

# DIRECTIONS



## Presidential Perspective

By Michele Snider



**G**reetings NAHCR colleagues! I hope you are having a wonderful start to 2018. A great way to broaden your horizon of healthcare recruitment is by joining or renewing your NAHCR membership. Have you ever heard the phrase "it's all about who you know?" With expanding job availability, low unemployment rates, and an immobile labor force, key relationships, often fostered through professional associations, are becoming increasingly important.

Since joining NAHCR many years ago, I have met amazing, remarkable professionals through my active participation on teams and at conferences. Many of these individuals have become some of my very best friends. I obtained my Certified Health Care Recruiter (CHCR) designation and currently have the privilege of serving in a leadership role. I have traveled to conferences in Washington, Florida, Indiana, Nevada, North Carolina, and Georgia. As a result of expanding my professional network, I have helped others secure employment, grown my own professional network, received encouragement and support all while learning the industry's best practices.

Professional organizations count

on YOU and ME to pay annual dues, participate in educational offerings, and acquire certifications so that these organizations can continue to provide us with opportunities to grow our career.

If you know someone who hasn't yet renewed their NAHCR membership, please take a minute to reach out to them. Let them know you're counting on being able to continue to connect with them via their NAHCR membership.

NAHCR members have access to free monthly educational webinars and receive discounts on conference registrations. Take advantage of these opportunities to obtain the knowledge and skills you need for peak performance and to increase your marketability as a health care recruiter. You can also use these events to develop relationships with other recruiters or even vendors who may be able to offer solutions to any challenges you may be experiencing.

Certifications can make you stand out from others in your field. Not only do certifications look great on your resume, they demonstrate to potential employers that you are willing to go

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# Presidential Perspective

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the extra mile to be a leader in your profession.

Like any other investment, you get out what you put in, so cash in on your investment by getting involved. 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. Volunteering is also your chance to give back to the profession and the organization. Opportunities are available to fit every interest and availability:

- The Communications Team oversees internal and external communications, including not only this newsletter but also the bi-weekly news digest *NAHCR News*, the NAHCR website, and social media. It meets the first Tuesday of each month at 1 pm ET.
- The Education Team is responsible for planning NAHCR's an-

nual conference, overseeing the CHCR, and securing speakers and sponsors for NAHCR's educational webinars. It meets the second Wednesday of each month at 2 pm ET.

- The Membership Team is responsible for developing persuasive ways to recruit new members to NAHCR and designing winning strategies to retain them as members year after year. It meets the first Thursday of each month at 11 am ET.

Anytime I see that a candidate is an active member of the local or national organization, or carries a certification, I know I am working with someone who is highly knowledgeable and committed to being the best health care recruiter they can be. Your membership and participation in NAHCR is a badge of professional honor. Wear it well!



## REWARDS FOR REFERRALS

*Spread the word!*

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.

*Click here for more information*

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National Association for Health Care Recruitment  
222 S. Westmonte Drive, Suite 101  
Altamonte Springs, Florida 32714  
[www.nahcr.com](http://www.nahcr.com)

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# Employing an RPO: Is This a Viable Solution for Your Nursing Organization?

By Judith Russell, RN, BSN, Vice President, Recruitment Process Outsourcing, Symphony Talent

## What is an RPO and what do they do?

According to the Recruitment Process Outsourcing Association (RPOA), Recruitment Process Outsourcing (RPO) is a form of business process outsourcing (BPO) where an employer transfers all, or part of its, recruitment processes to an external service provider. "An RPO provider can provide its own, or may assume, the company's staff, technology, methodologies and reporting."

RPOs, while having the ability to provide project-based services, are quite different from staffing companies and contingent/retained search providers. RPOs will become ambassadors of your employee brand, have expertise in recruitment process re-engineering and work towards overall metric improvements in such areas as time-to-fill and interview-to-hire.

Let's look at the growing RPO need within Nurse Recruitment.

## Industry Metrics (Nursing)

It's no surprise that according to the Bureau of Labor Statistics' Employment Projections 2014-2024, Registered Nursing (RN) is listed among the top occupations in terms of job growth through 2024. The RN workforce is expected to grow from 2.7 million in 2014 to 3.2 million in 2024, an increase of 439,300 or 16%. The Bureau also projects the need for 649,100 replacement nurses in the workforce bringing the total number of job openings for nurses due to growth and replacements to 1.09 million by 2024.

