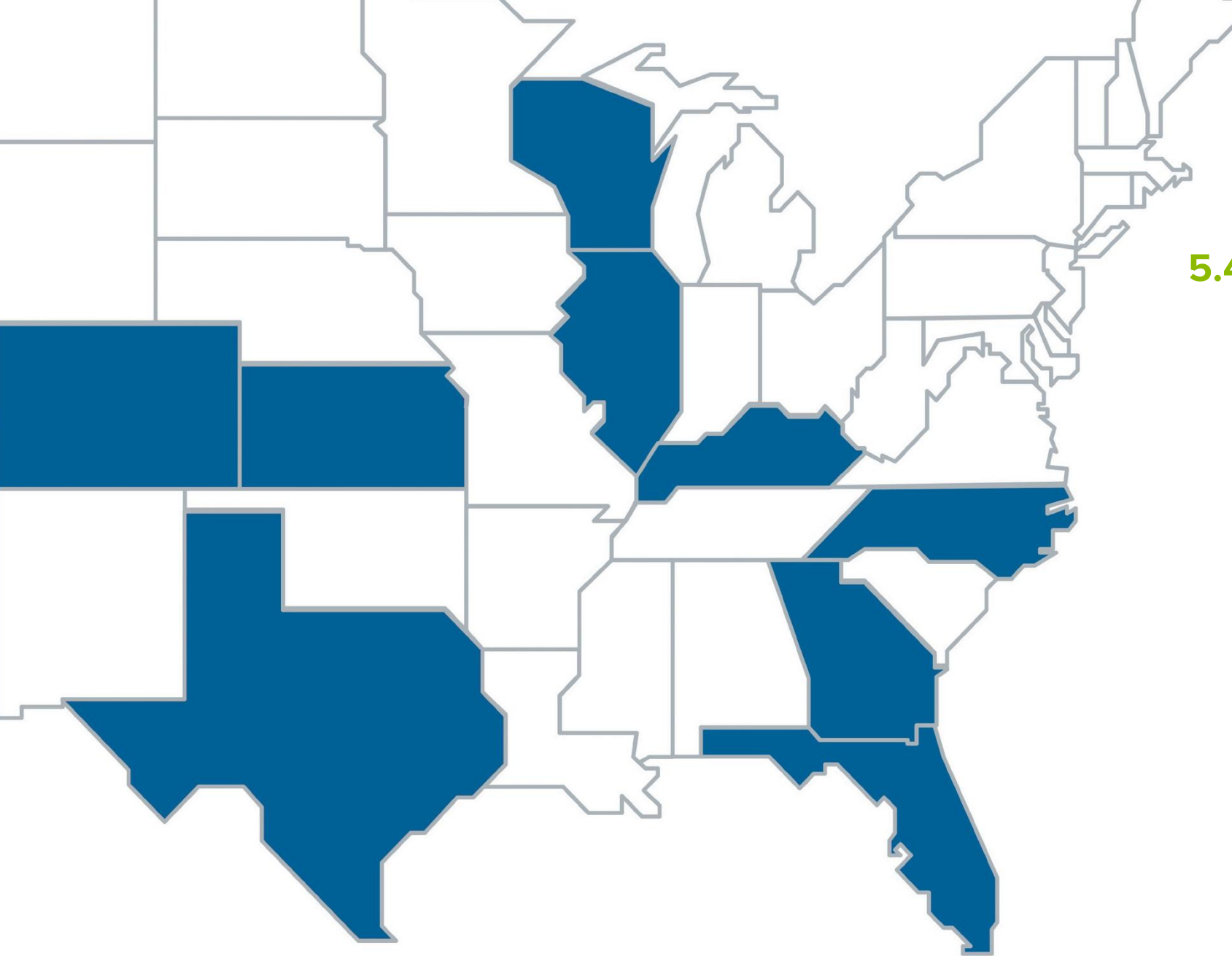




# Mission Fit: Hiring & Mentoring Clinicians for Culture and Mission

DeAnna Santana, PhD

Executive Director, Physician Well-Being & Engagement



**1973** AdventHealth established

**5.4 million+** Patients served annually

**80,000+** Team members

**2,361** Employed physicians

**50** Hospital campuses operated in nine states

**10** Skilled nursing facilities

**17** Home health and hospice agencies

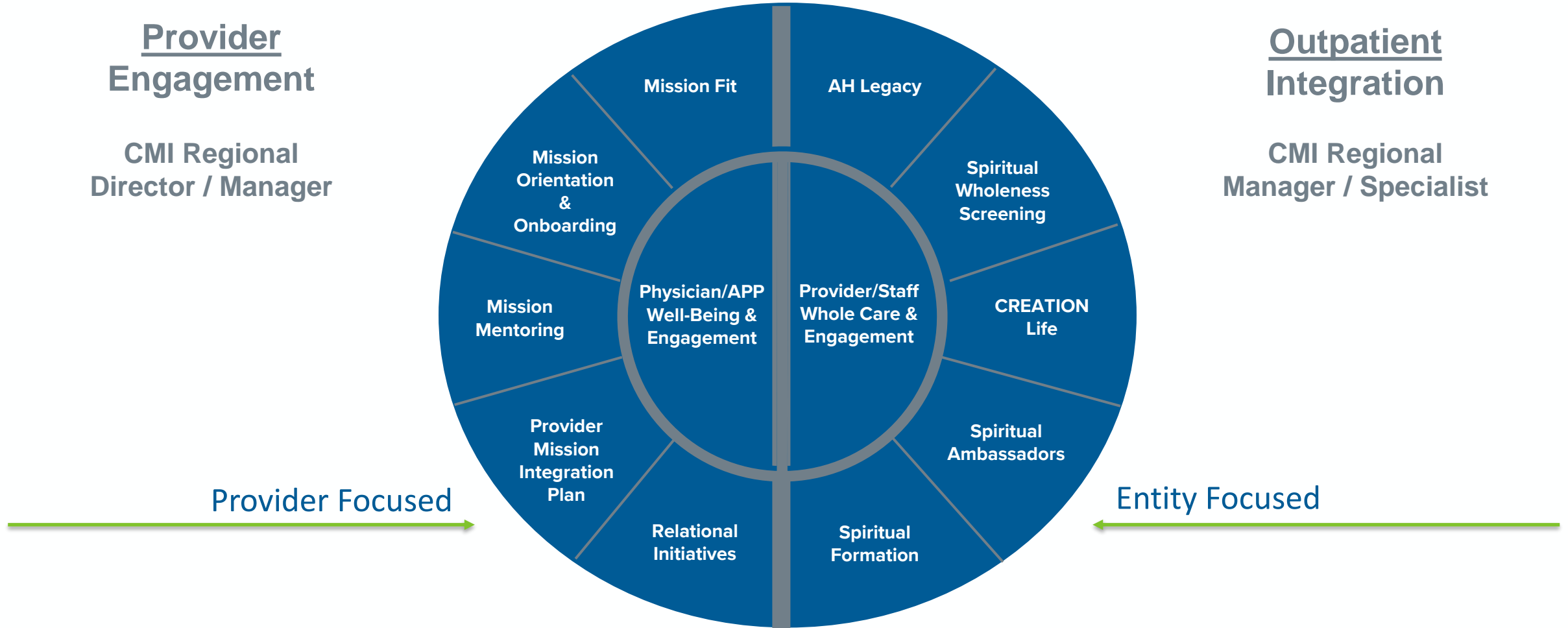
**61** Urgent care facilities

**19** Offsite EDs

# Who We Are



# Physician Well-Being & Clinical Mission Integration - Matrix



# Physician Well-Being & Engagement Dept.



## Mission Fit

Hiring the right provider

- Ensuring “Mission Fit” through behavioral interviewing
- Mission, core values and spiritual wholeness is introduced



