

The Business of Recruitment

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About me

- MBA from Northeastern University D'Amore-McKim School of Business with a concentration in Healthcare Management
- Work at BWH since 2002
- Work in GME for 8 years

Cardiology Education @ BWH

5 ACGME programs

- Adult Congenital Heart Disease (4)
- Advanced Heart Failure and Transplant Cardiology (3)
- Cardiovascular Disease (18)
- Clinical Cardiac Electrophysiology (4)
- Interventional Cardiology (3)

7 non-ACGME programs

- Advanced Clinical Cardiac Electrophysiology
- Advanced Interventional Cardiology/Structural Heart
- Cardiology Critical Care Medicine (pathway with the CVD fellowship)
- Cardio-Oncology
- Cardiovascular Disease and Global Health Equity
- Senior Cardiovascular Disease (research)
- Vascular Medicine

Cardiology Fellowship Applicants by the Numbers

600
Applicants

40
Ranked

40
Ranked

Strengths

Amazing amount of offerings/opportunities

- Offer training in all subspecialties in cardiology
- Unique relationships with other institutions including Harvard Medical School, Massachusetts General Hospital and Dana-Farber Cancer Institute

Strengths

World Class Faculty



Faculty Summary

Professors	34
Associate Professors	32
Assistant Professors	31
Instructors	33
Lecturers	3
TOTAL FACULTY	133

Strengths Excellent Research



An Academic Research Organization of
Brigham & Women's Hospital and
an Affiliate of Harvard Medical School

Bench to Bedside



Cardiovascular Medicine
Innovation Center



ESTABLISHED IN 1962

MAY 4, 2017

Evolocumab and Clinical Outcome with Cardiovascular Disease

Man S. Sabatine, M.D., M.P.H., Robert P. Giugliano, M.D.,
Nadim H. Hiratzki, M.D., Ph.D., Stephen D. Wiviott, M.D., Sabina
Hahn Wang, Ph.D., Thomas Lee, Ph.D., Scott M. Wasserman, M.D.,
and Terje R. Pedersen, M.D., for the FOURIER Steering Committee and Investigators*

in Atherogenesis

Peter Libby

Departments of Medicine (Cardiology) and Cellular and Molecular Physiology and the
USDA Human Nutrition Research Center on Aging, Tufts University, and
New England Medical Center, Boston, Massachusetts 02111

