



# ESSENTIAL STRATEGIES FOR RECRUITING IN HEALTHCARE

Jennifer Henley, SVP, Operations  
Ashley Kauffman, Sr. Director of Client Services





# ESSENTIAL STRATEGIES FOR RECRUITING IN HEALTHCARE

Jennifer Henley, SVP, Operations  
Ashley Kauffman, Sr. Director of Client Services

N | A | S

RECRUITMENT INNOVATION

## Table of Contents

The State of the Healthcare Industry Today	3
Challenges in Healthcare Recruiting	4
Segment and Strategize	5
Leverage Your Employer Brand	7
Use Targeted Job Postings	10
Network and Build Relationships	13
Offer Competitive Compensation and Benefits	15
Focus on Work-Life Balance	18
Utilize Employee Referrals	20
Promote Diversity, Equity and Inclusion	22
Invest in Professional Growth	24
Revisit Campus Recruitment	27

# THE STATE OF THE HEALTHCARE INDUSTRY TODAY

**13%** growth in  
healthcare jobs by 2031

**2 million**  
new healthcare jobs by 2031

**11%** of total labor  
expenses are contract labor

Demand for healthcare workers will outpace supply by 2025

Projected shortages by 2025 include:



**446,300**  
Home Health Aides



**95,000**  
Nursing Assistants



**98,700**  
Med and Lab Techs



**29,400**  
Nurse Practitioners

*(U.S. Bureau of Labor Statistics, Mercer, Deloitte)*



# CHALLENGES IN HEALTHCARE RECRUITING

Talent Acquisition in the healthcare industry offers more challenges than most fields. Healthcare systems have high expectations of their talent to provide the best care possible to all patients. An unbalanced staffing ratio can become a cycle leading to disruption. It also puts a lot of pressure on the Talent Acquisition team to attract the best candidates as quickly as possible.

Areas of concern include:

- Lack of experienced talent for the number of positions available, leading to talent gaps across the healthcare spectrum.
- An aging population, with the Baby Boomers generation entering the age of increased need for health services.
- An aging workforce, particularly among nurses, where one-third of the workforce could be at retirement age in the next 15 years.
- A renewed focus on career and family, causing many healthcare professionals to opt out or move to a new job.
- Burnout and high turnover, particularly given the challenges of the pandemic and the staffing issues it created.
- A competitive landscape with expectations for ever higher wages and improved benefits.

**The following pages include 10 strategies that can have a great impact on your healthcare hiring.**

STRATEGY #1



# SEGMENT AND STRATEGIZE



## STRATEGY #1

# SEGMENT AND STRATEGIZE

After analyzing your data, you have to segment your recruiting needs and strategize how to meet them. Each audience requires a different strategy. Here are several examples of important segments to consider.

### High-Volume Roles

The roles that you hire for most frequently take top consideration. These longer-term or evergreen roles will naturally occupy most of your strategic considerations and budget.

### Type of Healthcare Position

These may be Critical Providers, such as Physicians, RNs and Pharmacists, or they may be Core Professionals, such as HR, IT and Accounting. Each role requires a nuanced strategy incorporating the candidate profile, media options and most effective message.

### Future Talent Needs

Determine what needs you might have in the future, remembering that one size does not always fit all. Will you be looking at Community Colleges, job boards or career fairs? What strategies will best help you reach these goals?

