

DIRECTIONS



Presidential Perspective

By Michele Snider, BSN, RN, CHCR



The NAHCR 2018 Annual Health Care Recruitment Conference was held July 10-14 at the Fairmont Scottsdale Princess in Scottsdale, Arizona. This was my second conference serving as your President and once again I came home energized and armed with new knowledge and several ideas that I could implement right away. Additionally, I "kliked" with many new colleagues that I look forward to networking with. Attendance numbers were good once again. 45% were first time attendees. The feedback from the attendees was very favorable and it was thrilling to read all of the evaluation survey responses. Our Vendor Members and exhibitors continue to support us. The conference was only possible because of the generous Titanium sponsorship from Medefis and Diamond sponsorship from SkillSurvey—plus the exhibit hall was filled with 50 exhibitors (a complete sell-out and with a waiting list!) We already have exhibitor and sponsor commitments coming in for next year's conference!

Fourteen members demonstrated ongoing commitment to our profession by taking the exam to become

Certified Health Care Recruiters! Adding a certification to your qualifications both demonstrates your expertise and establishes your credibility.

At Thursday evening's awards gala, we took a moment to recognize those of you who volunteer on our NAHCR teams. We also recognized our Vendor Members and our NAHCR chapters. This year, we had five chapters at the silver level and six at the gold level. The Cindy Fife scholarship was awarded to Sadie Obrigewitch from Honor Health, Nurse.com received the Media award, and David Griggs from the Washington State Association for Health Care Recruitment (WSAHCRC) received the Distinguished Member Award. The celebration continued at an enjoyable after-party, hosted by Aya Healthcare!

The NAHCR Education Team is currently planning our next annual conference. Mark your calendars now to join us in Philadelphia July 30-August 2, 2019. The conference theme is "Unlock your potential as a healthcare recruiter."

The Board of Directors met prior to the conference and will face

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5: Five Tactics for Engaging Top Candidates...



6: Transform Your Recruitment Strategy



8: Conference Highlights

Presidential Perspective

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and make some difficult decisions throughout the year. Our goal is to make the best possible, well-informed decisions that we can. We will continue to partner with the Vendor Members supporting NAHCR and leverage every opportunity for the association's betterment in the future. The Board, guided by the strategic plan, continues to work towards building a better, stronger NAHCR. The Board finalized some changes to the current bylaws that will be presented to the members for consideration.

No NAHCR business, usual or otherwise, can be done without the involvement of you, its members, and I encourage you to consider joining one of NAHCR's volunteer teams. Opportunities are available to fit every interest and availability—Communications, Education or Membership. As a NAHCR Team member, you can engage with health care recruitment professionals nationwide on projects that are critical to NAHCR's mission, vision, values and goals. If you are interested, please email info@nahcr.com.



Our success depends on our partnership with you, health care recruiters! Thank you for 15 great years and many more to come! - Medefis



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4 Reasons Why Hospital Employee Referral Programs Fail and How to Ensure Yours is Successful

By Michael Ciavolino, Shore Creative Group

In today's challenging healthcare labor market, referral programs are still one the best uses of healthcare marketing dollars to get high quality employees with a positive ROI.

There's no doubt that a successful employee referral program can make the difference between achieving organizational hiring objectives and having to pay thousands of dollars in agency fees to plug the talent gaps.

But unfortunately, many of these campaigns end up being ignored, forgotten or put off under the strain of healthcare recruiters more pressing day to day responsibilities.

According to [Staffing.org](#), 88% of 73 major employers surveyed said that referrals are the #1 source for above-average applicants. So it's no wonder that referred employees make a measurable difference in your organization—they have higher retention rates, engagement, and performance.

Here are some common reasons why hospital employee referral programs fail and what you can do instead to produce a successful campaign:

1) No leadership involvement - If the employees think that leadership aren't behind and invested in the program, then it becomes an even tougher sell for HR to get people involved.

Unit-based hospital employees are bombarded with requests and tasks from the moment they get to work including patient care, paperwork, data entry, coverage of other areas and so on. Thinking about an employee referral program will be quite possibly the last thing on their minds.

Instead: Include C-suite level executives including your Hospital CEO and Chief HR Officer from the beginning of the program.

You can ask your leadership team to be involved in announcements that kick off the campaign and ask them to send an email or letter to employees, personally expressing their enthusiasm and support for the program. The chief can make an appearance and say a few words at the campaign kick off luncheon as well as announce and appear with the grand prize winner. Having your executives involved from the start gives your program credibility.

2) Not treating it like a marketing program - If the only ongoing mention of your ERP is buried in the back of your employee handbook along with PTO and benefits, then your employees will ignore the program as well and it is doomed to fail.

Instead: Try creating a theme for your ERP and a multi-channel marketing campaign to support it including a kick-



off party and grand prize winner. The employee referral program must be a constantly communicated, on-going marketing campaign - one that has a distinct beginning, middle and end. There needs to be periodic updates, spotlights on big referrers, and reminders to get involved.

3) Not giving feedback or responding to employees - When employees make a referral, its not just because of the money - it's because they want to help their organization, their unit or department and/or their friend who they are referring. So when the employee takes the time to make the referral, its critically important to thank them and provide timely feedback.

Instead: Thank them with a mention in the employee newsletter, on social media or via email update to the program. Recognize them with a small reward for each referral, such as with a Starbucks gift card. You can also utilize ideas such as a highly visible referral tote board that shines a light on those employees who have gotten involved. The bottom line is that making your employees feel appreciated and rewarded is a key to the program's success.