ESTABLISHED IN 1924

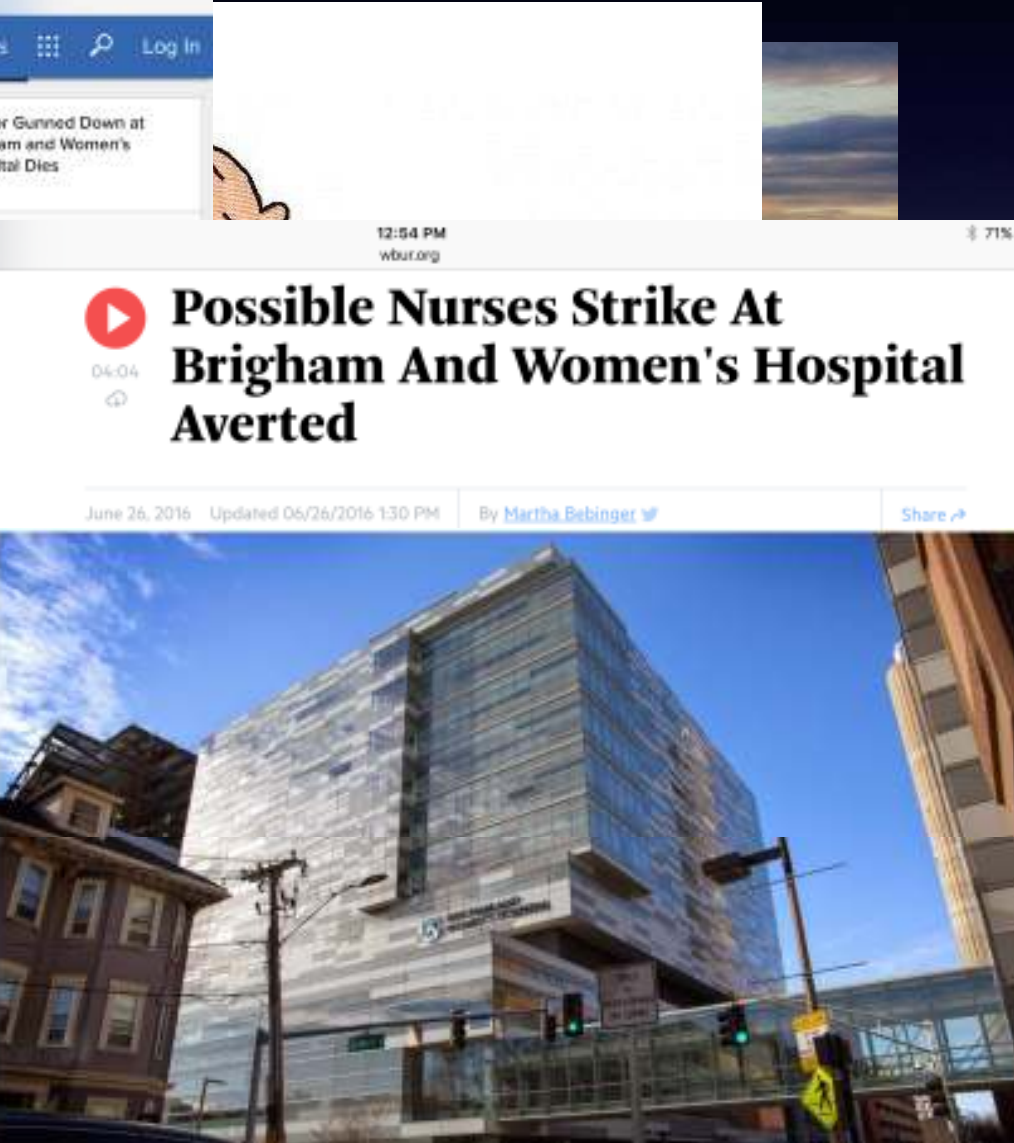
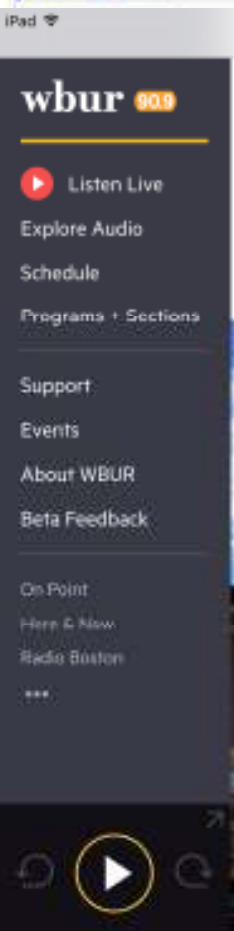
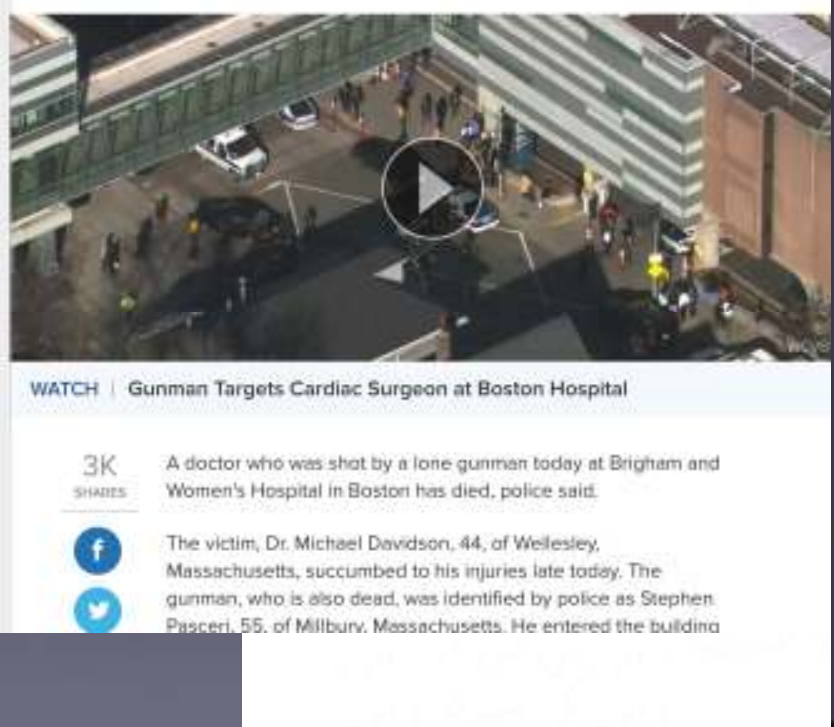
SEPTEMBER 21, 2017