STRATEGY #2

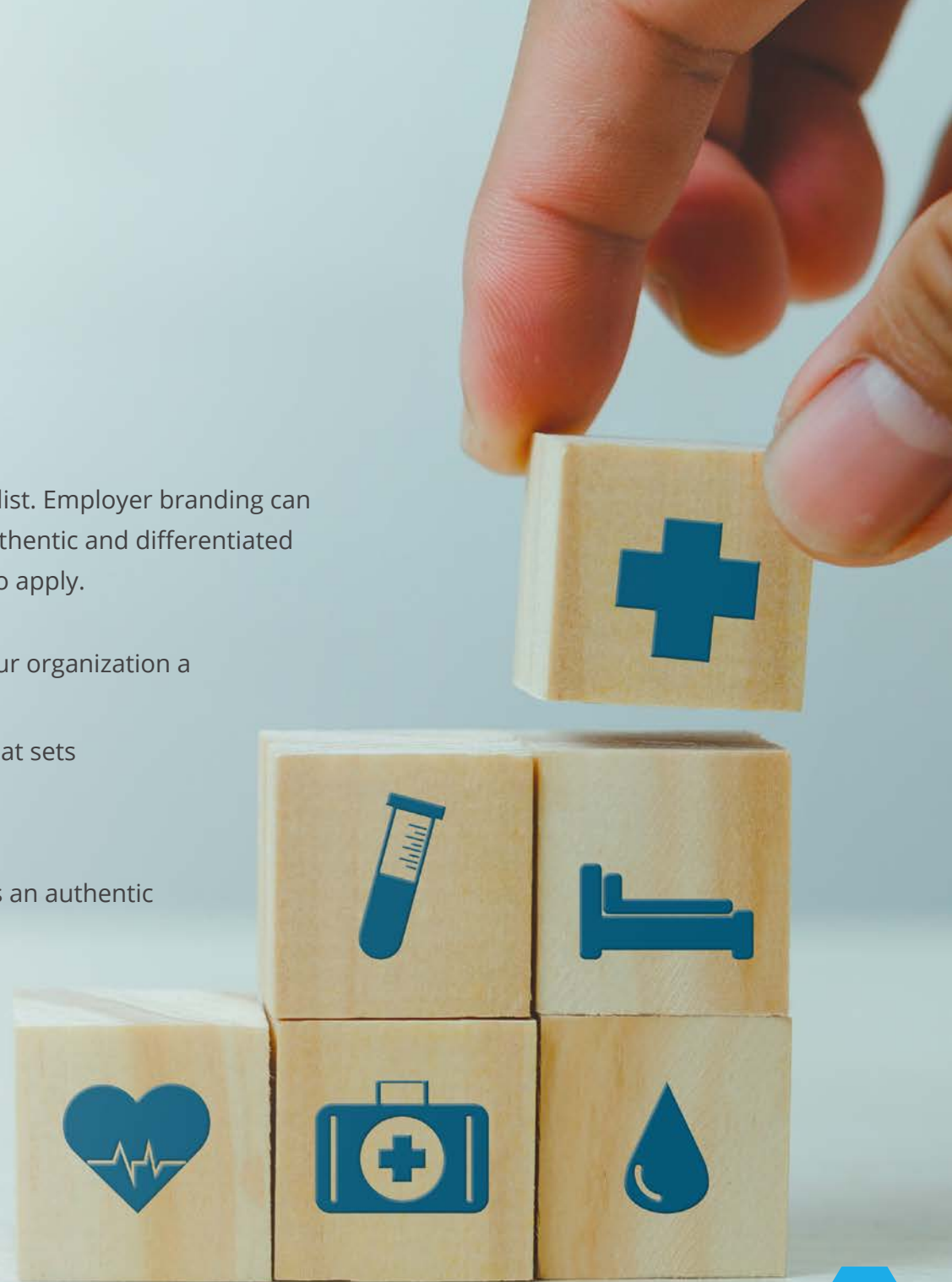


# LEVERAGE YOUR EMPLOYER BRAND

# LEVERAGE YOUR EMPLOYER BRAND

This is perhaps one of the most important strategies on this list. Employer branding can make or break your talent acquisition and retention. With authentic and differentiated messaging, you can stand apart and inspire the right talent to apply.

- Make sure that potential candidates know what makes your organization a great place to work.
- Highlight your mission and values so job seekers know what sets you apart.
- Showcase benefits and perks that you offer to employees.
- Include photos, testimonials and videos to give candidates an authentic look at you.
- Be sure to tell the story about diversity, inclusion and equity at your company.





# HOW EMPLOYER BRAND IMPACTS TALENT ATTRACTION AND RETENTION

## Employer Reputation

**75%**

of candidates research a potential employer's reputation and brand prior to applying.