## Mission Orientation and Onboarding

Engraining mission throughout the hiring process

- Presenting CMI to new providers
- Integrating mission components into each topic presented at orientation



## Integration Plan/Mentoring Program

Integrating and enculturating our new providers

- Mentor/buddy
- Integration plan — setting mutual expectations



## Relational Initiatives

Provide relational programs to increase physician well-being and engagement among employed providers, such as:

- Finding Meaning in Medicine
- Whole Person Care conferences
- Schwartz Rounds
- Compassion Rounds



**“Partnering with Healers for Wholeness”**

# Executive Accountabilities



## Building on the Foundation of Current PWB Program



Year 1

- Designate Physician Wholeness dyad leadership: Physician leader & Executive Sponsor
- Form multidisciplinary Professional Wholeness Committee of 6-10 individuals
- Develop effective bi-directional communication strategy for physicians and administration
- Deploy timely crisis response initiative & intervention strategy for distressed professionals
- Participate in periodic professional wholeness assessment as sponsored by AdventHealth



## Physician Well-Being & Engagement Strategy

2020 Executive Accountabilities



## Focus on Leadership & Teamwork

Year 3

- Develop professional leadership deployment plan (e.g. dyad model)
- Acknowledge & celebrate diversity and inclusivity
- Expand & strengthen Whole team concept (interdisciplinary care)



- Launch Recruitment Experience
  - Mission Fit / Behavioral Interview
- Launch Welcome Experience
  - Understand your "Why"
  - TWCE customized for new physicians
  - Social/Family Event
  - Personal "Get Acquainted" orientation for each new physician
- Launch First Year Experience
  - Mentoring program
  - Finding Meaning in Medicine
  - Whole Person Care Conference
  - Compassion Rounds



Start at the Very Beginning

Year 2



# Hiring Trend Data

Physicians	2017	2018	2019	2020	2021
Shawnee Mission	99	107	103	99	93
Durand	4	4	3	2	4
Ottawa			11	11	11
Gordon	70	74	71	64	58
Hendersonville	93	90	89	91	95
Manchester	20	25	26	25	19
Texas Health	23	21	23	38	39
Central Texas	13	13	12	12	13
Central Florida South	619	651	742	833	835
Central Florida North	165	203	224	235	218
West Florida	107	128	149	152	163
Sebring	37	30	36	37	34
<b>Grand Total</b>	<b>1250</b>	<b>1346</b>	<b>1489</b>	<b>1599</b>	<b>1582</b>
<b>Growth %</b>		<b>8%</b>	<b>11%</b>	<b>7%</b>	<b>-1%</b>

APPs	2017	2018	2019	2020	2021
Shawnee Mission	37	45	48	53	46
Durand	1	1	2	2	2
Ottawa			6	7	5
Gordon	29	32	36	39	39
Hendersonville	38	44	50	57	55
Manchester	24	29	29	27	26
Texas Health	2	3	3	4	4
Central Texas	1	4	3	2	3
Central Florida South	305	333	381	417	374
Central Florida North	67	82	91	114	104
West Florida	69	89	109	108	113
Sebring	19	22	19	23	23
<b>Grand Total</b>	<b>592</b>	<b>684</b>	<b>777</b>	<b>853</b>	<b>794</b>
<b>Growth %</b>		<b>16%</b>	<b>14%</b>	<b>10%</b>	<b>-7%</b>

# mission fit



## Mission Fit Behavioral Interviewing

# Purpose

- Hires the Most Mission Aligned Physicians
- Increases Physician Satisfaction
- Increases Patient Satisfaction
- Decreases the Physician Turnover Rates
- Reduces Loss of Revenue and Replacement/Training Costs
- Catapults AdventHealth into a Highly Desired Organization to Serve



## About Mission Fit

Develop a Mission Fit Screening tool to help estimate any Candidate's Fit into our Organization


# Design Process: Developing the Survey

- **Identified Characteristics**

- AHS Service Standards
- AHS interview guide (Healthcare Source – Leadership Assessment Selection)
- Characteristics of a Servant Leader – Robert Greenleaf symposium

- **Open Survey included other characteristics:**

Accountable (for results), Passionate, Ethical, Transparent, Honest, In Touch with Themselves, Spiritual, Quality Oriented, Compassionate, Humility, Loving, Builder, No Ego, Process Oriented, Spiritual Life Focus, Kind, Team-Oriented, Authentic, Resilient, Effective Communicator



Below is a list of characteristics. Please pick and check the boxes for the top 10 characteristics that you feel best describe the concept of someone who is a mission fit. Then circle your top 3 choices. Please suggest other characteristics in the blank items, should you have any.

I am a physician  Yes  No

I am an administrator  Yes  No

I am an Advanced Practice Provider  Yes  No

<input type="checkbox"/> Listener	<input type="checkbox"/> Conceptualizing
<input type="checkbox"/> Achievement Oriented	<input type="checkbox"/> Multi-tasking
<input type="checkbox"/> Empathic	<input type="checkbox"/> Steward
<input type="checkbox"/> Conscientious	<input type="checkbox"/> Self Developing
<input type="checkbox"/> Healing	<input type="checkbox"/> Persuasive
<input type="checkbox"/> Emotionally Even	<input type="checkbox"/> Customer Oriented
<input type="checkbox"/> Mindful	<input type="checkbox"/> Grows people
<input type="checkbox"/> Openness to Change	<input type="checkbox"/> Service Oriented
<input type="checkbox"/> Community Builder	<input type="checkbox"/> _____
<input type="checkbox"/> Self Confident	<input type="checkbox"/> _____
<input type="checkbox"/> Has Foresight	<input type="checkbox"/> _____
<input type="checkbox"/> Innovative thinking	<input type="checkbox"/> _____

*Thank you for your participation!*

# Survey



Conducted at AHS Physician Well-Being & Engagement Conference (April 2018)

Conference attendees :  
 45% administrators / 45% Physician Leaders / 10% Others  
 \*Other: physician well-being support teams, consultants, guests

**Survey Responses: 154 Total**

**76% Response Rate**

**Descriptive Statistics - TOTAL**

Empathic	154	270
Listener	154	242
Service Oriented	154	230

**Descriptive Statistics - Physician**

1 Empathic	73	134
2 Listener	73	117
3 Service Oriented	73	100

**Descriptive Statistics - Administrator**

1 Empathic	75	122
2 Service Oriented	75	120
3 Listener	75	116

# Traditional Interview vs. Behavioral Interview

- Tell me about yourself.
  - What are your strengths?
  - What are your weaknesses?
- Tell me about a recent situation in which you had to deal with a very upset patient. What led to the situation, how did you handle it, and what was the outcome?
  - Tell me about a time when you went above and beyond the call of duty for a patient. What led to the situation, how did you handle it, and what was the outcome?
  - Tell me about a time you had to convince your physician colleagues to do something differently. What led to that need, how did you handle it, and what was the outcome?



# Mission Fit **PROCESS**





## Mission Fit Assessment

For best results, have this form open before starting the interview so you may enter your ratings during the interview. Remember to use the Behavioral Interviewing procedure described in your training materials.

Please select your region, facility, or medical group.

INTERVIEWER: Please enter your own information here.

First Name

Please enter the CANDIDATE'S full name:

First Name

Middle Initial or Name

Service Oriented

"Tell me about a time when you made yourself available to provide help for others outside your regular responsibilities. What was the situation?"

0 1 2 3 4 5 6 7 8

Evidence of Value

Reflection/Lesson Learned

After submitting this page, your work is saved. You may also go back to previous pages to review, make additional comments, or adjust answers and scores.

