Healthcare Recruiting in 2020: Game-Changing Strategies to Fill Your Candidate Pipeline

Speakers:
- **Leah Daniels,** General Manager of SaaS, Appcast
- **Colby Draper,** Growth Marketing Manager, Honor
- **Caitlan Ruck,** Talent Leader, Ascension

Moderator:
- **Adrianne Nelson,** Senior Director, SIA

Sponsored & presented by:

October 29, 2019

Staffing Industry Analysts Product Overview

SIA | Staffing Industry Analysts Corporate Membership Webinar

SIA STAFFING INDUSTRY ANALYSTS

HEALTHCARE STAFFING SUMMIT

November 6–8, 2019
Red Rock Resort | Las Vegas, NV
🐦 @HCStaffSummit #HCStaffSummit

Join Us in Las Vegas, Nevada!

The **Healthcare Staffing Summit** is the one event designed specifically for healthcare staffing executives to network with peers, gain insights to grow your business and learn about the latest technology and innovations from suppliers.

Register now at www.healthcarestaffingsummit.com

Audio

- **Listen through your computer** by turning on your speakers after you log into the event.

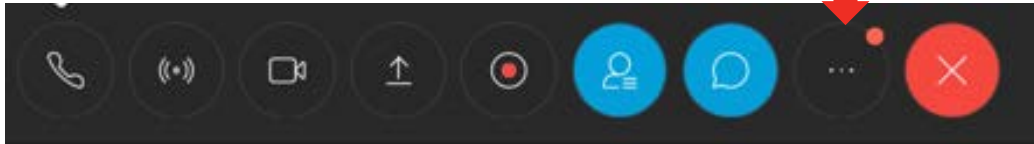- **Need assistance or a dial in number**?

Please let us know in the Q&A section or contact us at:
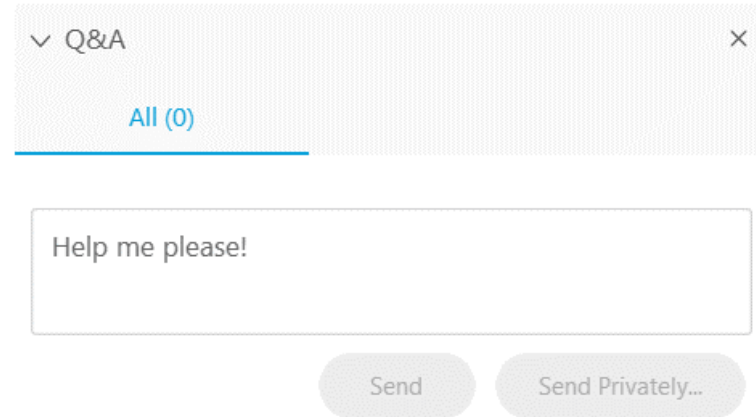
memberservices@staffingindustry.com

800-950-9496 or +44 (0) 20-3823-9900

Questions?

- Questions may be submitted at any time.

- Click on more **options** to open the Q&A window.

- Type your question into the small dialog box and click the Send Button.

- Slides with audio will be shared 48 hours after the webinar.

Our speakers today:

- **Caitlan Ruck,** Talent Leader, Ascension

- **Colby Draper,** Growth Marketing Manager, Honor

- **Leah Daniels,** General Manager of SaaS, Appcast

Moderator:

- **Adrianne Nelson,** Senior Director, CCWP, SIA

Staffing Industry Analysts Corporate Membership Webinar

About Appcast

Making jobs ads work.

- Founded in 2014
- Mission to revolutionize recruitment
- Market-leading job advertising tools
- Headquartered in Lebanon, NH, with global offices

650M+
applicants generated

100M+
job seekers monthly

2.5B+
job ads optimized

$1.5M+
in gig ad spend is managed

$250M+
Recruitment ad spend in US market

85%+
leading US recruitment ad agencies

illl Appcast ™

Today's plan

1. **Setting the stage: Leah Daniels**

2. **Through the recruiting lens: Caitlan Ruck**
    - The state of healthcare recruiting
    - Tough roles, tough markets
    - Rethinking recruitment strategy

3. **Through the marketing lens: Colby Draper**
    - Recruiting high-volume, single-profile healthcare roles

4. **What can healthcare staffing recruiters take away** to get more healthcare candidates in 2020?