## Hiring Impact

**83%**

of employers say that brand plays a significant role in ability to hire talent.

## Better Retention

**40%**

fewer employees leave companies with strong employer brands within the first 6 months.

## Willingness to Move On

**83%**

of employees would leave their current job for an offer from a company with a better reputation.

## Consider the Source

**Referred Employees**

are more likely to stay than those sourced from job boards or career sites.

## Willingness to Keep Looking

**69%**

of candidates would pass over a job offer from an employer with a bad reputation.

For more insight, check out our [Employment Branding e-book](#) and [infographic](#).

*(LinkedIn's Ultimate List of Employer Brand Statistics)*

STRATEGY #3



# USE TARGETED JOB POSTINGS



# USE TARGETED JOB POSTINGS

**Targeted job postings let your candidates know you are speaking directly to them. Be sure to use language that appeals to healthcare professionals. Highlight the impact the role will have on patients and the community, and how it ties to the company's mission. Provide details on responsibilities, as well as growth and development opportunities.**

## What's important in a job posting?

- Most job seekers start their search on Google. Use the most frequently searched title and refrain from including extraneous information like bonuses, locations and shifts in the title.
- Include key words in your opening to optimize search engine optimization (SEO). These can include job titles, alternate titles, locations and phrases that might be searched.
- Include a brief, bulleted list of qualifications since most candidates use job postings to see if they are qualified for a role.
- Consider listing compensation – candidates appreciate the transparency.
- Candidates spend less than a minute on a job posting. Make sure yours are easily scanned with concise, bulleted content.
- Include only the most relevant information that qualifies candidates and inspires them to apply. Fill in the details during the interview.
- Include “what’s in it for me” details like benefits, flexibility, culture, growth potential and special advantages of working in the position or department.
- Job postings should be between 200 and 500 words. The longer the posting, the less likely people will read it.
- Keep in mind that job postings require continuous optimization through testing, analyzing and modifying job campaigns or posting strategies.

## BONUS HINT: USE RETARGETING TO BRING CANDIDATES BACK

Even with the best job postings, organizations still struggle to get candidates to convert to applicants. That's why we suggest retargeting campaigns for all client partners.

- Research has shown that it can take 8 to 10 exposures to a job posting to get a conversion.
- It's important to reinvest into the individuals who visit your job posting or career site and then bounce off.
- This is your opportunity to retarget them, similar to how consumers see reminder ads for products they have viewed online.
- Retargeting allows you to be front and center for the candidate on multiple platforms.



## CONTINUOUS OPTIMIZATION

**Optimizing never stops. It is a continuous cycle.**

NAS teams are experts in helping you leverage campaigns to spotlight your organization and attract candidates in your most pressing areas and times of need.



STRATEGY #4



# NETWORK AND BUILD RELATIONSHIPS





# NETWORK AND BUILD RELATIONSHIPS

As recruiters, it is critical to connect with candidates in multiple ways.

