment.

- Consistently adheres and/or exceeds (organization X) communication guidelines and expectations with patients and families, colleagues and supervisors.

- Models the principles and practices of evidenced based communication, including skillful listening, displaying a willingness and ability to acknowledge the needs, expectations and values of others through the use of reflective listening and empathy conveyance.

- Models and successfully communicates a vision for whole person care to patients, families, co-workers and community partners.

- Models empathy and compassion for clients and their families with historically stigmatized conditions, such as chronic pain, addictive disorders, severe mental health conditions, homelessness and maladaptive behaviors such as anger problems, through the use of non-stigmatizing speech (whether communicating directly *with* patients or *about* patients), skilled empathy conveyance and professionalism in the face of difficult interactions, and promoting a spirit of understanding and compassion.

- Consistently contributes to creating and maintaining a supportive, compassionate and encouraging work atmosphere for colleagues and co-workers.

- Models and supports autonomy, self efficacy and empowerment of co-workers and colleagues

- Skillfully engages patients and their families in their own healthcare and wellbeing, using strategies to increase their motivation and desire for improved health.

- Shares knowledge and expertise in an accessible, respectful and friendly manner with co-workers and colleagues.

Example Questions for Interviewing:

- Tell us about what makes a job, or a workplace, stressful for you? *(looking for indications that what causes them toxic stress, is not the predominant characteristics of this work place)*

- Tell us some about what makes a job, or a workplace highly rewarding and fun for you? *(looking for indications that doing things differently, figuring things out, working with a team, helping others, is rewarding)*

- What are your experiences of working as part of a team? *(looking for how interested, excited, lit-up someone is when talking about working with others)*

- Please give an example of how you have successfully navigated the complex and unspoken rules of hierarchy in healthcare, in order to develop/maintain a high functioning team? *(looking for a thoughtfulness and purposefulness about these complexities)*

- How would you describe your role to a patient? To their family? *(looking for the ability to use person-centered language)*

- Can you talk about your understanding/experience with person-centered, behavior change techniques? *(looking for an understanding of Motivational Interviewing or similar theories, or a tendency toward understanding that only in a context of acceptance and care do people make changes)*

- Please share a difficult piece of feedback you received, and how you responded to it *(looking for insight, toleration and appreciation for feedback)*

- Can you share with us a mistake you made professionally, and how you dealt with it? *(looking for a willingness and ability to share openly about mistakes)*

- Can you share with us one of your biases or judgments, about a 'type' of patient, and how you manage it? *(looking for ability and willingness to self-reflect on their own biases)*

- If a patient said 'I get treated poorly here, because I have MediCal', share with us, exactly how you might respond? *(looking for skillful initial tendencies responses)*

- What do you think most influences a patient's experience of a healthcare visit? *(looking for an understanding of the totality of patient experience)*

- Tell us how, in this position, you might influence patients and/or co-workers toward improved wellbeing? *(all candidates for all positions should be able to answer with some thoughts)*

- Tell us how, in this position, you might influence other employees toward a positive work experience? *(looking for an understanding of each persons' impact on others around them)*