Back

Next



## Mission Fit Assessment

Following the STARR method, you will rate the interviewee's response from its situation to its resolution on one scale and the reflection of the resolution on a separate scale. For each of the Values you choose to rate, you will rate the candidate from 0 to 8, where:

- 7-8 means Very Strong Evidence of This Value
- 5-6 means Strong Evidence of This Value
- 4 means Moderate Evidence of This Value
- 2-3 means Some Evidence of This Value
- 0-1 means This Value Was Not Demonstrated

### Mission Fit Quick Resource Guide

STARR Method of Interviewing

- S** **SITUATION:** Event relevant to the identified characteristic — estimates **comprehension**
- T** **TRIGGER:** Preceding dynamics that may have led to the event — estimates **empathy**
- A** **ACTION:** How the candidate dealt with the situation — estimates **problem solving**
- R** **RESULT:** Outcome of the candidate's actions — estimates **efficiency**
- R** **REFLECTION:** What has the candidate learned about self — estimates **personal growth**

Advent Health



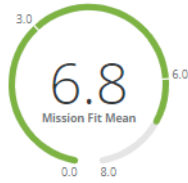
# Admin Dashboard

mission

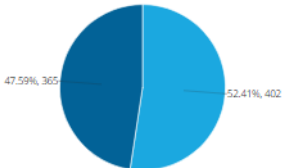
Mission Fit Administrative View



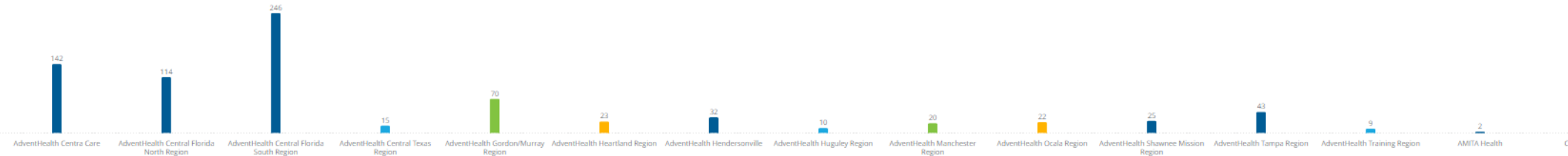
Mission Fit Mean 774 Responses



767 Responses



Region



Required Mission Fit Sections Selected 745 Responses



Optional Mission Fit Sections Selected 325 Responses



# Candidate Report



XM AdventHealth Mission Fit Assessment V2 Dashboard > AdventHealth Mission Fit Dashboard

Projects Contacts Actions Library Admin Help

Filters ... Click Me and Enter NPI to Find Candidate Hide Filters Reset to Default Mobile Preview Edit Page Page Options Export

Aggregate Report  
**Candidate Report**  
Admin View  
+ Add Page

### Mission Fit Candidate Report

### Mission Fit Mean

3.0 6.0 0.0 8.0

4.2  
Mission Fit Mean

### Region

AdventHealth Shawnee Mission

### Candidate's NPI or Provider ID

Primis! Lo

First Name	Middle Initial	Last Name
Urna montes suscipit? Accusamus ligula massa? Quis enim blandit fermentum ab.	Euismod lacus aenean convallis? Consectetur dignissim. Proin morbi porttitor? Etiam lorem. Aliquam in? Facilisi.	Aliquam et iaculis leo curabitur consequat pharetra luctus ab. Vestibulum gravida volutpat? Viverra.

### Additional Comments and Observations

Vehicula eu placerat. Luctus ridiculus enim leo per egestas gravida bibendum.