4) Not setting goals or benchmarks - Do not begin your employee referral program until you and your team have given some thought to what outcomes you'd like to

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4 Reasons Why Hospital Employees...

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achieve and what aspects of the campaign you are going to measure. It's important to have a clear understanding of which metrics are important to your healthcare organization and what the cost is compared to your other recruiting tactics so you can know the true value and ROI of your program.

Instead: HR professionals should include, at the design phase of an employee referral program, ways the program will be measured to see if it has met its intended strategic goals and outcomes.

According to [Analytics in HR](#), a leading online community for HR analytics practitioners, Metrics HR professionals may wish to use to measure the program's effectiveness may include the following:

- Number of employees hired from the employee referral program versus other recruiting methods.
- Number of qualified candidates referred versus other recruiting methods.
- Workforce participation rate in the program.
- Retention rate of referred new hires versus new hires sourced through other recruiting methods.
- Employee satisfaction with the program through employee surveys.

Employee referral programs are still an effective tool for building talent pipelines. By utilizing proper planning and setting goals, healthcare organizations can continue to use them in an attempt to find qualified candidates efficiently.

Mike Ciavolino is a Recruitment Marketing Consultant to the Hospital and Healthcare Industry. Speaker | Consultant | Author at <http://healthcarerecruitment.com>.

5 Tactics for Engaging Top Candidates, Growing Your Talent Pipeline, and Breaking the Recruiter Stress Loop

By Anthony Gentile, Katon Direct

On Thursday, July 12, Anthony Gentile, Managing Partner of Katon Direct, delivered a breakout session "Five Tactics for Engaging Top Candidates, Growing Your Talent Pipeline, and Breaking the Recruiter Stress Loop." Anthony was accompanied by Leslie Phillips, Senior Director of Enterprise Recruitment at Tenet Healthcare, during their breakout session at the NAHCR 2018 IMAGE Annual Conference.

During this hour-long presentation and Q&A session, a room packed with over 50 health care recruiters heard from Anthony and Leslie on strategies to break the recruiter stress loop and develop a steady stream of qualified health care candidates.

Recruiters know that the health care talent crisis is real, and only getting worse. There are some alarming statistics which illustrate the challenges in recruiting:

10,000 Americans turn 65 every day
66% of Americans have at least one chronic disease
20% of Americans aged 65 or older average 40 medical visits per year
Only 8% of health care professionals are active job seekers.
It takes 85 days on average to fill an experienced RN position.

Health care recruiters are familiar with the recruiting stress loop: A hard-to-fill position job is posted. Recruiters push the job to job boards, social media, and contacts in your ATS, but the candidate flow is low. The hiring manager applies pressure to "get us some candidates," at which point the recruiter doubles down on online job postings, paid search, and social media. The recruiter works endless hours and pulls out all the stops to fill the position, until the next hard-to-fill

position is posted, and the stress loop begins anew.

There are ways to break the recruiting stress loop. First, the recruiter and their facility need to perform a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). After this analysis is completed, recruiters can develop strategies to overcome their challenges and generate more qualified candidates to reduce costs and time-to-fill.

Step one is to focus on the candidate experience. Recruiters know that the talent pool is tight and only getting tighter. Health care facilities that do not focus on making the job application process simple and painless risk doing their reputations serious harm: 33% of candidates will share stories of a bad experience with a friend, and 12% will post it on social media.

With 80% of interested candidates seeking information but not yet ready to apply for your jobs, their experience on your website needs to be as seamless as possible. With abandon rates on careers sites over 90%, recruiters need to focus on developing content that engages, while displaying their facility in a positive light aimed at candidates. Content is vital - recruiters need to develop stories, videos of what makes their facilities unique, which can help encourage candidates to explore new opportunities.

Drip marketing is another tactic recruiters can use to help break the recruiting stress loop. Drip marketing involves sharing different information and messaging to candidates as they move down candidate journey from awareness to interest, consideration and finally to application. Recruiters can use existing strategies such as job alerts and social media to generate awareness and interest, but content marketing is key to move candidates towards consideration and ultimately applying for your positions.

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5 Tactics for Engaging Top Candidates, Growing Your Talent Pipeline, and Breaking the Recruiter Stress Loop

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Leveraging existing content from your marketing team is a great way to move candidates from the consideration phase into applying for your open positions. Content that highlights what makes your facility extraordinary, articles about exceptional employees, and ways it gives back to the community are all types of content you can use via drop marketing to get candidates interested in your facility and move them to apply for your jobs. Much of the content your marketing team creates to market towards patients can be repurposed and used to market towards job applicants as well. There are several automated marketing solutions on the market to help facilitate your drip marketing efforts. Most email platforms will allow you to generate candidate drip marketing to help increase applications.

Geo-fencing utilizes mobile devices to directly target potential health care candidates based on their location. For example, you can geo-fence and directly target candidates who work at your competitors and target them with digital messaging to learn more about opportunities at your facility. Since you can geo-fence each of your competitors, you can target

potential candidates with different messaging depending on where they work. If their current facility offers low pay, you can emphasize competitive salaries; if your competitor offers lackluster benefits, you can target your messaging to emphasize your benefits package.

Geo-fencing allows you to target candidates on their mobile device based on where they work. You won't show ads to patients, nor will you display ads to their family members since the targeting is based on where they work. Since geo-fencing is digital, it's very easy to test different messaging and optimize your efforts to get more candidates into the hiring funnel, from awareness and move them towards consideration and application.

