



DIRECTIONS

Presidential Perspective

By Michele Snider



I can hardly believe that IMAGE 2017 has come and gone! It was my first IMAGE Conference as the President of NAHCR, and it was a great experience:

- Attendance was up 14% as compared with last year
- 43% of the almost 200 participants were attending IMAGE for the first time
- The number of exhibitors was also up, and sponsorship nearly doubled versus 2016
- For the first time ever, not just one, but two, NAHCR Chapters achieved Platinum-level status.

These are great statistics for our flagship program, but you know as members that NAHCR is about so much more.

At its July meeting, your 2017-2018 NAHCR Board of Directors discussed at length NAHCR's vision, mission and strategic plan and committed to moving beyond the status quo to ensure a sustainable future for NAHCR. The Board identified six macro-level priorities for 2017-2018:

- Membership recruitment and retention

- Member engagement
- Marketing and communications
- Relationships with exhibitors
- The Certified Health Care Recruiter (CHCR) credential and, of course,
- IMAGE

Some of the initiatives being considered to support those priorities are:

- Leveraging relationships with current members of all types to generate leads and build NAHCR's membership prospect pool
- Encouraging bulk purchases of Active/Federal memberships by vendor members and large health care organizations with volume discounts and a streamlined purchasing process
- Strengthening relationships with existing NAHCR Chapters and actively recruiting new NAHCR Chapters
- Rewarding NAHCR members for renewing their own membership early as well as for every new member they refer

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Presidential Perspective

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- Increasing member recognition
- Increasing the number of tangible membership benefits, such as more action-oriented educational webinars, an easy-to-use listserv for best practices communication, and regional conference calls
- Defining and revitalizing the CHCR credential
- Using more value-based content to drive IMAGE attendance (and using IMAGE attendance to drive membership recruitment)
- Increasing overall brand awareness.

Some changes to “business as usual” will be required for NAHCR to deliver on these strategic initiatives.

The Board is already soliciting applications for a Chapter Engagement Director who will serve as a liaison and resource for new and existing NAHCR Chapters, maintaining relationships with chapter presidents and leading the quarterly Chapter Presidents' call. Anyone interested in being considered for this seat on the NAHCR Board of Directors should email info@nahcr.com for information on how to apply. Qualifications necessary for the role include excellent communications skills and experience in guiding and mentoring. The preferred candidate will have experience on a State Chapter Board of Directors, preferably as

a Chapter President and or Chair of a NAHCR committee. Preference will also be given to current Certified Health Care Recruiters (CHCR).

The Board is also finalizing some proposed changes to the current NAHCR bylaws, including clarifying who qualifies for affiliate membership, referring to “Institutional Members” by a name more reflective of who they are (for example, “Vendor Members”), and providing for the potential extension of the terms of the President, President-Elect and Immediate Past President for one year beyond their initial terms. NAHCR members will receive notice of the proposed bylaws changes in the coming weeks, after which NAHCR Active and Federal members will have the opportunity to vote on them.

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.



Join or renew your 2018 membership now and attend NAHCR monthly educational webinars for free. Valued at \$75 per session, your membership will pay for itself in the first TWO months. Renew now!

SAVE THE DATE

December 6 | 2 pm ET
January 24 | 2 pm ET
February 21 | 2 pm ET
March 21 | 2 pm ET

NAHCR Leadership & Management

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Michele Snider, BSN, RN, CHCR

PRESIDENT-ELECT

Claudia Cotarelo, CHCR

COMMUNICATIONS DIRECTOR

Theresa Mazzaro, RN, BA, CHCR, RACR

EDUCATION DIRECTOR

Jessica Quezada Jackson, CHCR

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Josh Crosby, BSN, CHCR

INSTITUTIONAL MEMBER AT LARGE

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Meet Your 2017-2018 Board of Directors



PRESIDENT

Michele Snider, BSN,
RN, CHCR
RN-Talent Acquisition
Consultant
Eskenazi Health
Email: Michele.Snider@eskenazihealth.edu

What is your vision of how NAHCR can influence the practice of health care recruitment? In the national spotlight, NAHCR can rely on the expertise of its current members to have a big impact on best practices for health care recruiters across the nation.



PRESIDENT-ELECT

Claudia Cotarelo, CHCR
Recruiter
Atlantic Health
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Why do you want to hold the office of President-Elect? I believe in our association: the only association that supports healthcare recruiters. Being a NAHCR member helps us perform our day-to-day job responsibilities, leverage best practices, stay informed and, most importantly, stay connected with our peers throughout the country. I am proud to be a member and I look forward to continuing on this journey and seeing what is next for our association and our members.



COMMUNICATIONS DIRECTOR

Theresa Mazzaro, RN,
CHCR
Senior Talent
Acquisition Specialist
Johns Hopkins
Suburban Hospital

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What is your vision of how NAHCR can influence the practice of health care recruitment? NAHCR helps us leverage best practices and keep current in the latest "arsenal" on this war for talent. Every best practice I



have ever learned has come through NAHCR education, networking, and learning about new and innovative strategies through our Vendors/Institutional Members.



