

# THE NEW RULES OF HEALTHCARE RECRUITING

WHITE PAPER

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*Healthcare's Leader in Workforce Development*

# INTRODUCTION

In the not too distant past, healthcare recruiting involved “posting and praying.” Recruiters listed jobs and waited for candidates to respond. Today, massive industry disruption is empowering HR and talent management leaders to create sophisticated recruiting processes to attract and engage the right candidates. Finding and hiring the right people in healthcare has never been more important in this age of radical reform, innovation, and consumerism. Thanks in part to the 2010 Affordable Care Act, healthcare organizations are eager to build highly trained workforces that can operate in increasingly challenging job roles focused on meeting goals around quality, patient experience, patient engagement, and more. At the same time, healthcare is experiencing advances in numerous areas that also impact recruiting, including technology, data analytics, and social media. Moreover, for the first time in modern history, America’s workforce spans four generations, including Millennials, Generation X, Baby Boomers, and even the Silent Generation (70s and beyond) who remain an active part of the workforce.

## THE NEW WORKFORCE

Not only does the new workforce span multiple generations, it also is sharply influenced by Millennials, the youngest and fastest growing cohort. Millennials are ushering in new ideas and practices when it comes to choosing careers and employers and how they approach their roles and responsibilities. Millennials are tech-savvy, inquisitive, and constantly sharing and digesting information. They have an open concept of communication and expect to interact and communicate with prospective employers in the same way they do everywhere else, using all forms of media, including texting, messaging, apps, video, and social media. (See “Understanding and Recruiting Millennials”)

According to a Pew Research Center report, which analyzed U.S. Census Bureau data, Millennials are now the largest generation in the workforce at 53.5 million, recently surpassing Gen Xers. (Fry, 2015) Moreover, “Immigrants coming to the U.S. will continue to disproportionately enlarge the Millennial labor force,” finds the report, which notes that Millennials are also projected to surpass the Baby Boomers this year as the largest living generation in the United States. According to the Bureau of Labor Statistics,

Recruiting a top-of-the-line healthcare workforce is critically important to any hospital’s future effectiveness. In fact in a recent HealthStream HR Executive Survey, 75% of healthcare organizations say having a talent acquisition strategy is more important today than even a year ago. More than half admit that the efficacy of their current strategy is middle of the road, and 78% say attracting quality candidates is more difficult this year than last. To these points, the healthcare talent industry is rolling out a new roadmap aimed at improving the entire recruiting life cycle, including time-to-hire, quality-of-hire, and process improvement. HR and talent leaders are eschewing traditional recruiting models and zeroing in on targeted networking strategies that bring in qualified job candidates. What’s more, they are integrating technology, analytics, standardized selection processes, and tactical engagement practices into the hiring process. The ultimate goal: Recruit a high performing, culturally astute workforce that is prepared to handle the ever-changing world of healthcare delivery.

by 2020, only 25.2% of the workforce will be over the age of 55. (Toossi, 2012) The 2008 economic recession kept many Baby Boomers in the workplace longer and some even returned out of retirement to go back to work. Now, however, with a stronger economy they will start to retire in larger numbers. With their exit comes a vast knowledge and experience gap, particularly in nursing.

### Healthcare Trends Reshape the Employment Landscape

While emerging Millennials and departing Baby Boomers are huge forces to contend with, other events are also shaping the new workforce. Healthcare is fast moving, fast changing, highly regulated, and becoming more competitive as the economy improves. The ACA led to a surge in new healthcare models, including population health management programs, accountable care organizations, and patient centered medical homes. Healthcare organizations are also taking on more risk for patient populations. The ACA resulted in roughly 16.5 million Americans receiving healthcare insurance, which means hospitals are seeing an influx of patients, in many cases in the emergency room and having to establish new systems for insurance, Medicaid,

and charity care screening. Organizations are working more strategically to improve care quality, such as reducing hospitalizations and hospital readmissions, and moving more care out of the emergency room and back to primary care providers. They are also focusing on creating a better patient experience and new ways to engage patients in their care. In the HealthStream HR Executive Survey, respondents say that an increasingly competitive environment (24.5%), the need for improved candidate quality (20.9), and the aging workforce (18.2) are the top three factors driving their talent acquisition strategies.