��▎▎ Appcast

3.5% US unemployment rate September 2019

1.1% RN unemployment rate

0.4% Physician unemployment rate

4% Growth of healthcare staffing in 2020

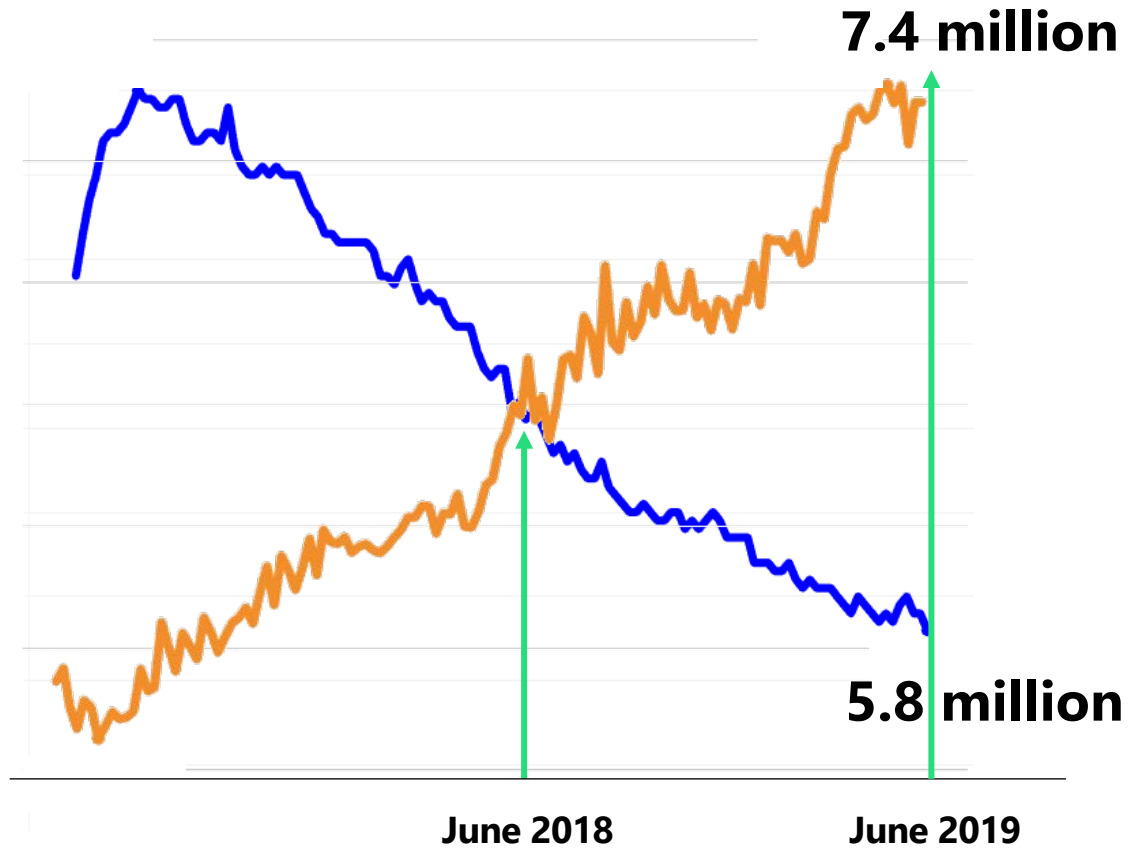28% Nurse Practitioners

33% Occupational Therapy Assistants

12% RNs

31% Physician Assistants

37% Home Health Aide

36% Personal Care Aide

Bureau of Labor Statistics
SIA Healthcare Staffing Report
October 2019

7.4 million

5.8 million

■ Unemployed persons

■ Unfilled Jobs

June 2018

June 2019

Bureau of Labor Statistics, 2019

Appcast

What you're up against

The unemployment rate

The healthcare industry

The staffing business

Appcast

Healthcare Recruiting at Ascension

Caitlan Ruck, National Director – Online Candidate Experience

ASCENSION

Employers must account for this shortage, which is expected to get worse over the next 5 years

Recommend actively deploying aggressive employer branding and recruiting strategies to attract candidates in this competitive landscape.

Here are some factors to consider:

- Aging Population (Boomers)

- By 2050, the number of US residents aged 65+ is projected to be double what it was in 2012

- This fuels demand for more nursing candidates that current supply can not meet

- Aging Workforce (Boomers)

- 55% of the RN workforce is 50+

- Current demand is 3.5M and will be 4.15M in 2020
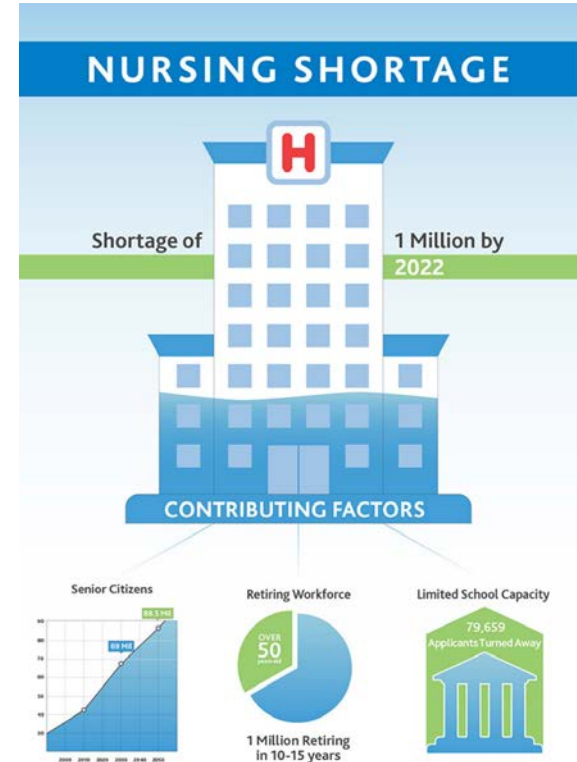
HIRING IN NURSING: A GROWING SHORTAGE
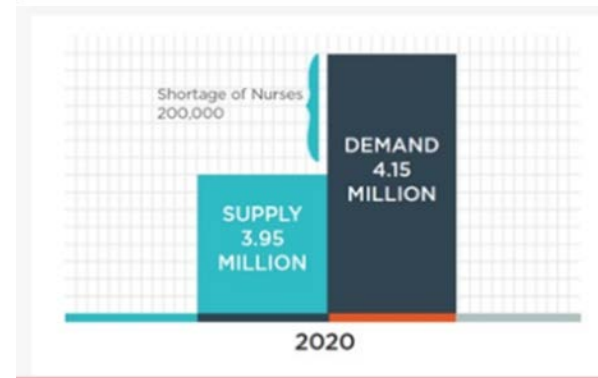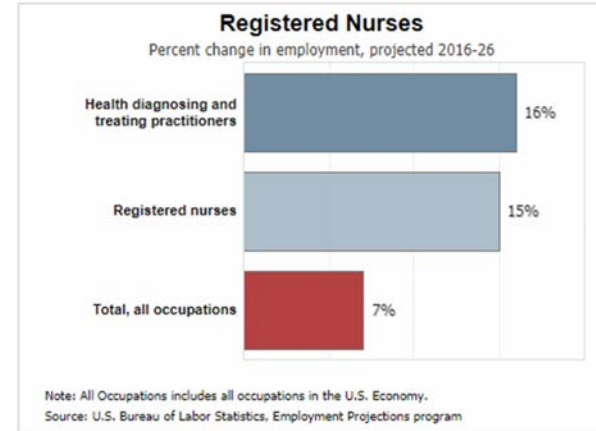
Burnout and Turnover

