

President's Message

By Julie Hill, BSN, RN, CHCR, RACR



During July 12-15, 2016, hundreds of the brightest and most talented in health care recruitment gathered in Las Vegas to gain new knowledge, refresh their passion for the profession, rekindle connections, and build new professional partnerships. A query of any attendee would reveal an array of positive comments about session content, venue, and overall conference success. If you were absent from IMAGE 2016, you missed the perfect opportunity to elevate your recruitment skills and expertise to the next level. Not to mention, missing an ideal opportunity to network with colleagues from across the US and make professional connections that will stand the test of time.

IMAGE 2016, The Recruitment Game...“We’re All In,” was possible because of the generous sponsorships of SkillSurvey, Nurse.com, HealthcareSource, healthJobs.com, Medefis, Universal Background Screening, and Health eCareers plus another 35 exhibitors. 2016 provided 15 new CHCRs, first-time conference attendees increased by almost 18%, and seven new members joined while attending. Additionally, NAHCR

secured ten first-time exhibitors, three new institutional members, and nearly a dozen sponsorship and exhibitor commitments for IMAGE 2017. What an amazing testimony to the strength and future of NAHCR.

The Education Team, staff, and Board of Directors are underway with plans for IMAGE 2017. Honoring the Past, Treasuring the Present, Shaping the Future of Health Care Recruitment is the 43rd Image Conference being held July 11-14, 2017, in historic Savannah, Georgia. Save the date and make plans now to attend. I look forward to seeing you in Savannah. On behalf of the NAHCR staff, teams, and Board of Directors, we look forward to exceeding your professional and association needs during the year ahead. We are excited about the future and look forward to sharing new developments, benefits, and programs. Please consider volunteering a portion of your time to the success of NAHCR by contributing to one of our teams, Education, Membership, and Communications. We welcome you to join us and contribute to the footprint of NAHCR's future.



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2016 Healthcare Recruiting Trends Report

By Angela Rose for Stephanie Gilbert, Senior Marketing Manager, Health eCareers



Health eCareers connected with 566 healthcare providers in late 2015 and early 2016 to find out how they plan to address their hiring challenges in the coming year and to gauge the top recruiting trends. Survey respondents are recruiters, hiring managers and human resources professionals from a wide spectrum of healthcare settings, including hospitals and hospital systems, single and multi-practices, and search firms of all sizes. 45% of respondents have 15 or more years of professional experience in the industry.

Key Findings

Demand for healthcare services is expected to grow exponentially in the next 10 years, driven mainly by an aging baby boomer population and increased access to healthcare for all Americans through the Affordable Care Act. However, the supply of healthcare providers is expected to simultaneously decrease, with large shortages of qualified physicians and nurses predicted in the next 10 years. This gap between supply and demand will create intense recruiting challenges for healthcare providers and recruiters. This new era is driving innovation in recruiting, with employers exploring new technologies to find qualified candidates. While online job boards and referrals remain key tools, healthcare recruiters are increasingly turning to alternative candidate pools, brand initiatives and social media to meet staffing needs.

The Healthcare Employment Landscape

By 2030, there will be about 72.1 million persons 65 and older in the U.S., twice as many as in 2000. The aging population, combined with increased healthcare access for all Americans through the Affordable Care Act, means continued employment growth in the healthcare sector. Unemployment in 2015 was 5.3%, the lowest level since April 2008—and the unemployment rate in the healthcare sector averaged even lower, at 3.4%. But while low unemployment is great news for workers, it poses a big challenge for recruiters trying to fill a record number of positions in the healthcare sector.

Conclusion

As the demand for qualified healthcare employees continues to grow exponentially, successful recruiting will depend upon how willing employers are to get creative with alternate solutions for seeking out the best candidates. The recruiting leaders in healthcare surveyed here believe that job boards, social media, promoting the employer brand and using alternative candidate pools are all essential and long-lasting trends in recruiting.

To review the full text of the trends report, visit <http://cdn2.hubspot.net/hubfs/1597802/PDFs/2016-Healthcare-Provider-Recruiting-Trends-Report.pdf>.

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Looking Beyond Healthcare Experience to Bridge the Talent Gap

By David Szary, Senior Vice President and General Manager, Recruiting Services, HealthcareSource



Hospitals and other healthcare organizations rely on the skills and dedication of more than just their talented pools of doctors and nurses to deliver patient-centered care. While clinicians are, of course, crucial to the successful operation of any health system, administrative staff, including receptionists, administrators, coders, maintenance workers, and more comprise a Patient-Centered Workforce™ - a workforce of highly-engaged people and teams who always endeavor to provide patient-centered care.

The day-to-day work of health administrators varies by the organization, but the primary focus remains the same - ensure the smooth operation of a hospital or healthcare organization. The leadership of these professionals can set the future course not only for their facilities but also for the healthcare system as a whole. And, the good news for potential candidates is that this is an area expected

to see significant growth for years to come.