Such trends impact the workforce in key ways, including driving up demand for staff across the board. Healthcare faces a shortage of important roles. The Association of American Medical Colleges estimates that by 2025 the demand for physicians will exceed supply by a range of 46,000 to 90,000 in the United States. (2015) Nursing programs are struggling to expand but not accepting or graduating enough new nurses to keep up. Some government estimates predict a shortfall of nearly 1 million nurses by 2025. Also, the Bureau of Labor Statistics (2013) projects that 14 of the top 30 occupations with the largest employment growth by 2022 are related to healthcare and include home health aides, physical therapists, medical secretaries, medical assistants, nurse practitioners and instructors, and physician assistants. According to the Bureau of Labor Statistics (2013), the healthcare and social assistance sector is projected to add 5 million new jobs by 2022, accounting for nearly one in three new jobs.

#### **Demand Grows for High Performers and Specialized Roles**

At the same time, healthcare roles are becoming increasingly complex. Workers in highly specialized positions, such as physicians, advanced practice nurses, and those performing jobs narrowly focused on IT and data analytics, are highly sought after. There is an emergence of various new “e-health” and “m-health” positions related to the new technology being implemented in hospitals, which only adds to the long list of technical positions to fill. For example, in a 2014 Nursing and Allied Professionals Workforce Survey conducted by the Healthcare Association of New York State and other state organizations, the majority of hospital respondents said they are hiring for newer roles, such as care coordinators, patient navigators, and community health workers in inpatient, outpatient, and ambulatory care settings. These titles include registered nurses, nurse

practitioners, physician assistants, medical assistants, and care coordinators (2014, Healthcare Association of New York State). Also, as organizations strive to improve healthcare quality, the demand is rising for high performers who can excel in a value-focused culture and in areas such as patient experience and patient engagement. Healthcare recruiters are being asked to fill highly skilled positions and for new roles that may not have existed in their facility just a few short years ago. The HealthStream HR Executive Survey shows that sourcing strong candidates for a critical position is the No. 1 talent acquisition challenge (16.9%), followed by assessing cultural fit (14.6%), and assessing quality of hire (14.6%).

Such developments are cascading down to healthcare recruiting. The cost of recruiting is rising due to increased hiring times, steeper onboarding and training costs, and growing costs per hire. All of this points to the fact that adequate staffing is a serious issue that is affecting providers everywhere, and it is not getting any easier in the foreseeable future. Healthcare workforce turnover has a negative impact on labor costs, such as recruiting, lost productivity, and training. But when a high-performing member of a team leaves, the cost is even greater. Consequently, developing a proactive strategy to retain high performing healthcare workers is key to any hospital's future health and effectiveness.

## **What are the top three factors driving talent acquisition strategies?**

**24.5% said an increasingly competitive environment**

**20.9% said the need for improved candidate quality**

**18.2% said the aging workforce**

Source: HealthStream's HR Executive Survey

# FIVE NEW RULES IN HEALTHCARE RECRUITING

Like the rest of healthcare, recruiting is going through a shakedown that is leading to new rules and systems. In the HealthStream HR Executive Survey, talent leaders say the confluence of increasing competition for talent (23.1%), the rise of social media and social networking (19.4%), a multigenerational workforce (15.7%) and other factors, all influence how they currently recruit job candidates. Top of mind is how to reinforce and communicate their organization's brand and culture. Indeed, recruiters are taking on a more strategic marketing role covering a wide range of disciplines. These leaders must think and act more like marketers and use tactics more commonly found in marketing than in HR. As a result, they are doing things like writing copy and SEO. They are blogging, going on social media, and developing strategies that incorporate career microsites, apps, and video interviewing technology to name a few. The new rules? Recruit the right people at the right time by engaging and building rapport with job candidates.