### Rapport

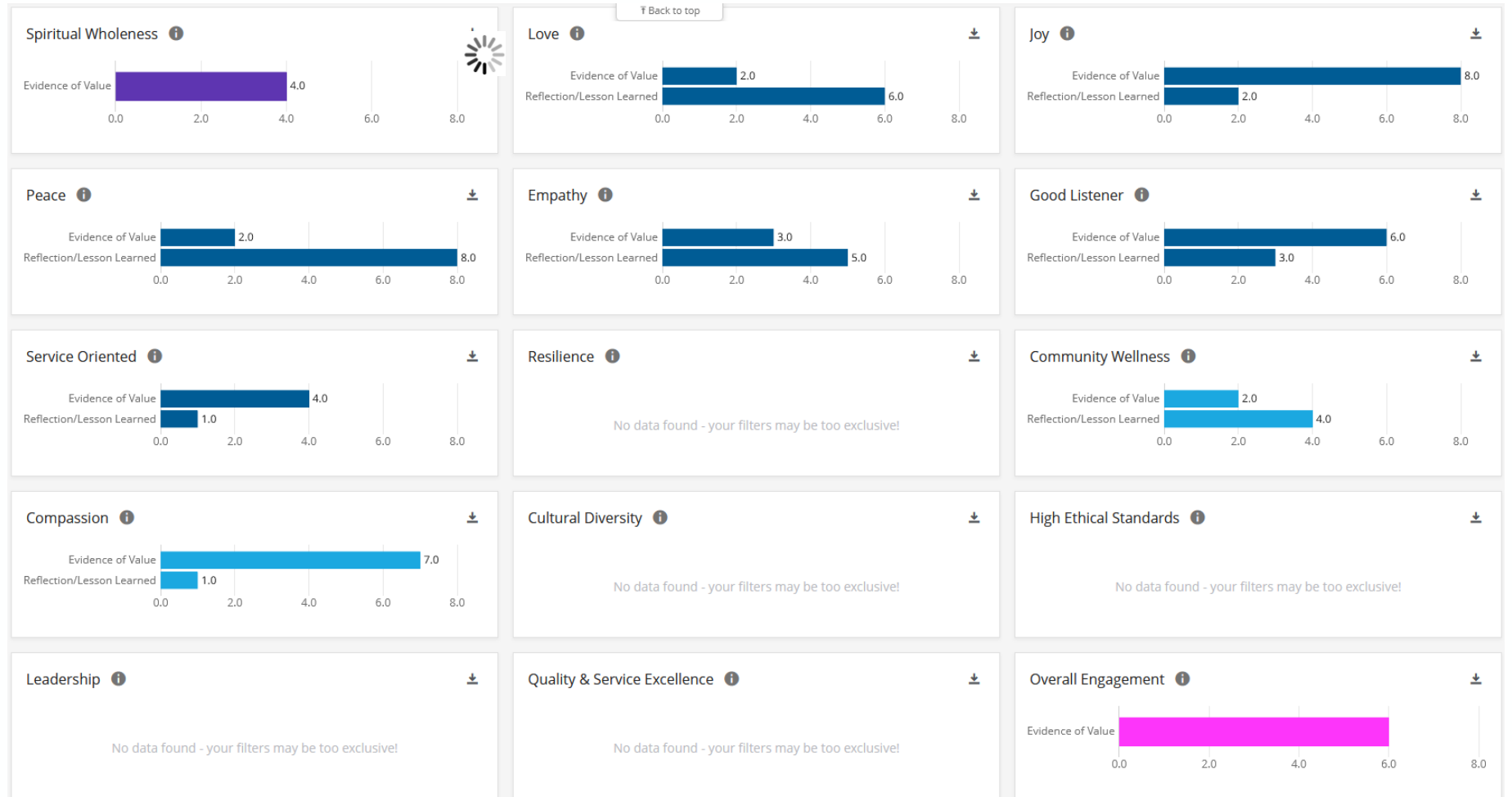
Evidence of Value 7.0

### Reinforcement

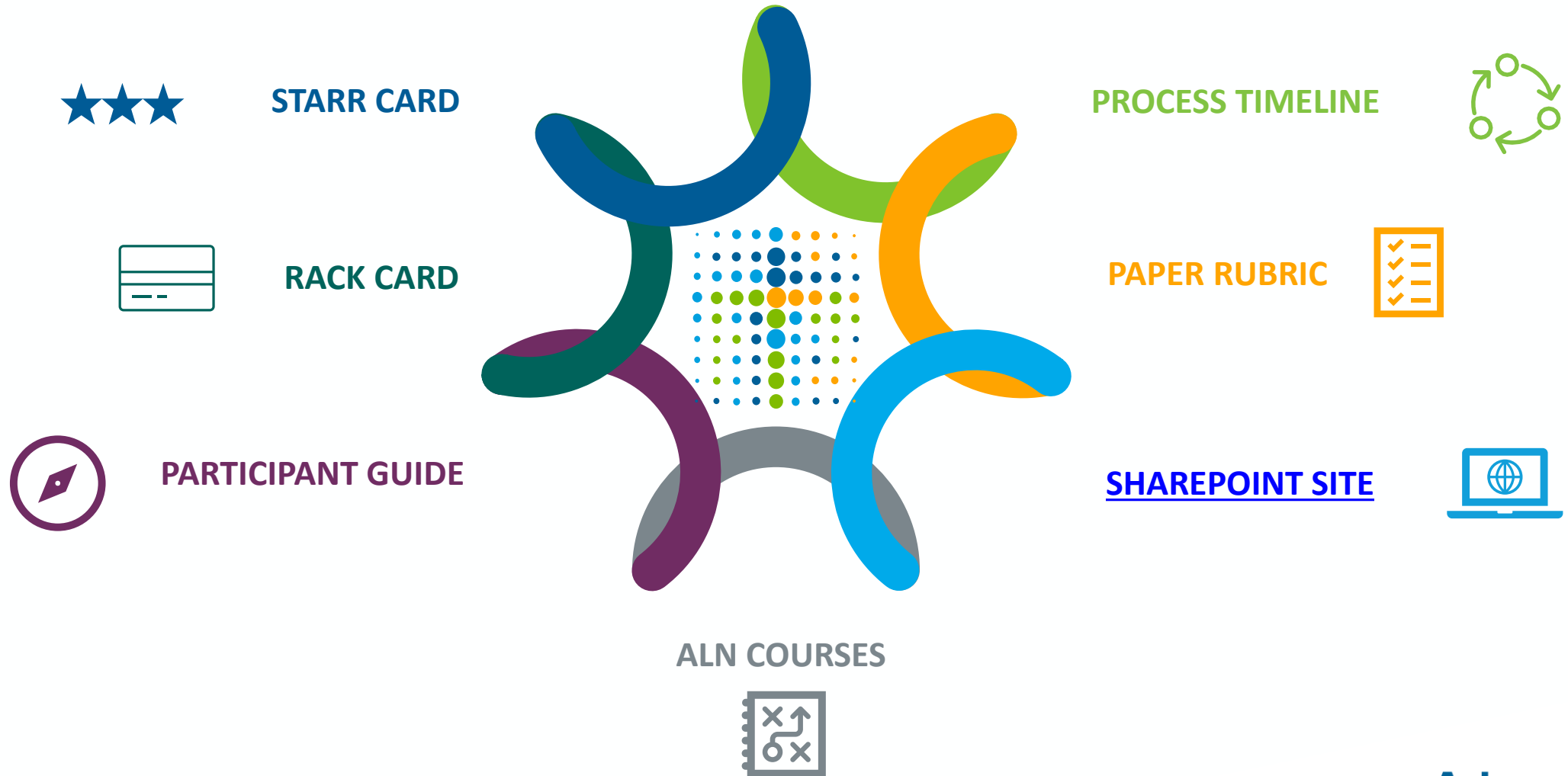
Evidence of Value 5.0

# Candidate Report

mission fit



# Mission Fit Resources



# Paper Rubric

## mission fit post-interview rubric/data collection



### Mission Fit Assessment

For best results, have this form open before starting the interview so you can enter your ratings during the interview. Remember to use the behavioral interviewing procedure described in your training materials.

Please select your region, facility or medical group.

Region

Please provide the interviewer's information.

First Name

Last Name

Job Title

Please provide the candidate's information.

First Name: Middle Initial:

Last Name:

NPI: Specialty:

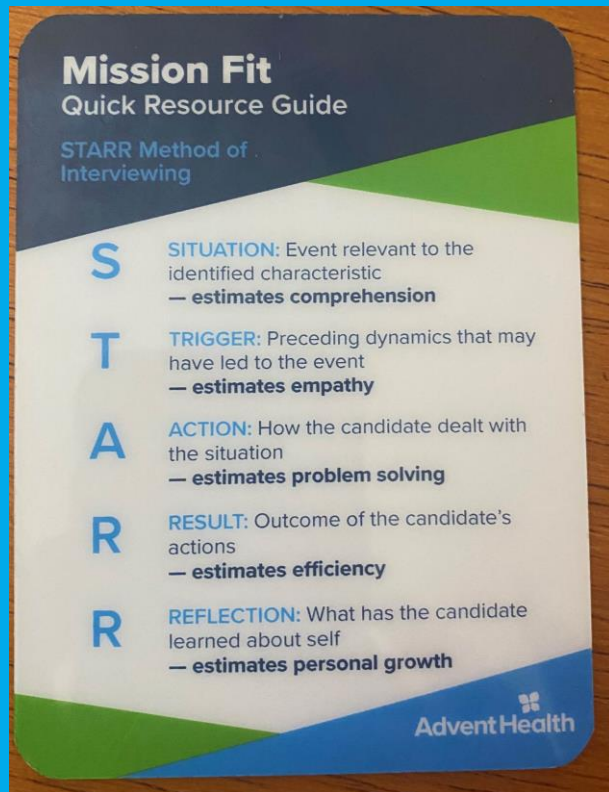
Physician  Advanced Practice Clinician

Please indicate your Mission Fit Interview score below.

- 0 – No Response:** Candidate does not offer a response or offers a short response unrelated to the question.
- 1–3 – Below Average/Noct:** Candidate struggles to make a connection, seems unsure or their answers are fleeting, very brief or vague.
- 4–6 – Average/Approachable:** Candidate offers cordial responses that are polite, pleasant, to the point, precise, clear and provide just enough information to answer the question.
- 7–8 – Above Average/Responsive:** Candidate offers warm, engaging, reciprocal responses. Responses show they recognize the needs of those around them, express their motivation and show that they go above and beyond. Responses also provide unsolicited spiritual context and show personal alignment with the organization's mission.

Report:	0 1 2 3 4 5 6 7 8	Leadership:	0 1 2 3 4 5 6 7 8
Reinforcement:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Empathic:	0 1 2 3 4 5 6 7 8	Resilience:	0 1 2 3 4 5 6 7 8
Reflection:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Good Listener:	0 1 2 3 4 5 6 7 8	Community Wellness:	0 1 2 3 4 5 6 7 8
Reflection:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Service Oriented:	0 1 2 3 4 5 6 7 8	Compassion:	0 1 2 3 4 5 6 7 8
Reflection:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Spiritual Wholeness:	0 1 2 3 4 5 6 7 8	Cultural Diversity:	0 1 2 3 4 5 6 7 8
Love:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Reflection:	0 1 2 3 4 5 6 7 8	Quality & Service Excellence:	0 1 2 3 4 5 6 7 8
Joy:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Reflection:	0 1 2 3 4 5 6 7 8	High Ethical Standards:	0 1 2 3 4 5 6 7 8
Peace:	0 1 2 3 4 5 6 7 8	Reflection:	0 1 2 3 4 5 6 7 8
Reflection:	0 1 2 3 4 5 6 7 8		

# Interviewer Resources



**Mission Fit**  
Quick Resource Guide

STARR Method of Interviewing

**S** **SITUATION:** Event relevant to the identified characteristic  
— estimates comprehension

**T** **TRIGGER:** Preceding dynamics that may have led to the event  
— estimates empathy

**A** **ACTION:** How the candidate dealt with the situation  
— estimates problem solving

**R** **RESULT:** Outcome of the candidate's actions  
— estimates efficiency

**R** **REFLECTION:** What has the candidate learned about self  
— estimates personal growth

AdventHealth

STARR Guide



mission fit

**Love Joy Peace**  
As a faith-based organization, we know that spiritual health plays a big part in overall well-being. When a patient receives care at one of our outpatient sites, they are given a spiritual wholeness screening, comprising questions based on key "spiritual indicators" — love, joy and peace.