- Insufficient staffing is raising the stress levels of nurses, impacting job satisfaction, and driving many nurses to leave the profession

Violence in the Healthcare Setting

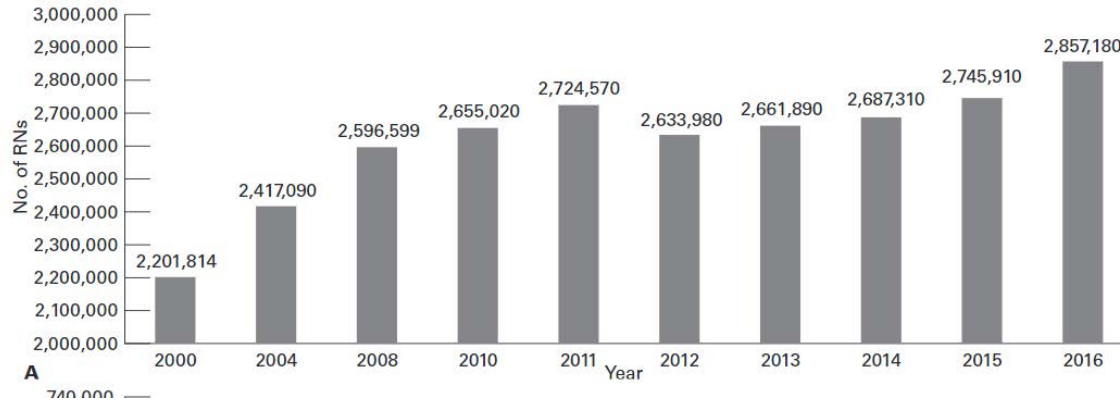- The ever-present threat of emotional or physical violence adds to an already stressful environment

Insufficient Capacity in Nursing schools

- A shortage of nursing school faculty is restricting nursing program enrollments

Registered Nurses
Percent change in employment, projected 2016-26

Health diagnosing and treating practitioners	16%
Registered nurses	15%
Total, all occupations	7%

Note: All Occupations includes all occupations in the U.S. Economy.
Source: U.S. Bureau of Labor Statistics, Employment Projections program

Shortage of Nurses 200,000

SUPPLY 3.95 MILLION

DEMAND 4.15 MILLION

2020

Supply + Demand for Nursing

Number of Employed RNs

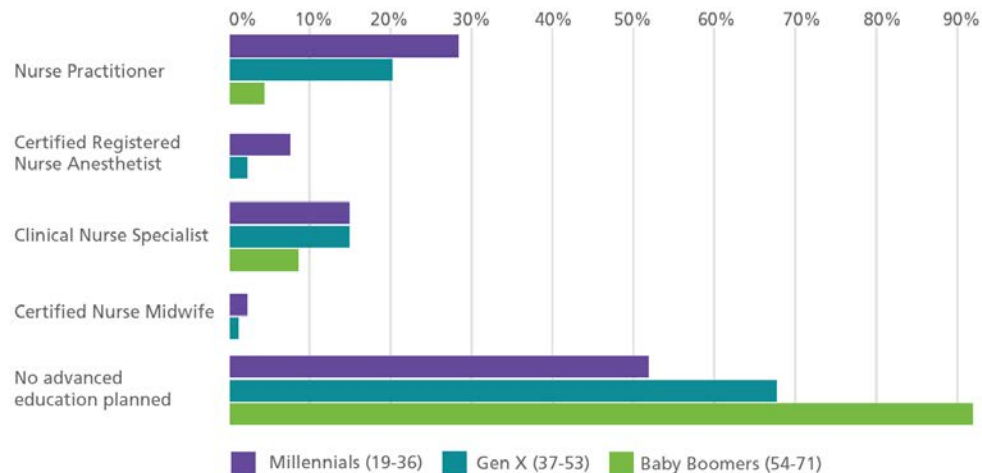4 main factors affecting supply + demand of nurses:

- Aging Baby Boomers
- Nurses Retiring
- Healthcare Reform
- Physician Shortage

RNs held an estimated 3 million nursing jobs in 2016. 61% of those in hospital. It is predicted that a greater proportion of nurses will move into ambulatory care as the role within that setting shifts.

Nurse Career Plans

- Will look for new nurse job: 17% Millennials, 15% Gen Xers, 10% Baby Boomers

- Become Advanced Practice RN: 49% Millennials, 35% Gen Xers, 12% Baby Boomers

- Work as travel nurse: 10% Millennials, 6% Gen Xers, 5% Baby Boomers

- Seek leadership role: 36% Millennials, 27% Gen Xers, 10% Baby Boomers

- Pursue higher degree: 71% Millennials, 56% Gen Xers, 20% Baby Boomers

Fig. 2: Which of the following advanced educations do you plan on enrolling in during the next three years?

Categories: Nurse Practitioner, Certified Registered Nurse Anesthetist, Clinical Nurse Specialist, Certified Nurse Midwife, No advanced education planned.