According to the Bureau of Labor Statistics, those in healthcare administration can expect job growth of 23 percent through 2022, which is much higher than the national average for most occupations. Much of this growth stems from a healthcare system experiencing increased demand from an aging population and advances in technology that are extending life expectancies. This demand means more hospitals, clinics, physicians and healthcare professionals are needed, which calls for more administrators to ensure everything runs smoothly.

Talent management professionals are challenged with recruiting for these roles, which often means looking outside the healthcare industry for candidates with the right set of skills and competencies. Teamwork, situational judgment, work ethic, customer

focus, integrity, stress tolerance, initiative - these are skills that are crucial in a healthcare setting. Healthcare administrators must also be adept at adjusting to new developments in healthcare law, technology and policies. They need to be flexible, creative, analytical and organized, and they must be able to communicate with people at all professional levels, specialties and roles.

Arguably the most important skill to look for is dedication to excellent service. In the restaurant industry, for example, this means dedication to the customers - making sure they are satisfied with their meal and happy with their service. Quality customer service can be easily adapted to a healthcare setting, where all staff must be dedicated to providing quality care to patients, either directly or indirectly.

Patients should be thought of as customers. Like retail shopping, most

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Case Study in Building a Successful Sourcing Talent Acquisition Model

By: Steve Mostyn, Adventist Health System



There is a nationwide healthcare crisis with a shortage of experienced registered nurses to meet the demand of healthcare providers and facilities. This shortage will continue to grow with the demand for nurses expected to grow by 16 percent over the next eight years, according to U.S. Bureau of Labor Statistics.¹

With the demand for RNs being so high, there has also been an exponential increase in both agency and traveler costs. The increase in agency and traveler costs has become a huge concern for HR healthcare leaders who are faced with the task of solving this major Human Resources issue.

One solution to the current nursing shortage is the creation of internal healthcare sourcing departments. A case study for success in this new and growing field is the internal sourcing team managed by Steve Mostyn, Sourcing Manager at Adventist Health System.

The following case study outlines how Steve Mostyn created a successful sourcing model for Adventist Health System, and how Adventist Health System's very first shared service facility, Florida Hospital Waterman eliminated RN traveler expenses.

BACKGROUND

Steven Mostyn, MBA a member of NACHR is one of the world leading experts in the area of sourcing. Over a sixteen year plus career Steven built a reputation for creating sustainable and successful sourcing models both internationally and domestically.

Steven was brought into Adventist Health System's new Shared Service Model in November 2014 to help the organization build one of the nation's first enterprise health care sourcing departments. Steven had previously built successful sourcing models in RPO, consulting, and corporate environments but never in healthcare. With no other comparable successful healthcare sourcing models to look to, Steven had to rely heavily on his previous experiences. Steven's past strategy for creating successful sourcing models focused on analysis, resource management, and modern techniques in both sourcing and marketing.

OBJECTIVE

The first objective Steven was tasked with was to help Florida Hospital Waterman reduce RN Traveler costs. Florida Hospital Waterman, a mid-sized facility, had over 100 RN openings and were spending significant dollars each month in traveler fees.

STRATEGY STAGE

Steven, reliant upon his previous experience building internal sourcing departments (outside of healthcare), followed a business plan that incorporated Analysis, Resource Management, a Sourcing Strategy, and a Marketing Plan. Below you will find a more detailed breakdown of these components:

1) **Analysis** - Steven met with C-Suite and HR leaders and analyzed Florida Hospital Waterman's cur-

rent recruitment strategy; learned about the selling points of the facility; and met with nurse leaders to better understand their role. This strategy would be used by the sourcing team to change what was not working at Waterman and to learn how to better market the facility to potential candidates.

2) **Resource Management** - To execute his plan, Steven focused on hiring top recruiters out of healthcare staffing agencies who had experience filling hard to fill RN roles. In Steven's experience, staffing agency recruiters made better sourcers than corporate recruiters because of their ability to research and make cold calls.

3) **Sourcing Strategy** - For the sourcing strategy, Steve's plan was to move away from a post and pray strategy of waiting for candidates to come to Florida Hospital Waterman. The new strategy would focus on sourcers cold calling candidates and directly selling them on the facility.

4) **Marketing Plan** - Florida Hospital Waterman was using archaic marketing methods, such as employing only two job board vendors. To diversify and increase marketing efforts, Steven included other marketing forms such as job aggregators, search engine optimization, and social media sites.

IMPLEMENTATION STAGE

In order to successfully implement his strategy, Steven needed and got buy-in from Florida Hospital Waterman's CEO, Nursing Directors, and HR leaders.

After getting buy-in from all internal stakeholders, Steven hired a team of experienced healthcare agency re-

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Committee Corner

By: Theresa Mazzaro

The 2016-2017 year has gotten off on the right foot with our committee work! Several fresh faces (as well as some old friends) have committed to working on one of NAHCR's three committees this year.