Digital advertising via geo-fencing is great for relocation campaigns, where you can offer different messaging to candidates from different regions to emphasize quality of life, culture, and cost of living changes. Recruiters can also geo-fence around conferences - you can advertise your facility to thousands of people who attend a conference, all be geo-fencing candidates around a conference center. The possibilities of geo-fencing in

health care recruiting are endless!

Finally, recruiters can start leveraging virtual online chat to reach candidates you couldn't otherwise interact with. Online chat is growing fast, and usage rates continue to climb:

24% year over year growth in chat

53% of candidates prefer chat to learn about job opportunities versus phone calls or open house events

62% of people who visit a website expect to have chat functionality

79% of candidates want information fast - chat allows you to quickly answer questions and move interested candidates down the recruiting funnel

Best of all, online chat is fast and easy to implement. Chat is low cost, easy to install and use, and offers training and support. Having chat allows your recruiters to multi-task and quickly answer questions from candidates, without the candidate having to find a contact email or navigate through confusing phone menus to speak to a recruiter.

Building your talent pool using the five tactics listed above will help you break the recruiting stress loop. You can attract top talent, source easier, achieve rapid growth, reduce time-to-fill and hire the best candidates.

For over 15 years, Katon Direct has been helping recruiters target candidates they can't reach and reduce the recruiting stress loop. With over 8 million health care professionals in our database, Katon can help drive more qualified candidates into your recruiting events and drive candidates to your recruiting events. For more information or to learn more, please contact Anthony Gentile at agentile@katondirect.com.





Transform Your Recruitment Strategy

*Insights from the 2018 Lean Human Capital Healthcare Recruitment Benchmark Study
By Dana Cates, Lean Human Capital by HealthcareSource*

During a presentation at the recent NAHCR Annual Conference, I shared insights from the 2018 Healthcare Recruitment Benchmark Study – some of which celebrates the progress our healthcare community has made attracting, sourcing, engaging, hiring, and retaining talented individuals, while other findings raise serious concerns about how we, as an industry, can keep pace with the needs of a growing and aging population.

In its ninth year, the Lean Human Capital Recruitment Benchmark Study has become an annual barometer of healthcare recruitment practices and employment trends. The 2018 study, featuring data from over 1,100 hospitals and representing over 1 million full-time employees, benchmarked metrics such as recruitment performance, process efficiency, quality-of-hire, turnover rates, and quantified return on recruitment investments with respect to cost, quality, responsiveness, and efficiency.

It likely comes as no surprise that 33 percent of hospitals report hav-

ing a vacancy rate of greater than 10 percent. What may be news to many is that the healthcare sector is expected to add 230,000 new jobs annually through 2024, according to the Bureau of Labor Statistics, and that the average recruiter is carrying a workload 49 percent higher than is recommended for optimal effectiveness.

Here are just a few of the highlights I shared:

- **Time-to-fill:** We are finally beginning to see a decrease in time-to-fill across all positions, including RNs. In 2017, hospitals were reporting a time-to-fill rate of 54 days, and in 2018, that number has dropped to 50 days. A four-day drop over one year may not sound like a lot, but keep in mind that every day represents a day without adequate staffing for patient care and a significant hit to the bottom line.
- **Turnover:** Overall, turnover continues to be a challenge with numbers on the rise. In 2015, participating hospitals reported that first-year turnover was 18.4 percent; by the 2018 study that number increased to 27 percent. We are, however, seeing turnover rates beginning to stabilize for direct care RNs, which is great news. In 2015, first-year turnover was 13.5 percent; in 2016, it was 14.1 percent; in 2017, it jumped to 21.8 percent; and in 2018, it's beginning to trend downward to 20.7 percent.
- **Productivity:** Staff productivity is reportedly up slightly, and openings per recruiter are down – from 47 in 2017 to 43 in 2018. Unfortunately, when staff productivity and openings per recruiter hits high levels, it negatively impacts recruitment speed, quality of service, quality-of-hire, cost, and efficiency.
- **Investment in recruitment:** Investment is on a downward trajectory despite increasing needs, dropping an average of \$200 per hire

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6 Secrets of a Utility Player: How to Hire for Indispensable

By Karin Hurt, *Let's Grow Leaders*

It's easy to hire for rock stars—the folks with the exact niche skills you need in the marketplace. But don't underestimate the value of a true utility player for long-term success.

How (and Why) to Find, Hire (and Promote) a Utility Player

My boss came back from the succession planning discussion with the executive team. "Oh, it's all good, you're a utility player." As a young Gen Xer, I didn't love the sound of that. Utility player sounds so, well, utilitarian (practical, functional, serviceable). I was young in my career, I wanted to be seen as an up-and-coming rock star, not an easily tradeable unsung hero.

Six months later there was a massive reorganization and a layoff. My hands shook as my boss handed me the new org chart. Our entire department was missing. And then he smiled. "I have two words for you: utility player. You're fine. Here's what's next (a promotion)."

I get it now. Utility players provide you with the flexibility to embrace change fast without a ruckus. It's why Inc. recommends that startups hire the utility player first.

Makes sense. I've had several new start-up clients call for help because their original team of founders/specialists just didn't have the skills to

lead as they scaled.

6 Indispensable Utility Player Competencies

Of course, you've got to hire specialists for certain roles. But when hiring leaders, don't underestimate the flexibility you'll get from a few of these key skills.

1. Love the Game (and by the game, I mean your business.)

They understand and are energized by the big picture vision. They're gung-ho and ready to go with the twists and turns. They don't play games to get ahead. They stay focused on the bigger mission.

2. They Build Strong, Trusting Relationships (up, down and sideways)

Rock stars sometimes alienate their boss and peers and REALLY tick off their direct reports. Utility players know that other human beings are their lifeline to success. They're inclusive. They invest in a wide network of go-to relationships up, down and sideways.