EDUCATION DIRECTOR

Jessica Quezada
Jackson, CHCR, SWP
Talent Acquisition
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How has your NAHCR membership contributed to your practice of health care recruitment? NAHCR has made being a healthcare recruiter and manager easier. Recruiters wear many hats and when you have a resource at your fingertips to draw from projects become less frustrating. I never need to reinvent the wheel. I can call, read or pick up the phone and ask colleagues for best practices. I believe in the practice and hope that I can add to NAHCR's resource toolkit.



MEMBERSHIP DIRECTOR

Joshua Cosby, BSN,
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What is your vision of how NAHCR can influence the practice of health care recruitment? NAHCR offers a lot of value to health care recruiters. There are so many resources as a member of NAHCR that can enhance our skills, knowledge and effectiveness as health care recruiters. As a board, we need to develop additional ways to communicate these resources to recruit and retain members.



INSTITUTIONAL MEMBER AT LARGE

Ray Bixler
President and CEO
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What was your motivation for running for Institutional Member at Large? I care very deeply about NAHCR, and am very committed to giving back to this great organization. I am still amazed about how many health care recruiters or leaders of recruitment are not aware of NAHCR, and I'd like to help improve the organization's reach as much as possible.

President's Farewell

By Julie Hill, BSN, RN, CHCR, RACR



Just as the 43rd Annual IMAGE Conference has come and gone, so has my term as President of NAHCR. The time has truly flown. The last two years have been filled with change and a great deal of hard work,

dedication, and countless hours of planning and development. All these activities have been carried out with enthusiasm and passion for the association and profession that we all love.

I can't begin to list every benefit that I have personally and professionally gained through NAHCR membership, board service, and Image attendance. The most profound has, for certain, been the people. With many of these, bonds have been formed that will have lifelong and lasting meaning.

I have had the privilege of following in the steps of several dynamic professional leaders helping pave the way. Many of them have shared with me their wisdom and experience. It has given me even greater satisfaction having the honor to serve with a highly skilled, enthusiastic, and dedicated board of directors. They are truly the catalysts behind our recent successes. Without their support and unparalleled concepts NAHCR would not be where it is today nor would we be on the path of transformation. This remarkable group, with guidance from our management staff, will continue to work hard for us and always have NAHCR's best interest directing their decisions.

It has truly been an honor and privilege, not to mention a highlight of my career, to serve as your president. Thank you for supporting, encouraging, and allowing me the opportunity. I look forward to continuing an active role to assist the board and facilitate building our membership. I leave you in excellent and competent hands for NAHCR's continued growth and success.

Regional Meetings Among Most Valuable Engagement Opportunities at IMAGE

One of the most valuable opportunities to engage with other health care recruiters are the regional meetings at the NAHCR IMAGE Conference. Recruiters in geographically contiguous areas met for over an hour in Savannah discussing challenges they are experiencing and brainstorming ideas for addressing them. Hot topics at this year's regional meetings included how organizations are addressing sourcing, using technology to enhance the candidate experience, whether signing bonuses are effective, and various questions around nurse recruitment and retention, such as effective job boards, competition with travel agencies and how to find nurses who want to work in hospice.

Here are some of the tips generated in the meetings:

Q: What are you doing to enhance the Candidate Experience?

A: Using Outlook to set touch point reminders

A: Sending videos about the hiring process

A: Check out TheTalentBoard.org - it is a free service which will help you measure your candidate experience and provide feedback for improving.

Q: Is there a dedicated "sourcer" on your talent acquisition/recruitment team and, if so, what does their day look like?

A: It depends on an organization's size. Large systems, such as Providence Health, may have a whole team of sourcers whose time is mostly spent finding "passive" candidates.

Q: How do you measure the success of "sourcers" versus recruiters?

A: Take off the recruiter hat and accept that the role of the sourcer is to funnel FUTURE talent, so the standard is inherently different. You can still measure data points like the number of touches, phone screens, submittals, and interviews versus the number of hires.

Q: I have a number of hard-to-fill RN positions. We already use a number of paper and tech-related touch points. What other sugges-

tions have you found to be effective?

A: Google Jobs vs Indeed

A: Recruitment marketing firms (such as Katon Direct)

A: Anything you can do to shorten the application process

Q: We are having a challenge with requisitions that "linger", negatively impacting the candidate experience. Has anyone implemented automated "touches" at certain intervals (for example, 10 days, 30 days) and how have they been received?

A: We have an auto reply email which is generated when an applicant submits. Our response tells them a recruiter will follow up and the process can take up to "X" number of days. We are trying to define and set appropriate expectations.

Q: How do you get references when people refuse to give them, citing policy?

A: We don't do references anymore

A: We use SkillSurvey or Checkster to avoid EEOC complaints

A: We request personal/professional references

Q: Do you offer signing bonuses and, if so, are they an effective recruitment tool?

A: We offer them for hard-to-fill positions in exchange for a certain time commitment; however, the process for payback is always an issue.

A: We offer them, but really aren't convinced of their effectiveness.

A: We offer retention bonuses instead at three years and five years.

Based on feedback received post-IMAGE, NAHCR is exploring the feasibility and desirability of an online forum to continue the conversations started at IMAGE. In addition, virtual regional meetings are on tap for 2018, as are longer regional meetings at next year's 44th Annual IMAGE Health Care Conference July 10-13, 2018, at the Fairmont Scottsdale Princess in Scottsdale, Arizona.