Communications Committee

Responsible for delivering all of the content, news and updates to the membership and the public, the Communications Committee publishes *Directions*, the association's award winning digital magazine, maintains nahcr.com, the association's website, and produces many of the eblasts, videos, and other collateral that is used daily by hundreds of professionals. Last year, not only did the Communications Committee provide the support necessary to both the Membership and Education Committee, it oversaw the complete redesign of both *Directions* and the website to a fresh, modern look. This year, under the direction of Theresa Mazzaro and chaired by Terry Bennet, the Communications Committee will be continuing to enhance *Directions* and the website while producing a wide variety of reports, videos and other multimedia projects.

Membership Committee

As we all know, recruiting and retaining candidates is essential and no easy task! The Membership Committee, under the leadership of Josh Cosby and chaired by Loraine Bamford, personally tackles the monumental task of driving membership to the association. Last year, the Membership Committee's efforts helped to bring 141 new members to NAHCR, and developed several initiatives and contests designed to reward the involvement of the membership on both the local and national levels. This year, the committee will continue their work in membership recruitment and re-

tention, as well as working with local chapters to support their efforts to strengthen membership.

Education Committee

Wasn't the IMAGE Conference fantastic! Thank the Education Committee for their hard work in planning and executing such an amazing event. Through the leadership of Jessica Jackson and chaired by Claudia Cotarello, the Education Committee not only plans and executes the annual IMAGE conference, but they also are responsible for the regular webinars and other events produced by the association. They also seek out informational content, from surveys to reports and everything in-between for distribution to the membership. They also work closely with the CHCR Credentialing process, maintaining the content within the Recruiter's Handbook, and administer both the CHCR review course and the certification examination.

We Still Need YOU!

We're off to a running start, but here's the catch: we still need your help! With so many strategic objectives planned for this year, we want to continue the momentum that the 2015-2016 Committees did! Won't you please consider joining one (or all three) committees for this year? Visit <https://www.surveymonkey.com/r/LVHPPCM> and express your interest today!

Sourcing Talent Acquisition Model

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cruiters. This team first researched the local, state and national market for RN talent that matched Florida Hospital Waterman's criteria. From there, the sourcing team cold called and engaged these candidates by selling them on all of the advantages of working at Florida Hospital Waterman. The result of these direct sourcing efforts increased hires for the facility by 50 percent.

For the marketing plan, Steven added new marketing such as job aggregators, search engines, and social media sites. These marketing sources expanded Florida Hospital Waterman's penetration into new markets and attracted more candidates to apply for jobs. The result of the new marketing efforts increased hires by another 50 percent.

RESULT

Within one year of implementing the internal sourcing model, Steven Mostyn had eliminated almost all travelers at Florida Hospital Waterman.

CONCLUSION

With more HR leaders searching for a solution to the nursing crisis facing healthcare, the answer might lie in emulating the sourcing model Steven Mostyn has successfully implemented at Adventist health System.

¹ Occupational Outlook Handbook. Registered Nurses. Bureau of Labor Statistics. <http://www.bls.gov/ooh/healthcare/registered-nurses.htm>

GO FOR PLATINUM STATUS!

NAHCR's Chapter Recognition Program

By: NAHCR Editorial Staff

The Board of Directors recognizes the vital role that chapters play in the health and wellbeing of the association. This program allows us to celebrate every chapter's achievements and acknowledge the exceptional work that each chapter completes in promoting the profession and the organization.

Local chapters are on the front lines of our profession, working on a daily basis with the challenges faced by today's health care recruiters. They provide local and timely resources that are geographically specific, hold regular networking events, and provide an exchange of knowledge on a

local or regional level.

From the national perspective, NAHCR has a wealth of resources available to ensure the strength and growth of our local chapters. From assistance with governance questions to access to membership resources, we are here to help. To encourage the continual growth of local chapters, NAHCR has developed the Chapter Recognition Program to identify and celebrate the hard work of local chapters. A successful chapter should strive to contribute to nine key areas of the association. As many chapters have varying levels of available resources, NAHCR has created a wide

variety of opportunities that every chapter should be able to accomplish (see chart below).

At the NAHCR IMAGE Conference in July, we were pleased to recognize that more than 90% of local chapters achieved either silver or gold status, but we want to get that number to 100%! We will be reaching out in January to ask that all chapters complete their annual report, so you have just a few months left to see what areas you can do to improve your status.

Be ambitious, strive for Platinum Status!