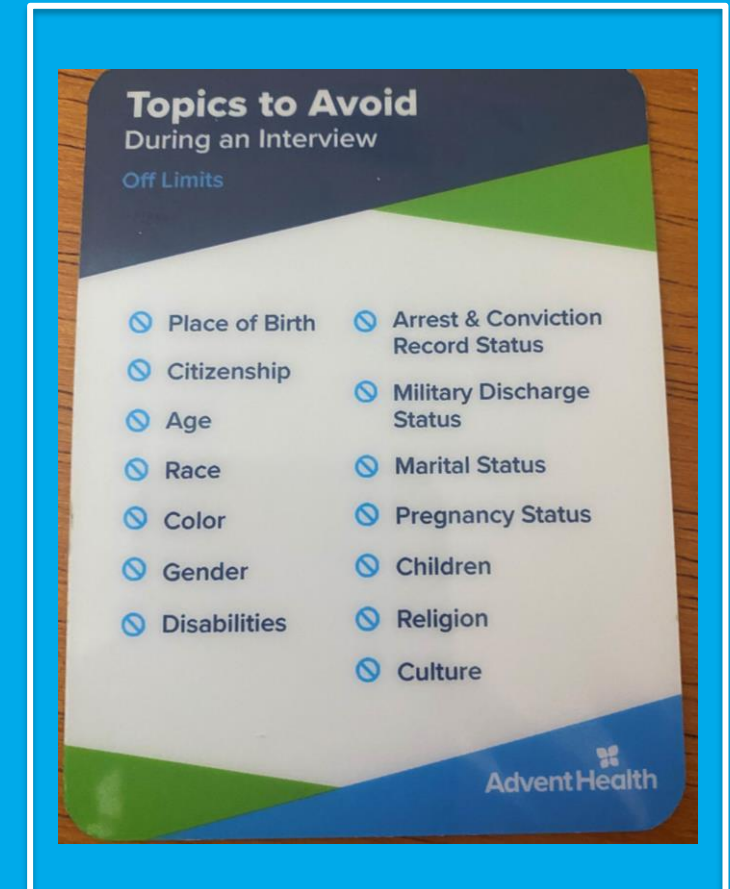
**The questions**

- Do you have someone who loves you and cares for you?
- Do you have a source of joy in your life?
- Do you have a sense of peace today?

EXTENDING THE HEALING MINISTRY OF CHRIST

AdventHealth

Rack Card



**Topics to Avoid**  
During an Interview

Off Limits

- ⊘ Place of Birth
- ⊘ Arrest & Conviction Record Status
- ⊘ Citizenship
- ⊘ Military Discharge Status
- ⊘ Age
- ⊘ Marital Status
- ⊘ Race
- ⊘ Pregnancy Status
- ⊘ Color
- ⊘ Children
- ⊘ Gender
- ⊘ Religion
- ⊘ Disabilities
- ⊘ Culture

AdventHealth




Interview Topics

# ALN Courses




## About This Course



This course will go over the initial modules for the Mission Fit program. The Mission Fit program consists of a behavioral interviewing process to hire candidates best for the AdventHealth mission. It is intended for all personnel in charge of conducting interviews for physician and advance practice provider candidates.




### Activities

 Clinical Mission Integration  
 

 Mission Fit  
 

 Interviewer Mindset  
 

 Behavioral Interviewing  
 

 Mission Fit Additional Resources (Optional)  
 

# Participant Guide

The image shows a participant guide for Advent Health. The left side is the cover, featuring a photograph of a doctor in a white coat talking to an elderly patient. The text on the cover includes "mission pilot training fit" and the Advent Health logo. The right side is a page from a spiral notebook with the heading "purpose" and a bulleted list of objectives. At the bottom right, there is a quote from Matthew 18:20 (NIV) on an orange background.

mission pilot training fit



Advent Health

Participant Guide

## purpose

---

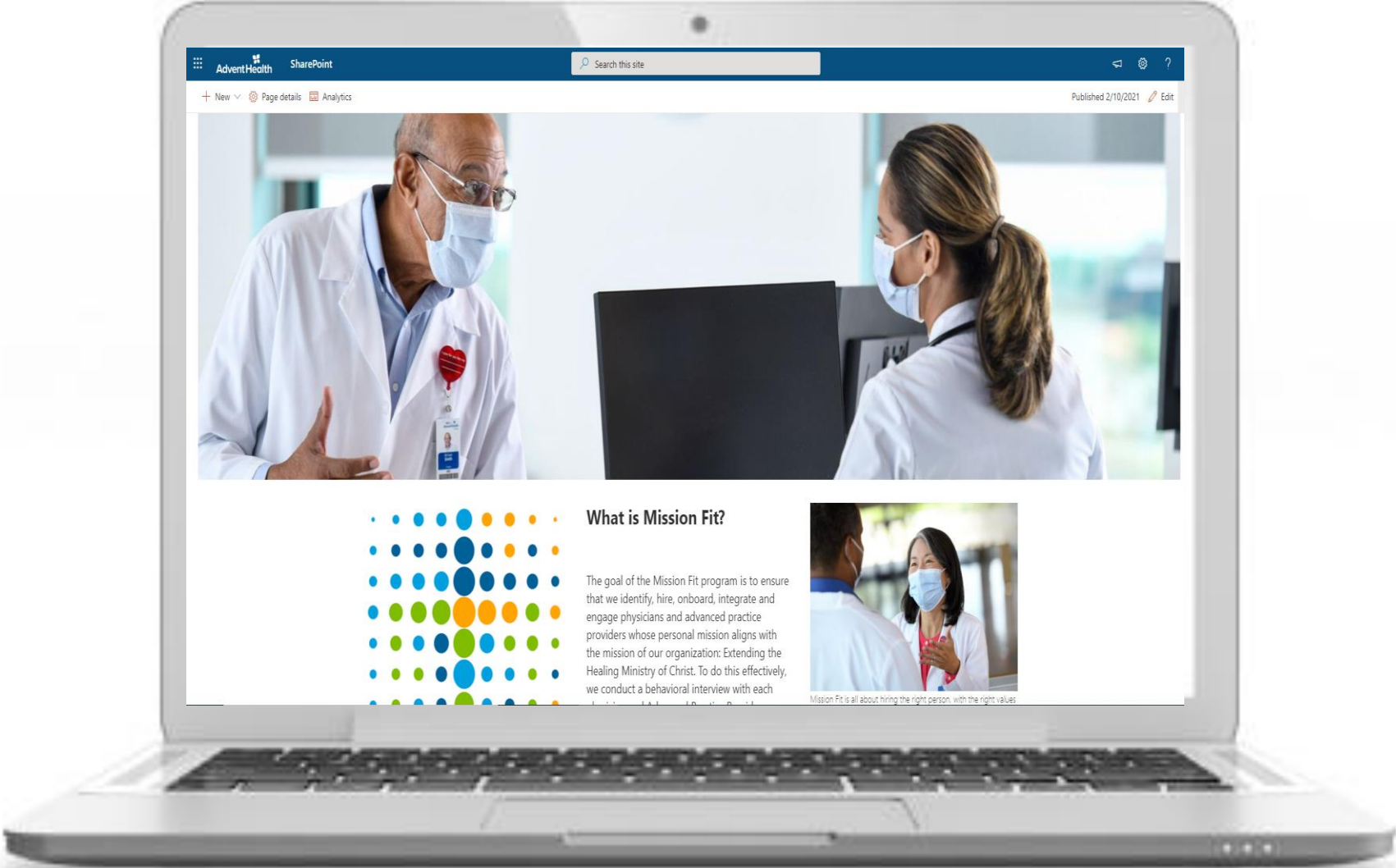
- Understand Mission and Ministry's role (CMI and Chaplains)
- Understand the importance of Mission Fit Screening
- Understand the differences between traditional and behavioral interviewing
- Know how to conduct an effective behavioral interview
- Understand the legal guidelines and restrictions related to interviewing
- Know how to listen for AdventHealth characteristics in an interview
- Understand the role of an interviewer