In healthcare specifically, turnover is on the rise. Registered Nurses turnover is currently at 17.2 percent\*, which includes a range from 8.8 percent to 37 percent. Healthcare (acute care) follows closely behind at 17.1 percent. Specialty areas have always been in demand even during recessionary times. Currently the RN specialties turnover is as follows (see chart):

## RN Speciality Turnover 2017

RN Speciality	Turnover Rate
Surgical services	12.80%
Pediatrics	13.30%
Women's Health	14.20%
Med/Surg	16.30%
Step Down	16.60%
Telemetry	16.70%
Critical Care	16.70%
Emergency (ER/ED)	19.10%
Behavioral Health	17.40%

Sources: Compensation Analyst, 2016; SHRM, HRSA, AACN, 2017 National Healthcare Retention Report and National Association of Travel Healthcare Organizations

With the talent shortages today and continued projections for workforce growth and turn-over escalation, recruiters are increasingly seeking to find more efficient ways to recruit, source, nurture and screen qualified nurses and healthcare professionals.

## Why RPO?

Rapid recruiting, first and foremost. New Talent Acquisition models are coming into play. RPO can be deployed quickly and provides unique process models that can acquire talent faster today and into the future.

RPO allows healthcare organizations to alleviate transactional hiring approaches and become more strategic as they focus their energy on core services and/or business units. This is a vital benefit as recruiters are stretched thinner with larger requisition volumes. RPO brings higher productivity and operational efficiencies. Metrics such as cost-per-hire and cost-of-vacancy are typically reduced with an outsourcing solution.

Additionally, candidate engagement – as well as hiring manager satisfaction – improves as greater emphasis on nurturing top talent in the hardest-to-fill skills sets from the moment of contact is increased.

Staffing Industry Analysts cite recruiting speed as one of the most

common reasons to use an RPO as well as increased candidate quality and helping organizations gain a competitive edge in the marketplace.

It's critical that an RPO provider be considered as an extension of the HR and/or Recruiting Talent Acquisition team, expanding your technical capabilities and team capacity. You should work as partners, hopefully, establishing a close working relationship! Recruitment process outsourcing is beginning to grow more rapidly as more organizations begin to adopt RPO as a talent acquisition strategy.

## How to select an RPO Partner

Providers use different terminology to describe services, and different providers offer all or a subset of these services. Depending on your specific needs, you can choose to go with a small, mid-sized, or large Recruitment Process Outsourcing (RPO) provider. Small providers are usually regionally based. They may recruit nationally, but are sometimes focused on a few specialties. Mid-sized providers are regionally or nationally based, recruit globally, and cover a broader spectrum of industries. Large providers are similar to the mid-sized providers, except they are often owned by temporary staffing firms.\*\*

In addition to the size of an RPO, there are differing scopes to consider as well. Most RPOs have a Project-Based Model which provides services to staff specific requisitions defined by experience, specialty, position and/or geography.

Second is a Function-Based Model or Limited RPO. The RPO provider takes a piece of the company's recruiting needs entirely off the company's plate (e.g., the IT department or an entire division of the organization). This can also include the following: monitor talent pipeline to maintain a robust flow of candidates; manage sourcing budgets and reallocate funds as needed to ensure candidate pipeline;

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# 2018 Call for Nominations



**N**AHCR is seeking nominations for two Directors for the 2018-2019 Board of Directors. The minimum time commitment to serve on the Board of Directors includes two in-person board meetings annually, attendance at IMAGE annually, and monthly one-hour conference calls, exclusive of the duties as outlined for specific areas of responsibility and any ad hoc meetings that require board discussion/input that arise from time

to time in order to conduct the organization's business. Specific areas of responsibility for the Director positions will be determined by the President and President-Elect in accordance with these guidelines.

You may choose to self-nominate or be recommended to run for a board position. Either way, you must meet all requirements for the position. If you choose to self-nominate, you will need to obtain a written recommendation from an Active, voting NAHCR member in addition to the demonstration of support from your supervisor.

**All nominees for Directors must be current Active or Federal members of NAHCR for at least one year prior to the date of nomination.**

Each person nominated should have a broad experience base in the field of health care recruitment/retention. Previous organizational experi-

ence at the local, state, regional, or national level as an officer, area representative, or committee chair is a plus.