	SILVER	GOLD	PLATINUM
Chapter Participation in NAHCR Committees/ Board of Directors	One NAHCR committee representative/NAHCR Board of Director	Two NAHCR committee representatives/NAHCR Board of Directors	Three NAHCR committee representatives/NAHCR Board of Directors
Chapter Community Outreach Program or Volunteer Activity	One chapter program activity (such as Food Banks, Dress for Success, scholarship) or at least a \$50 monetary or equal value contribution to a community charity	Two chapter program activities (such as Food Banks, Dress for Success, scholarship) or at least a \$100 monetary or equal value contribution to a community charity	Three chapter programs activity (such as Food Banks, Dress for Success, scholarship) or at least \$150 monetary or equal value contribution to a community charity
Percentage of Chapter Members that are also NAHCR Members	25% - 29%	30% - 34%	35% and above
Percentage of Board Members that are NAHCR Members	President	Chapter President and 10% of Chapter Board	Chapter President and 25% of Chapter Board
Percentage of Current CHCR Certified Chapter Members	One Board Member has CHCR Certification and 10% of membership	Two Board Members have CHCR Certification and 15% of membership	Three Board Members have CHCR Certification and 20% of membership
Chapter President Participation in NAHCR Presidents' Forum (Quarterly call)	Chapter President or Designee's participation in at least one NAHCR President's Forum	Chapter President or Designee's participation in at least two NAHCR President's Forum	Chapter President or Designee attends IMAGE and participates in at least two President's Forum
Chapter Educational Programs Presented	One Chapter Educational Program Annually	Two Chapter Educational Programs and one (college) scholarship	Three Chapters educational programs, one (college) scholarship and at least one of the following: Published author in <i>Directions</i> , Presenter at IMAGE or Webinar Presenter
Chapter Submission of NAHCR Awards (Cindy Fife Award, Distinguished Member, Media Award)	One nomination from any category	Two nominations from any category	Three nominations from any award category
Institutional Members Relationship Promotion	Complete one activity to promote NAHCR Institutional Members	Complete one activity to promote NAHCR Institutional Members/ Business Partners	Complete one activity to promote NAHCR Institutional Members and Business Partners and one exhibit recommendation to the NAHCR Conference

Habits of Highly Organized Recruiters

By: Erin Murray, President, eHospitalHire

Bobby Matthews, Innovation & Transformation Architect from Mount Sinai Health in NYC, and I had the privilege of conducting a pre-conference workshop at NAHCR in July. We presented sourcing tactics specifically geared toward the in-house hospital recruiter who we all know gets little time to source. The very first step to sourcing is to create time by implementing a few techniques to help you organize your day. I cannot count the times I have heard, "It can't be done! I have no time." I assure you, in most cases, it can be done. In this five part series, I will share with you tips and tricks to becoming an effective sourcer in your recruiting role.

- I. Getting Organized
- II. ATS Mining Strategy, Referrals, and References
- III. SourceHub and LinkedIn NextGen
- IV. Interview Days and Hiring Events
- V. Power Searching

We all know the feeling. You shut off your monitor and walk out of your office. On the way to your car, you mentally create your to do list for the next day. You promise yourself that tomorrow you are going to review every application in each one of your reqs, set up 10 phone screens, schedule candidates for Occ Health and be sure to follow up on the interviews that happened days ago. You have buried the knowledge deep in your subconscious. You have the same conversation with yourself every evening. If you allow yourself to be mindful of the fact that every day you fail to achieve your goals, you might just walk off the job in defeat. You love being a recruiter and feel so passionate about being the one who creates the connection, but feeling defeated on some level everyday can get old. Don't give up hope. You are certainly not alone. I can't promise my advice will turn your life around, but if you employ a few of these organizational tactics, I truly be-

lieve that you can start achieving your daily goals and drastically change how you feel about your career.

1. Emotionally detach.

This is valuable advice that took me years to hone, but once I did, I became more efficient and effective. I know that is hard to do when you feel passionate about doing a great job, a thorough job for your candidates and your hiring managers, but you must. Don't take things personally. I know you called the hiring manager five times this week trying to gain a better understanding of what her ideal candidate looks like, and it stings when she emails your manager complaining about the lack of candidates. She hasn't checked her emails. Once you detach, you save time. When emotions run high, you waste time venting. You are preoccupied. You lose focus. **Detach. Detach. Detach.**

2. Block Your Calendar.

Make a To Do list in your Outlook calendar. We all have good intentions, but the email opens, and many years before I made lists my religion, I would hit the ground running and BAM it

was evening and I had done many things except for those things that would keep me functioning sanely in an organized manner. I am here to remind you or urge you to try something new. Lists work. Block your calendar. From 8:00AM to 9:00AM, review your reqs. Clean them out! It's like cleaning house. When I say block your calendar, I mean block out the world. Turn off your cell, close Outlook, close your door, and get down to business. If you are reading this when you are 300 applications in the hole, don't panic. Block a little extra time each day to catch up. If you have the freedom to do this, I always found it helpful to review applications at night or for an hour or two on the weekends until I caught up. Once it is done, keeping them clean should not feel overwhelming. Block out time to speak with your hiring managers, follow up on candidates, and refresh your job postings. Blocking = Planning. Planning creates a sense of responsibility to complete a task.