---

"For where two or three come together  
in my name, there I am with them."  
Matthew 18:20 (NIV)



# MISSION FIT SHAREPOINT





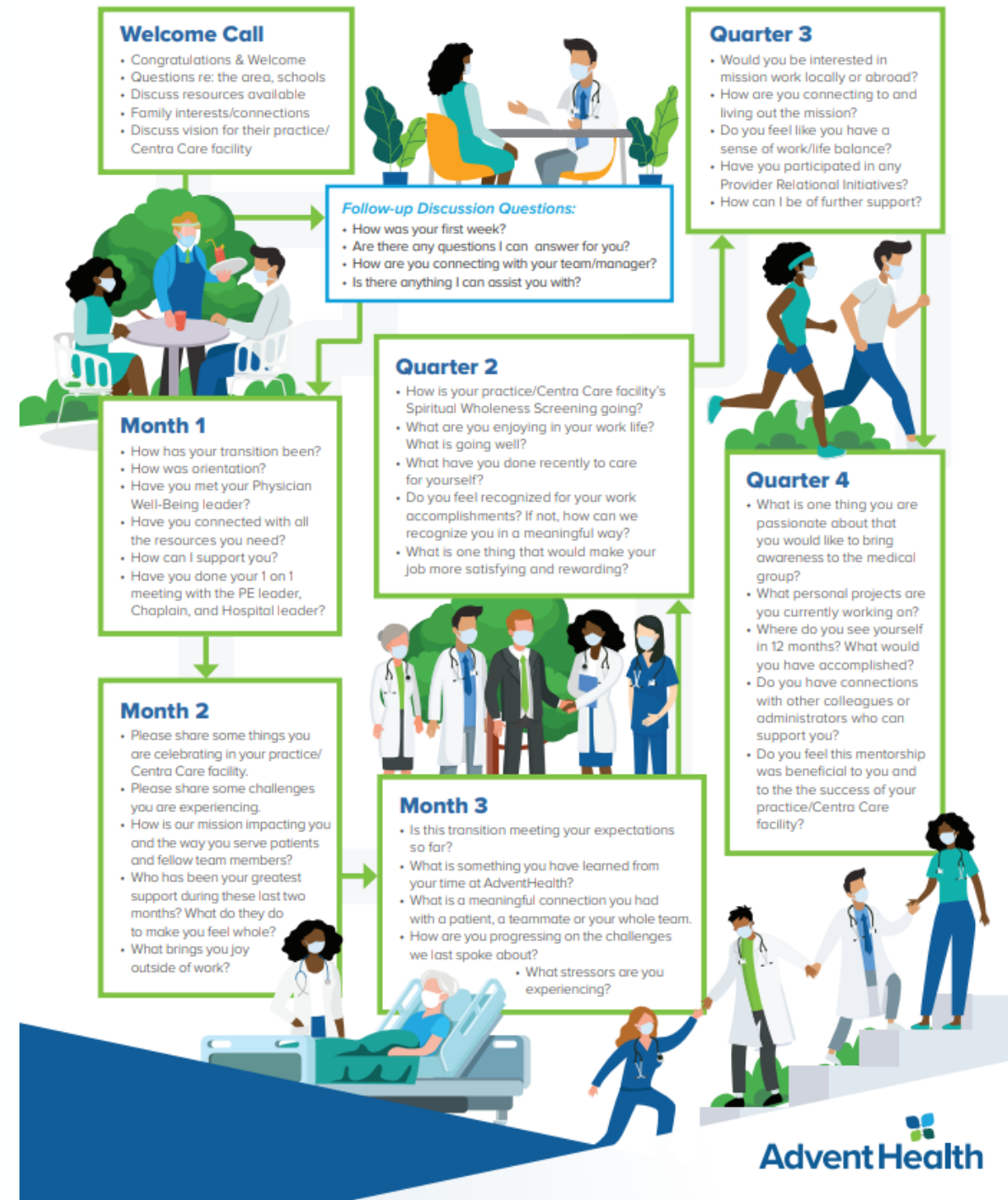
# Mentoring

# Mentoring Programs

## Goal

- Reduce stress
- Understand the culture and mission
- Improve efficiency
- Increase job satisfaction
- Increase job performance
- Build engagement

Tom, W., et al.





Engaged physicians were **26%** more productive, translating to an average annual per-physician patient revenue of **\$460,000**.<sup>3</sup>



## The Importance of Engaging our Providers

# Mentoring Data

Mission Integration/Mentor Plans  
**All - Mission Integration Plans Links**

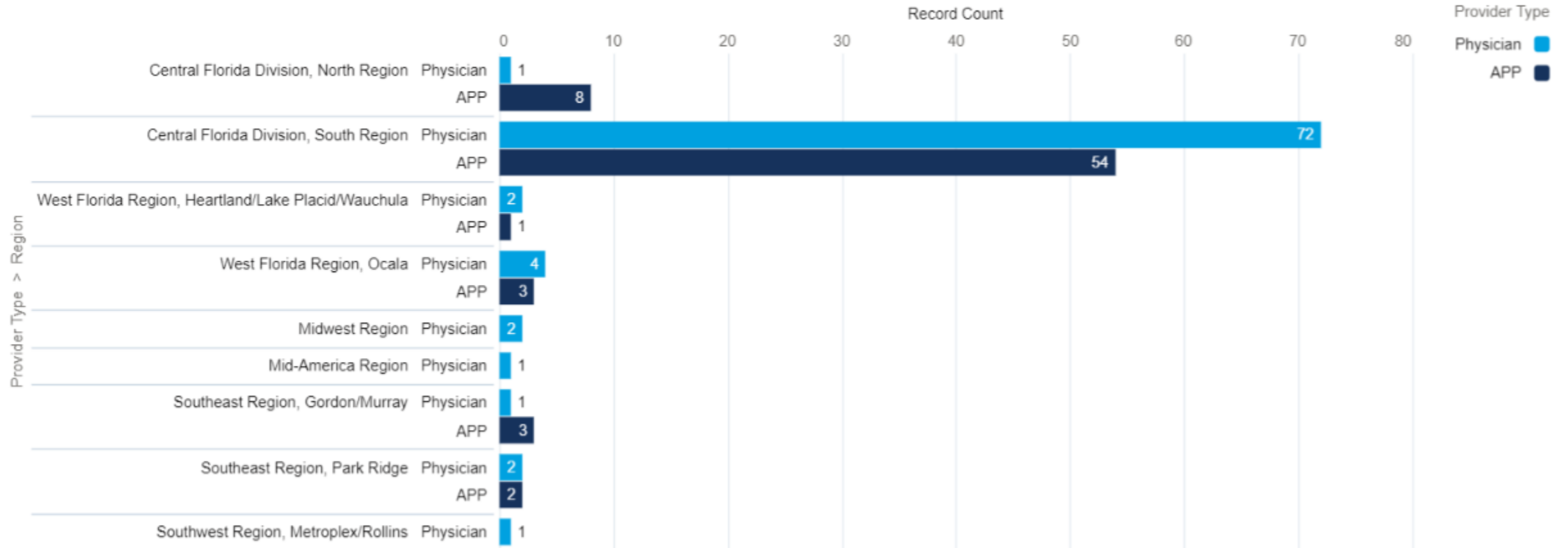
50+ items • Sorted by Region • Filtered by All mission integration/mentor plans • Updated a few seconds ago

