On-boarding Palliative Care Clinicians: Hiring & Orienting to Fit

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Objectives

- Identify interviewing strategies to help determine if candidates have key attributes that spell success for working as an interdisciplinary team member
- Use team building techniques that support integration of new clinicians into an interdisciplinary palliative care team

Objectives

- Evaluate achievement of expected behavioral outcomes of orientation
Who We Are

Why is This Topic Important?

Improved Hiring will . . .

- Assure Alignment of Individual, Team & Corporate Values
- Reduce Turnover
- Hire & Orient Better People Faster
- Increase Patient/Family Satisfaction
- Increase Team Satisfaction
- Build a Consistent, Flexible Hiring & Orientation Process

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The Focus for Talent Selection

Accuracy
Efficiency
Sustainability

The right people contributing faster performing better staying longer
Process delivers Qualified candidates quickly and assures right level ROI

Implementation strategies that assure continued success
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Success Profile Framework

Experience Competencies
Personal Attributes
Knowledge

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Selection (Personal Attributes)
Team—Definition

Group working together to make something happen
- Trust/vulnerability
- Ability to deal with conflict
- Committed
- Accountable
- Results-oriented

What Makes a Good Palliative Care Team Member?

“The success of a palliative care team depends on its members. They have to be salespersons, advocates, persuaders, and highly trained skilled clinicians. Above all else, they must be consummate communicators.”

International Association for Hospice and Palliative Care

Who Are the Members of the Palliative Care Team?

Social Worker
Physician
Chaplain
Nurse
Pharmacist
Health Psychologist
Identifying Desirable Attributes

- Know your team
- Palliative care literature
- Philosophy of care consistent with principles of palliative care
- Job specific attributes
- Professional attributes
  - Motivational fit
  - Team characteristics

Job Specific Attributes

- Unique to each discipline
- Licensure requirements
- Medicare guidelines
- Unique work in the team

Registered Nurse Competencies

- Critical Thinking
- Care Management
- Building Patient Loyalty
- Communication
- Collaboration
- Initiating Action
- Safety Awareness
- Planning & Organizing

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Motivational Fit

Focuses on job-specific facets
Helps select candidates who will like their work and organization
Promotes job satisfaction and retention
Responses can produce tailored interview questions

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Motivational Facets

Achievement
Center of Attention
Coaching Others
Leading Others
Fast Work Pace

Complexity
Continuous Learning
Independence
Details
Formal Recognition
Diverse Perspectives

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Attributes Desirable in Potential Candidates

Team centered
Compassion
Continuous improvement oriented
Effective communication skills
Ability to rapidly establish rapport
Flexibility/adaptability

Crisis management skills
Ability to give & receive feedback
Lack of "ego"
Critical thinking skills
Integrity & honesty
Dependability
Appropriate professional experience

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Identifying Behaviors to Avoid

Hierarchical
Individuals with an “agenda”
Individuals with biases
Individuals who “need to talk”
“Know-it-all”

Defensive individuals
Inability to separate personal experience from the patient/family experience

Designing Questions to Elicit Behaviors

Questions that reflect identified attributes
Performance based questions
Values clarification questions

Implementation of the Questions: The Interview

Similar to a consult
- Pre-briefing
- Interview
- De-briefing

Allow adequate time
Involve all members of the team
Be on time!
Private location
Organizational Characteristics

- Internal Cooperation
- Participative Management
- Customer Focus
- Prestige
- Lean and Mean
- Valuing Diversity
- Growth at any Cost
- Bias for Action
- Continuous Improvement

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You’ve Chosen Your Candidate: Now What?

Success Profile Framework

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Reference Material:
Knowledge

- Job description
- Performance appraisal
- Orientation skills checklist
- Program description
- Goals/objectives
- Policy/procedure
- Resource list
- Computer orientation & training

Success Profile Framework

Behavioral Outcomes:
Competencies

Team Building
- Time
- Team expectations
- Personality profiles
- Fostering collegiality
- Parity in the group

More than Palliative Care Team
- Hospital staff
- Physicians
- Case Managers
Behavioral Outcomes:
Competencies

**Team Processes**
- Intakes
- Setting up consult
- Pre-briefing
- Debriefing
- Rounds
- Other routines
  - Post-consult follow-ups
  - Documentation
  - Bereavement follow-up

Success Profile Framework

Performance:
Mentoring

**Socializing the individual**
- Introductions
- Office space, business cards, phones, etc.
- Sharing of unwritten “rules” of the team (culture)
Performance: Mentoring

“See one, do one, teach one"
Observing experienced staff (shadowing)
  * Thinking out loud
Being observed (reverse shadowing)
Autonomous practice

Behavioral Outcomes

Actively participating in consult utilizing discipline-specific skills
Demonstrating relationship building abilities during consults
Maintaining focus during all team activities
Responding to dynamics of meeting during consults
Giving & receiving positive feedback & constructive criticism
Following through on delegated aspects of the plan of care in a timely way

Evaluation Strategies

Observation
Patient/family feedback
Debriefing
Feedback from hospital staff/non-palliative care physicians, etc.
Team feedback
Review of documentation
Finding the right team member is challenging
The Success Profile Framework can serve as a simple guide to assuring a good fit
Interviewing questions should be designed to tease out desirable attributes of a team member

Structured tools & sound guidance assist the new team member to integrate effectively
Sound objectives = solid outcomes

Questions?
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References


References


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