## I. Learn How to Master the Innovation Game

The speed of innovation is increasing and changing the world of healthcare recruiting. Twitter, LinkedIn, Facebook, Glassdoor, and other professional and social networks now play significant roles in how society, including healthcare workers, communicate and connect to friends, family, and colleagues. With this new technology comes greater innovation and transparency. Social and professional media sites offer prospective new job hires in-depth information

about your organization. In just a few clicks, it is easy to find out via Twitter and Glassdoor how employees and the community feel about an organization. If you're a great place to work, this can improve the speed and quality of hire. On the other hand, it can also quickly highlight negative aspects about an organization. If you're not a great place to work, people find out quickly. What are candidates most interested in knowing? According to a survey by Glassdoor, 48% of candidates will use social and professional media sites to figure out if your company has the values they like; 47% want to understand your products; and 31% are looking for information on culture and diversity.

"Candidates can easily size up a potential employer on Glassdoor or LinkedIn, assess work conditions and management, and even get to know the interviewing style," giving them greater power, finds a Bersin report, Predictions for 2015: Redesigning the Organization for a Rapidly Changing World. (Bersin, 2015) In addition, the Bersin report points out that new mobile apps that enable messaging, voice and video calling, and photo and video sharing, such as Snapchat, WhatsApp, and LINE, have more than 100 million users each (monthly). What's important to recognize in all of this is that the younger generation has a more open concept of communication. They spend a great deal of their lives texting and online and don't see it as technology. Online networks such as LinkedIn are making it easier for people with in-demand skills to be flooded with targeted job opportunities online. In our socially-connected world where minute details and experiences of one's day can be and often are shared instantly, it would be foolish to think that what happens during recruiting stays in recruiting. Job candidates expect more from your organization, including a positive brand experience and better communication so they know more about you and about where they stand with your organization. Any interaction – positive or negative – can quickly and easily be shared through one's network. No brand is immune.

## Recruiters Take Advantage of Key Advancements.

Innovation is also helping recruiters be more strategic. For example, talent management leaders now have state-of-the-art recruitment management systems, which are essential to any successful talent acquisition and retention strategy. These systems optimize workflow and enable

## What influences how HR leaders recruit talent?

**23.1% said increasing competition for talent**

**19.4% said the rise of social media and social networking**

**15.7% said a multigenerational workforce**

Source: HealthStream's HR Executive Survey

recruiters to communicate what makes their organization special. The end result is a better candidate experience. Without one, a provider risks losing good candidates and potentially turning them into adversaries instead of advocates of their brand. Savvy healthcare recruiters also are also investing less time and resources in traditional recruiting models that use print, agencies and other dated methods to source candidates. These methods are slower and costlier and don't bring the same targeted results as newer strategies and tactics that rely more on networking through current and former employees and specific professional networking organizations and sites. Using new recruiting technology and focused networking strategies enables recruiters to build close relationships with prospective candidates and communicate information regularly about their organizations in order to stay in touch. Healthcare employers are tapping into social networks, including LinkedIn, Twitter, and Facebook for job referral leads from current employees, contractors and alumni.

But innovation also poses challenges for recruiters, such as how to keep up with the demands associated with constant connectivity. This is making people more transient and increasing contract work. It puts a greater burden on recruiters and increases their workload because they have larger numbers of resumes and candidates to process.

## **2. Standardize the Selection Process**

The new rules of recruiting also dictate that talent leaders move beyond "gut feelings" to data-driven decision-making when it comes to hiring. Finding an employee who fits both culturally and has the job skills is critical in today's healthcare organization, where replacing staff, especially nurses, can be quite costly. A Robert Wood Johnson Foundation article reported that it costs between \$22,000 and \$64,000 to replace an RN. Additionally, hiring individuals who are skilled and competent to provide direct patient care is a key driver for keeping current staff engaged with their job.

## **3. Reinforce Engagement Early and Often**

Communicating with the right people from the very start is critical. Some studies suggest that almost half of new hires fail within the first 18 months of hire, and almost 90% of the time it's due to an attitudinal reason such as coachability, emotional intelligence, and motivation. According to a Gallup poll of workers in 182 countries, only 13% are

engaged in their work. (Crabtree, 2013) Meanwhile, the aforementioned Bersin report finds that only 50% of employees would recommend their employer to a friend. (Bersin, 2015) The report also notes that engagement is now the number two issue on the minds of HR leaders (preceded only by leadership). Strong engagement levels mean employees are happy with their employer and thus are likely to communicate positive opinions about the workplace via social and professional networks as well as via word of mouth.