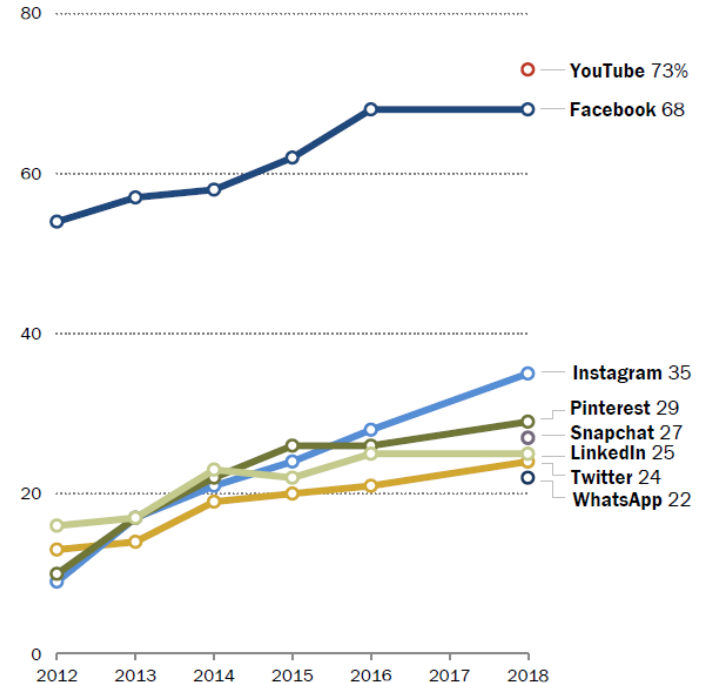Legend: Millennials (19-36), Gen X (37-53), Baby Boomers (54-71)

2018 Social Trends

- Facebook – 68% of Americans use Facebook. It is the primary social platform with the greatest frequency

- YouTube – 73% of all Americans use YouTube. However 94% of 18-24 year old's use the platform

- Pinterest is substantially more popular with women at 41% compared to men at 16%

- LinkedIn is still the most popular in higher income homes with 50% of users having a college degree

- WhatsApp is particularly popular with Hispanic users at 49% compared to 14% Caucasian and 21% African American

- Snapchat and Instagram are very popular with 18-24 year old. 78% use Snapchat followed by 71% that use Instagram. Twitter is also growing for this age group and is now at 48%

Majority of Americans now use Facebook, YouTube

% of U.S. adults who say they use the following social media sites online or on their cellphone

YouTube 73%
Facebook 68
Instagram 35
Pinterest 29
Snapchat 27
LinkedIn 25
Twitter 24
WhatsApp 22

2012 2013 2014 2015 2016 2017 2018

Note: Pre-2018 telephone poll data is not available for YouTube, Snapchat or WhatsApp.
Source: Survey conducted Jan. 3-10, 2018. Trend data from previous Pew Research Center surveys.
"Social Media Use in 2018"

PEW RESEARCH CENTER

What we know about Gen Z

- Most diverse of any generation.

- Cannot recall a time there wasn't social media and most only know smart phones.

- Self Directed and diligent problem solvers

- Tech Savvy

- Innovative

- Do it yourself mentality. Solutions oriented approach.

- Better than other generations at multi-tasking
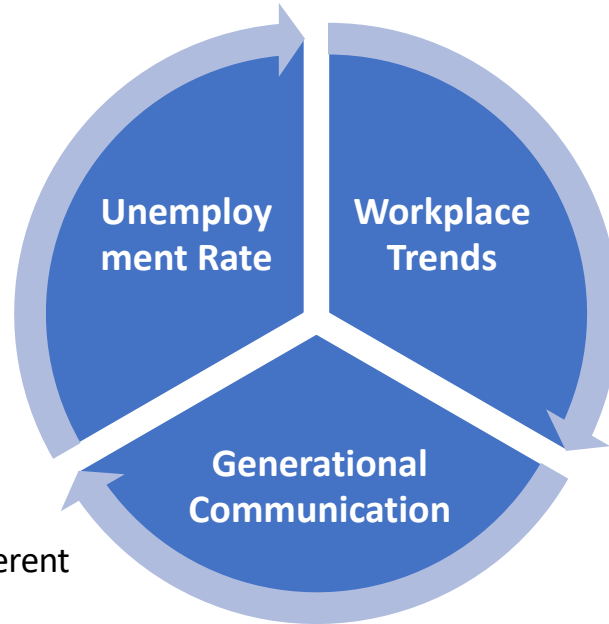
- Larger in size by 1 million more than millennials

RPO to Ascension
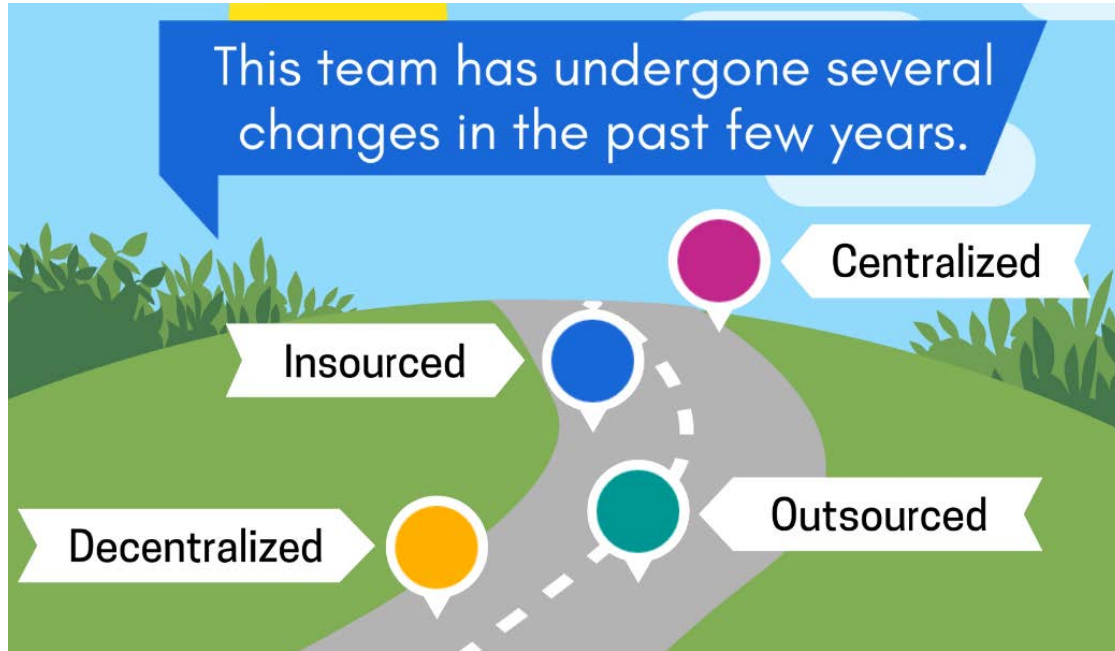
Current Climate

According to the Bureau of Labor Statistics, unemployment is at 3.6%. Lowest point since 1969

Gig Economy: Workforce is moving from the business office (9 to 5), to a more flexible approach. Employees working when and where they choose.