**CONNECT** with healthcare professionals through industry events, schools and professional associations.

**HOLD YOUR OWN HIRING EVENTS** and be sure to capture the data of those who attend.

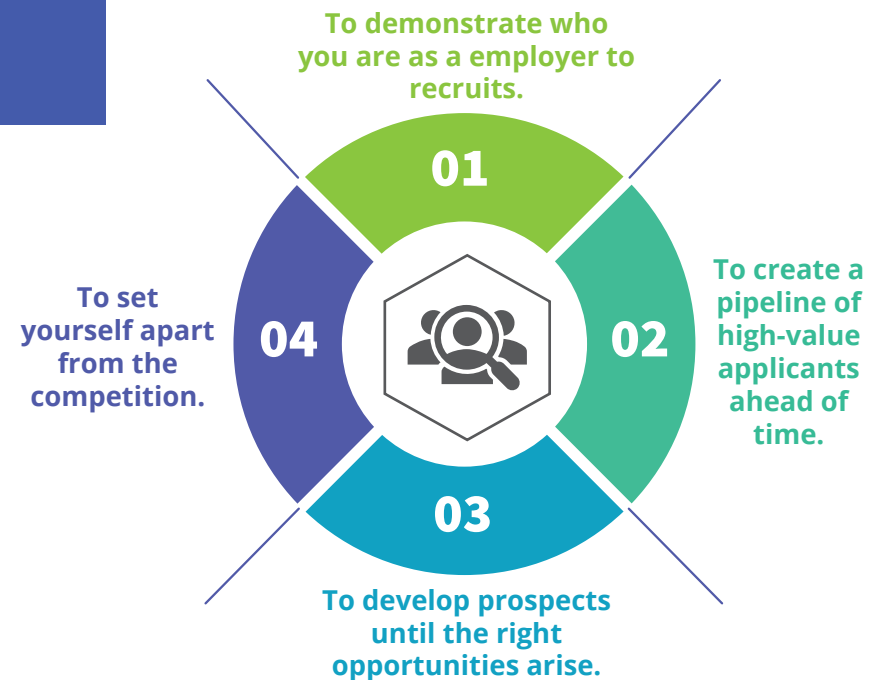
**START CONVERSATIONS** via social media or other platforms.

**BUILD A DATABASE** of interested candidates with your talent network.

**CREATE LANDING PAGES** with quick capture forms and market them via digital strategies.

**NURTURE** those relationships by utilizing a CRM tool to communicate via text and email.

## Why is Candidate Relationship Management Important?



STRATEGY #5



# OFFER COMPETITIVE COMPENSATION AND BENEFITS



# OFFER COMPETITIVE COMPENSATION AND BENEFITS

Compensation and benefits are key motivators for job seekers. Therefore, offering a competitive salary and benefits package can help you attract healthcare professionals to your organization.

It's important to remember that compensation involves multiple factors, not just the hourly wage or salary. Job candidates often look at the *total* rewards package and choose the organization they feel has the most to offer. According to MGMA, **45% of medical groups added or expanded employee benefits in the past year.**



- According to a 2022 **Prudential pulse survey**, 71% of respondents stated better pay as their motivating factor to remain with their current employer instead of seeking out other employment.
- Aside from better pay, respondents said they would stay for better benefits, increased schedule flexibility and clear advancement opportunities.
- Consider local market data and industry benchmarks when determining your compensation strategy.



Taking some time to review your benefits offerings and adjusting to job candidates' desires could significantly help your hiring efforts. If you're wondering where to begin, **Applio released the 11 best benefits for employees in the healthcare industry:**



- 1 Health Insurance and Wellness Benefits
- 2 Paid Time Off
- 3 Flexible Scheduling
- 4 Student Loan Assistance
- 5 Professional Development and Tuition Assistance
- 6 Parental Leave
- 7 Child Care Assistance
- 8 Commuter Benefits
- 9 Disability Insurance
- 10 Flexible Benefits
- 11 Pay Frequency



Ensuring your organization offers not only competitive wages, but also a comprehensive rewards package is vital in attracting and retaining healthcare talent.



STRATEGY #6



# FOCUS ON WORK-LIFE BALANCE



# FOCUS ON WORK-LIFE BALANCE

The healthcare industry can be demanding, so it's important to prioritize work-life balance and offer flexible work arrangements, such as telecommuting and flexible scheduling. According to Gartner, hybrid flexibility is becoming a vital benefit for frontline workers in healthcare.

- Organizations that can offer work schedule control, paid leave and a stable work schedule will likely see the most success in hiring. If your company can offer these options, promoting them to candidates could greatly impact your number of applicants.
- It's also important to incorporate visuals that show candidates that they can be happy working for your organization. For example, utilizing imagery of employees smiling and visually representing your culture can make a big difference in how a candidate feels about working for you.

**90%** of people believe that how we feel at work matters.



Only **49%** report that their company is measuring happiness and wellbeing.