## **4. Become a Culture Warrior**

Advanced healthcare organizations are placing more emphasis on hiring candidates who fit in, are cultural matches, and are willing to be engaged. It's essential to communicate your organization's values and mission before someone is hired. HealthStream's annual employee engagement benchmark study indicates one of the strongest drivers of job engagement and retention is quality. A healthcare worker's commitment and loyalty to a hospital is heavily influenced by the quality of leadership and management, the technical ability and skill of team members, the resources available to improve and perform one's job, and the quality of care delivered to patients. In fact, many nurses are prone to leave hospitals they feel are not properly staffed or organized.

## **5. Have an Analytics Strategy**

Data analytics is becoming much more integrated into the full recruitment lifecycle. For example, advanced organizations gather job candidate reaction data from individuals who go through assessments and use that data to not only predict job performance but to also enhance the candidate experience. Companies are also leveraging talent analytics to find people who fit a specific role. HR departments also are turning to analytics to do a host of HR duties. New technology can identify skills, behaviors and candidates, making it easier and quicker to pick the right person for the job. Make it a priority to consistently track this type of data because it has big implications for your organization and outcomes as well.

# THE ESSENTIALS OF HIGH-PERFORMANCE RECRUITING

The term high-performer is used quite frequently, but what does it really mean to a hospital and its patients? A high-performer can be defined as one who pairs a high level of compassion with clinical excellence to serve patients. Such individuals possess important characteristics such as confidence, patient-focus, and learning agility. A high performer is loyal and engaged with an organization on an emotional level, fully believing in the organizations' mission, vision, and values. he or she is more likely to exhibit positive and unexpected behaviors, offer suggestions for improvement, work until the job is done rather than watch the clock, and often look to help their teammates, managers, and others in the organization. In healthcare, a high performer is more productive, has fewer patient safety incidents and has less absenteeism than middle to low performers.

High performers have a strong impact on performance and culture. Given the right opportunities for growth, these employees can become organizational catalysts, inspiring and influencing others to become top performers and make a real difference in your organization. Ultimately, employees' level of engagement in their jobs and the organization predict outcomes, such as intention to stay with the organization and likelihood of recommending it as the best place to work in the community. In turn, these outcomes are key predictors of financial consequences for the organization. Employee engagement is the metric that drives everything else—when scores rise or fall, other metrics such as financial or operational performance and patient satisfaction, can climb or dip with it. Keep in mind the following strategies as you build a plan to recruit high-performing employees:

## **Define and Communicate Your Value Using Top Branding Strategies**

The hiring process sets the foundation for communicating an organization's brand. While you're making assessments about which job candidates are best for your organization, they're also forming opinions about you. Consequently, in recruiting take careful consideration of how your brand will be perceived and interpreted by job applicants, if your messaging effectively communicates your unique mission and values, and whether or not it is attracting like-minded individuals who are better suited to help you achieve organizational goals and objectives. "So much of your brand is based on word of mouth. It is what people have heard on the street and from friends about what it is like to work at a place," says Bryan Bukowski, corporate

director, patient engagement and innovation at Community Health Systems (CHS) in Franklin, Tennessee. He notes that branding has become especially important in competitive marketplaces. "When I started at Community Health Systems 10 years ago, we were the sole provider in 60-70% of our markets. Today, it's down to probably 30% of that." Keep in mind, he adds, that while there is a lot of focus on logos and billboards, those are not your brand. "Your brand is your current workforce and your current stats. How engaged they feel is how engaged you are going to be in the external market when it comes to recruiting and getting people to want to join your organization."