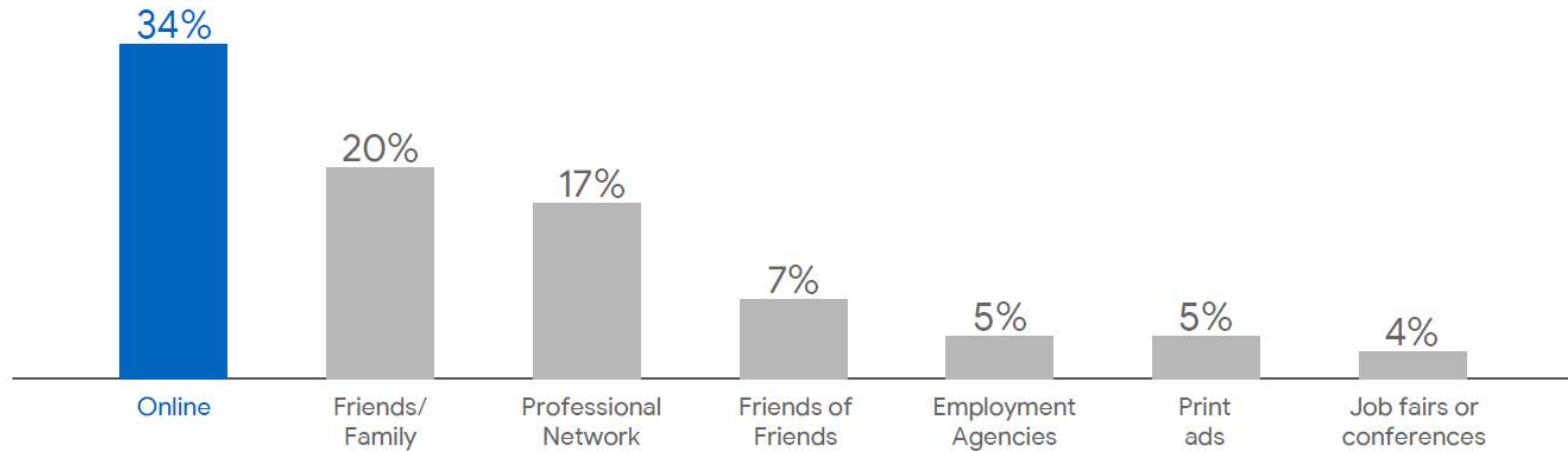**Unemployment Rate**

Workplace Trends

Generational Communication

Younger generations require a different communication approach than the generations before.

Recruitment Communication Trends

- Digital
- Social
- Immediate
- Informal
- Multi-Faceted

Recruitment Marketing

Most Important Resource for Job Seekers

Increase Awareness & Quality

- **Build brand awareness** for Ascension as an employer of choice

- Execute differently by **proactively sourcing and engaging** with candidates based on **growth needs**

- Refine our current approach to **drive quality vs. quantity applications**

- Improve the **candidate experience** through new tools that allow for automation, high touch and a better digital experience
  - Mobile-first mentality
  - Data-driven decision making
  - Test, evaluate, refine

Ascension

Care Pro Recruiting at Honor

Colby Draper, Growth Marketing Manager

honor

Who is Honor?

Honor At-A-Glance

- One of the largest home care agencies in the U.S.
- We provide in-home care for older adults across 800+ cities and towns
- We launch a new city approximately every 2 weeks

Who We Hire

- Hundreds of caregivers (we call them Care Pros) hired monthly to meet client demand
- Typical caregiver is an older high-school educated female

honor

State of Care Pro Marketing - January 2019

Lack of Clear Success Metrics

- No definition for marketing-qualified leads and unable to reliably measure hiring costs
- Inconsistent use of existing publishers and ad copy
- Shotgun approach to launching new ads
- No change logs or documentation

Limited Communication Between Teams

- Recruiters unsure of how to ask for additional applicants or what levers were available
- Regional managers unsure of what worked and didn't and where applicants came from

No Support for Testing

- Only using 4 different publishers at the time
- Existing publishers fully saturated but unable to meet needs

honor

Care Pro Marketing - January 2019

Consistent shortages

- "Kept using same platforms and expecting different results"
- Limited Publisher Mix

No accountability

- "No clear data on what was working and what wasn't"
- Minimal oversight of spend, very high CPCs, poor ad platform management, poor to no platform level

Manual and time consuming

- "No process around getting markets the applicant flow needed"
- "Digital marketing was a manual blackbox"
- Manual posting of ads across platforms

Inconsistent messaging

- Decentralized structure led to inconsistent and off-brand messaging across markets

honor

State of Care Pro Marketing - October 2019

Very Clear Success Metrics

- Full measurement of all hiring costs allows us to accurately benchmark publishers
- A/B/n testing of ad copy and headlines across all regions
- Well-documented change log

Strong Communication Between Teams

- Weekly syncs and reporting to ensure needs met at all levels and in all markets
- Regional managers and recruiters have clear visibility into success metrics

Test Often, Learn Quickly

- Running 11 publishers to ensure optimized hiring costs and applicant volume
- Constant iteration of strategy to ensure we're evolving as we learn new best practices

honor

Rapid New Market Launches

Old process and results

- No pre-processing of a new market - ads pushed out to platforms manually upon market launch

- Applicant flow for new market launches was 10-15 total applicants over the first 1-3 days of launch

New model and results

- Ad feed prepared prior to market launch, ready to go live within hours, no manual process for creating new ads

