



Case Study:

Children's Health , Dallas
Children's Medical Center Plano
Children's Health Pediatric Group



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Challenge

In 2012, Children's Health (previously Children's Medical Center) was seeking local pediatricians in private practice for the roles of Medical Director for Pediatric Partners, a new clinically integrated network of private and employed pediatricians and pediatric sub-specialists serving both commercially insured and Medicaid populations and Children's Health Pediatric Alliance, a physician-led innovative Accountable Care Organization (ACO). These roles would both require a very specific personality: not just a doctor who could lead others, but one who could truly influence -- who could positively persuade and motivate others to see things from her way of thinking, without leaving others feeling like they were being pushed. Mastering the fine art of "pleasant persistence" requires just the right blend of leadership, persuasiveness, empathy and diplomacy -- traits that can't be gauged with accuracy on a CV or even during a standard job interview. Those sought-after characteristics traditionally are difficult to measure and would only become evident after months on the job, through continued interaction and feedback, both internally and externally.

But Peter Roberts, Executive Vice President, Population Health and Network Development, charged with identifying these special leaders, didn't have that kind of time. Children's needed to fill these roles quickly -- and getting it right on the first attempt was absolutely imperative for launching this initiative. Peter knew exactly the kind of candidates he was looking for, but given the time element, he needed more than just a good hunch during the interview that he'd found the best physicians for the job.

"What can very easily happen during the interview process is that we find a candidate who appears to have all of the right qualities -- in other words, he or she interviews well," says Mr. Roberts. "Several months down the road, however, after the new hire has had time to become fully immersed in the dynamics of the hospital, staff and patients, it becomes clear that this isn't the best fit. Unfortunately, 'divorce' is expensive -- not only financially, but also in terms of the potential impact it can have on a hospital's reputation. We needed more than just first impressions in an interview to find the right candidates. To some extent, we needed to turn to science to help us find the perfect candidate with the personality traits required to excel as a leader at the hospital and as a partner within a practice serving the children of this community."



Solution

Peter turned to Pediatric Search Partners. Principal Glenda Church Smith worked with candidates to obtain a deep understanding of their motivations, work styles and leadership traits in an effort to determine if Children's would present the opportunity for a long-term, successful partnership.

Dr. Carolyn Ashworth was among the candidates Glenda recruited to interview. Through pointed questions and a comprehensive personality assessment, Glenda was able to measure the likelihood of Dr. Ashworth's success at Children's, where she'd be challenged in a role that required her to strike the gentle balance between patient doctor and visionary leader.

"The pre-interview process included a series of in-depth questions that reached far beyond what I'd done before, but rather the aspects of my current position that I found most interesting, most challenging, most frustrating," Dr. Ashworth says. "Those kind of pointed questions were all very telling indicators of whether or not the opportunity at Children's was for me."

And indeed, it was; Dr. Ashworth had all of the traits Peter Roberts was looking for – and her Caliper assessment proved it. Ashworth not only went on to successfully lead the Pediatric Partners initiative, she also became its Chairman of the Board. "It's very difficult to gauge a culture and personality fit under most circumstances, but I feel like this opportunity was tailor-made for me," Dr. Ashworth says.

The Results

Peter Roberts agrees. "This is about so much more than just credentials on paper; personality is key." He was so pleased, in fact, with his new Medical Director that Children's HealthSM went on to hire three additional physician leaders, Dr. Scott Katz, Associate Medical Director, Pediatric Partners, and Medical Director, Pediatric Alliance; Dr. Angela Moemeka, Vice President and Medical Director of Community Health; and Dr. Chad Brands, Vice President and Medical Director, Clinical Integration, using Glenda to head up the searches. In these cases, Children's worked with Glenda on the outcomes they needed from the physician leader, and the candidates who ultimately filled the positions had Caliper assessments that supported their ability to execute the responsibilities for the role.

"With so many job opportunities out there, it's challenging if not impossible to determine which of them will meet your goals, give you the experience you're looking for and allow you to make a personal and meaningful impact on others," says Dr. Katz. "The position at Children's truly was the perfect match."



"My Caliper assessment was really dead-on," says Dr. Moemeka. "Having that additional information to present to Children's reinforced my interview and my qualifications on paper. We were able to present a complete package -- including my background as well as that in-depth assessment of my personality and leadership characteristics. I think it not only gave Children's the assurance that they'd found the right person for the job; it also put me in a role where I'm able to use my skills and training in ways that are personally fulfilling to me. Glenda is an extremely person-centered recruiter. She had the uncanny ability to extract what I was truly passionate about so that I feel the position I accepted through Glenda is not really 'work' but my purpose."

By 2016, Pediatric Search Partners had placed nearly 30 pediatricians, pediatric sub-specialists and physician leaders for Children's Health, including three critical searches for a key initiative launched in 2015, the Children's Health Andrews Institute for Orthopaedics & Sports Medicine at the Plano campus. This new pediatric orthopaedic and sports medicine program opened in late 2015 and was being developed under the direction of James R. Andrews, M.D., an internationally renowned surgeon and founder of the Andrews Institute of Orthopaedic & Sports Medicine in Florida. Because these were such key hires for the organization, Children's reached out to Glenda to ensure the searches were handled in the utmost professional manner. Glenda successfully partnered with top leaders at Children's to fill the Service Chief of Pediatric Orthopaedic Surgery, Medical Director of Pediatric Sports Medicine and a Pediatric Orthopaedic Surgeon.

Our partnership with Children's HealthSM is a great example of how clients can leverage Pediatric Search Partners' breadth and depth of experience to fill a variety of important recruitment needs positively and successfully.



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About Pediatric Search Partners

Glenda Church Smith is a Principal of Pediatric Search Partners, a boutique search firm which focuses exclusively on recruitment for the pediatricians, pediatric subspecialists and leaders who are dedicated to providing children's healthcare.

An expert recruiter who has spent her career studying negotiation and the psychology of the recruitment process, Glenda's strength is finding the right "fit" between physicians and hospitals and facilitating bringing them together.

For more information, contact Glenda at 1-877-440-3832, or email her at Glenda@pediatricsearchpartners.com.