3. They are Curious, Eager Learners

They don't know it all, but they sure try to learn as much as they can. They embrace new situations with curiosity and confident hu-

mility as they work to understand what's really happening and how they can help.

4. They Work Hard

They dig in harder and longer than most. They care about quality and doing it right.

5. They're Resilient

Although they're attached and really care about their current mission, when the direction shifts they can cope with that too (okay, they might go into the bathroom and scream first - give them a minute and they'll come around.)

6. They Tell the Truth

They're willing to have the tough conversations that make the business and the people better. They ditch the Diaper Genie™ and own the U.G.L.Y. in a way that builds trust and maintains relationships.

Your turn. What have you found to be the most indispensable competencies of utility players? Share on Facebook.

Recently named on Inc.'s list of 100 Most Innovative Leadership speakers and American Management Association's 50 Leaders to Watch, Author Karin Hurt was the closing keynote speaker at the NAHCR 2018 Annual Health Care Recruitment Conference.

Transform Your Recruitment Strategy

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or 0.8 percent from 2017. It's also interesting to note, given the critical nature of healthcare delivery and widely reported challenges associated with staffing shortages, that healthcare's investment in recruitment continues to lag other industries by \$4600 per hire, or 12.5 percent overall.

While the study illuminates many bright spots, one thing is certain:

There is more work to do to ensure we are adequately staffing for optimal patient care, decreasing time-to-fill rates, improving recruiter skillsets, sourcing talent more effectively, and becoming more strategic with our recruitment practices. Organizations need to realize that the pain of staying the same is greater than the pain of change.

As always, those organizations that treat their recruiters as true business partners and use benchmarks to

measure outcomes and continuously develop lean processes to improve their recruitment consistently report the best results when it comes to our key recruiting benchmarks. On the other end of the spectrum, organizations that do not work to improve their processes will consequently fall further behind.

Conference Highlights

Almost 200 people descended on the Fairmont Scottsdale Princess for the NAHCR 2018 Annual Health Care Recruitment Conference.

Changes to the Call for Presentations resulted in more submissions across a broader base of content and contributors, including recruiters from NAHCR's Federal member sector among others. Pre-conference workshops featured Recruiter 101: A New Recruit's First Stop, the latest iteration in NAHCR's introduction to the health care recruiting profession. Nolan Smith, Director of Basketball Operations for Duke University Men's Basketball, opened the conference with a high-energy presentation on how to build a team of leaders. Thank you to Workable for sponsoring Nolan as the Opening Keynote Speaker! Other keynote and general sessions addressed how to focus in the midst of distraction and use improv to foster deeper connections with candidates, shared insights on health care recruitment metrics and the latest in legal issues, and how to "win well".

As always, regional meetings were a conference highlight, providing attendees the opportunity to brainstorm solutions with those experiencing similar challenges.

The interactive exhibit hall was another highlight of the conference. With over 55 exhibit booths, the hall opened with a packed reception sponsored by SkillSurvey. Attendees enjoyed local cultural experiences at both the Kick-off Reception, sponsored by Paradox, and the Gala Cocktail Reception. They were also treated to a rockin' Gala After Party, thanks to the support of Aya Healthcare. (A complete list of conference sponsors is available on p. 10 of this issue of *Directions*.)

Attendees had the opportunity to learn more about NAHCR volunteer opportunities via team orientations, a new feature of the annual business meeting. Learn more about the efforts



of the Communications, Education and Membership Team volunteers—and how you can get involved—on p. 11 of this issue of *Directions*.

Mark your calendar now to be part of the NAHCR 2019 Annual Health Care Recruitment Conference

July 30 - August 2, 2019, at the Loews Philadelphia in Philadelphia, PA. Keep up with the latest conference news on Facebook at <https://www.facebook.com/events/195837624608253/>.

Award Recipients Honored at NAHCR Gala

NAHCR recognized three industry professionals at the annual awards gala held in conjunction with the NAHCR 2018 Annual Health Care Recruitment Conference.

Long-time NAHCR members will remember Cindy Fife. She was NAHCR's Secretary back in 2006 when she was diagnosed with cancer. After she lost her battle in 2007, the NAHCR Board of Directors established the Cindy Fife Scholarship Award as a way of memorializing Cindy's passion for the profession, particularly the importance of supporting and encouraging those new to it. The first Cindy Fife Scholarship Award was given in 2008.

The Cindy Fife Scholarship Award recognizes individuals who portray what attendance at the NAHCR annual conference will do to advance their career as well as why they are employed in the health care recruitment field. Individuals must have been in health care recruitment for less than five years and never attended a NAHCR conference. In addition, they must submit a 1,200-word essay addressing why they became a health care recruiter, how conference attendance would help their professional development, and what they hope to gain by attending. In addition to an award, winners receive a complimentary conference registration and hotel stay so that they may attend their first NAHCR conference.

The 2018 Cindy Fife Scholarship winner was Sadie Obrigewitch. Sadie is a Talent Acquisition Recruiter for HonorHealth, an integrated health system based in the Phoenix/Scottsdale area.

This year's Media Award, which recognizes members of the media that positively portray to the general public contributions made by health care professionals, went to Nurse.com. "DAISY Brings Meaningful Recognition to Nurses" highlighted the work of the DAISY Foundation, which honors nurses and supports nursing research, by showcasing the program and how nursing schools are embracing it. It even included the story of a DAISY honoree who became an extension of her patient's family. In addition to showcasing the program, the publisher of the guide put its money where its mouth is, and made a \$2,000 donation to support DAISY's nursing research programs. Contributing staff members were Sallie Jimenez, Content Manager; Heather Cygan, Senior Director of Content and Creative Strategy; and Mike Milinac, Creative Manager.