2017 NAHCR Award Winners

NAHCR recognized two other award winners at its 43rd Annual IMAGE Health Care Conference.

MEDIA AWARD: The Media Award, originally known as the Jane Pauley Media Award, is meant to recognize members of the media that positively portray to the general public contributions made by health care professionals. Entries can be from print, video, web, film or photo journalism and must be written or developed by a member of the media.

This year's winner shines a light on some tragic occurrences that are becoming all too common, and, as such, at risk of becoming commonplace. It's important to remember that mass casualty shootings affect the lives of everyone they touch, including nurses who treat the shooting victims. Nancy Bowman, RN, of Tucson, Ariz., and Anka Roberto, MSN, MPH, RN, of Newton, Conn., were not working in hospitals during the horrific shootings in their communities, but the events affected them personally and drove them to make major life changes.

Bowman, of Tucson, Ariz., exited a Safeway store with her husband immediately after a gunman had killed six people and wounded 13, including U.S. Rep. Gabrielle Giffords, in 2011. The events of that day led Bowman to become more politically active, help victims' families and support many of those affected by attending commemorations and dinners.

One of Roberto's children was at Sandy Hook Elementary School on the day a gunman killed 20 children and six adults. She saw the direct effect on families and children in her small community. Just before the events of that day in 2012, Roberto had started a DNP program to become a psychiatric nurse practitioner. After the tragedy, she authored two stories after the shooting about how nurses can help a community heal, and she became heavily involved in research.

Congratulations to the winners of this year's Media Award: Cathryn



Domrose and Sallie Jimenez, author and editor, respectively, of *Mass Casualty Shootings: Nurses' Lives Drastically Changed by Tragedy, Part 3*, published on April 22, 2016, on Nurse.com/OnCourse Learning.

DISTINGUISHED MEMBER AWARD: This year's Distinguished Member Award winner is Deborah Rowe, MS, RN, PHR, CHCR. Debbie



is an active member of the Maryland Association for Health Care Recruitment. As a past board member, she continues as an active member of the Annual Conference and MAHCR Scholarship Committees. She also serves on the Executive Committee of CareerSTAT, a network of healthcare leaders investigating in the skills and careers of healthcare workers, on the national board of NURSE.COM, and is a member of the Baltimore County Workforce Committee and Chair of the Baltimore Alliance for Careers in Healthcare, a nonprofit organization to address unemployment, underemployment and healthcare workforce

shortage issue in Baltimore.

At the national level, she has served as Past-President, President-Elect and Secretary and currently serves on the Education Team. Past projects include the Nurse Graduate Task Force (in partnership with ANA) and item-writing for the first Certified Health Care Recruiter (CHCR) exam. She was also instrumental in developing the NAHCR Chapter Recognition Program, expanding chapter opportunities at various awards levels, and she co-chaired IMAGE 2012, one of the most memorable conferences in attendance and evaluations.

"Debbie has served as a leader in the healthcare industry for many years. She has demonstrated her support for the nursing and healthcare industry through encouragement and support for her own employees. She has been a part of utilizing all levels of government support to assist in educating future healthcare professionals. She is a mentor to many and encourages her employees to further develop and grow through professional development and participation in NAHCR and local Chapters. She certainly displays the abilities to lead in a constantly changing industry. She is resourceful and has the ability to motivate those around her in the most positive way."

Congratulations, Debbie Rowe—NAHCR 2017 Distinguished Member Award Winner!

Don't miss out on this opportunity to nominate a fellow member, co-worker or yourself. The 2018 Call for Award Nominations will open in December 2017. Click here for more information on all NAHCR Awards.

43rd Annual IMAGE Conference Photo Highlights

Highlights from IMAGE 2017

By Claudia Cotarelo, President-Elect

Well, the 43rd Annual IMAGE Conference did not disappoint. The week of July 10-14 was wonderful; a week I will remember fondly for a very long time. Our conference was held in the beautiful city of Savannah, GA. It was my first trip to Savannah and I can honestly say it is on my list to return. Savannah is filled with wonderful food, sights and charming southern hospitality at its best if you ask me.

The Board of Directors met prior to the start of the conference and we had a very productive meeting. I'm excited to work with our Board as we looked at our Strategic Planning exercise. As an organization we must keep current and seek different ways and programs for our members to stay engaged. I'm excited for what's to come! There was a chance to review future locations for IMAGE; we look forward to Arizona in 2018 and Philadelphia in 2019. We are so thankful to have such wonderful members who always make IMAGE a 'fun' conference. Our many talented speakers in the industry gave us inspiration to return to work with renewed passion for what we do - as health care recruiters we play an important role in our organization, finding the right talent to deliver the right care to our patients.

As always, our exhibit hall was overflowing with our Vendor Partners who throughout the week showed us tools for us to enhance how we recruit. They shared their knowledge and best practices. We thank our vendor partners for their support of NAHCR.

