

# Welcome

## Finding The Right People

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# Our Goals Today:

- Your prime strategic advantage
- The future imperfect
- Strategies for scouting, screening & hiring



## Your Prime Strategic Advantage

- *“Those who build great companies understand that the ultimate throttle on growth for any great company is the ability to get and keep enough of the right people.” (Jim Collins, Good To Great)*
- First who then what
- Positive effects on: turnover, performance, innovation, risk-taking, new applicants, profit, change adaptation, degree of oversight



## The Future Imperfect

Making decisions is using past and present to predict the future

- Multiple cognitive biases distort reality.
- Our imagination fills things in that are not there.
- Consider: 90% of drivers, expensive cars, beach houses, large salaries and cancer patients
- The halo effect, Tversky and Kahneman

## The Future Imperfect

- *“Our ability to simulate future selves and circumstances is by no means perfect. We fill in details that won’t really come to pass and leave out details that will. We find it impossible to ignore what we are feeling now and impossible to recognize how we will think about the things that happen later.”* (Daniel Gilbert, *Stumbling on Happiness*)
- *“We don’t see things as they are; we see them as we are.”* Anais Nin



# Recruitment Strategies

- 7 ways to a better hiring decision
- The application
- From interview to “inner-view”
- “Wicked good” interview questions
- The alternative interview

# 7 Ways To A Better Decision

1. Who vs. what: emotional competence vs. IQ & technical expertise:
  - 67% of the abilities deemed essential for successful performance = emotional competencies (Daniel Goleman, Emotional Intelligence)
  - What is much easier to teach than who.

## 7 Ways To A Better Decision

2. Do the diligence on the position- no short cuts
  - Avoid amateur psychology, executive intuition, or "gut feel"
  - Create an "Ideal candidate" profile
  - Get behavioral & specific
  - Use data for evaluations & feedback



# Recruitment Strategies

## PedsOne Performance Evaluation

Responsibility, Challenge, Pay, Complexity  
Opportunity, Variety, Authority, Influence

Some  More

### Competency

Accomplishes a lot of excellent work.
Initiative, drive, urgency, focus. Works with an effective blend of quality, speed and accuracy. Works proactively and preventively.
Effective and efficient problem solving. Displays good judgement. Employs healthy skepticism. Recognizes problems proactively and fixes them. Builds creative solutions, offers good ideas. Is right and accurate often.
Fast learner, picks up new information and ideas quickly. Asks questions once and retains. Fast to implement. Proactively manages learning.
Prioritizes work well, effective project, time management, personal work systems.
Works effectively with others and on a team. Focus on and contributes to the greater good. Recognizes and brings out the best in others.
Effective relationship builder with vendors, clients, patients and co-workers. Skilled communicator, uses direct, mature, effective, timely, open, responsible and professional communication especially when dealing with conflicts. Is effective at conflict resolution between people.
Is mature, polite and has a professional approach to interactions and projects. Self-awareness, influential. Takes responsibility for actions.
Follows through timely and thoroughly and without multiple requests. Is not satisfied till the task is totally done. Takes direction and supervision well.
Attention to detail, is organized, methodical, and "sweats the small stuff"
Proactively and effectively analyzes client billing status, communicates to client and develops improvement plans.
Pediatric billing/coding knowledge and expertise. Knowledge of the revenue cycle.

Not Yet	Developing	Good	Very Good	Outstanding

## 7 Ways To A Better Decision

3. From reactive to proactive hiring
  - Reactive: "Our practice manager quit, now we need a new one."
  - Proactive: "How can we build a pipeline of talent?"
    - Always on the prowl for talent
    - Maintain relationships with people even though the time is not right

## 7 Ways To A Better Decision

4. Create a talent network
  - Pay recruitment incentives
  - Network through new hires
  - Stay in touch with talent that leaves
  - Pay strong candidates for project work
  - Makes for accurate screening

## 7 Ways To A Better Decision

### 5. Utilize Specialists

#### Connector

- Don't call candidates, call people who know candidates

#### Skeptic

- More head, less heart leads to evidence based recruiting

## 7 Ways To A Better Decision

### 6. Screen very carefully

“An hour in the morning is worth two in the evening.”

- Color in and outside the lines
- Give them some homework
- Be thorough and consistent
- Introducing “filters” into the process
  - A pre-interview test/inquiry on line
- Talk about money and benefits early

## 7 Ways To A Better Decision

7. Use metrics to measure results
  - Evaluation base on performance outcomes
  - Informs and refines metrics for future recruitment

## The Application

- Use a standardized form
- In screening:
  - Look for breaks in employment
  - Reference checks  
Ask if the ex-employer would re-hire given a chance
  - Involve a good “editor”

## From Interview to Inner-view

- A structured but easy conversation
- Overview vision and culture
- Get Real: communicate practice's strengths and weaknesses
- Maintain objectivity throughout
- Focus on “success” attributes



# From Interview to Inner-view (cont)

- “Have done” vs “Would do”
- Listen 70% of the time
- Check & balance
- Keep your thoughts to yourself
- Do not permit “I don’t know”
- Use silence & “echo” statements to obtain information
- When in doubt, keep looking

### “Wicked Good” Interview Questions

- What does a great work day look like for you?
- What was the best/worst job you’ve ever had (3 things you liked best/least)?
- What do you think it takes to be a good...?
- Tell me about a situation that required (key success attribute).
- What would your 3 closest personal relations say about you?

## The Alternative Interview

- Situational judgment scenarios
- Projects that simulate the job
- Why talk in code? Assign specific work related tasks
  - Fold the orientation process into the interview process



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# Questions

Thank you

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