Lastly, it was NAHCR's honor to recognize this year's Distinguished Member: David Griggs. To be nominated for this award, you must be a current member of NAHCR and have demonstrated active participation at the local or national level through chapter leadership, educational programs or other program, be seen as a mentor and advocate and looked upon as a model representative of health care recruitment or be a current CHCR.

David has served the Washington Chapter of the National Association for Health Care Recruitment in many roles, as noted in the award nomination:



"From scholarship chair to treasurer, vice president and chair of our annual retreat, to chapter president, he has been a tireless leader, infusing our chapter with his passion, dedication and commitment to ensure that our chapter provide its members with the resources to be strategic business partners in the ever changing world of health care recruitment. Through his leadership, our chapter was awarded NAHCR's Gold level chapter recognition. His continued efforts to successfully promote the silent auction at our annual retreat saw record donations, and thus enabled our chapter to continue to provide two scholarships annually to deserving students of the Tacoma Community College Radiology program. He was also instrumental in writing, directing and filming our chapter's winning video entry in NAHCR's call for membership videos. He is an outstanding recruiting professional, mentor to new members, colleague, and leader . . . He is most deserving of the Distinguished Member Award and it is my privilege to nominate him for it."

Congratulations to all of the 2018 NAHCR award winners!

Thank You to Our Sponsors!

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NAHCR Celebrates Association Volunteers

NAHCR recognized the volunteers serving on its 2017-2018 teams during the Awards Program held at the NAHCR 2018 Annual Health Care Recruitment Conference.

The NAHCR Education Team worked all year to develop a fantastic conference. Be sure to check out the conference highlights and photos in this issue of *Directions*! NAHCR would like to especially thank the conference subcommittee lead volunteers:

- Conference Kickoff - Kip Welch
- Exhibitor Engagement - Ann Bures and Judi Russell
- Moderator Schedule - Rick Madison
- Concurrent Session Review - Lori Faber, John Lidstrom and Lisa Sinnott

The NAHCR Education Team has also been working hard to deliver webinars—almost a dozen this year—and manages the Certified Health Care Recruiter (CHCR) credential. Efforts by CHCR Subcommittee members Ann Bures, Josh Cosby, Claudia Cotarelo, Cindy Lech and Jill Lopez resulted in a new exam resource guide. The team is also responsible for securing NAHCR's status as an accredited education provider, with NAHCR now accredited by no less than three organizations to provide continuing education credits toward industry.

The Communications Team has also worked very hard this year to increase the resources available to you as professionals in the health care recruitment industry via *Directions*, NAHCR's quarterly newsletter; the *NAHCR News*, the website, social media and, most recently, via the online listserv so many of you participate in. The Communications Team was led this year by Terry Bennett. Team volunteers included Avis Eden, Jen Tierney, Jennifer Susi, JoEllen Liles and Judi Russell.

The Membership Team too put in a lot of time this year, reaching out to everyone who neglected to renew



2018 NAHCR Volunteers
Scottsdale, Arizona

their memberships at the end of the year as well as personally welcoming **125** new members. In addition, the Membership Team has continued to explore new membership benefits, like the Tickets at Work discount program. Led by Marie Chambers, Membership Team volunteers included Avis Eden, Darin Taylor, Deborah Rowe, Debra Horowitz, Derek Cunningham, Heidie Kozarski, Joe Dunmire, JoEllen Liles, Marcia Nevers-Smith, Melissa McIntyre, Michelle Reed, and Susan Erickson.

The work of NAHCR would be impossible without the enthusiasm

and generosity of our team members. Thank you all!

As a NAHCR Team member, you have the opportunity to engage with health care recruitment professionals nationwide on projects that are critical to NAHCR's mission, vision, values and goals. Volunteer opportunities are available to fit every interest and availability. If you are interested in contributing your skills and are currently a member of NAHCR in good standing, please email info@nahcr.com for more information.

Chapter Update

By Lorraine Bamford, NAHCR Chapter Engagement Director

The 2018 NAHCR Annual Health Care Recruitment Conference played host to the Chapter Presidents' Breakfast and was well attended by Chapter Presidents and Chapter board representation from various regions

Lorraine Bamford, NAHCR Chapter Engagement Director, and other members of the NAHCR Board of Directors had a lively and engaging discussion, sharing ideas and suggestions on membership engagement, participation—both in meeting attendance and also in membership recruiting and retention—educational programming and vendor support.

Chapter Recognition Awards were presented at NAHCR's Gala Awards Dinner. Each year, NAHCR Chapters report on their activities at the regional and national levels as well as their contributions to the communities in which they operate. The NAHCR Chapter Recognition Program allows us to celebrate their achievements and acknowledge the exceptional work they are doing to promote the profession and the organization. We had an excellent response to this year's call for reports, with over 70% of

Chapters reporting in a timely manner. The awards were determined from the Annual Reporting surveys the Chapters submitted. Silver Awards went to Denver, Kansas City, Kentucky, New Jersey and Oregon/SW Washington. Gold Awards went to Indiana, Maryland, North Carolina, Philadelphia, VA Nurse Recruiters and Washington State. Congratulations again to all of our Chapter Award winners!

In addition, a complimentary registration to next year's conference was awarded to the Chapter with the most attendees in Scottsdale. The winner was the Maryland Association for Health Care Recruitment (MAHCR) (current President Tammie Kelly).