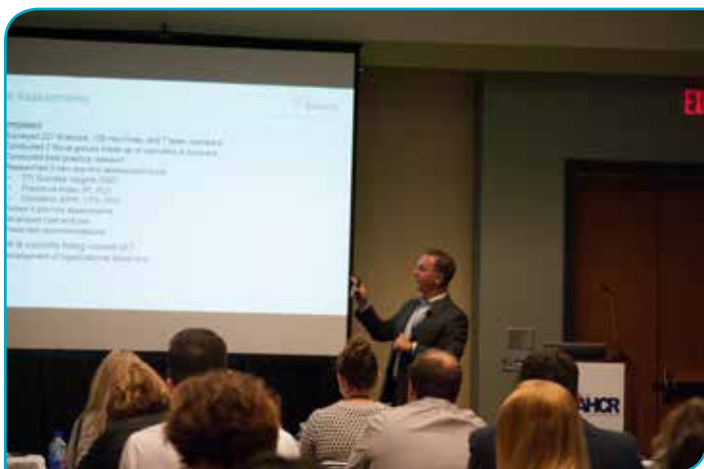
Thank you to Tonya Wade and the entire KWMG team for making this conference such a huge success. My fellow board members, thank you for your support and friendship. Happy Fall, Happy Recruiting!



43rd Annual IMAGE Conference Photo Highlights



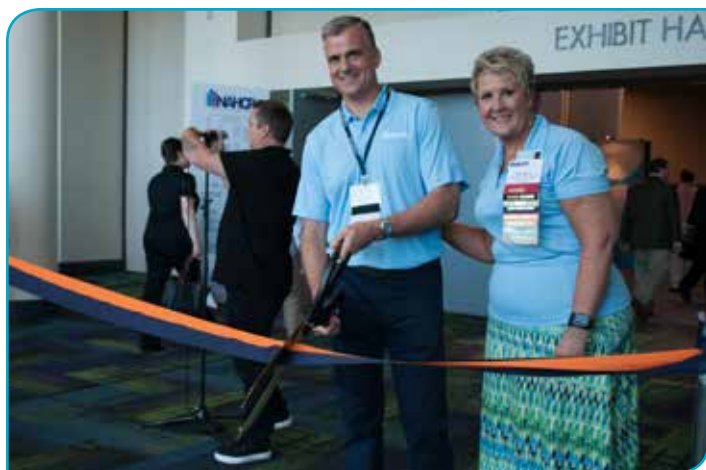
43rd Annual IMAGE Conference Photo Highlights



43rd Annual IMAGE Conference Photo Highlights



43rd Annual IMAGE Conference Photo Highlights



Five Signs You Have Work-Related Anxiety (and What to Do About It!)

By Courtney Clark, 2017 IMAGE Conference Keynote Speaker

Stress is a common byproduct of our busy schedules and high expectations in the workplace, but too much stress leads to work-related anxiety, causes a counterproductive drop in efficiency.

Work-related anxiety impacts your ability to get work done, to get promoted, and to work effectively on a team. It also impacts your ability to be happy!

Modern society appears to value and reward stress. We often think of stressed, busy individuals as more important than people who aren't stressed. But this glorification of stress leads to a culture of workplace anxiety, where working ourselves into the ground can become an expectation.

Here are five signs you are suffering from work-related anxiety:

1) You can't help but run late and miss deadlines, no matter how hard you try.

Anxiety sometimes manifests in self-defeating behaviors. Even if you've been warned about your tardiness, and you know you have to do better, for some reason you just can't help but be tardy and you don't know why.

2) You feel exhausted all the time.

Not just getting up in the morning, but mid-morning, mid-afternoon... you always seem to need an extra cup of coffee. Even working on the projects that used to energize you can't get you engaged and awake.

3) You are extra-sensitive to criticism.

No one likes criticism, but being a working professional means dealing with constructive criticism – it's just a part of life! If suddenly every suggestion feels like a personal attack, that can be a sign of anxiety.

4) You stop speaking up in meetings.

Anxiety can manifest as detachment – it's like your mind is getting so amped up that you appear to not

care, even though you actually care so deeply you are making yourself anxious. Or you may feel a sense of "what good is it going to do if I speak up, anyway. Nothing is going to change." When you find yourself being more detached and less invested than usual, that might be anxiety.

5) You aren't enjoying your job, yet you also can't get excited about looking for another one.

Usually when we stop enjoying our job or our workplace, it's time to find a new job, and there's usually a feeling of excitement and possibility associated with the job hunt. But if you are suffering from work-related anxiety, the job isn't the problem, your anxiety is. Finding a new job won't solve the problem.

So what can you do if you are experiencing work-related anxiety?

First, identify workplace anxiety for what it is. Recognize that the emotions you are experiencing – exhaustion, sensitivity, detachment – all stem from anxiety. You may be feeling persecuted, picked on, left out, or like you are failing, but those are just feelings, and they aren't necessarily reality.

Second, get help. You could consider professional help, like cognitive behavioral therapy to stop the endless anxious loops your mind is running. Or you might be served by finding a mentor to coach you, help set you on a path to success, and break your less-helpful habits.

Finally, find some enjoyment. Ideally, you can find enjoyment within your job, since that's where your anxiety manifested. Perhaps take on a new project or get involved with an affinity group at your office. If that's not possible, look for enjoyable opportunities

outside of your work. Stress-relieving activities often have benefits that can bleed over into all areas of our lives, so get out the door and find something enjoyable to be a part of.

If you were at the NAHCR IMAGE Conference this summer, we talked about strategies that help us cope when life isn't turning out the way we planned. Work is often one of our biggest stressors, and it's okay to feel stress at work. But try to keep the stress intermittent, and make sure that you are able to leave your stress behind at the end of each work day.

