

# Healthcare Recruitment Guide

A pulse check on recruitment marketing tactics, trends and tools for the healthcare industry.

Prepared by **Symphony Talent**





# The current and future state of the labor economy

## A decade under the influence of economic shifts, participation rates and evolving expectations.

**From 2020–2030 we will add more jobs, but see fewer people participating in the labor market.**

### Why will labor participation rates slow down?

- By 2030, all baby boomers will be 65 resulting in the labor force participation rate declining slightly from 61.7% to 60.4%.
- Adding to the deficit, while we project to add 11.9 million jobs, we only see 8.9 million new people joining the labor force.
- We can also anticipate the aging baby boomer population to pull back on the amount of labor contributed to the economy.

**Learn more about the 5 generations and their unique drivers**

“We’re in the infancy stage of a decade under the influence of economic shifts, participation rates and evolving candidate expectations. Agility is required to meet the needs of five unique generations in the labor force and an unbalanced number of open jobs to available talent.”



**Kermit Randa**, CEO, Symphony Talent

# Healthcare is leading the hiring charge

Demand for healthcare services from aging baby boomers and people with chronic conditions will drive the projected employment growth. The pace of change in healthcare is accelerating around the world. Global healthcare is on the path to a fundamental shift from focusing on illness towards total health, a patient-centered, digital approach

### Top healthcare hiring trends:

- Employment in the individual and family services industry is projected to increase the fastest, with an annual growth rate of 3.3%.
- Healthcare support occupations are projected for the fastest employment growth among all occupational groups.
- The fastest-growing occupations include nurse practitioners, physical therapy assistants and

**22 labor stats you need to know**





# Healthcare recruitment challenges

**47%\***  
of healthcare workers plan to leave their positions by 2025

Healthcare occupations will grow

**16%**  
much faster than the average for all

**Current healthcare concerns:** Burnout & growth

Nearly half of the current healthcare worker population plans to leave their current position. The most commonly cited reasons for scheduled departures include burnout (thanks, COVID) and new opportunities.

**New healthcare demands:** Vaccine mandates & telemedicine

The new and rapidly growing healthcare mandates are forcing healthcare organizations to hire for even more roles than past years. While the rise in telemedicine has skyrocketed during shutdown periods. It is causing an uptick in professionals in telemedicine.

**The uptick in ongoing healthcare needs:** Evolving demand for healthcare

As people continue to live longer and the aging baby boomer population seeks medical care, organizations need to gear up for hiring.

High-volume hiring tips from a labor economist



\*"New Survey Shows That Up To 47% Of U.S. Healthcare Workers Plan To Leave Their Positions By 2025" by Jack Kellyt from Forbes.com, Apr 19, 2022. Source: [Recruiting Challenges Healthcare Faces in 2022](#)

## Tools, tactics and trends

# How your healthcare team can overcome recruitment obstacles

The need for total health and wellness is skyrocketing, the ways we deliver care and health services are changing, and at the same time, the dynamic expectations of healthcare workers are evolving.

With many open roles, record-breaking resignations and healthcare jobs growing by the minute, healthcare recruiters and sourcers need help.

**Three steps to get you started toward a more empowered talent acquisition team:**

- Break down the recruitment marketing tactics needed at each stage of the candidate's journey.
- Dive into the trends that drive job acceptance and distill that information into your recruitment marketing content.
- Leverage healthcare hiring benchmark data to iterate and improve.

Check out our guide on accelerating candidate connection





# Break down the tactics needed at each stage of the candidate's journey

At each stage of the candidate journey, you can deploy targeted recruitment marketing tactics that appeal to a candidate at that phase.

Most organizations treat employment brand as a top-of-the-funnel activity. It's not. The design of the funnel itself is inherently flawed — when you have a funnel you are forced to flow from the top to the bottom. There is a distinct start and end.

But that's not how we should be thinking. And that's not how we should be operating. Because employment brand isn't a funnel at all. It's a loop. The Employment Brand Infinity Loop is a more natural and effective design.

## STAGE ONE

In this awareness phase, candidates check out your personalized [career websites](#) and see targeted [programmatic job advertisements](#) and social media posts.

## STAGE TWO

In the opt-in phase, candidates engage with your recruitment events and career site chatbot.

## STAGE THREE

The qualification phase is where candidates often engage with text message campaigns, talent assessments and on-demand interviews.