- Cleveland - 62 applicants within 24 hours of launch
- Austin - 80 applicants within 24 hours of launch

honor

How Our Strategy Has Evolved

Tiered Campaigns

- Rewards publishers with the strongest CPH and hire volume
    - Work closely to grow partnership and increase volume
    - Ensure that all opportunities for exposure are maximized
- Leave "Tier 1" publishers on at all times and continue to optimize throughout week
- Layer in more expensive publishers only as needed

Clickcast Management for All Publishers

- Allows us to quickly deploy new markets and add additional publishers
- Ensures consistency across all publishers, allowing for better benchmarking
- Enables consistent UTM tracking and cost data across all ads, clicks, and hires

honor

Key Learnings

Strong Communication With Publishers

- Not all publishers are created equal and not all will work for every industry
- Don't assume they know what's working

CPH is Your Most Important Metric

- Some of our strongest CPH publishers also have the highest CPA
- Be willing to test different CPC bids

Keep Ads At A Manageable Volume

- Always-on is better than on only sometimes
- Many publishers work better with always-on campaigns
- Optimize elsewhere if volume is too high
- Removing a lot of manual work allows focus on deeper optimizations

honor

Quick Tips for Capturing Candidates

Leah Daniels, GM SaaS

Appcast™

Reality: The problem keeps getting worse

Reality: You can be better than your competition

Reality: You can do this while keeping the 'car on the road'

...but where do I start?

1 Start with what you can control

- Reduce friction for engaged candidates
  - Apply process, mobile optimization

- Increase candidate engagement with jobs
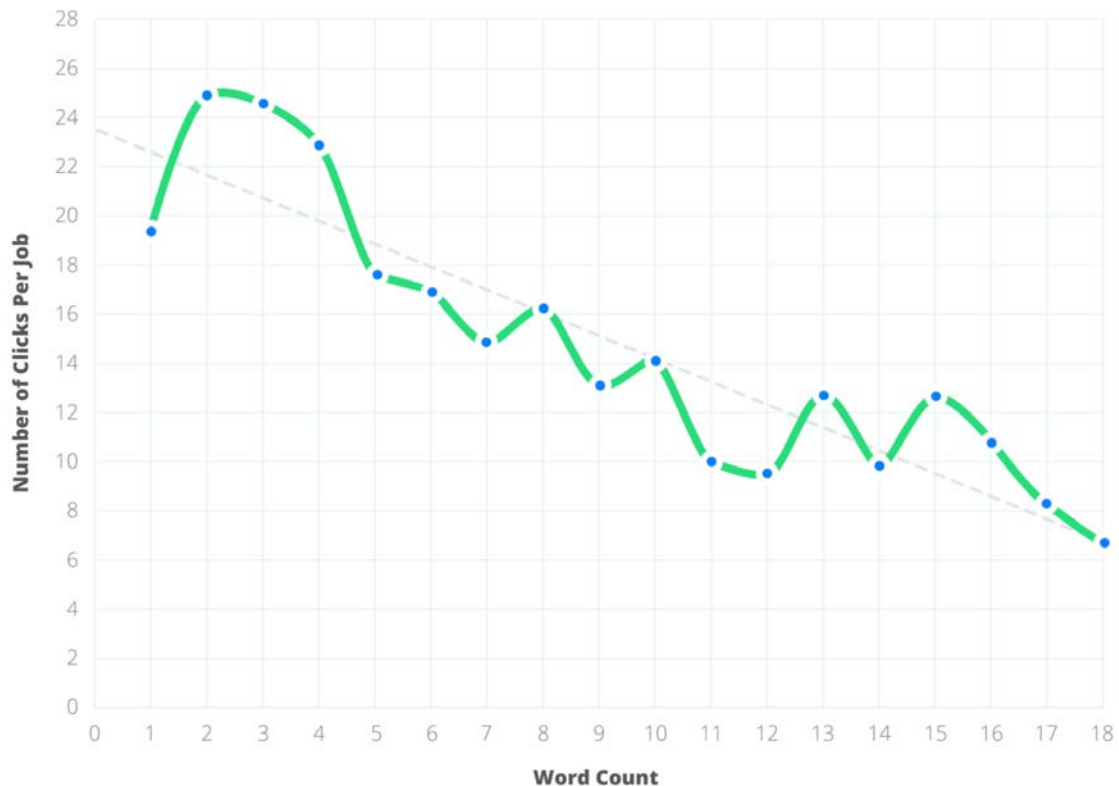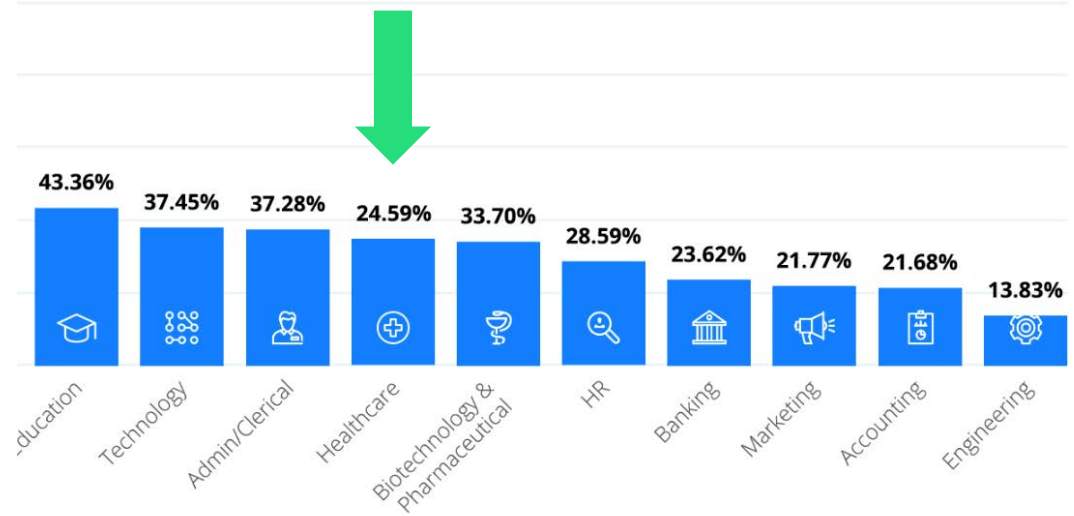 - Good titles, opening lines, include salary

Appcast

Keep it to the point

...and think like a candidate

Job ads with **shorter titles** received more candidate clicks.