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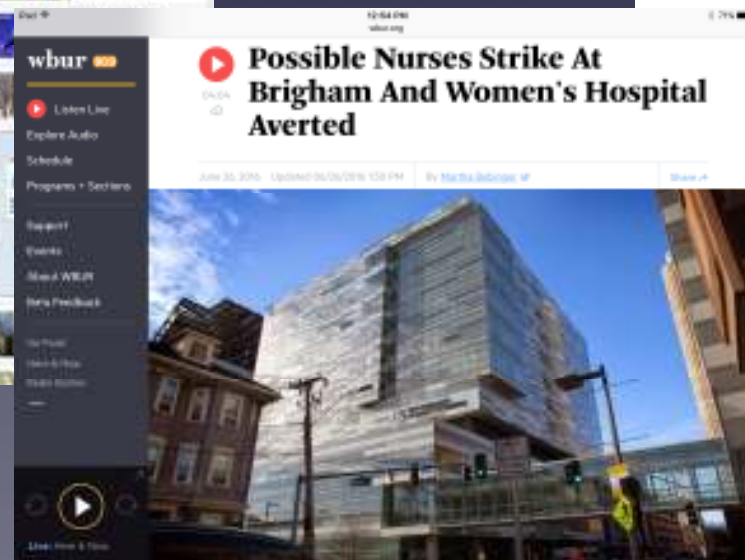
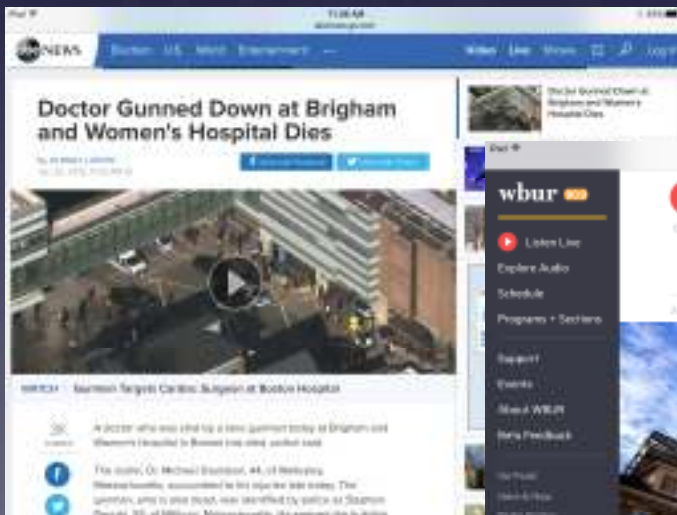
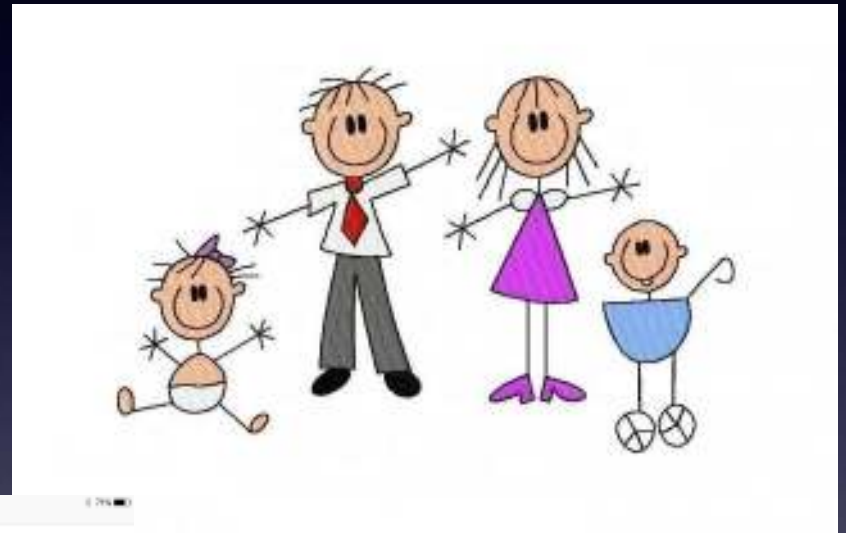
Antiinflammatory Therapy with Canakinumab for Atherosclerotic Disease