Regardless of the level of recognition achieved, every NAHCR Chapter is doing work worthy of note, such as supporting local students, schools and workforce development programs; presenting at industry education events; providing networking and support to health care recruiters in their geographic areas; and partnering with other health care recruitment organizations. Thank you for your support of our profession at the local, state and regional level!

Networking at NAHCR Regional Meetings

Networking is the best thing about the NAHCR annual conference for almost 40% of conference attendees, many of whom specifically cite the regional meetings as a prime networking opportunity.

NAHCR dedicated ninety minutes on the first day of its 2018 Annual Health Care Recruitment Conference for attendees from the four corners of the country to discuss with other health care recruiters both their successes and struggles. NAHCR regional meetings are typically well attended, and this year was no exception. Attendance averaged 50+, with over half of those attending their first NAHCR conference.

Participants shared their experiences with applicant tracking systems, reference checking companies, and websites such as LinkedIn, Career Builder, Indeed and Glassdoor. They also discussed best practices in areas such as HR involvement in interviewing and selection, and established baselines for requisition loads and time to fill/time to accept. Other discussion topics included the use of relocation assistance/sign-on bonuses, electronic exit interviews, summer-off/snowbird programs, and creative ideas for recruitment event venues.

NAHCR hopes to extend the opportunity to network regionally in the coming months. More information coming soon!

REWARDS FOR REFERRALS

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Concurrent Session Highlights

The NAHCR 2018 Annual Health Care Recruitment Conference featured fourteen peer-to-peer learning sessions across a range of topics and content levels. Highlights from just a few of the sessions are included below.

“Horizontal Violence”

Dr. Victoria Cox, National Health Care Recruiter Consultant for the Department of Veterans Affairs, presented a session on “Horizontal Violence” to a lively group of nurse recruiters and human resource professionals. The presentation ended with participants expressing their thoughts, ideas, suggestions and comments on the topic. Discussion and engagement continued even after the conclusion of the presentation. More on this important topic in the next issue of *Directions!*

“How to Hire for HCAHPS Behaviors and Cultural Fit: The Marriage of High Touch and Technology”

Chris Young, from RIVS Video Interviewing, and Theresa Mazzaro from Suburban Hospital (a member of Johns Hopkins Medicine), spoke interactively with nearly 75 NAHCR attendees about the soft skills valued in health care and why they are so important. Interacting effectively with others is often deemed a given and that is why it is not the focus of many employers when it comes to recruitment. Recent buzz around culture-fit broadly incorporates soft skills, but employers, particularly in service industries, need to understand what soft skills are critical and impactful to HCAHPS and begin evaluating for them in their recruiting process.

Feedback from the session was so positive that Chris and Theresa delivered an encore performance in September as part of NAHCR’s 2018 webinar series.

“The TA Journey Triad: Employer Branding, Recruitment Marketing, Candidate Experience”

Joe Shaker, Jr., Shaker Recruitment Marketing, and Andrea Lampert, SPHR, BJC, Healthcare, have been together for almost five years. Joe and Andrea reflected on their partnership during one of the conference’s concurrent sessions.

The north star for recruitment marketing is the right message, with the right candidate experience and the right media mix. I say it time and time again, and the goal of our fire-side chat was to explain not only the importance of this synergy but also show real life examples.

Employment brand, at its core, is the value proposition on why someone should work for an organization. It must be truthful, as well as credible. BJC is comprised of 19 hospitals, many of which had their own employer brands. Andrea explained the importance of partnering with your marketing department in order to effectively align your message.

We then discussed the candidate experience and how essential it is that we remove all roadblocks from applying. The site has to be easy to navigate for candidates to find relevant information and apply to the right hospital. Andrea provided great insight into the candidate experience focusing on how, four years ago, BJC invested in mobile apps and earlier last year launched Google Search on the career site using the Google algorithm to better match candidates to the right job descriptions.

In terms of where to place our message, we worked to develop a multi-faceted plan that was efficient and effective. BJC was one of the first to explore programmatic job distribution through Shaker Programmatic, and to say their efficiencies have been significant would be an understatement. The flexibility of their budget, accountability of the outlets and the

focus on priority roles has not only generated a higher ROI but has also increased the quality of their candidates.

To stay competitive in the recruitment landscape, it is key to focus on the right message with right experience and right plan. In doing this, it is also imperative that you continue to innovate and put the candidate front and center. BJC is a perfect example of an organization that accomplished all these things. They are open to exploring new options, learning from those experiences and enhancing and fine-tuning where necessary. They seek new technologies and are open to new solutions.

“Beyond Post and Pray - Proactive Approaches That Work”

AppVault and UTMB Health partnered to deliver best practices in Going Beyond Post and Pray - Proactive Approaches that Work. The packed session was geared to the advanced recruiting practitioner and loaded with great tips on how to leverage social marketing, geo-targeting, the use of geo-fencing and programmatic advertising, new ways to use video, and sourcing tools like a Talent Community/CRM and Open Web Sourcing that goes beyond LinkedIn.

Cameron Slavin, Manager of Talent Acquisition at UTMB Health, provided insight into how each of these strategies are being put to work for them and the benefits they’ve seen.

Some of the session highlights include:

- Using social geo-targeting during a competitive hospital’s downsizing to attract candidates
- How Programmatic Advertising can level out a Pay-Per-Click (PPC) campaign to maximize organic/free traffic and reduce cost-per-application (CPA).
- How to use geo-fencing for very hard to fill positions by pushing

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Concurrent Session Highlights

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targeted ads to a defined “fenced in” area – think at a conference, or the area around a competitor’s hospital.