(Indeed)

STRATEGY #7



# UTILIZE EMPLOYEE REFERRALS



# UTILIZE EMPLOYEE REFERRALS



One simple, yet often forgotten strategy is to utilize employee referrals. Encouraging current employees to refer their colleagues and friends for open positions can lead to not only higher quality candidates, but also candidates who want to stay with your organization. Often, employers will leave their employee referral programs (ERPs) unpromoted, losing out on a host of potential candidates.

- Make your ERP stand out by developing its own voice and design.
- Use your existing channels, such as emails and your intranet to promote your ERP.
- Referral bonuses add additional interest and motivation for employees.
- Consider adding a fun, creating theme to your ERP.
- Create ongoing conversation through quarterly posters, handshake cards and spotlights on your intranet.
- Create a landing page specific to your program for even more visibility.

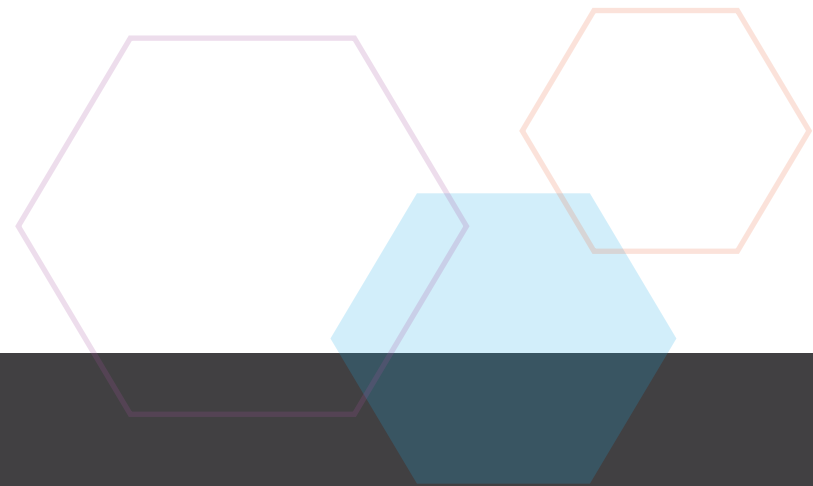
Referred  
employees  
stay

45%

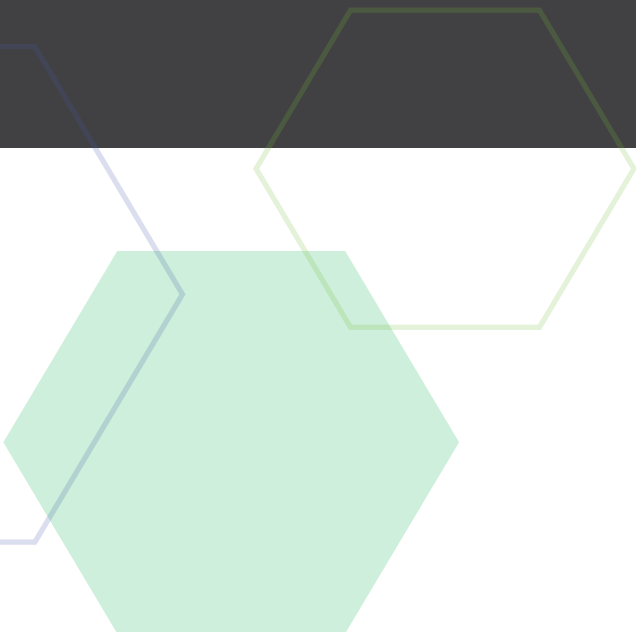
longer than employees  
hired through job boards  
or career sites.

(TalentLyft)

STRATEGY #8



# PROMOTE DIVERSITY, EQUITY AND INCLUSION



# PROMOTE DIVERSITY, EQUITY AND INCLUSION

A diverse and inclusive workplace can be a major attraction for healthcare professionals, as it reflects the diversity of the patient population and promotes a positive work environment. Companies that have an inclusive culture are three times more likely to be high performing and eight times more likely to achieve better business outcomes. Here are some steps to begin implementing DE&I initiatives into your company.