## **Build an Impactful Career Site.**

Protecting your brand is about providing a good candidate experience. When candidates visit your career site, it is often the first time they will have an experience with your organization. From this point, candidates are drawing conclusions about your brand and your facility; what it might be like to work for your hospital, if there will be opportunities to grow, and whether or not they will "fit in" with coworkers. Consequently, it is very important to project your brand effectively. Communicating your unique culture, values, and expectations helps candidates decide if they have what it takes to be part of your organization, before they invest more of their time or yours. Career sites are one the leading ways organizations engage with potential job candidates.

Responding to job posts can be frustrating for applicants who often arrive at a career site ready to submit their resume, only to have an impersonal and cumbersome interaction that bogs them down with long forms, too many questions, and too many hoops to jump through before they can apply.

Submitting a resume can be a turnoff due to multiple steps and complex questions, including the following:

1. Applicants click on a post
2. They are asked to join
3. They must create a profile and fill out long forms
4. They are asked several questions or asked to do a test
5. They are asked to do other processes

Unfortunately, the above is a common occurrence, resulting in only 10 percent of applicant completions by

some estimates. This means a lot of good candidates are lost in the process and going somewhere else—perhaps to a competitor. Your career site should mirror your corporate website and express your unique brand and culture. It should have an easy interface with no separate URLs or pop-up screens, so the candidate can get a feel for your organization and determine if you are the type of organization they are looking for.

The entire application process should begin and end right on your career page and take no longer than three to five minutes. Remember, your candidates are your customers so you want to make sure the interview process is easy. It is much more attractive if there is a clean interface. Structure your application site to avoid unqualified job candidates so you can dedicate resources to the most qualified people, which can be accomplished by using built-in screening questions.

### Make Content Marketing a Priority.

Content marketing isn't just for customers, it's also an effective recruiting tactic. The term "content" may sound impersonal, but it is just the opposite. The goal of content marketing is to put out information, stories, and news that are of interest to customers and job candidates, rather than simple promotional content related to the organization or job. In fact, "Relevant content is what helps build and nurture lasting relationships and ultimately inspires candidates to apply for or share open jobs," says

recruiting expert Mike Hennessy, founder and CEO of SmashFly, in an article about high-performance recruitment marketing. (2015) "Its importance spans every element of communication— from job descriptions to company career sites to email campaigns," notes a Brandon Hall Group report Key Components of High-Performance Recruitment Marketing (Lagunas, 2015).

### Have a Solid SEO Plan.

A strong branding strategy also involves maximizing your presence on search engines or performing search engine optimization so that job listings and career sites rank high on search engine "unpaid" results. The fact is while many candidates do targeted searches online for specific jobs and employers, they are also open to new possibilities, according to a report from software company iCIMS Recruiting Game-Changing Talent: Target the Best in an Ever-Changing Talent Landscape. (iCIMS, 2015.) The report states that one of the best ways to maximize search engine rankings is by setting up career microsites. According to recruiting expert Mike Hennessy (2015), "Job titles are important not only in attracting candidates through SEO but also in how your jobs are found by candidates on job boards and other sites where you market your jobs." Also, he adds, be sure to use standard terminology and keywords that job candidates use when job searching and track the effectiveness of your strategies using data and metrics.

## Generational Breakdown



**Silent Generation**  
1928-1945

*They are considered to be hard workers, respectful of authority, responsible, with high moral values.*



**Baby Boomers**  
1946-1964

*Baby Boomers are known to focus on personal growth and gratification. They are motivated by money and competitive.*



**Generation X**  
1965-1980

*Generation X can be characterized as independent, entrepreneurial, suspicious, and global thinkers.*



**Millennials**  
1981-1997

*This generation is generally confident, social, highly tolerant, tech-savvy, and pessimistic.*