A day where you have no meeting schedule might look something like this:



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Habits of Highly Organized Recruiters

3. Adopt a tool like Acuity or Time Trade.

If you don't already use a scheduling tool such as [Acuity](#) or [TimeTrade](#), you have to give them a try. A scheduling tool is a game changer. Create an email template in your ATS that includes the link to your calendar and invites the candidates to self-schedule. If you do not have that functionality, create an Outlook email template that you can cut and paste. Once you review an applicant that you would like to screen, you simply email them letting them know they are moving to the next step in the process. You blocked time in advance to conduct actual phone screens AND the blocked time is filled for the week with scheduled screens. Completed screens lead to interviews which leads to offers which leads to you looking like a rock star filling your positions so quickly with the best candidates. I have had personal success with this template and wanted to share it with you.

Email Subject Line: Your Application with {ABC} Hospital

Thank you for expressing interest in the {Requisition JobTitle} {Requisition Number} position. I would like to schedule a phone screen with you. Will you please click the link below and schedule a 15 minute phone screen with me as soon as possible? Thanks so much.

Link to Acuity or TimeTrade

Sincerely, Your Name Title Contact

Let's recap. You blocked 5 hours for application review and 10 hours of 30 minute phone screens (20 screens). You have 25 more hours in a 40 hour work week to fill. What will you do with that time!! I have a few ideas.

4. Manage your hiring managers

Set aside 15 minutes every week for a call with each of your hiring managers. They might never show up to that call, but you are providing the attention they need to make successful hires quickly. In addition to this, schedule a 15 minute follow-up call

one hour after every onsite interview if you are not able to engage onsite with your managers. If you have several interviews that day or week, schedule a meeting to review all of them at once...perhaps on your weekly check in. If you are onsite, get up and walk to their department. You need to get out of your office and the more exposure you have out in the hospital, the better recruiter you become. I have discovered that it is best not to give them more than 5 solid best candidates. In my experience, they tend to perceive that there is a never ending supply and may not move on the good candidates.

5. Manage your postings.

Are they branded properly? Is the job description actually populated? I have seen many posting titles that resemble this: RN 2 West What is that? No external candidate is going to apply for a job they are unsure of except maybe a frustrated employee who will do anything to jump ship and they don't make prime candidates. Misspellings are simply not okay. Refresh your jobs every 30 days, especially those with no activity.

6. Return Phone Calls—All of them.

This is crazy advice. If you do not return the calls, you know they are just going to keep calling and calling and you are going to end up with **badcandidate never ending call** phobia. This is a very hard phobia to shake. Face your fears head on. The bad ones call and call. We know this. No one wants to say no, but you have to. Be nice. Give advice if you can. Never, ever give false hope. Always be honest, but gently honest. If you are on a phone screen and you know the candidate is never going to work, tell them at that point. Give them one disqualifying reason and set them free. It sets you free too.

7. Create a screening template.

Create one for each position you have open. You only have to do it once. It may seem like a lot of work, but once you do it, you will not go back. In the beginning, you will feel awkward, you

will have 100 typos, and you will ask the candidate to wait a few minutes so you can catch up. After just two weeks of using templates, you will be so much faster, and your screens will be consistent and thorough. Don't forget to upload them to the candidate profile.

This last tip is not about organization, but I could not let it go unmentioned. Do not phone screen without a proper head set. Your body will thank you as will your candidates. No one likes being put on speaker phone. It is distracting.

I know some of the tactics I suggest are simple enough and you may have already had success with some of them. It is all about consistency. Honor your schedule. It is okay to just say no or "Let's schedule a call or meeting to discuss when we are both free."

Stay tuned for my next article on Sourcing:ATS Mining Strategy, Referrals, and References. I welcome all comments, additional tips and tricks, and requests for screen templates. Erin@eHospitalHire.com. Having worked her way up through the trenches of corporate and healthcare recruitment, Erin's mission for The eHospitalHire 25 member eHospitalHire Team is to partner with her clients to help them effectively recruit the best possible candidates. Instead of funneling resumes to clients, eHH recruiters act as a true extension of their client's team. Prior to JMH Associates, the parent company of eHospitalHire, Erin worked for Kenexa, specializing in both Talent Acquisition and Employee Management Solutions. She served as a manager in healthcare recruitment and was relocated to manage the Denver-metro area. Erin's entrepreneurial spirit and desire to infuse her own partnership style into the recruitment process allowed her to launch eHospitalHire. The eHospitalHire Team now boasts as its clients some of the largest and most respected hospital systems in the country. Erin oversees the organization-wide sourcing, screening and placement of an average of 4000 candidates each year. Recently, eHospitalHire has been focused on large scale Epic hiring projects, providing RPO services to a Level II Trauma Center, and partnering with several major healthcare systems providing additional full-cycle recruitment and sourcing support. Most recently, she has created SourceLync, an online career resource strictly for hospital-employed professional.