	<input type="checkbox"/> MIP ID	Region ↑	New Provider Name	Mentor Name	Mentor Status	Mentor Link
1	<input type="checkbox"/> MIP 0156	Central Florida Division, North Reg...				<a href="https://adventhe">https://adventhe</a>
2	<input type="checkbox"/> MIP 0159	Central Florida Division, North Reg...				<a href="https://adventhe">https://adventhe</a>
3	<input type="checkbox"/> MIP 0160	Central Florida Division, North Reg...				<a href="https://adventhe">https://adventhe</a>
4	<input type="checkbox"/> MIP 0138	Central Florida Division, North Reg...				<a href="https://adventhe">https://adventhe</a>
5	<input type="checkbox"/> MIP 0181	Central Florida Division, North Reg...				<a href="https://adventhe">https://adventhe</a>
6	<input type="checkbox"/> MIP 0183	Central Florida Division, North Reg...				<a href="https://adventhe">https://adventhe</a>
7	<input type="checkbox"/> MIP 0034	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>
8	<input type="checkbox"/> MIP 0035	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>
9	<input type="checkbox"/> MIP 0041	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>
10	<input type="checkbox"/> MIP 0042	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>
11	<input type="checkbox"/> MIP 0043	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>
12	<input type="checkbox"/> MIP 0044	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>
13	<input type="checkbox"/> MIP 0045	Central Florida Division, South Reg...				<a href="https://adventhe">https://adventhe</a>

# Mentoring Data

## Mentor Plans by Provider Type & Region

Since 4/01/2021



Sep 1, 2021 12:51 PM - Viewing as Tonya Harris

# Physician Mentoring



# Mentoring Booklet

## Physician and Advanced Practice Provider Orientation

Mission Mentoring Program



## Welcome

### Dear Mentor,

Welcome and thank you so much for your commitment to AdventHealth's Mission Mentoring Program.

The purpose of this program is to establish a mentoring relationship that will provide you with the opportunity to realize both professional and personal development goals, as well as enable our organization to build talent internally.

During this program, you will get to know your mentee's personal and professional background, establish your regular meeting schedule, and clarify your expectations and goals for this relationship.

**This program offers opportunities to help your new mentee experience and better understand the following:**

- AdventHealth's Mission, Vision, Values and Service Standards
- Local physician and APP well-being resources and programming
- The value of whole-person care
- Their role as part of AdventHealth, their practice and the surrounding community

This mentoring program is certain to be a rewarding experience. You will be contributing to the success of your mentees as they are onboarded and integrated into our organization. Most importantly, as a mentor, this program will help you build your skills as a leader at AdventHealth.

**For more information or should you have any questions, please contact your local physician well-being leader.**





# ALN Course - Understanding Emotional Intelligence to Effectively Mentor

## About This Course

In this module, we will review what emotional intelligence is and its impact on mentoring and leadership; how to increase your emotional intelligence through skill building; and using emotional intelligence to reach goals and enhance relationships.

### Activities



**Understanding Emotional Intelligence to Effectively Mentor**



# Mentoring Flyer & Timeline



## Mission Mentoring Timeline Journey

Our mentoring program was developed to help new physicians and Advanced Practice Providers (APPs) integrate into our system with ease. Each newly employed provider is connected with a peer who can help them through the nuances of being a part of a new organization. Our mentoring program is not a coaching program; its goal is to build relationships at work and help new team members learn more about the community they serve.

Mentors should meet with their mentees monthly for the first three months and then quarterly. We encourage you to connect in person with a meaningful session length of 30 – 60 minutes.

*"Physicians go where they are invited, stay where they are well treated, and grow where they are cultivated."*

– Rodger Bonds



## Mission Mentoring Timeline Journey

### Welcome Call

- Congratulations & Welcome
- Questions re: the area, schools
- Discuss resources available
- Family interests/connections
- Discuss vision for their practice



### Follow-up Discussion Questions:

- How was your first week?
- Are there any questions I can answer for you?
- How are you connecting with your team/manager?
- Is there anything I can assist you with?

### Month 1

- How has your transition been?
- How was orientation?
- Have you met your Clinical Mission Integration (CMI) leader?
- Have you been able to connect with all the resources you need to do your job?
- How can I support you?

### Month 2

- Please share some things you are celebrating in your practice.
- Please share some challenges you are experiencing in your practice.
- How is our mission impacting you and the way you serve our patients and fellow team members?
- Who has been your greatest support during these last two months? What is it that they do that makes you feel whole?
- What have you been able to do outside of work to bring you Joy?

### Quarter 2

- How is the Spiritual Wholeness Screening going in your practice?
- What are you enjoying in your work life? What is going well?
- What have you done recently to care for yourself?
- Do you feel recognized for your work accomplishments? Explain? If not, how can you be recognized that would be meaningful to you?
- What is one thing that would make your job more satisfying and rewarding?



### Month 3

- Is this transition meeting your expectations so far?
- Reflecting over the last 3 months working at AdventHealth, what is something you have learned in one word?
- Tell me about a meaningful connection you had with a patient, a teammate or your whole team.
- How are you progressing on the challenges you were facing the last time we spoke?
- What stressors are you experiencing?

### Quarter 3

- Would you be interested in mission work locally or abroad?
- How are you connecting to and living out the mission?
- Do you feel like you have a sense of work/life balance?
- Have you had the opportunity to participate in any Provider Relational Initiatives?
- How can I be of further support?



### Quarter 4

- What is one thing you are passionate about that you would like to bring awareness to the medical group?
- What personal interest projects are you currently working on?
- Have you established additional connections with a colleague or administrator you can talk to for support?
- In the next 12 months, where would you like to see yourself? What would you have accomplished?
- Do you feel this mentorship was of benefit to you personally and to the success of your practice?