- Why an iPhone video of an employee testimonial has more impact than a professionally produced video.
- Suggestions on different ways to incorporate video into your strategy – beyond your career site.
- Developing your own talent pipeline vs. reliance on resume databases or LinkedIn (Talent Community/CRM)

The 90+ attendees for the session were highly engaged; this session could have gone on a lot longer. The new tools mentioned have consistently delivered improved ROI versus traditional advertising, which resonated with participants. Members who are seeking ways to improve results and reduce costs should consider including some of these tools in their strategy.

“Phoenix Children’s Hospital: Kip Welch’s Journey in Branding”

For those of you who attended my session regarding my introduction to healthcare, thank you. I hope you found something you can take home to use that doesn’t cost anything.

My session was about my experience moving from a very resource rich industry (Oil and Gas) to a non-profit. A couple of weeks after I started at the hospital, I attended my first NAHCR IMAGE conference. I was “talked off the ledge” once I realized that I was not alone (at my hospital). It was just before the conference that I had begun to realize that our branding was poor, our technology was lacking and our candidate experience was non-existent. On top of that, our recruiters were extremely overworked and did not have the bandwidth to build relationships with their clients in the hospital.

While I may not have had the experience and knowledge yet regard-

ing the clinical side, I definitely saw an opportunity to work on our branding. The first thing I did was to bargain for adding to the recruiting staff. With leadership commitment, we were able to add recruiters with the promise of reducing vendor spend. We went from three recruiters to eight (adding Physician Recruiting in for two of those spots). We also changed our function brand from ‘recruiters’ to Talent Acquisition Partners, with an effort to educate our clients that we had more interest in understanding the business rather than just filling positions. With the additional headcount, the workload was lessened per recruiter and now there was time to start meeting with clients to build relationships.

Next focus was on candidate experience. Starting with our website, we moved from what was a very wordy career page where the path to ‘our jobs’ was not necessarily easy to find, to a new one that is simple, easy to use and more reflective of who we are. Our application process was next. When I applied for my position, our resumes didn’t parse. We moved to an abbreviated application that is only around 6-7 questions and of course it parses and is mobile friendly. And the candidate experience is much better.

I also worked with www.thetalentboard.org to measure our candidate experience. The Talent Board is a non-profit organization that measures candidate experience for companies all over the world. They send a survey that you administer to all candidates that applied throughout the year with questions that are adaptable depending on how far they moved through the process. It will ask different questions to those that went through the interview or were hired than those that did not get to those stages. While you receive all the anonymous, specific feedback from the respondents that applied to your company, the responses from all companies are aggregated and shared with all companies participating. They even give awards to the top 50 companies based on candidate experience criteria. Regardless

of where your company comes out as far as scoring, it can set a baseline for improvement for the following year.

Social sites, and particularly candidate review sites, took my attention next. Starting with Glassdoor, I noticed that we really hadn’t been monitoring it. We were getting over 9000 views PER MONTH and basically only had negative feedback. After talking with my Glassdoor rep (for free), he helped me come up with some great initiatives that would allow me to bring my score up, without paying! (These are the free take-aways that I promised in my session.)

To bring your Glassdoor scores up, this is what I have done:

- Speak at each New Hire Orientation about Glassdoor. Ask for a show of hands of how many people used Glassdoor when considering applying or accepting an offer. Explain how it is a recruiting tool and how their reviews are needed to add to the brand. Let them know that you will be sending out a request for reviews one month following orientation. (I send out to the past two orientation classes so it serves as a reminder for those that hadn’t taken action yet.)
- When you are sending a Glassdoor generated request for a review, send an email out just before you send the link. Mention in your email that you will be sending out a request in the next email and that it is not spam. Before I started this, I had people think it was spam and did not complete it.
- If you use an electronic exit interview form, add a question at the end that asks, ‘On a scale of 1-5, how would you rate your experience at the hospital?’. If the response is 4 or 5, add a review drop down so the person has a chance to provide a Glassdoor review.
- Twice each year we have our marketing team create ads for our digi-boards (hospital tvs) and for

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Annual Conference Photo Highlights



Concurrent Session Highlights

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our weekly newsletter explaining Glassdoor as a recruiting tool and a call out to provide a review.

- I also reply to each comment, whether they are positive or negative. I keep in mind some negative reviewers may come back to us one day.

Glassdoor had a paid sponsorship that you may want to consider.

Benefits include increased branding potential, access to analytics, competitor comparisons and cross-marketing to non-Glassdoor partners in your industry.

Moving to a new environment is always tough. Changing industries only adds to the complexity. Branding is where I chose to start change. It is critical to attract and keep good talent. Branding is not just for candi-

dates. It is a tool used to tell your story to potential candidates, customers, employees, vendor partners, community and to your competition as well. Glassdoor is a tool that has become too big to ignore. If you are not utilizing it right now, you may want to find out how many views you are getting and then add it to your strategy.

Annual Conference Photo Highlights



Annual Conference Photo Highlights



Thank You to the NAHCR Vendor Members

Thank you to our Vendor Members for their continued support! For more information visit NAHCR'S online list of Vendor Members.