42ND ANNUAL IMAGE CONFERENCE



THE RECRUITMENT GAME ... "WE'RE ALL IN!"

JULY 12-15, 2016 THE COSMOPOLITAN OF LAS VEGAS LAS VEGAS, NV

HIGHLIGHTS & PHOTO REVIEW

IMAGE 2016: Having a Blast and Going All In!

By: Derek Cunningham, Talent Advisor, Scripps Health

The IMAGE 2016 conference left me with a sense of euphoria. Could it have been the lights, the sounds of Las Vegas, or perhaps something bigger? I honestly believe the conference leaves people with a great sense of accomplishment of things done to date, new ideas to take home and share with colleagues, and a positive outlook of what the future holds both for our careers and the industry as a whole. Many new connections have been made, and sometimes lifelong friendships come out of those as well. These can be both fellow recruiters and institutional members/exhibitors. It was also exciting to see people from other countries (can we say Canada, Australia) in addition to those from throughout the US.

As a Past-President, I know how much work goes into planning for the conference as well as executing the plan to make it work. There was also the additional challenge of transitioning association management companies and current President Julie Hill, the NAHCR Board of Directors, and the committees/teams all worked together so well to make the transition run smooth. KWMG shows every commitment to help NAHCR succeed and be the "go to" source for all things related to healthcare recruitment and be a leader in innovative recruiting techniques, metrics, screening/sourcing, and being an advocate for the industry. They know where we've been and where we need to be. The feedback from the conference included several glowing reports in terms of the set-up, registration, lay-out, educational content, engaging presenters, food, exhibits, events, and of course the location.

This year's educational topics at the conference ran the full range based upon member feedback of what is relevant in today's recruiting landscape. A perennial favorite are the legal updates, as they affect what we do and how we can keep our departments, hiring managers, and companies as a whole out of legal hot water. Other examples of current topics included recruiting with new technologies (including video), how to get a company's recruiting to the next level, retention, restructuring the recruitment team/process, recruiting trends, and recruiting with social media (which seems to be a recurring topic most years). Extra CEUs are earned through the pre-conference workshops, which include sourcing techniques and structure, increasing efficiency, and the review course for those wishing to become certified for the CHCR (Certified Health Care Recruiter). This year we welcomed 15 new CHCRs to the fold! Be certain to let the education team know if you have topics of interest for the next conference.

Please be certain to share all the fantastic knowledge gained from the conference with your colleagues so they will truly see the value of participation as well as the value provided by NAHCR. My hope is that everyone will be able to carry over all the knowledge and enthusiasm from the conference over to the next year and keep those batteries charged until Savannah 2017 comes around next July. Is anyone already making plans to attend?

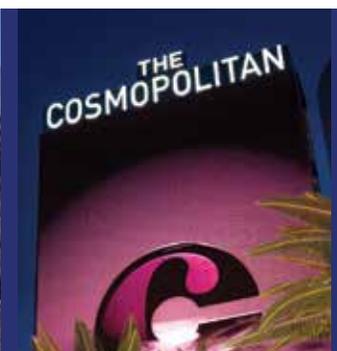
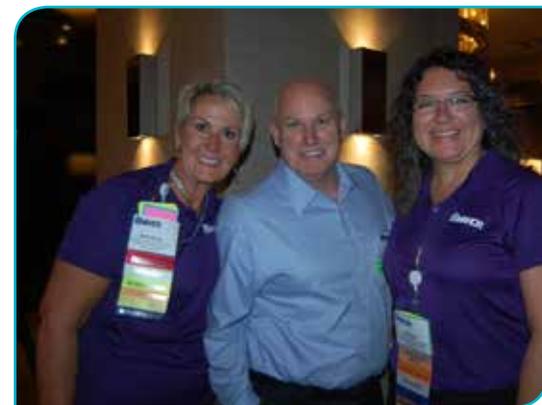


Image Enhancement at IMAGE: 2016 Award Winners

By: NAHCR Editorial Staff

Each year during the IMAGE Conference, NAHCR takes time to celebrate our profession, our association, and each other during the Awards Luncheon. While Frank Sinatra entertained attendees with the fantastic music from the Rat Pack era of Las Vegas Lounge Shows, leadership took some time to recognize outstanding members, institutions and organizations that have made significant contributions to the association over the past year.

Derek Cunningham, your 2014-2015 NAHCR President, served as Master of Ceremonies, and awarded the following honors:

Chapter Recognition Program

Silver Status

- Kansas City
- Michigan
- Indiana
- Chicago
- Hudson Valley
- Greater New York
- Oregon/SW Washington
- Virginia

Gold Status

- North Carolina
- Northern California
- New Jersey
- Philadelphia
- Maryland
- Washington State
- VA Nurse Recruiters
- South Carolina
- Kentucky
- Atlanta

Individual Recruitment Award

Each year, we recognize one member and one institution who has brought the most new members throughout the year through the NAHCR Membership Referral Program. Referrals are one of the most effective tools for new membership recruitment, and having someone personally connect with a potential member to describe the benefits of membership and en-

courage them to join does more than any email campaign.