We spend too much time in the workplace to be miserable, so tackle work-related anxiety head on so it doesn't drag you down!

Five Signs of Work-Related Anxiety

LATENESS. You're missing work or missing deadlines.

EXHAUSTION. You could nap at any time.

SENSITIVITY. Everything feels like criticism.

DETACHMENT. You stop speaking up.

COMPLACENCY. You don't like your job but don't want a new one.





What's the Latest on the Salary Rule for White Collar Exemptions

By Michael W. Padgett, 2017 IMAGE Conference Legal Update Speaker

In May 2016, the U.S. Department of Labor issued its Final Rule increasing the salary amount that must be paid to employees in order to be classified as exempt from overtime under the white collar exemptions. The Final Rule would have more than doubled the minimum salary necessary to satisfy the “executive, administrative or professional” (the “EAP” or “white collar”) overtime exemptions under the Fair Labor Standards Act. The Final Rule was recently deemed to be invalid by the U.S. District Court for the Eastern District of Texas. *State of Nevada v. U.S. Dep’t of Labor*, No. 4:16-CV-731, 2017 U.S. Dist. LEXIS 140522 (E.D. Tex. Aug. 31, 2017). This cements the position the court took in granting a preliminary injunction against the DOL last November.

DOL Possesses Authority to Implement Minimum Salary Level

The court clarified some confusion created by its prior ruling, explaining it had not held the DOL lacks authority to implement any minimum-salary requirement (an issue pending in the appeal of its preliminary injunction ruling). On the contrary, the court noted, Fifth Circuit Court of Appeals precedent provides that such authority exists under the Congressional authority given to the DOL to “define and

delimit” the exemptions “from time to time.” But, the court held, even though the DOL has the authority to impose a salary level, the salary level imposed by the Final Rule was invalid because it was too high and excluded too many individuals who otherwise would have satisfied the duties test. The statutory provision establishing the exemptions makes clear that the primary test of whether a position meets the exemption is its duties, not its salary, as the latter was designed merely “as a floor to screen out the obviously nonexempt employees, making an analysis of duties in such cases unnecessary,” the court explained.

In setting a new minimum salary level that would have more than doubled the previous minimum requirement (from \$23,660 to \$47,476, a new minimum that the DOL itself estimated would render 4.2 million employees automatically eligible for overtime pay), the court held the Final Rule “fails to carry out Congress’s unambiguous intent” that the focus of the white collar exemptions is the duties performed in the position, not the pay. In addition, the court held that, by raising the minimum salary so high, the DOL “effectively eliminates a consideration of whether an employee performs ‘bona fide [EAP] duties.’”

Other Issues

On two related issues, the court explained that its preliminary injunction “applied to both states and businesses on a nationwide basis.” This statement may have been an indirect response to a lawsuit filed in the District Court of New Jersey in June 2017. Those plaintiffs contend that the Texas injunction applied only to the DOL and not to private employers. The court put that argument to rest.

Finally, the court clarified that by invalidating the minimum salary aspect of the Final Rule, it likewise was holding unlawful the Rule’s provision requiring an automatic update of the minimum salary level every three years.

What to Expect

Where does that leave the white collar exemptions? Back where they were prior to May 2016 – and since 2004 – at least until the current administration promulgates a new rule with a revised minimum salary level, something Secretary of Labor Alexander Acosta has intimated will happen. It would appear unlikely that either party (the State and business plaintiffs or the DOL) will appeal this ruling.



They're Cliches for a Reason

By Lee Silber, 2017 IMAGE Conference Keynote Speaker

There's a reason some sayings get passed down from generation to generation. It's because they contain timeless truths that makes sense.

Sure, some clichés make no sense like, "The cat got your tongue?" (What does that even mean?) "Dressed to kill." (Does that mean we wear ski masks and latex gloves?) "Go the whole nine yards." (Why not go ten yards and get a first down?) "They are the spitting image of you." (Gross.)

The best clichés are understandable, memorable, and concise. The following are some classic clichés and how they may apply to you today.

"A penny saved is a penny earned." If you can get what you want and need for less than you expected you not only saved the difference, you essentially earned money. On big ticket items, this could a big chunk of change.

"Money talks" and "Cash is king" both tell it like it is. In today's world (and throughout history, honestly) having money (and cold hard cash) gives you an advantage because as they say, "It takes money to make money."

"You only live once." For some, life is going to happen for them in the future—especially young people. For others, the best of times were in the past. The truth is, "This is the time of your life" because it's happening now.

People often say, "Time is money." I'm not sure that's actually accurate. Time is life. We trade our time (which is our life) for money by having to spend a much of our day having to work for it. Isn't it better to do what you love (or love what you do) since you give up our life for the time it takes to make money?



"It's who you know." It seems unfair that the most qualified, talented, and deserving person doesn't always get the gig or the job because someone else got it based primarily on who they knew. "It is what it is" (another apropos cliché) and it's not going to change.

Fortunately, we can "meet" powerful people, and others can learn about us through social media. We should spend time working on getting our name out there as well as working on getting to know others. We should also embrace that we should, "Do unto others as we would have them do unto us" and offer to help others in some way first before we ask for their help.