Shorten your job titles to drive more clicks.

Appcast

Optimize for mobile

43.36%   37.45%   37.28%   24.59%   33.70%   28.59%   23.62%   21.77%   21.68%   13.83%

ducation   Technology   Admin/Clerical   Healthcare   Biotechnology & Pharmaceutical   HR   Banking   Marketing   Accounting   Engineering
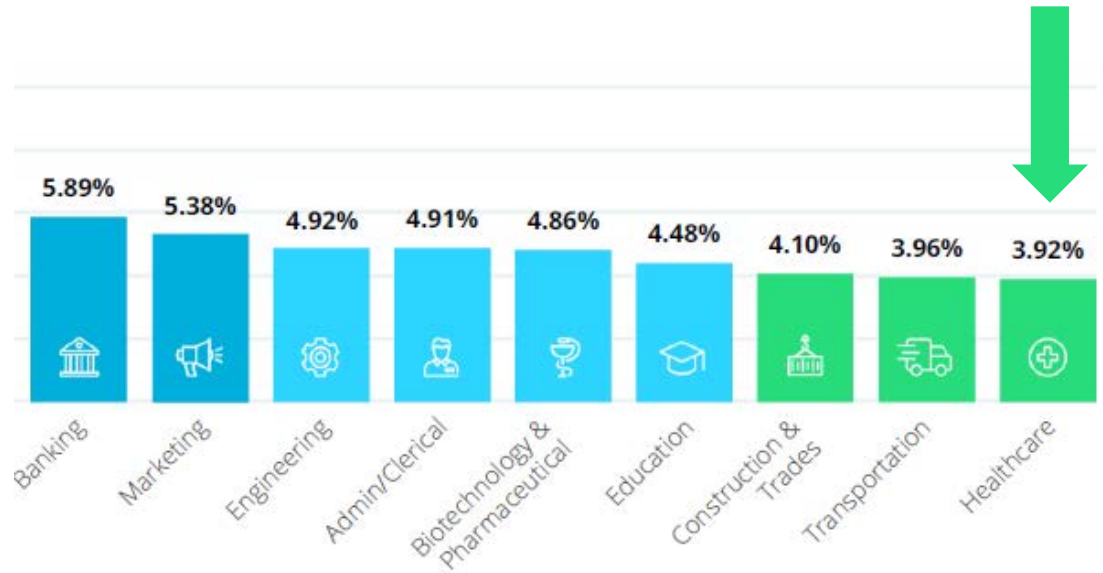
2 You can't change what you don't measure

- Create KPIs for candidate engagement
- Leverage benchmarks
- Centralize for optimal outcomes

Appcast

Reduce friction in your apply flow

Banking	Marketing	Engineering	Admin/Clerical	Biotechnology & Pharmaceutical	Education	Construction & Trades	Transportation	Healthcare
5.89%	5.38%	4.92%	4.91%	4.86%	4.48%	4.10%	3.96%	3.92%

Appcast

Do the math

Example: Registered Nurses

OVERALL RESULTS

$1.04
AVERAGE CPC

3.67%
AVERAGE APPLY RATE

31.03%
PERCENTAGE OF MOBILE APPLIES

PRICE RANGE DATA

RANGE	LOW MEDIAN (25%)	HIGH MEDIAN (75%)
Cost-Per-Click	$0.58	$1.10
Cost-Per-Applicant	$15.38	$46.21