Congratulations to this year's Individual Recruitment Award recipients:

Angie Graves

Individual Recruitment Award

HealthcareSource

Institutional Recruitment Award

Media Award

Originally known as the Jane Pauley Media Award, the NAHCR Outstanding 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.

Congratulations to this year's Media Award recipient:

Rising Above the Tide

TidelandsTV, Tidelands Health



Distinguished Member Award

One of the highest awards from the association, NAHCR's Distinguished Member Award recognizes one member who has made significant contributions to the association through their involvement over the years. This member, who has maintained current NAHCR membership and has been actively participating on the local level with their chapter's leadership and educational programs, as well as on the national level through their continued leadership, special projects and committees. They have been a mentor to new professionals entering our industry and an advocate for the issues facing healthcare recruiters, serving as an all-around model representative of our profession.

Congratulations to this year's Distinguished Member Award recipients:

Carol Altschul

Strategic Recruitment Specialist at Virginia Mason Medical Center

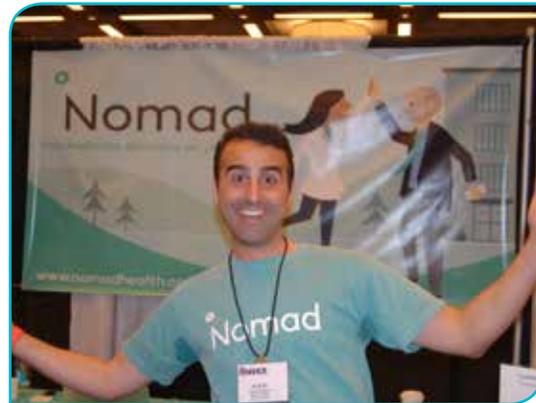
IMAGE 2016



IMMAGGE 2016



IMAGE 2016



Sharpening Their Professional IMAGE: Congratulations to Our Newly Certified CHCRs!



This year, a record 15 candidates chose to take the next step in their professional development and sit for the Certified Health Care Recruiter examination. Held each year during the Annual IMAGE Conference, this intensive examination tests candidates on a wide variety of recruitment law, best practices, and professionalism. The three-hour examination is intensive, and earning your CHCR is the best way to show your commitment to your profession and your expertise in health care recruitment.

This year, 100% of the candidates passed the CHCR examination, and have joined the growing cadre of recruiters who proudly represent the best of the best in health care recruiters. Please congratulate the following NAHCR members on their accomplishment:

Kelly Boatwright

Anastasia Cheney

Krisin DiMarco

Sara Haley-Jaquish

Nancy Highduke

Jill Lopez

Travis Mack

Claudia Mares

Chase Murphy

Sonal Patel

Amy Simmons

Allison Sullivan

Wendy Wells

Melissa Wheeler

Kim Willer

Are you ready to take the next step? Here's five reasons you should sit for the CHCR Exam.

Demonstrate your value.

Certification enables you to show your value to your company and your colleagues by focusing on the skills and knowledge that is critical in health care recruitment.

Set yourself apart from the rest.

Gain industry recognition with a validation of your expertise in health care recruitment strategies and processes.

Join an elite team of professionals.

Become a member of an exclusive group of professionals who met eligibility requirements and passed the certification examination.

An unbiased measurement of your skills.

Certification documents your mastery in the area of health care recruitment management.

Align with the industry leader.

Since 1975, the National Association for Health Care Recruitment has been widely recognized as THE preeminent organization for health care recruitment professionals.

Introducing the New NAHCR Management Company



Dave Wenhold, CAE, PLC
Executive Director



William Campbell, MA, CNM
Deputy Executive Director

If you went to IMAGE you might have noticed some new faces and a new feel to NAHCR's professional staff. NAHCR switched management companies back in the spring to our new partner, Kautter Wenhold Management Group (KWMG or KW, as we like to call them).

KWMG was originally formed in 1984 to provide a source of first-class executive management services for the growing assortment of associations and volunteer member organizations seeking support. KW's approach and philosophy in providing excellent association management services begins with the ability to provide clients with overwhelming successes in every area of operations. KWMG's niche is in serving state, national, and international medical, educational, and legal related associations. They also represent other health care recruiting associations so they understand the specific needs of our members.

KWMG has a staff of 22 association management professionals, based out of Orlando, Florida, who are dedicated to providing excellent

customer service to their clients and our members.

Our new Executive Director is Dave Wenhold, CAE, PLC, (dwenhold@kmgnet.com) who has over 20 years of executive leadership experience working with nonprofits, trade associations, Congress, and government agencies. Besides his expertise and experience in association management, he is also one of the top lobbyists in Washington, D.C.