"Haste makes waste." My father used to always say, "Measure twice and cut once." Meaning, it saves time and money to cut a piece of wood accurately versus making a mistake and having to go to the store and buy another board. There are times when "winging" it isn't the

best choice. Instead, planning ahead, double checking, and thinking things through first usually saves time.

Also, pause before you send an e-mail when you are emotional (Read: Angry) because as good as it feels to get it out, it may feel worse when you realize what you've done (or undone) by sending a heated message. Write it, but wait to send it.

"Misery loves company." If we believe the saying, "Birds of a feather flock together," then it holds true that the people we surround ourselves with can have a positive or negative affect on us—and we should be selective about who we hang out with. I always find it interesting when couples are asked what attracted them to one another, many times one (or both) people will say their partner's sense of humor. Since, "Laughter is the best medicine," we need to be with positive people with a good sense of humor and avoid those who drag us down.

Choices: It is About You

By Marsha Petrie Sue, MBA, 2017 IMAGE Conference Keynote Speaker

Do you have a situation, either personal or professional, that needs to improve? If so, why don't you? If you don't, you must have already been blessed with sainthood.

We all face situations that linger, and typically the reason is our level of discomfort in stepping up and resolving it and making a choice.

Considerations:

1. Figure out what part of the problem you own. Something as small as not asking enough questions to get to the real issue and then trying to solve the wrong problem. By the way, this is often the case!
2. Stop with the negative self-talk (they won't listen, it's a waste of time, I really don't care that much, etc.) and determine the benefit from spending time resolving the situation.
3. Re: #2. If you really don't give a rip, drop it. Stop thinking about it and don't let it push you down into the negative spiral.
4. Write down a plan of action. This helps you mentally prepare your thinking and your attitude for a successful resolution.
5. What are the benefits of resolving this problem? What are the consequences of not resolving the issue?
6. Remember that you always have three choices, so use the "TLC": (use large caps for the T, L and C below)
 - a. Take it: In the moment, you remain calm and know you need to gather more information to make a choice.
 - b. Leave it: you walk away from the situation or reject it. (This is the most uncomfortable because it takes you out of your comfort zone and into the unknown.)

- c. Change it: you remain flexible and take a very hard look at the possible options and make a decision.

7. How do you want to make the approach? In-person communication is best when possible. Secondly, pick up the phone. Don't hide behind an email, text or instant messaging. That is a chicken's way out.
8. If appropriate, follow up your conversation with an email or text thanking the person for their time, concern or whatever.
9. If it doesn't work the first time, try again. Both men and women hear less than 25% of what you are saying and that means your message is not being

heard. Don't give up if the relationship doesn't improve immediately or if the problem isn't solved. Try again through the vision of your new eyes.

10. Give yourself a pat on the back. You have taken the first step to look at the situation through new eyes. Congratulations.

Do you have additional thoughts? Please share if you do!

Every office, group and business should have a set of appearance policies. If you are interested, please email me at Marsha@MarshaPetrieSue.com and I will send you some information on a dress code we designed for one of my healthcare clients. Feel free to use it, whether or not you embrace tattoos!

NAHCR Announces 2017 Certified Health Care Recruiters (CHCRs)

NAHCR would like to recognize those individuals who earned the Certified Health Care Recruiter (CHCR) credential this year. Congratulations on taking this next, very important, step in your careers as recruiters!

- Shonna Airington
- Missy Ankrom
- Katie Ball
- Alexa Bogle
- Hillary Corey
- Brittany Cox
- Dallas Czerwieniec
- Taylor DeLePerriere
- Jennifer DeVenny
- Cindy Lech
- Lindsey Rangel
- Katy Stephens
- Robin Thrasher
- Linda Traute

Interested in taking your career to the next level? By earning the Certified Health Care Recruiter (CHCR) credential, you demonstrate your knowledge

and competence in the specialized field of health care recruitment. The next credentialing exam will be offered on Tuesday, July 10, 2018, from 4-6 PM at the Fairmont Scottsdale Princess, Scottsdale, Arizona, and will test candidates on the following areas:

- Screening/interviewing/hiring (e.g., consulting with team for department needs, sourcing, interviewing, etc.)
- Marketing (open positions)
- Information management (e.g., collect data, ROI, statistical analysis) and
- Resource management (e.g., trends, exit interviews, HR support/services, regulatory support).

Candidates must have at least two years' experience by the time of the application and currently be working as a health care recruiter. The exam is \$450 for members and \$595 for non-members. Register today!

Committee Corner: Communications Team

As a team member, you have the opportunity to work with recruitment professionals nationwide on projects that are critical to NAHCR's mission, vision, values and goals. This issue spotlights the Communications Team.

Led by Chair Terry Bennett and Communications Director Theresa Mazzaro, the Communications Team oversees all NAHCR communications, including *Directions*; the bi-weekly news digest, the NAHCR News; the NAHCR website; and social media. Do you know of hot topics that the membership should hear about? Do you tweet, post on Facebook, or make connections on LinkedIn? If so, the Communications Team is the group for you!

Calls are the second Monday of every month at 2:00 pm ET.