R.M. Libby, S.M. Everett, T. Thuren, J.L. MacFadyen, W.H. O'Keefe, C. Bahner, F. Fumagalli, J. Neeland, W. Koenig,
S.D. Anker, J.J.F. Carreras, J.H. Cohen, F. Poon, D. Polk, J. Cannon, E. O'Brien, A. Lavezzola, T. Lüscher, Z. Kholavati,
S. Yeh, S. Yusuf, M. Nakano, H. Taniuchi, H. Ogasawara, M. Daneshmandi, F.B.T. Rowan, R.F.T. Toopon, R. Libby,
and E.J. Glynn, for the CANTOS Trial Group*

Weaknesses External



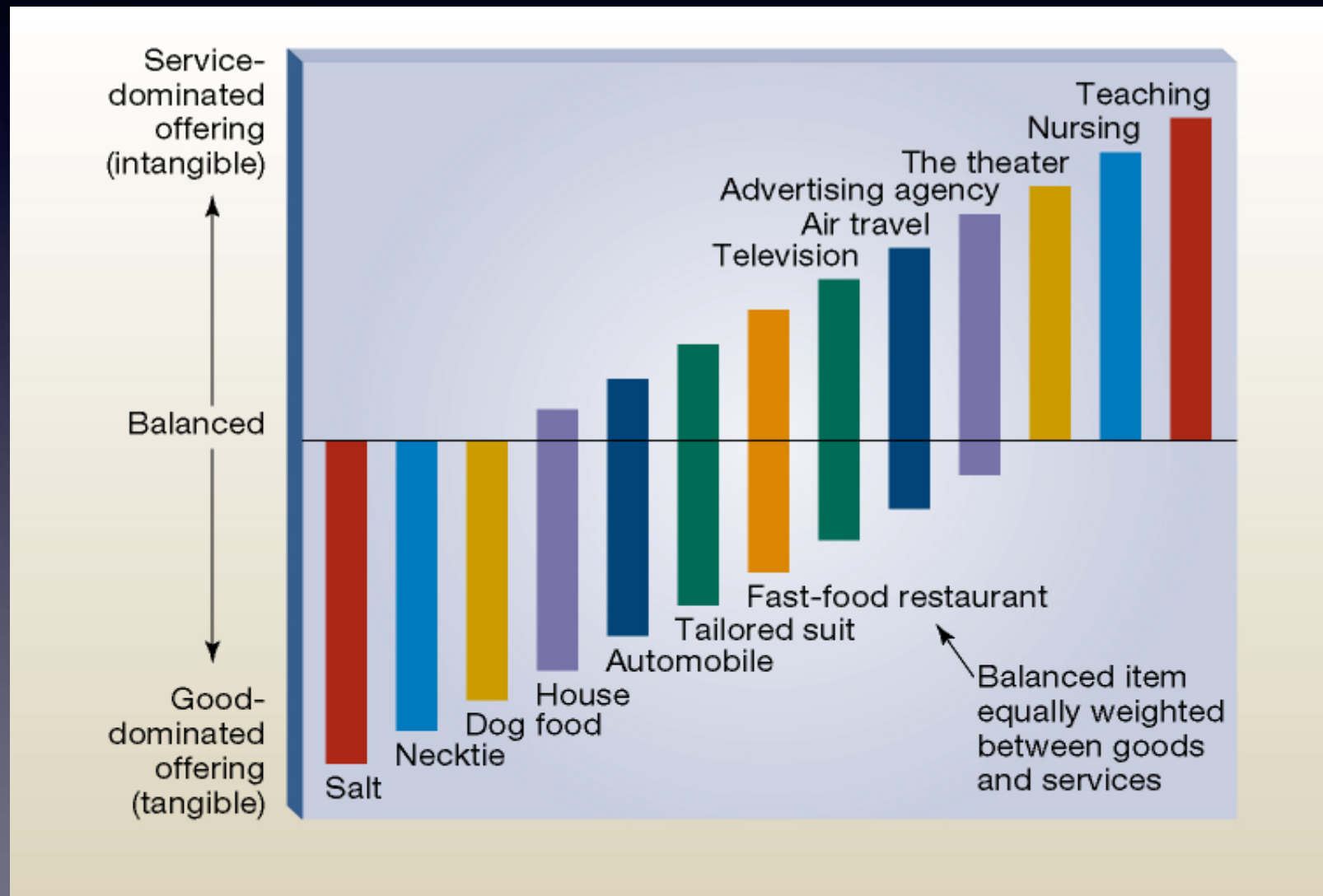
How do we deal with external weaknesses?