## STAGE FOUR

The conversion phase is where your candidate relationship management tool comes into play with talent communities, drip campaigns and AI-matched job





# Dive into the trends that drive job acceptance

Today's healthcare professionals seek new jobs with staffing support, higher pay, better work-life balance and employment guidelines that meet their individual needs (like COVID vaccine mandates).

To appeal to these new trends, you have to create a consistent brand message across all of your recruitment marketing channels.

You can accomplish this by highlighting the following:

**Ensure your pay and benefits are competitive and posted**

**Display transparent employee requirements**

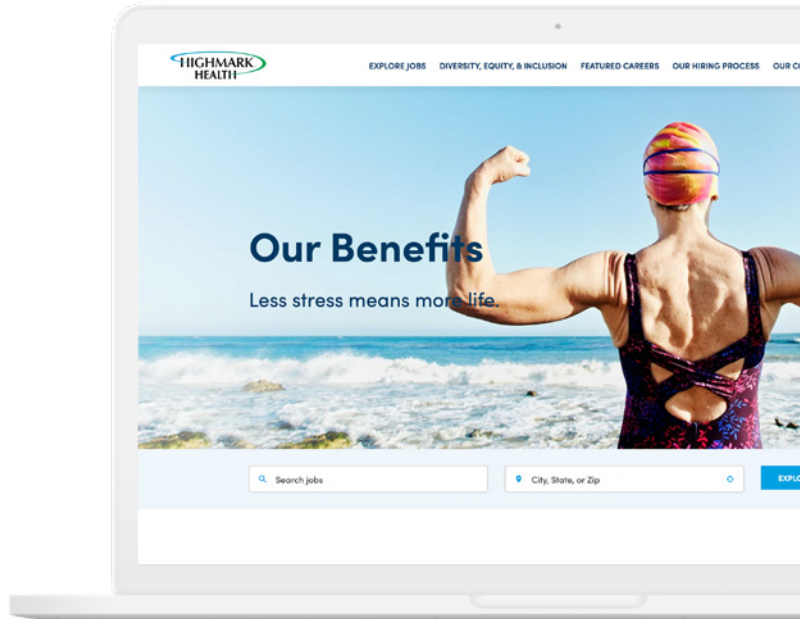
**Highlight your leave, mental health and wellness policies**

**Pay transparency is here and here to stay – are you ready?**



**Bradley Rager**  
Employer Brand Manager,  
Highmark Health

"Our omnichannel talent marketing approach allows Highmark Health to deliver a meaningful, consistent brand message by telling authentic employee stories to create an emotional connection



# Distill trends into your recruitment marketing content

Distill relevant content into your cross-channel recruitment marketing tactics.

A well-crafted [Employer Brand](#) and compelling **Employee Value Proposition (EVP)** help you stand apart from the competition – especially in locations where your organization isn't well-known, and you need to create brand awareness. Looking at an in-depth analysis of stakeholder interviews, survey feedback, and employee reviews and conducting employee interviews will lay the foundation for exploring what makes your organization unique.

Remember, your EVP not only clearly defines, communicates and delivers on your healthcare organization's unique value proposition, but it's also critical for attracting those already on board with your values and culture.

Whether on your **careers website**, in **social media** or an **interview**, talk about how employees in general – and nurses in particular – are treated. Feature your current nurses prominently as "Brand Ambassadors." They have a tremendous impact on hiring, so feature content such as day-in-the-life videos and testimonials to add credibility to your employer brand message.

Remember to highlight how you've addressed burnout at your organization and shine a light on your perks and work-life balance benefits. Your **talent community** emails are great places to capture and feature that testimonial or video content.

And don't underestimate the power of **employee advocacy and referrals**. It's a great way not only to find great talent but to build morale internally (after all, when nurses talk about how much they enjoy working with your organization, they automatically "re-sell" themselves). Many healthcare recruiters now ask new hires to name the four or five best nurses from their former employer.

**Dig into diversity recruiting tips in our diversity guide**



# Leverage healthcare hiring benchmark data to improve on your recruitment tactics

To help you advance your recruitment marketing tactics, you should start by analyzing your recruitment data against healthcare industry benchmarks.

Recruitment analytics centralizes every paid, earned and owned source in your strategy within a single data structure so you see the complete path of every candidate.