## Attract And Source The Right Talent

It's important to have a strategy that incorporates a variety of channels, including social media, video, SEO, job boards, and career sites, and sources such as peers, internal employees, and former employees. Social media marketing, which involves developing, networking, and sharing relevant information across a variety of social media sites such as Facebook, LinkedIn, and Twitter to build relationships with potential job candidates, has become increasingly important to savvy recruiters. "High-performing organizations today are using it as a primary channel for driving their employer brand," finds the Brandon Hall Group report. Each of these sites, however, has its own strengths and weaknesses, making it crucial to understand the specifics of each network and how job candidates use them. According to a Jobvite study of 2,084 U.S. adults, 94% of recruiters use LinkedIn, while only 40% of people using social media to find a job actually use the network for job searches. Additionally, Facebook is a leading social media platform with 67% of social media job seekers using it to find their most recent job. LinkedIn, on the other hand, tends to be favored among highly educated social job seekers. (Kasper, 2015) Also, according to the same Jobvite study, some jobseekers admit that they are not honest using social media, with 31% of social job seekers admitting to inflating their skills on Twitter. Recruiters are also turning to video technology to pre-screen job candidates.

On the other hand, organizations also are going old school and capitalizing on the power of networking. A director of talent acquisition at an academic medical center in the south says that while his organization has a robust recruiting plan that taps into multiple social media channels, it is also honing in on word-of-mouth as one of its key strategies for recruiting new staff. He observes that future recruiting opportunities are going to focus on working with alumni, including graduates of the medical school and individuals who have worked for the organization and are now at other companies meeting talent, to network with potential job candidates. In fact, he says, his organization is considering establishing a structured program centered on alumni networking. According to Jobvite (Hyder, 2012)—which provides employers social recruiting tools, among other services—people who were referred to an employer had a 46% retention rate after year one on the job compared to 33% referred from a career site and 22% from job boards.

## Create A Strong Candidate Experience

How do you create a positive hiring experience? It's all about engagement, which starts at the recruiting stage. First impressions are critical. But, you should know that it is likely that the candidate already has an impression of you that has not been crafted by the marketing department. Rather, it has come from friends, employees, family members, or the press. According to a LinkedIn 2015 Talent Trends report of 20,000 professionals worldwide

## Does your career page engage candidates?

Branding is critical when making a first impression on potential job candidates. Think about an applicant's perception of your career page. How easy is it to use? How does it look? It is important to differentiate yourself from the competition. Consider the following when designing your career site.

- Create a simple, streamlined interface with no separate URLs or pop-up screens
- Make sure the look and content of your site gives candidates a strong feel for your organization
- Make sure the entire application process starts and ends on your career page
- Increase application turn-in rate by insuring it takes less than five minutes to fill out an application.
- Create an automated e-mail system so you can keep candidates updated on where they are at in the employment process
- Have you done everything you can to treat your candidates like the customers they are?



and 1,600 professionals in the U.S. and Canada, 83% say a negative interview experience will change their mind about working for a company they previously liked. (Gager, Sittig, Batty & Smith, 2015) At the same time, 87% say a positive interview can erase a negative perception of a company. Overall, 77% say the interview is extremely and very important when making a final decision about a job offer. Engagement extends past the first interview even if you are undecided about a candidate. If you want to keep a candidate engaged, don't go silent post interview. Make sure you are following up with candidates and letting them know how the process is going. Sixty-three percent of professionals say they want to hear from an employer whenever there is an update, while 94% say they want feedback on how they did during the interview. Job candidates are four times as likely to accept a position if they receive constructive feedback following the interview.

There are other key steps in building impactful relationships as well. For instance, successful organizations have a robust candidate relationship management (CRM) process. In recruiting, CRM involves building and maintaining relationships with past and current employees, as well as future candidates. CRM is particularly important in today's recruiting climate because "job candidates today expect tighter feedback loops, personalized communications, and high-touch hiring," notes the aforementioned Brandon Hall Group report. Deploy an automated process that will maintain contact with people interested in you, as well as provide a constant stream of information about your organization. "These tools can be used to nurture potential applicants with specific company messages around new open jobs, events, employee testimonials, and more," notes the aforementioned iCIMS report. Also, communication should be timely so that candidates always know where they stand in the recruitment process. Make sure your system is mobile optimized, too, so candidates can apply on the device of their choice. A bad job application experience affects a candidate's hiring decision.