Some of the achievements the Communications Team has recorded this year:

- An updated media kit, promoting advertising and sponsorship opportunities across the association
- Weekly "Recommended Read" posts on Facebook, coordinated by Kasey Sixt of CKR Interactive
- A complete review of NAHCR.com, improving access to information and resources for members as well as nonmembers
- The celebration of National Healthcare Recruiters Recognition Day, with articles/ads in *Directions* and the NAHCR News as well as a special e-flash

In addition, the Communications Team has partnered with the Membership Team to personally contact lapsed members as part of the 2016 membership renewal campaign as well as with the Education Team to promote IMAGE and monthly educational webinars.

Most recently, the Communications Team crafted a readership survey, designed to assess the effectiveness of both *Directions* and the NAHCR News. Take the survey [Next](#)



Communications Team IMAGE 2018



Membership Team Members, IMAGE 2018



Education Team Members, IMAGE 2018

up is finalizing a style guide to ensure consistency across all NAHCR communications as well as reviewing NAHCR's social media efforts.

Thank you to all those who have consistently participated in the efforts of the Communications Team over the past year: JoEllen Liles, Judi Russell, Kasey Sixt, Leah Lakich, Lisa Sinnott, Maddie Hertzog, Mona Tucker and Pam Burnette.

If you are interested in contributing your skills to the NAHCR Communications Team, and are currently a member in good standing, please email info@nahcr.com for more information. Other volunteer engagement opportunities are also available with the Education and Membership Teams.

Toolbox Tip: How Do Platinum Chapters Engage Their Members?

At its 43rd Annual IMAGE Health Care Conference, NAHCR recognized Platinum Chapters for the first time in the history of the chapter recognition program: the Philadelphia Area Association of Healthcare Recruiters (PAAHCR) and the Washington State Association for Health Care Recruitment (WSAHCR).

Each year, NAHCR Chapters are asked to share information about their activities:

- Participation in NAHCR committees and/or the NAHCR Board of Directors
- Community outreach and/or volunteerism
- Representation within the NAHCR membership and the Certified Health Care Recruiter (CHCR) credential
- Participation of the Chapter's president in the NAHCR Chapter Presidents' Forum activities
- Educational programs presented at the Chapter level
- Nomination of Chapter members for NAHCR Awards, such as the

Cindy Fife Scholarship and the Distinguished Member and/or Lifetime Achievement Awards)

- Relationship with and promotion of Institutional Members

Directions caught up with the presidents of both PAAHCR and WSAHCR Chapter post-IMAGE.

Angie Graves of WSAHCR points to the size of their chapter as well as the myriad activities available to chapter members as key factors. "We have been commended for our chapter size, monthly programs, roundtable discussions, annual retreat and scholarship awards," Graves said. (The chapter raises money at its annual retreat to provide two scholarships to the radiology program at a local community college.) In addition, WSAHCR has a long history of participation and recognition by NAHCR, including a NAHCR Distinguished Member Award winner (Carol Altschul, Virginia Mason) and an award-winning recruitment video ("Why Should I Belong?"), and Graves herself has been honored for recruiting the most NAHCR mem-

bers. "Overall, we're a very active and engaged chapter!"

Agnes Marin, PAAHCR President-Elect, attributes PAAHCR's success to these "secret sauce" ingredients:

- Cool presentations reaching into digital age and relationship-driven efforts
- Efforts to broaden the recruiting community and reach the younger generation
- Scholarships: A well-blended membership of clinicians and non-clinicians

Plus, they've developed strong relationships with their Institutional Members whom they count on for support.

PAAHCR members meet monthly at various locations in and around Philadelphia. Most meetings feature education topics, and all are a tremendous source of networking with area colleagues. In addition, PAAHCR boasts 20+ Institutional Members. PAAHCR members bond over philanthropic activities that support the health care profession, such as the scholarship program to help finance health care-related education for relatives and/or friends of PAAHCR members. One \$1,000 scholarship is awarded each summer.

Other chapters that were recognized at IMAGE:

Silver Chapters

- Greater New York
- South Carolina
- Kansas City
- Kentucky
- North Carolina

Gold Chapters

- Chicago
- Indiana
- New Jersey
- Maryland

Award-winning chapters received gift cards for use in conjunction with future activities.

NAHCR Announces New Chapter Engagement Director



Lorraine Bamford, Senior Recruiter, Operations, Allied Health and Mid Levels, Kaiser Permanente - Colorado, has joined the NAHCR Board of Directors in the role of Chapter Engagement Director. One

of the Board's strategic initiatives for the coming year is to better engage and support NAHCR Chapters. The Board identified the appointment of a Chapter Engagement Director as a key factor in realizing this important initiative. Lorraine brings to the role nine years' of experience with her local NAHCR Chapter, the Denver Area Healthcare Recruiting Association, in-

cluding two years as President-Elect/President. She currently volunteers in vendor relations for DAHCRA. "NAHCR has enabled me to build successful relationships on a national scale with a variety of other healthcare recruiters, vendors and professionals. It has also offered opportunities to participate in Talent Advisory Councils sharing best practices, promoting and implementing recruitment strategies and learning and sharing best solutions for making the right hire," said Ms. Bamford. Lorraine is excited to share her passion for NAHCR to engage other health care recruiters on a regional level. Marie Chambers, CHCR, RACR, PHR, longtime NAHCR member former chair of the Communications Team, will serve out Lorraine's term as NAHCR Membership Team Chair.