The nominee should demonstrate leadership ability and support NAHCR goals and objectives.

The nominee for President-Elect must have at least one year's recent experience on the Board of Directors as an officer or Regional Chair/Director and be CHCR certified.

The nominee must have written support of his/her supervisor in order to appear on the final slate, uploaded in the [online Call for Nominations](#) or emailed to NAHCR Headquarters at [info@nahcr.com](mailto:info@nahcr.com).

Nominations must be submitted by **Sunday, April 1, 2018, at 11:59 pm PDT.**

If you have any questions or need additional information, please contact **NAHCR Headquarters** at [info@nahcr.com](mailto:info@nahcr.com) or (407) 774-7880.

## Employing an RPO: Is This a Viable Solution for Your Nursing Organization?

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implement comprehensive media and sourcing strategies; maintain ATS candidate folders, status identification and reporting; and provide consultation on recruiting processes for greater hiring efficiencies.

And finally there is Full RPO where the RPO vendor provides the entire internal recruiting function including access to the provider's full breadth of resources. Per your direction, these functions can include reviewing applicants, screening applicants, setting up interviews with the hiring managers, sending offer letters, doing background checks and assessments, maintaining the status in the ATS and

other duties as assigned within the mutually accepted scope of work.

What does this mean for you and your organization? You may only need a contract recruiter for a short-term project or to fill in for someone out on medical reasons, will an RPO be the answer - YES. Many RPO's (especially boutique and/or specialized ones) can offer services to accommodate both small and large projects. If you need complete or full RPO, which means outsourcing all of your recruitment functions, again there are many companies that can provide that. Research and seek an RPO that has recruiters on staff that have direct experience

within your industry. You don't want to be training them on your industry's nuances and terminology while paying them for their services!

References: \*\*A Quick Guide to Understanding RECRUITMENT PROCESS OUTSOURCING, published by the Recruitment Process Outsourcing Association (RPOA).

\*Additional References / Sources: Hodes Research (2004 & 2013) Additional Sources: HRSA, SHRM, National Healthcare Retention Report, Talent Acquisition Metrics and Performance Benchmarks Report, AMN Healthcare, First Resource, Staffing.org, Inc., AHA & ERE.

# The Real Benefits of Industry-Specific Job Boards

By Norma Gaffin, Senior Content Marketing Manager, HealthcareSource

Are niche job boards an integral part of your healthcare recruiting strategy? If not, they should be.

If you're a healthcare recruiter, you likely need your positions filled yesterday, and you're probably facing a serious talent shortage. Meanwhile, there's a good chance your organization's turnover is high and your employee engagement low, compounding your efforts to attract and retain talent.

The healthcare talent shortage is a serious issue that's not going away anytime soon. Therefore, it's crucial to be where the candidates are and to differentiate your organization as much as possible. An industry-specific board gives you visibility with selected candidates who have chosen a specific industry and, in the case of healthcare, are in high-demand.

Of course, there are obvious benefits of using a niche job board to hire for your open healthcare positions, but those cascade to deeper benefits affecting time, cost, and even quality of patient care.

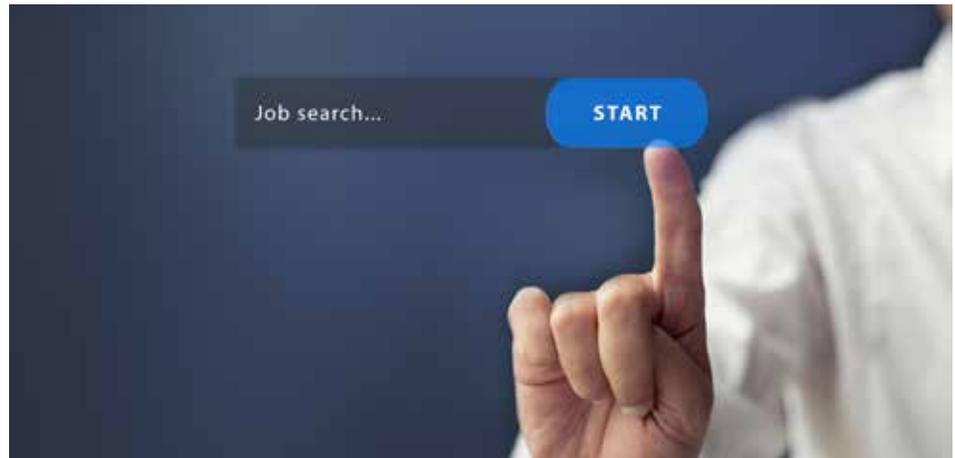
## More Qualified Applicants

Using a job board dedicated to your industry allows for communication with a more targeted audience and is likely to reduce the number of unqualified applicants that apply to your open positions. Reducing this number increases the amount of time available for recruiters to spend reviewing, interviewing, and engaging with more qualified applicants.