Services Marketing and Innovation

- Services are activities, deeds, performances, or other basic intangibles offered for sale to consumers in exchange for money or something else of value.
- Services are responsible for over 75 percent of total economic output in the U.S.
- Over 75 percent of the workforce is employed in services.
- Nine of ten new jobs are generated in the services sector.

Services Marketing and Innovation



Business of Recruitment: Marketing

The 8 P's of Services

- Product - Residency/Fellowship Program
- Price
- Promotion - Communication of the Program's strengths
- Place - Resources
- Physical Evidence - Current Trainees
- Process – Curriculum/Structure of your program
- Productivity - Alumni Positions/Performance
- People - Faculty

Services Innovation: How to differentiate your program

- Major service innovation – new core offerings for markets that have not been previously defined.
- Include both new service concepts and new processes
e.g. Adult Congenital Heart Disease Fellowship

Services Innovation: How to differentiate your program

Product/service-line extensions – additions by existing firms to their current offerings. Typically targeted at existing customers to serve a broader array of needs, or used to attract new customers with different needs.

Training Pathways within BWH

Clinical Rotations
Years 1, 2

Research Years 3, 4

Basic or Translational
Lab

Clinical Trials
(TIMI, HCRI, etc.)

Clinical/Population Science

Clinician Educator

Imaging
(Level 2)

Critical Care Medicine
Pathway

Advanced Degree
(MPH, MSc, MEd)

Innovation

Advanced Clinical Years 5+

Imaging
(Level 3)

Cardio-
Oncology

Heart Failure/
Transplant

EP

Interventional/
Structural
Heart

Vascular
Medicine

Adult
Congenital
Heart Disease

CVD and
GHE

Services Innovation: How to differentiate your program

Supplementary-service innovations – adding new facilitating or enhancing service elements to existing core services or improving existing supplementary service.

e.g. Catalyst Courses

Success in Service Innovation

- Market synergy – new offering fits well with existing image of the program/department, provides a superior advantage to competing offerings, meets applicants' known needs.
- Organizational factors – strong cross-functional cooperation and coordination.
- Market research factors – good research conducted early, good definition of concept/customer.

PC Role in Recruitment

Drivers of Market-Creating Services Innovations

- Comprehensive customer experience management
 - PC can facilitate excellent applicant experience – What logistics of the recruitment season can you control?
- Brand differentiation
 - Communication of strengths – What makes your program stand out?
- Investment in employee performance
 - Fellow satisfaction and performance – How can you increase meaningful interaction between current fellows and applicants?

Business of Recruitment

- How can the program coordinator apply these principles?