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NAHCR Congratulates Its 2018 Certified Health Care Recruiters



2018 CERTIFIED HEALTH CARE RECRUITERS

Fourteen recruiters achieved the Certified Health Care Recruiter (CHCR) credential at the NAHCR 2018 Annual Health Care Recruitment Conference:

Janice Burnett
 Suzanne Canavan
 Victoria Cox
 Tambra Creel-Zacharias
 James Diesing
 Daniel Ely
 Angelique Graham
 Sandi Huffman
 Tyeasa Jones
 Andrea Lopez
 Terri Morris
 Terilyn Quintana
 Katherine Sheckells
 James Sugiyama

The health care industry faces more challenges than most—from budgetary constraints and limited resources to shortages of experienced health care workers and ever-changing reimbursement policies. NAHCR is pleased to provide health care recruiters with the opportunity to demonstrate their readiness to face these challenges by earning the Certified Health Care Recruiter (CHCR) designation. The CHCR examination is ONLY offered in conjunction with the NAHCR annual conference. The next credentialing exam will be offered on Tuesday, July 30, 2019 (Time TBD), at the Loews Philadelphia Hotel, Philadelphia, PA. Applications must be received by Monday, July 15, 2019. Click [here](#) for more information or to register.

NAHCR Board Proposes Bylaws Changes

The National Association for Health Care Recruitment Board of Directors reviewed the bylaws at its summer meeting as well as your feedback regarding the changes to Article III., Membership, proposed last year. In accordance with Article XI of the association's bylaws, the Board is now recommending the following changes to better fulfill the association's mission and vision by expanding its membership base. The full text of the proposed amendments is set out below. NAHCR members will have the opportunity to review the proposed amendments for sixty (60) days, after which an electronic vote will be taken. A simple majority of the members casting a vote will constitute the final decision.

Questions? Share your feedback by emailing info@nahcr.com.

2018	Location	Current Provision	Proposed Amendment
#1	<u>ARTICLE III. MEMBERSHIP</u> , Section 2. Active Membership	<p>Section 2. Active Membership.</p> <p>Active and Federal Government members are the only voting membership categories of NAHCR.</p> <p>a. Applicants for active membership or renewal thereof must be actively involved in health care recruitment, retention and/or human resources processes and employed by organizations providing health care services.</p> <p>b. All active members shall be individuals whose application for membership in NAHCR has been accepted, whose dues are current, and whose membership is not under revocation for violation of the NAHCR bylaws or policies.</p> <p>c. Active Membership in the Association shall be based on the personal and professional qualifications as outlined in Section 2b. In the event the member no longer meets qualifications, membership is transferrable to another individual. If the individual should depart from the health facility the membership is transferable to another individual unless the individual has personally paid the membership dues.</p>	<p>Section 2. Active Membership.</p> <p>Active and Federal Government members are the only voting membership categories of NAHCR.</p> <p>a. Applicants for Active Membership or renewal thereof must be actively involved in health care (i) recruitment, (ii) retention or (iii) human resources.</p> <p>b. All active members shall be individuals whose application for membership in NAHCR has been accepted, whose dues are current, and whose membership is not under revocation for violation of the NAHCR bylaws or policies.</p> <p>c. Active Membership in the Association shall be based on the personal and professional qualifications as outlined in Section 2b.</p>
#2	<u>ARTICLE III. MEMBERSHIP</u> , Section 4. Associate Membership.	<p>Associate Membership is open to those individuals who recruit for educational settings and for individuals who are interested in supporting the activities of NAHCR and in maintaining their involvement with the Association. Associate members shall be ineligible to vote as a member or to hold any office in this Association.</p>	<p>Associate Membership is open to (i) former Active Members who no longer meet the criteria for Active Membership and (ii) other professionals in associated industries who do not meet the criteria for Active Membership. Associate Membership cannot be used as a substitute for Vendor Membership. Associate Members shall be ineligible to vote as members or hold office in this Association.</p>
#3	<u>ARTICLE III. MEMBERSHIP</u> , Section 5. Vendor Members.	<p>Vendor membership is open to organizations that are interested in supporting the goals of the Association and furthering the development and growth of NAHCR. Vendor members are ineligible to vote as a member. Companies or divisions of companies whose sole business is placing traveling health care professionals and supplemental staffing are eligible for institutional membership. Companies or divisions of companies who provide search services for the healthcare industry are eligible for institutional membership. Vendor membership may be subject to approval by the Board of Directors.</p>	<p>Vendor membership is open to companies or organizations that distribute, supply, or sell products or services to NAHCR members. Vendor Members are ineligible to vote as members. Vendor membership may be subject to approval by the Board of Directors.</p>



Advertising and Sponsorship Opportunities to Fit Every Need

Are you looking to reach health care recruitment professionals? Does your business depend on getting in front of industry decision-makers? Advertise with the National Association for Health Care Recruitment (NAHCR) and put your products and services in the hands of people with the power to buy.

Directions Newsletter

Directions, the NAHCR digital newsletter, is distributed electronically four times per year to all Active, Associate, Institutional, and Federal members as well as newsletter subscribers.

Full page - \$1,500 | 1/2 Page - \$1,000 | 1/4 Page - \$600

Advertorial (Not to exceed 400 words) - \$1,750

Useful, relevant advertiser-provided content in article format
Discusses the benefits of products/services as opposed to the features
Ideally includes case studies to demonstrate effectiveness

Issue Sponsorship - \$5,500

Company logo and recognition on the cover of the sponsored issue (not available outside of issue sponsorship)
Advertorial in sponsored issue (\$1,750 value)
Full-page ad in the sponsored issue (\$1,500 value)
Current membership list for one-time use (\$1,100 value)

NAHCR Mailing Lists

Postal mailing lists only - \$750
Postal and email lists - \$1,100

Webinar Sponsorships

Available to NAHCR Institutional Members on a first-come first-served basis. Sponsorship Includes:
Company logo, website and short company description included in all webinar invitations
Recognition as the sponsor during the introduction of the webinar

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