### **Optimize Applicant Tracking Workflows**

HR workflow is a cumbersome process for many hospitals because paper processes still reign. About half of today's hospitals are still using a manual process, including paper, spreadsheets, and email to track job requisitions, track applicants, rank resumes, prescreen candidates, and manage the interview process. Paper, for one, is a big challenge

considering most large companies average 1,000 applicants for every job. Maintaining a short time-to-hire window is essential for recruiting high performing talent, but nearly impossible with paper processes. Hospitals only select a small percentage out of many qualified candidates and have no way of tracking and holding on to the others in a paper-centered world, thus they throw away many qualified hires. It is important to have a simplified and centralized hiring process in order to process candidates quickly and thoroughly. According to the report Top 5 Recruitment Strategy Trends for 2015 (BirdDog HR, 2015), this includes automating pre-hire assessments and performing drug and other background screenings in the pre-hire process.

### **Create A Strong Selection And Screening Process**

Now more than ever, healthcare recruiters cannot afford a "bad hire"—with up to 1.5% (increasing to 2% in 2017) of their Medicare reimbursement dollars at risk based on scores, the potential costs are too high. This in turn requires more prescreening, background checks, and a much more rigorous hiring process. To find the right people you first have to know who you are looking for. Hiring is about meeting a need and not just filling a seat. You want to start with what a hire will accomplish their first year on the job and work backwards from their to lock in your hiring criteria.

Hiring the best employees for your organization also requires using screening tools in the selection process that assess individual skills and behavioral qualities against your standards and requirements, for a greater understanding of an individual beyond what's provided on a resume. As Dr. Karlene Kerfoot said in a Becker's Hospital Review article (2013) on nurse turnover, "You have to have data." The biggest nurse-staffing mistake that hospitals are making is not having and using data to drive decisions. Data-driven hiring helps organizations find the best employees up front, improving their good-to-poor hire ratios and strengthening their culture with high-performers who can influence and inspire marginal and disconnected healthcare workers to do better."

Through the use of valid and reliable pre-hire testing, recruiters can verify that candidates have baseline clinical and core competency knowledge. While most healthcare workers need to undergo educational programs involving testing to be eligible to work in a health-related profession, that does not mean they remember relevant procedures or that they're familiar with the most effective methods currently available. When such individuals are hired with

knowledge deficiencies undetected, they can become a detriment to an organization and jeopardize patient care. Testing will identify these issues and gaps, which can be resolved through additional training.

At Community Health Systems, Bukowski says screening for a cultural match starts before any candidate is interviewed. "The moment you go on-line and you apply for a job, you commit to our culture and our standards. There are 10 standards of behavior and expectations." He notes applicants are further screened during called peer interviewing. But it doesn't stop there. The CHS process is rigorous. Whether the person is a senior leader or a front line staff member, they will be asked to commit to the standards again during orientation. They will also be assessed at 30- and 90-day intervals.

Creating a consistent candidate scoring system, using an online applicant tracking system (ATS) or your own manual method, can help you focus on your most qualified candidates. This will help save time and keep your best candidates engaged resulting in better quality hires in less time. Keep in mind that first generation recruiting applications work well when you need to manage who has applied and keep all contact information in one place. It is helpful when you are trying to streamline your process by getting off of paper or Excel. However, many of these recruiting applications can be complicated, may not provide strategic support, and may not integrate with other tools you are using, such as those for background checks. As you consider your organizational goals, such as cutting costs, improving quality, lowering turnover, and bringing the right people in the door, consider a system that will help recruiters and hiring managers throughout the entire recruiting life cycle.

## TOP RECRUITING TRENDS

The HR and talent industry has become much more strategic and creative in recent years in order to keep up with demand and to attract a high-quality, high-performing workforce. They are doing everything from mobile-friendly recruiting processes to building innovative career sites and using video technology to pre-screen candidates. Below are the four key trends to watch in 2015.