Remember that for every open requisition you have, it's not about finding a large volume of candidates. Instead, it's about reaching that best candidate for the job and your organization. Niche job boards will help you get to that candidate more quickly than general job boards.

## More Interested Candidates

Talent that makes the effort to seek out industry-specific job boards tends



to be more engaged and interested in finding a job. And, as you hire for non-clinical roles, you can be assured that candidates who apply through a healthcare job board are committed to working in the industry.

## Niche Job Boards Are Easier for Job Seekers

Niche job boards are tailored solely to your industry, so they can make discovery easier for you and the job seeker. Candidates on general boards have to sift through thousands of openings without healthcare-specific filters or functionality. An industry-specific board makes it easier for them to find the job they're looking for faster, because the categories and fields are focused on this one industry. You end up having a larger pool of healthcare workers viewing and applying to jobs.

## Don't Overlook Down-the-Road Benefits

You can see how posting jobs on a niche job board can positively impact the talent acquisition team's goals, including improving time-to-fill and decreasing cost-per-hire. The benefits of using a healthcare-specific job board can also extend to increased employee engagement, reduced turnover, higher quality care, and improved patient satisfaction scores.

Healthcare organizations need to look at the importance of the recruiting function, and how, if recruiters are able to bring more high-quality talent into the organization, that level of quality will cascade through everything else employees do, ultimately impacting the delivery of patient care.

If recruiters are able to more efficiently source candidates, the quality of the hires and the hiring process improves. Turnover is then reduced, and employee engagement increases. That has an impact on the quality of care you give patients. It all starts at having a great employee base and a great talent acquisition strategy, and that begins with the recruitment function.

Recruiting quality talent in order to deliver quality care is key for the overall success of any healthcare organization, and using a healthcare-specific job board is one step recruiters can take to hone in on sourcing the right candidates.

Norma Gaffin leads the content function for HealthcareSource, the leading provider of talent management software and solutions for the healthcare industry. She has more than 20 years of experience working on content and thought leadership for the human capital, healthcare, and software sectors, among others.

# Welcome to NAHCR 44th Annual IMAGE Health Care Recruitment Conference July 10-13, 2018 • Fairmont Scottsdale Princess • Scottsdale, Arizona

The NAHCR 44<sup>th</sup> Annual IMAGE Health Care Recruitment Conference provides a rich learning environment with information on cutting-edge recruitment practices and strategies that will transform you into an invaluable strategic business partner at your organization.

This year's conference promises new topic offerings and speakers, with tracks for aspiring, intermediate and advanced health care recruiters. Numerous networking events offer endless opportunities for all attendees to get reacquainted with old friends and make new ones. You also gain access to an interactive exhibit hall with vendor partners who can help you tackle the challenges you encounter every day.

NAHCR's annual conference is the only health care recruitment conference designed and developed BY health care recruiters FOR health care recruiters.

Gain the knowledge and skills you need from top-level speakers and industry experts. Real-life case studies and examples help you apply what you've learned to your situation. Take away helpful tips and resources! Plus, the credits you earn count toward maintaining your CHCR and other certifications.

Collaborate with your colleagues with face-to-face networking and peer learning experiences. Find common ground, share ideas, discover a different perspective!

Explore innovative solutions for the challenges you face every day with exhibiting vendors and suppliers. Take this opportunity to build relationships with existing partners or establish relationships with new resources.

Conference registration is \$675 for members, \$824 for nonmembers. Add on one of three pre-conference workshops and save even more!

This year's host hotel, the Fairmont Scottsdale Princess, is a AAA Five Diamond-awarded luxury resort with

four restaurants, state of the art meeting facilities, world-class golf and luxurious spa. NAHCR attendees qualify for discounted room rate of \$175 plus tax, available until May 11, 2018, or sellout, whichever comes first.