Thank You to the NAHCR Institutional Members

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

Thank you to NAHCR Institutional Members

AppVault	Nurse.com
Aya Healthcare	Pacific Search Partners
Checkster Inc.	PeopleFluent
CKR Interactive	PreCheck, Inc.
DoubleStar Inc.	Shaker Recruitment Advertising & Communications
experiencedRN	SkillSurvey, Inc.
Fusion Marketing Group	Symphony Talent
Health eCareers	Universal Background Screening, Inc.
HealthcareSource	Wolters Kluwer Health
HospitalRecruiting.com	WorldWide HealthStaff Solutions Ltd
Katon Direct	
Millenia Medical Staffing	
Montage	
NAS Recruitment Innovation	

New Opportunity for Institutional Members to Support NAHCR Membership Vouchers

Like NAHCR vendor membership and webinar sponsorship, purchasing memberships in bulk to gift to health care recruiters is a tremendous opportunity for you to extend your influence with your target market. Exhibitors participating in this program receive a 5% discount, so for less than \$150 per membership, you can connect health care recruiters with a resource that delivers what they need to be industry leaders: more efficient practices, proven solutions and new insights and ideas.

When you're ready to purchase,

we'll invoice you \$712.50. Upon payment of the invoice, we'll email you five vouchers (valued at \$750) for you to hand out to qualified recruiters or human resource professionals (i.e., those working in organizations providing direct health care, such as hospitals, long-term care facilities, the home health field or for the federal government, who haven't been members of NAHCR in at least a year). It's that easy!

Email info@nahcr.com to take advantage of this opportunity today!



Membership Referral Rewards

Share your commitment to NAHCR with your peers and earn valuable rewards! NAHCR members who refer new Active or Federal Members receive a \$15 Amazon gift card. Eligible referrals include health care recruiting professionals who have never been members of NAHCR or whose memberships have been lapsed for more than one year.

Need talking points or marketing collateral to help spread the word?

Email info@nahcr.com.



Staff Profile: Membership Department

NAHCR is professionally managed by Kautter Wenhold Management Group, an association management firm of skilled professionals who provide expertise and specialized services in membership, meetings, communications, education, etc. Membership services at NAHCR Headquarters are provided by Cale Duncan and Amanda Sojka.



Cale brings over five years of business and partnership development experience with organizations in public and non-profit sectors. He previously served as a Development Manager for an international staffing organization, where he focused on aligning resources to maximize return on investment. As Senior Membership Manager for NAHCR, Cale coordinates and directs all processes involving membership: implementing ongoing marketing and communication campaigns for active recruitment and retention, managing data, creating and analyzing membership reports, overseeing member benefits, managing dues processes, maintaining membership directories, collaborating with volunteers, developing programs, and administering special projects.

5 Facts about Cale

1. What was your first impression of NAHCR? A great organization with a lot of potential
2. What would you tell someone who is thinking about joining NAHCR? Do it! For less than 50 cents a day, you gain access to the best network of health care recruiters in the country.
3. What do you think will change about NAHCR over the next five years? I think that network is going to grow even more, given NAHCR's strategic focus on membership recruitment through discounts for volume purchases of memberships, whether by larger health care organizations or industry vendors.

4. How would colleagues describe you? Fresh, forward-thinking and fun.
5. What's the most interesting thing about you that we wouldn't learn from your resume alone? My first child—a daughter—is due in January.



With 5+ years in customer service, Amanda knows the importance of building member relationships and good communication skills. She brings this expertise to her role as Membership and Special Projects Assistant, where she assists Cale with NAHCR membership processes, and coordinates, markets and facilitates NAHCR's educational webinars, an area she's clearly passionate about. When asked about her most notable accomplishments in working with NAHCR, Amanda said, "Increasing webinar registration attendance, expanding webinar promotion and successfully delivering webinars that the members enjoy and find beneficial." Webinars were also pinpointed by Amanda as the most missed NAHCR membership opportunity. "We have almost 450 members, yet only a fraction are taking advantage of this free member benefit!" A recent graduate from Cleveland State

University with a degree of Bachelor of Business Administration, Amanda came to Kautter Wenhold upon the recommendation of a friend who also works at the firm, which speaks volumes about how KWMG employees feel about working at Kautter Wenhold.

5 Facts about Amanda

1. What surprised you the most about the field of association management? How much time management and focus it requires! You have to put a different hat on every time you pick up the phone.
2. What might NAHCR members be surprised to know about you? I'm getting married in Panama in January.
3. What do you do when you aren't working? I've been SCUBA-certified since the age of 14.
4. How would your colleagues describe you? Outgoing, organized and optimistic!
5. Maybe you can share some of your tactics for staying organized. If you woke up and had 1,000 emails and could only respond to 100 of them, how would you choose which ones to answer? I'd ask Dave Wenhold, our CEO, because he deals with this every day!

Call for Authors

Seeking authors for the next issue: *Directions* Needs YOU! NAHCR members are the best resource for information on current events, innovations and concerns that affect health care recruitment. Share your expertise! [Contribute](#) to *Directions*.

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Directions is published four times per year and distributed electronically to all Active/Federal, Associate and Institutional members. For more information on advertising or sponsorship, email info@nahcr.com.