- Start a diversity council to drive awareness and initiatives.
- Create and empower employee resource groups.
- Implement diversity training across your organization.
- Celebrate diversity and multicultural holidays.
- Ensure fairness and eliminate biases in hiring and promoting.
- Embrace and welcome a diverse workforce.

80%

of candidates feel inclusion is important when choosing an employer.  
(CNBC)

If you have an established program, it's important to think about how you are promoting it, both internally and externally. Include a page or section on your career site to make sure candidates understand your commitment and see how they can get involved as part of your team.

For more information on elevating DEI in your organization, check out our blog post "[Inclusion Infusion: Elevating DEI in your Organization.](#)"

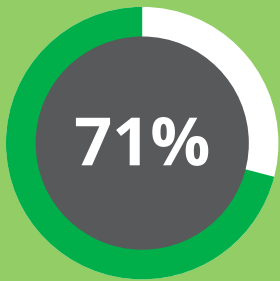
STRATEGY #9



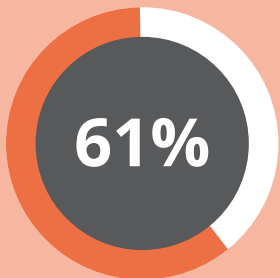
# INVEST IN PROFESSIONAL GROWTH



# INVEST IN PROFESSIONAL GROWTH



of people said job training increased their satisfaction.



said upskilling opportunities were a reason to stay with a company.

*(Gallup)*

**Healthcare professionals are often looking for opportunities to learn and grow in their careers. Offering professional development and advancement opportunities can be a major incentive for top talent.**



- Professional development should introduce employees to new skills while honing existing hard and soft skills in the workplace.
- Programs should be oriented around your company's overall mission to create an environment where all workers move toward a common end goal.



# PwC OFFERS FIVE **ESSENTIAL STEPS** TO TAKE TO ASSESS WHAT **SKILLS YOUR EMPLOYEES NEED.**

## **#1 FORECAST:**

Gather data—from your business, industry, customers and other sources—to determine the many forces that could impact your organization in the years ahead.

## **#2 ASSESS YOUR WORKFORCE CAPABILITIES:**

Know what kinds of skills your team has today.

## **#3 UNDERSTAND YOUR ORGANIZATION'S CULTURE:**

Understand the cultural behaviors within your business and then use them to help drive the changes you want.

## **#4 IDENTIFY SKILL GAPS, MISMATCHES AND YOUR CURRENT POOL OF SKILLS:**

Use a data-driven solution that can analyze your skill gaps in a consistent way across your business.

## **#5 VERIFY THE CASE FOR CHANGE:**

Develop a plan and make sure it gets results.

Not only does offering professional development help retain employees, but it also helps your healthcare organization ensure compliance. Providing continued education to physicians, RNs, sonographers and more helps hone their skills and keep them updated on the latest trends and changes in the healthcare industry.

STRATEGY #10



# REVISIT CAMPUS RECRUITMENT

# REVISIT CAMPUS RECRUITMENT



**37%** of organizations will be extending their college recruiting cycle by starting it earlier and ending it later. *(NACE)*



Campus recruitment is back as a solid strategy. Identifying key academic institutions for highest-need roles and developing recruitment strategies can help you build a candidate pipeline that will serve you for years to come. Not only are employers expanding their campus recruitment duration, but they are also doing it with gusto:

- Creating strong, eye-catching collateral
- Building captivating content messaging
- Utilizing geofencing campaigns to optimize their efforts

Keep in mind as you develop your messaging and collateral that Gen Z will be your primary target on campus, so it's important to utilize strategies, messaging and design factors that appeal to this generation. Key messages for Gen Z include:



For more information on Campus Recruiting, check out our infographic.



# WHAT'S NEXT?

NAS is a full-service agency with a strong specialization in healthcare. We can build you an employment brand that captivates your audience, create a career site with a better candidate experience and build and implement strategies to motivate your candidates. Ready to learn how we can help optimize your healthcare recruiting strategies?

**CONTACT NAS**



**N | A | S**

RECRUITMENT INNOVATION