# What if the Nursing Shortage is Not a Recruitment Issue?

By Ron Hoppe, Chief Operating Officer, Worldwide HealthStaff Solutions



*Is it possible that the nursing shortage is not a recruitment issue but it is a supply and demand issue...*

**H**ealth care employers are confronted by an increasing shortage of experienced RNs. Recruiters, Talent Acquisition and HR professionals are using more sophisticated recruitment tactics and technology, investing more resources than ever before and yet desired outcomes are not being achieved. Even worse, most recruitment results in qualified applicants simply moving between employers to cash in on increasing signing-on and other incentives.

Is it possible that the nursing shortage is not a recruitment issue but it is a supply and demand issue and that there are just more open positions than there are experienced applicants to fill them?

Since the demand for health services is increasing, it follows that the supply of healthcare providers must increase also. However, with colleges facing their own faculty shortages and limited practicum placement sites, they are limited in their ability to increase enrollments which would result in more RN graduates. Further,

RNs are currently retiring much faster than projected even three years ago. So now what?

Increasingly U.S. health employers are again looking to international recruitment as an option to recruit experienced RNs and to recruit them in volume. International RN recruitment was a common practice in the early 2000s, delays in visa processing times starting in 2007 followed by the great recession of 2008-09 saw many programs scaled back or cancelled. However much has changed in the past 10

years. Today visa processing times have improved dramatically, international nurses can write the NCLEX licensure exam in locations around the world and the global, English speaking healthcare workforce is extremely mobile.

International recruitment can make a meaningful contribution to quality of care and financial performance for organizations that are: experiencing increasing times to fill or chronic vacancies, paying increasing financial incentives to new recruits, experiencing unsustainable levels of contingent staff spending, planning facilities or program expansion

There are two approaches to international recruitment. The first is Direct Hire - Perm Placement, where hired nurses become full-time, permanent staff members of the facility that recruited them. Alternatively, international nurses can be contracted through staffing or travel nurse agencies, in essence increasing spending on contingent staff.

The reality is that international recruitment is not going to solve short-term, urgent staffing needs. However with no end in sight to a constant and increasing shortage, planning for medium to longer term solutions is essential – and international recruitment can significantly contribute to those plans.

Connect with NAHCR!



# The Science of Hiring for Better Patient Care

By Michelle Reed, Chief Marketing Officer, SkillSurvey

**P**atient experience ranks high among the top priorities of health care leaders. That has important implications for HR practitioners and the role they can play in supporting quality patient care. Recruiters and talent leaders now must ensure they bring onboard clinical, administrative and custodial staff who will support an environment that provides an exceptional patient experience at every level.

How can recruiters reliably recruit a patient-centric workforce? By building a behavior-centric hiring process. In doing so, talent leaders can identify a set of behaviors ideal candidates should possess, and use multi-faceted screening tools that help them evaluate those behaviors and apply a data-driven approach throughout the hiring journey.

## Focus on soft skills

Practitioner performance is about more than technical ability, or their hard skills. That means relying on employees who bring both high degrees of hard skills and soft skills. It also means identifying the soft skills that employees must possess to provide an exceptional, patient-centered environment. But this approach doesn't just apply to your clinical staff, every member of the team impacts the patient experience. Your patients will rate their visit at every touchpoint - from the greeting at the front desk, to intake paperwork, to any bills or communications that follow their visit.

It can be difficult to understand which soft skills are important - and even though they are among the best predictors of job success, they may be considered the hardest to measure. Ask a few people to define soft skills and responses may range from 'dependable' to 'compassionate' to 'team player.' Everyone agrees soft skills - the attributes and attitudes that enable someone to effectively interact with others and take responsibility for their role - are important. Research

has proven that proficiency in a short list of competency areas, which focus on soft skills, are the true predictors of on the job success. These include:

- Professionalism
- Personal value commitment
- Interpersonal skills
- Problem solving and adaptability

And for specific roles, managing others and leadership.

If you look at patient experience measures, you'll see that they are both process-driven and behavior-driven. For example, the federal HCAHPS scores are based on success across four domains: Safety (20%), Clinical Care Process and Outcomes (30%), Efficiency (25%), and Patient Satisfaction (25%). The competency areas listed above support these measures.