### Building an Effective Reporting and Metrics Process

Make sure your compliance practices are up to date. There are numerous laws that keep employers from discriminating against candidates because of age, gender, ethnicity, etc. The Patriot Act, for example, empowered the Department of Labor (DOL) to randomly audit employers, making sure hiring practices were in compliance with all federal laws. It also gives the DOL the right to shut down companies that don't pass an audit. If audited, a company has to be able to show it's not using any of that information to disqualify acceptable applicants. Also, the Office of Federal Contract Compliance Programs (OFCCP) is strictly enforcing a new ruling on record keeping requirements and the collection, storage, and reporting of Equal Employment Opportunity data for online job applicants. It targets businesses with federal contracts, and is also used as a standard by the DOL to guide everyone else.

An (ATS) is a great way to simplify and streamline your entire recruiting process. These cloud-based systems now allow you to put all of your recruiting data and processes into one system accessible by your entire organization. Most importantly, you can easily automate many of the time-intensive tasks that are slowing your team down, including the following

- Non-biased technology can prescreen and sort through resumes.
- Good ATS prompts applicants to enter EEO data
- Logs why an applicant was not hired.
- Enables a hospital to quickly show they used objective criteria to choose candidates.

**I. Engage, Engage, Engage.** It can't be said too many times. Competition is tough when it comes to recruiting top talent and it is only going to get worse as shortages increase and specialized positions become the norm. Where do you start? According to the BirdDog HR report on top trends in talent management (2015), go where the candidates are going, which is online. Establish

a presence on social media and build and maintain an online talent network. Moreover, engage them with easy to access content on your career site.

**2. Automate and Simplify.** Have an automated web-based system that is easy to access and use. Make sure the system enables HR staff to easily communicate and collaborate with one another as well as with job candidates. A state-of-the-art system should enable you to create a customized career site, connect with candidates via social media, and post positions to internal and external career sites. Also make sure your system is set up to quickly process applications, and create job descriptions and prescreening materials. Everything should be on a centralized platform.

**3. Take a Chance on Video Technology.** Videos aren't just for passive watching. With the right video strategy, recruiters can shorten the hiring cycle and reduce costs. Savvy recruiters in fact are starting to ask job candidates to not only send in resumes but also a short video. "We can ask you some screening questions and see you answer them live. We're doing a lot of things like that to help the recruiters spend their time on the right candidates, versus spending too much time with screening," says

one senior director of employment at a hospital in the midwest. Video screening can be more effective than phone interviews when it comes assessing whether or not a candidate is a cultural match. Video interviews are also helpful in preparing interviewers for the in-person interview and prevent qualified candidates from being eliminated because of something on the resume. Video technology allows recruiters to present hiring managers with the entire view of a candidate. Expect to see widespread use of video technology, which has improved dramatically in just the last few years.

**4. Be Smart About Mobile Hiring.** Smart phones are becoming more important than computers to job candidates, especially to Millennials, so it is critical to have a recruiting job plan that is more mobile friendly. Job seekers expect to search and apply for jobs via their mobile phones because they are quicker and easier. This means your job ads and job sites must be mobile friendly. If an applicant can't access your site via their phone, they are likely to move on to the next employer. (BirdDog HR, 2015).

## Understanding and Recruiting Millennials

Each generation has its own unique qualities and perspectives that shape career paths, how they approach job responsibilities, and how they communicate and cooperate with others. Recruiters are watching Millennials carefully because they are the youngest and largest generation in the workforce. "Millennials are the most technology-connected generation of our time," says Douglas Wolf, CEO of Select International, which develops employee assessments and workforce solutions. They are social media savvy and comfortable with sharing information about themselves and about each other, he adds. "They're not only comfortable with a constant stream of notifications and updates, but they crave it."

At the same time, a senior talent leader at a large U.S. Children's hospital, also points out, "Millennials, want to work for organizations where they have compelling missions and where they can do meaningful work." They also happen to have a very different philosophy about work/life balance; they work to live, unlike Boomers who live to work. How does this translate to recruiting? For starters, keep the lines of communication open throughout the entire process. Be sure to communicate early on, often and provide as much detail as possible about your organization's mission, focus and culture as well as feedback on how they did during the interview. While understanding the characteristics of each generation is helpful when creating recruiting strategies, ultimately, don't lose site of your main objective: The primary focus should be on identifying the competencies and traits that match your organization's culture and specific job roles.



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