# Mentoring Newsletter

*In the News*



Region: \_\_\_\_\_ Newsletter Date: \_\_\_\_\_

## Mentoring for a Mission

**Inside this issue:**

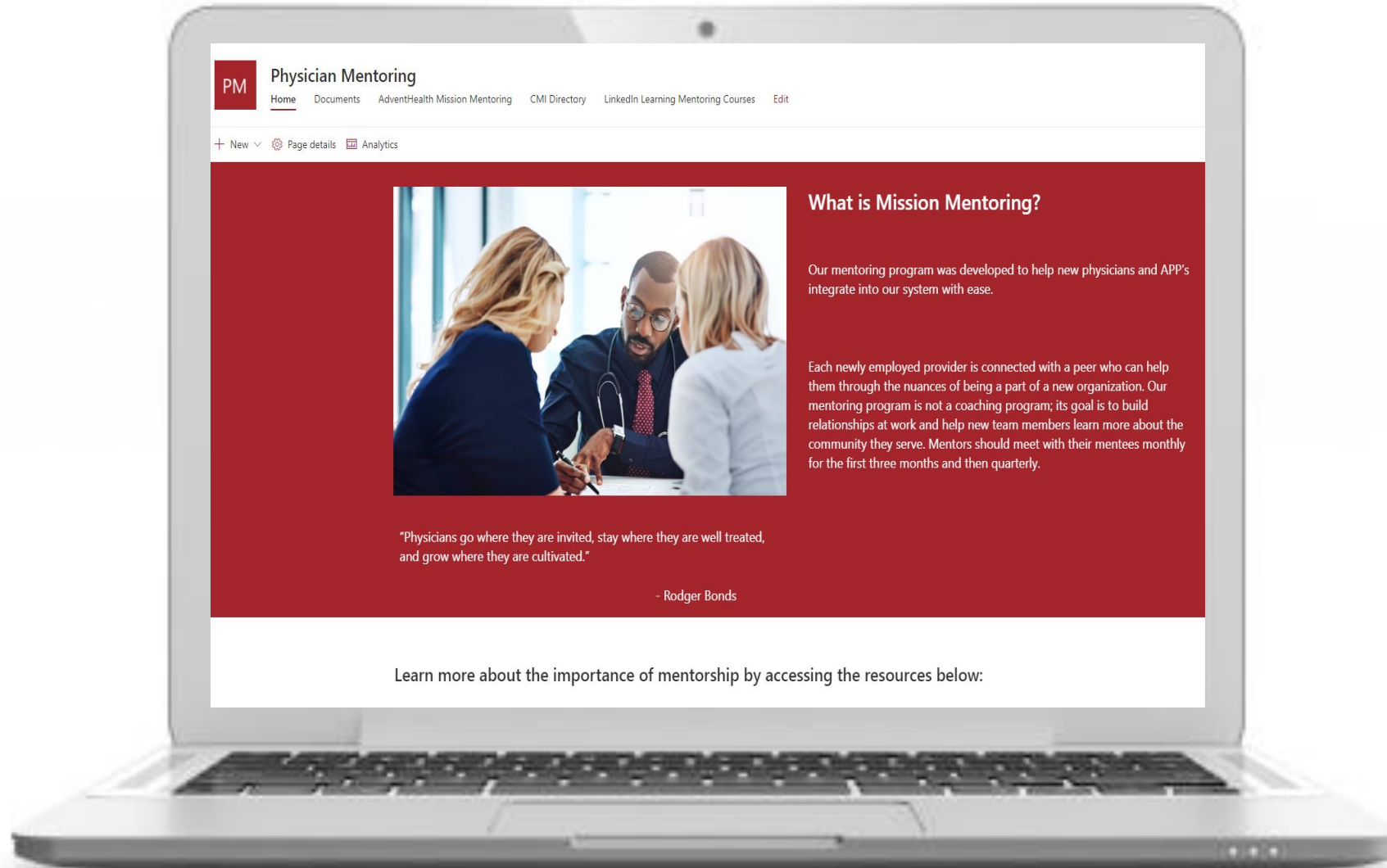
Featured Mentor	2
Connection & Engagement	2
Deals	3
Resources	3
Contact	4

**Updates**  
This can have up to 175-225 words



**Best Practices**  
This story can fit 75-125 words

# MISSION MENTORING SHAREPOINT

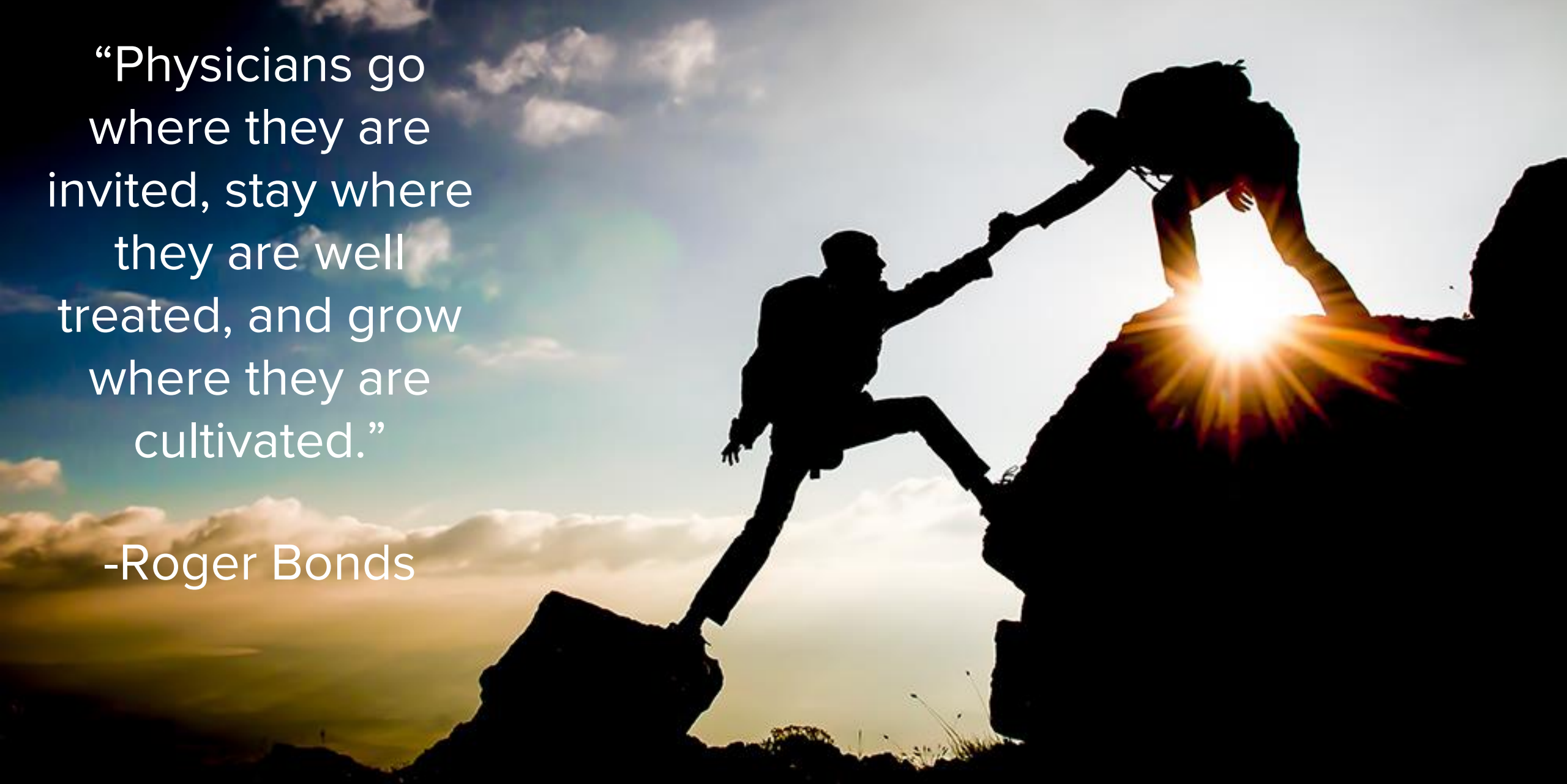


# Our Why



“Physicians go where they are invited, stay where they are well treated, and grow where they are cultivated.”

-Roger Bonds



# References

Tom, W., Tom, W., Alvarran, D., Salman, N., Van Groenou, A. Ensuring mentorship of new physicians in their first year: Constructs for new mentoring processes. Perm J 2019; 23:18-122. DOI: <https://doi.org/10.7812/TPP/18-122>

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# Contact Information

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Extending the Healing Ministry of Christ