Recognize that past behavior is the best predictor of future success

So how can you best assess the critical competencies needed to provide stellar care? In addition to understanding a candidate's real-world grasp of performance in clinical settings, understanding their past performance is a great place to start. However, obtaining references and the honest feedback needed to assess specific competency areas can be difficult over the phone, limiting your ability to make informed hiring decisions. You can take steps to get more reliable, actionable feedback from references with behavior-based online surveys that allow references a confidential way to provide candid performance feedback on your candidates. References are uniquely positioned to evaluate HCAHPS-related behaviors - those that lead to or can deter from a patient's satisfaction with your facility. And with a solution that provides job specific surveys, you can get feedback on the competencies that matter for each job. Online reference checking makes it easy to reach more references - usually between 4 and 5 - and obtain structured insights in less than

two days. Insights provided by references can be used in conjunction with assessments to understand a more complete picture of your candidates or to see whether the candidate's own impressions match the feedback of his managers and colleagues. SkillSurvey, which has been utilized by more than 20 million candidates and their references, conducts extensive post-hire research on candidates who have feedback through the Pre-Hire 360 reference checking process in SkillSurvey Reference™. In one study, it found that nurses who are rated less favorably by their references through its Pre-Hire 360 process are 4x more likely to term for cause in their first-year.

## Practice behavioral-based interviewing

To understand how a candidate or a practitioner would handle actual case scenarios, you simply must ask. Behavior-based interview questions explore how a candidate or practitioner handled a situation in the past, allowing hiring managers to probe a practitioner's strengths and weaknesses, decision making processes, and even hidden biases. Use a structured interview process and ask behavioral questions that are open-ended (tell us about a time...) but still tied to specific job performance criteria (...you encountered an angry patient). They can reveal valuable insights about the soft skills you've identified as critical to job success. If you conduct online reference checks before the final interview stage, the feedback from references can be used to enhance the interview process. You can provide hiring managers with a data-rich report detailing the reference feedback across all competency areas as well as the behavioral based questions they should ask for each specific job.

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## IN MEMORIAM



**Jim Henry**

On August 19, 2017, we said goodbye to our friend and colleague James Louis Henry. Jim was a consummate professional of the highest regard who had a strong work ethic and always took pride in being a recruitment specialist. We first met Jim as he was beginning his career in HR at his first NAHCR convention held in Marco Island in 2002. While working at various hospitals in an HR role, he completed his Masters in Employment Law in 2012 and landed his dream job as a Human Resources Director at HealthSouth Sea Pines Rehabilitation Hospital. Jim was a kind and genuine soul. He will be missed by many and will never be forgotten by those who were fortunate enough to have known him.



**Chris McCarty**

Chris worked at Mercy Health in Youngstown, Ohio, as Public Relations-Regional Director and Government Relations. He was an active NAHCR member and served in several roles, including North Central Regional Chair on the NAHCR Board of Directors and NAHCR's representative to the National Student Nurses' Association (NSNA) 60th Convention and Alumni Reunion. Chris enjoyed meeting members, sharing stories and best practices at regional meetings, and hearing so many meaningful speakers during NAHCR's Annual IMAGE Conference. He believed the power of NAHCR lived in its ability to provide members with unparalleled learning and networking opportunities. It was Chris's belief that health care recruitment professionals were transforming because of NAHCR—going from "recruiting health care professionals we can live with to attracting talent we can't live without. NAHCR makes it happen. Be part of the action."



## The Science of Hiring for Better Patient Care

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### Develop a rigorous credentialing process for your clinicians

Once your clinician candidates begin the application process for medical staff membership and privileges, their soft skills and ultimate impact on patient satisfaction should remain a focus. Like professional references, peer references are the best way to understand the current competency of a practitioner to perform requested privileges. And, digital peer referencing technology brings speed and better insights to this frequently time-consuming step in the hiring process as well.

Apply best practices when seeking peer references to ensure any red flags that may have been missed during recruitment are discovered during the credentialing process, prior to any practitioner-patient interaction. References who've directly observed a practitioner's performance should be asked specific questions about clinical knowledge, skills, and judgment. Peer references can also shed light on a practitioner's soft skills, their ability to communicate effectively with staff and patients, embrace their organization's culture of care, or conduct themselves professionally at all times. Utilizing a best practice peer reference questionnaire allows you to more effectively evaluate core competencies, for instance, by including a not-observed response option for all questions to avoid forced responses

on behaviors that may not have been observed by a reference.