::: Appcast

3 Look externally to fill gaps

- Diversify sources

- Pick up additional sources through exchanges

- Know your candidates and act accordingly

Appcast

Fish where the fish are

…and not just in one pool
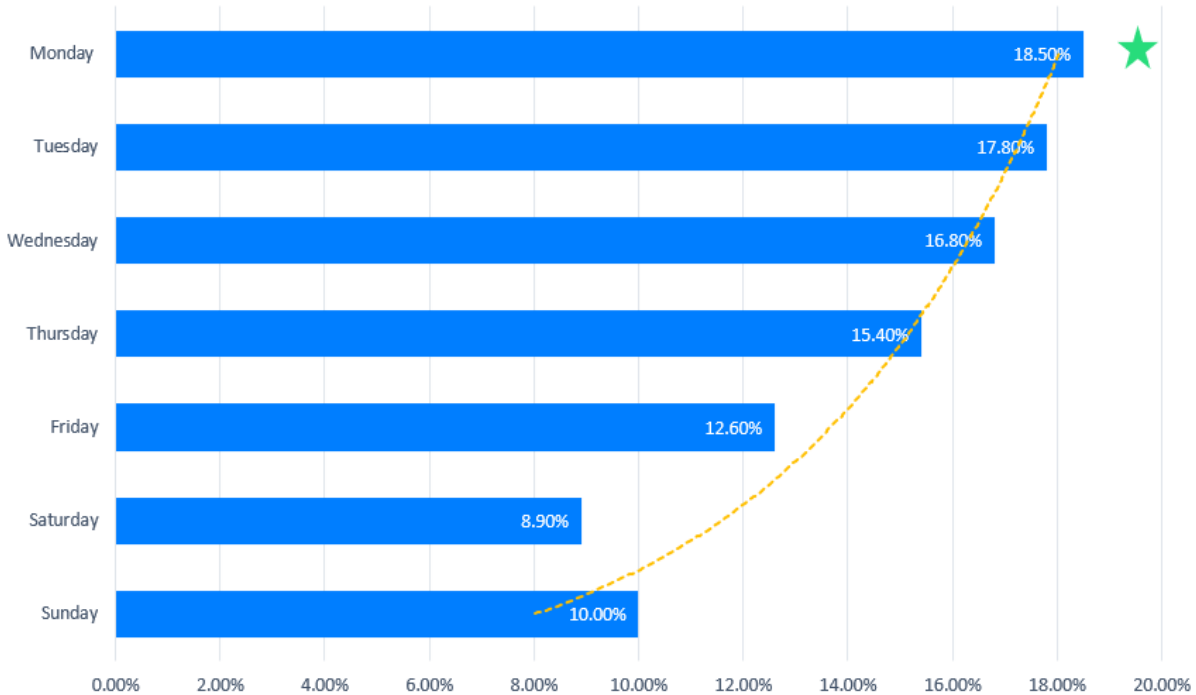
Healthcare

Lowest CPA
- HiredNurses
- Jobcase
- **Nexxt**
- Upward
- ZipRecruiter

Highest Apply Volume
- Appcast Exchange
- HiredNurses
- **Indeed**
- Talroo
- ZipRecruiter

Appcast

...and fish when they are biting!

Reach candidates on the days and times they are most actively applying for jobs

Day	Percentage
Monday	18.50%
Tuesday	17.80%
Wednesday	16.80%
Thursday	15.40%
Friday	12.60%
Saturday	8.90%
Sunday	10.00%

Recruitment Media Benchmark Data,
Appcast 2018

Appcast

Thanks for joining us today!

Will we see you at *SIA Healthcare Staffing Summit* in Vegas?

Stay tuned for:

- Follow-up email with webinar recording

- Access to *2019 Appcast Publisher Ratings by Function + 2019 Recruitment Media Benchmark Report*

Appcast

2019 Appcast Publisher Ratings by Function

Job ad publisher performance based on lowest cost-per-applicant and highest applicant volume

To learn more about how Appcast helps staffing firms or schedule a free consultation, visit:

appcast.io

Appcast

Time for Your Questions…

SIA | **Staffing Industry Analysts Corporate Membership Webinar**

Thank you for your sponsorship

SIA Resources for Corporate Members

- **Talent Acquisition Technology Ecosystem**

- **Introduction to Sourcing Automation Technologies**

- **Online Job Advertising Market Update**

- **Introducing Recruitment Marketplaces**

- **Temporary Worker Survey 2019: Full Report**

- **North America Internal Staff Survey 2019: Full Report**

- **North America Staffing Company Survey 2018: Full Report**

SIA Webinars

Only SIA Corporate Members may access <u>ALL</u> webinars on demand at www.staffingindustry.com

January 8	Staffing Industry Report Webinar (AMERICAS) – Archived
January 22	How Marketplace Technology Helps You Engage the Next Generation of Workers (AMERICAS) – Archived
February 12	5 Tips to Help You Hire Smarter and Adapt to Win in 2019 (AMERICAS) – Archived
February 20	Staffing Industry Report Webinar (EMEA) – Archived
March 12	Staffing Industry Report Webinar (AMERICAS) – Archived
April 16	"Can You Text It To Me?" How Text Messaging Candidates Will Transform Your Business (AMERICAS) – Archived
May 1	Staffing Industry Report Webinar (APAC) – Archived
May 7	Staffing Industry Report Webinar (AMERICAS) – Archived
May 21	Preparing Your Staffing Company for a World with AI (AMERICAS) – Archived

June 4	How Staffing Agencies Can Open Up New Talent Pools Through Diversity & Inclusion (AMERICAS) – Archived
June 19	Staffing Industry Report Webinar (EMEA) – Archived
June 25	Conquer Your Cash Flow: Using Data Science to Expose Risks in Your Customer Pool (AMERICAS) – Archived
July 9	Staffing Industry Report Webinar (AMERICAS) – Archived
August 21	Staffing Industry Report Webinar (APAC) – Archived
August 27	The Secret to Winning the Retention and Redeployment Battle (AMERICAS) – Archived
September 17	Staffing Industry Report Webinar (AMERICAS) – Archived
October 8	The Talent Crunch: Recruiting and Retention Strategies in a Tight Labor Market (AMERICAS) – Archived
October 15	Staffing Industry Report Webinar (EMEA) – Archived
October 29	Healthcare Recruiting in 2020: Game-Changing Strategies to Fill Your Candidate Pipeline (AMERICAS)
November 12	Staffing Industry Report Webinar (AMERICAS)
December 3	Staffing Thought Leader Webinar (AMERICAS)

SIA | Staffing Industry Analysts Corporate Membership Webinar

- Copies of the slides and a link to the audio recording will be distributed to all attendees within 48 hours following the webinar.

- A replay of the webinar will be available for Corporate Members at www.staffingindustry.com.

SIA | Staffing Industry Analysts Corporate Membership Webinar

About Staffing Industry Analysts (SIA)

Founded in 1989, SIA is the global advisor on staffing and workforce solutions. Our proprietary research covers all categories of employed and non-employed work including temporary staffing, independent contracting and other types of contingent labor. SIA's independent and objective analysis provides insights into the services and suppliers operating in the workforce solutions ecosystem including staffing firms, managed service providers, recruitment process outsourcers, payrolling/compliance firms and talent acquisition technology specialists such as vendor management systems, online staffing platforms, crowdsourcing and online work services. We also provide training and accreditation with our unique Certified Contingent Workforce Professional (CCWP) program.

Known for our award-winning content, data, support tools, publications, executive conferences and events, we help both suppliers and buyers of workforce solutions make better-informed decisions that improve business results and minimize risk.
As a division of the international business media company, Crain Communications Inc., SIA is headquartered in Mountain View, California, with offices in London, England.

For more information: *www.staffingindustry.com*

For global coverage across the workforce solutions ecosystem, follow us 🐦 @SIAnalysts
and connect via