Assisting Dave, our Deputy Executive Director is William Campbell (wcampbell@kmgnet.com). He has more than a decade of experience working with nonprofit and association groups. With a master's degree in Rhetoric and Communication from the University of Central Florida, and a graduate certification in nonprofit administration, he has worked with associations and nonprofit organizations nationwide to drive strategic goals on the local, state and national levels.

Looking Beyond Healthcare Experience to Bridge the Talent Gap

Continued from page 3

patients have access to more than one hospital or physician for their care, which means they have the choice to go elsewhere if they feel they're being treated inadequately or billing issues aren't being taken seriously. A hospital can be a natural fit for individuals with strong customer-service experience or problem-solving skills.

We advise recruiters to look for these competencies on a resume when the candidate doesn't have direct experience working in healthcare.

Think creatively about how their skills developed in another industry can be applicable in a healthcare setting.

Exhibiting passion and dedication in any role, in any organization, and in any industry will pay off for employees who may be approached about new career opportunities within healthcare, as well as for the healthcare recruiters who consider looking outside the industry for exceptional candidates.

David Szary has more than 20

years of experience working with organizations around the world to develop a lean, customer-centric staffing process. In 1998, he founded Lean Human Capital and The Recruiter Academy, the leading educational program for recruiters, which has trained more than 10,000 healthcare talent management professionals and collected benchmarks against more than 800 healthcare organizations. Lean Human Capital was acquired by Healthcare-Source in May 2016.

Save the Date – RESERVE YOUR SPOT NOW!

By: NAHCR Executive Offices

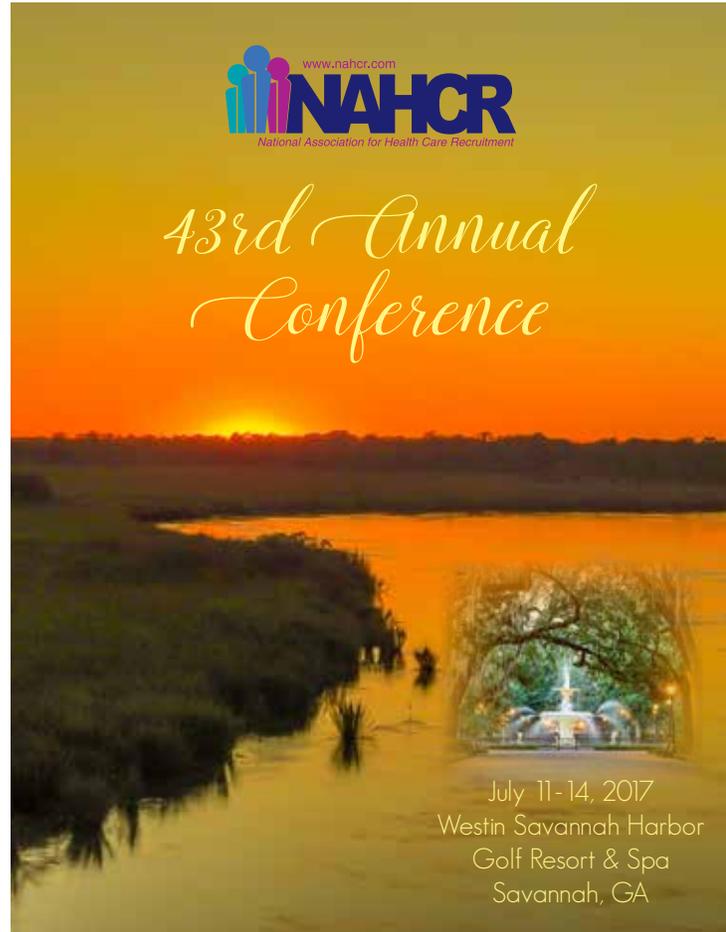


Thank you for making the 42nd Annual IMAGE Conference such a success! As a thank you for your continued support, NAHCR has opened an online conference reservation system for the 43rd Annual [2017] IMAGE Conference.

While many of you have additional funds remaining in your 2016 budget, we would like to offer an efficient use of those funds. Reserving your spot at the 2017 IMAGE Conference saves money from your 2017 budget while guaranteeing Early Bird rates.

Reserve your spot for the Full Conference at the guaranteed lowest rate possible today! Official registration will be opening in spring 2017 with an expedited registration process available to all those who reserve their spot online.

The 2017 reservation system is currently available online at www.nahcr.org for a limited time only. We recommend reserving your spot now to ensure the best deal possible. We look forward to seeing you July 11-14, 2017, at The Westin Savannah Harbor Golf Resort & Spa in Savannah, GA!



Thank you to our Partner



HealthcareSource®
Quality Talent. Quality Care.™

Visit their website at
www.healthcaresource.com!