### Using technology to hire a patient-centric workforce

Technology is making it easier for healthcare recruiters to apply the best practices of I/O science to the hiring process and that is good news for hiring individuals who will be committed to great patient care. With a behavior-centric approach enabled by online reference checking and digital peer referencing, your organization can evaluate the critical soft skills that every candidate must possess to deliver an exceptional patient experience.

*SkillSurvey applies the science of human behavior and harnesses the power of insights and data to create a fuller picture of the people you recruit and hire. SkillSurvey makes the referencing, sourcing and credentialing process more efficient and effective – helping employers save time and money, grow revenues, and bring employees onboard faster. SkillSurvey Reference™ is proven to reduce turnover and SkillSurvey Source™ offers new ways to build your talent pool. SkillSurvey Credential On-Demand® helps healthcare organizations onboard skilled practitioners faster with digital peer referencing. Visit SkillSurvey at [www.skillsurvey.com](http://www.skillsurvey.com), and on Facebook, LinkedIn and Twitter.*

## Chapter News: Energizing Recruitment “Your Journey Begins Here” MAHCR 16th Annual Regional Conference was a Huge Success

On October 18, 2017, The Maryland Chapter of Healthcare Recruitment (MAHCR) held its 16th Annual Regional Conference, hosted at the Hilton Garden Inn at White Marsh, Maryland. This year’s conference hosted 130 HR Healthcare recruitment professionals from all over Maryland, representing over 25 Healthcare organizations.

Our annual conference attracts both seasoned and new professionals to healthcare recruitment. We are always excited to see the new faces. Even better, we offer a discount to our active MAHCR and NAHCR members. This year the MAHCR conference presented many opportunities for everyone in attendance – from networking with other healthcare recruiters, learning the newest trends in healthcare recruitment from our vendors and sponsors, all while earning CEUs for the CHCR certification. Attendees expanded their knowledge base with functional tools that can be used immediately to develop a “better you” as a healthcare recruiter. Let us not forget the great food (breakfast and lunch), outstanding raffles and door prizes.

This full-day event was complete with a wealth of information and strategies provided by industry professionals designed to expand the competence of the HR Healthcare professional attendees. The agenda topics included Well-Being, The Science of Patient Satisfaction, Overcoming Personal Bias in Our Hiring Practices, and Employment Law.

This year the conference welcomed renowned speakers:



**PAUL VITALE** has become one of America’s most sought-out speakers and trainers by using his unique combination of excitement, energy and experience to encourage and motivate others. For almost twenty years, Paul

has impacted individuals and organizations, imparting an understanding of the leadership and determination required to excel. He speaks worldwide about the significance of optimism, a strong work ethic and concepts vital to personal and professional growth, while reaching hundreds of thousands of people from all walks of life.



**DR. CYNTHIA HEDRICKS** has conducted studies and published research in the field of behavioral science. She just celebrated her 10th year as Chief Analytics Officer at SkillSurvey, where she

assesses the role of a job candidate’s past behavior on critical outcomes of interest to healthcare organizations, such as their ability to impact the patient experience, quality of hire, retention, and diversity initiatives. At the MAHCR Regional Conference she will present the results of her own research, and that of others, on these critical issues and include first-year post-hire results of more than 100,000 job candidates in healthcare.



**BETTINA STRAIGHT** holds a BA in Sociology, an MS in Student Personnel Administration and has been training on various leadership and diversity topics for over 20 years. Having

worked in both higher education and healthcare, Bettina has many years of eyewitness experience watching people struggle to relate to one another in an open, honest way. As a trainer, her goal is to help participants see a subject from a new perspective, to engage them in respectful, honest and productive conversation, and to leave them with a sense of connectedness and new understanding.



**KRAIG B. LONG** is an experienced trial attorney who focuses his practice on defending employers against claims on diverse employment matters, including discrimination, wrongful discharge, disability, family leave, wage-and-hour claims, non-competition agreements and harassment. A former officer of the Small Business Law Section of the National Bar Association and an active member of the American, National, Maryland and District of Columbia Bar Associations, Kraig is a frequent speaker and experienced trainer on employment and labor law issues.

A committee of the MAHCR board coordinates the annual conference. The committee works on creative, new ways to keep each conference fresh and brings in relevant topics and presenters year after year. This conference continues to bring quality education to our MAHCR and NAHCR members.

This year the MACHR conference welcomed and would like to truly thank our institutional and conference vendors, including OnCourse Learning, Mary Kraft, Katon Direct, General Healthcare Resources, Inc, Symphony Talent, Worldwide HealthStaff Solutions Ltd., Aya Healthcare, Health-CareCareetCenter.com/American Hospital Association, Skills Survey Fusion, CKR Interactive and Experienced RN.

Thank you to the Hilton Gardens Inn, all the HR professionals, vendors, speakers, organizers, MACHR board members and everyone who supported the 2017 MACHR conference.

We host this event each year in October and NAHCR members, near and far, are welcome to join us next year. See you all in 2018!



## 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

To take advantage of NAHCR advertising or sponsorship opportunities, [email NAHCR Headquarters](#) TODAY!

NAHCR News - the NAHCR bi-weekly news digest. [Click here](#) for information on advertising in NAHCR News.

NAHCR.com - [Click here](#) for information on advertising on the NAHCR website.

## 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.

AppVault

Aya Healthcare

Checkster Inc

DiversityNursing.com

experiencedRN

Fusion Marketing Group

HealthcareSource

HospitalRecruiting.com

Katon Direct

Medefis

Montage

NAS Recruitment Innovation

PreCheck, Inc.

PriceWeber Marketing

Communications

Recruitment Marketing Agency

Shaker Recruitment Advertising

& Communications

SkillSurvey, Inc.

Universal Background Screening, Inc.

Wolters Kluwer Health

WorldWide HealthStaff Solutions Ltd

## Toolbox Tip: How to Work With Your Technology (or Lack Thereof) and Give Your Candidate a Great Experience

### First - a quiz!

Select all that apply. Do you:

1. Have an ATS that is cumbersome for your candidates (more than 10 clicks to apply)?
2. Have little (or no) candidate email dispositions (when they aren't being considered)?
3. Have no easy way to "batch process" communicate to your candidates through your ATS (i.e. when giving instructions to new grads for internship application, etc.)
4. Meet your candidates in person?

If you answered yes to even one of these, aren't you frustrated with your inability to make that "high-touch" connection with your candidate? I know I used to be, until I discovered a few simple things I could do to "connect" with my candidates throughout the interview process. See if any of these resonate with you.

1. Create email templates. Having a consistent message will help you in communicating with your candidates. If you can't do this in your Applicant Tracking System then create them in "draft" in your Outlook.
  - a. Over-communicate with requirements, dates, and consequences for inaction (my millennial nurse residency candidates love this).
  - b. If there are deadlines for submission (i.e., a portfolio submission for a residency or internship) acknowledge the receipt with another template email.

Personalize it!

2. I always included a video link with a personal introduction and welcoming them to the process. Again, it was the same video introduction for all.
  - a. I did a selfie video on my iPhone and put it in drop box and embedded link in the email.
3. Don't limit yourself to one video communication - make it two!
  - a. When my candidates returned required information to me, I had another personal video link thank-

ing them for being with me on their "journey"

4. Put your picture on your signature block. Candidates love to see your smiling face!

### Think about using Video Interviewing Technology

Nothing wrong with Skype or FaceTime, but there is something about kicking it up a notch to use interview technology to get to know your candidates better and introduce them to your organization.

5. We had an introductory video message from our Chief Nursing Officer, welcoming the candidates and thanking them for their interest. It was also an opportunity to communicate our expectations around what it looked like to be a successful part of our team.
6. Our recruitment team pre-recorded videos with our questions for our candidates to answer. We also thanked them in a video after they finished.
  - a. The feedback from this was so positive! They loved "meeting" us and seeing us.

When someone goes through the application/interview process, it's important to thank them for their efforts (it is an effort - try applying to your site sometime). If they weren't selected for an interview - make sure you communicate with them (an email is usually sufficient). If they were interviewed by the manager but not selected, I think a phone call is in order. One organization I worked for used to bring candidates in for an interview workshop (especially if they didn't interview well) to help them for their next opportunity. Even if these candidates didn't get hired by us, they were so thankful!

It's not just about the Glassdoor or Facebook review, it's about doing the right thing. Remember, these are people in our community who come to us for care. Let's give our candidates a better experience!