**Note:** Benchmarks are indicators of averages. If your numbers look off, use your talent analytics software to create benchmarks and make new goals from there.

<p><b>\$20.42 – \$62.18</b> Cost per completed application, CPA range</p>	<p><b>16%</b> apply attempt rate</p>	<p><b>8–10%</b> click to apply rate</p>	<p><b>\$1.39</b> cost per click</p>
<p><b>\$667 – \$1,020</b> average cost per hire</p>	<p><b>34%</b> career website bounce rate</p>	<p><b>20%</b> career website returning visitors</p>	
<p><b>17%</b> registered nurse vacancy rate</p>	<p><b>39.4%</b> healthcare and social assistance turnover rate</p>	<p><b>27.1%</b> registered nurse turnover</p>	<p><b>25.9%</b> hospital turnover rate</p>

Benchmarks based on Symphony Talent system data of Healthcare customer averages; [Turnover rates and vacancy rates provided by BLS.](#)

# How HR tech can help you attract more candidates

As a healthcare organization, you have a unique mix of hiring needs.

For example, if you run staffing for a hospital, you'll need to attract specialized, niche roles like Doctors. These people are highly skilled and often specialized in a particular area. At the same time, you need to hire cleaning personnel. These people are less specialized but must be staffed to keep the operations going.

Over time, your candidate relationship management system (CRM) gets a mix of such jobs and thousands of contact records that get attracted to such jobs.

The CRM's goal of organizing and nurturing talent depends on how well sourcers or the [CRM](#) can match contacts with jobs.

### How does AI in HR tech make your job easier?

Tools that use Artificial Intelligence (AI) and machine learning are revolutionizing the recruiting process through automation and a data-driven approach to decision-making.

AI combines real-time web crawling, data mining and machine learning – enabling both inbound and outbound candidates to be matched to jobs automatically in seconds. That means you can market your employer brand and open jobs through every recruiting channel (including career sites, social and email) while building meaningful relationships with people. (It also means

“Symphony Talent has invested in the recruiter experience: it feels more like a consumer product than a corporate talent acquisition solution, and AI is built into



**Madeline Laurano**  
Founder, Aptitude







### CRM

#### One-to-one communication

A recruiter can reach out to individual contacts based on a review of job fit, follow-up conversations, etc., via email or text.

- Recommendations per job
- Ability to search to find relevant contacts
- Email and Text capabilities
- A.I. ranking on job fit

#### One-to-many communication

Ability to send out messages to targeted audiences based on profile data (location, area of interest, etc.), by job match or by those selected by a recruiter.

- Newsletters
- Event Announcements
- Geo and Role-based Job Announcements
- Drip Campaigns



### CHATBOT

#### A.I. assistant

Site visitors can ask questions about your culture, benefits, etc. and provide a more engaging experience for site visitors on non-requisition pages.

- Features include:
  - Join Talent Network
  - Job Recommendations
  - Job Search
  - Integrated with SmashFlyX



### JOB MATCHING & ALERTS

#### Match people to jobs

Your jobs are full of important information. Our technology looks at the critical components of your jobs, such as the title, location, description and requirements, then uses advanced algorithms to identify relevant contacts that could be a good fit to each job. Branded job alerts are then sent to those contacts. They can even manage their preferences on how often they wish to receive them.

Build awareness of your available opportunities with targeted audiences without lifting a finger.

**Instant Job Recommendations:**  
The CRM uses AI match score and location proximity to recommend jobs to candidates.

**Job Alerts:**  
Send emails to contacts who match open jobs. The matching takes into account the community score, and candidate proximity to the location of the job.

**Relevance + Engagement Score:**  
Intelligently create and match pipelines based on skills, engagement and job requisitions to suggest the top talent recruiters should prioritize.



### PROGRAMMATIC MEDIA

#### Spend wisely

Programmatic media campaigns should always leverage AI technology to help buy, place and manage employer-branded content and job ads to the right people, at the right time.

- Calibrate media spend to sites that provide the best fit quality candidates and continually re-focus efforts on the most important jobs.
- Provide TA teams the opportunity to control, test and iterate their job advertising strategy in real-time against real goals.
- Track and tag to produce omnidata analytics.



### WORKFLOWS

#### Intelligent workflow engine

Nurture candidate pipelines with content, job recommendations and other experiences based on specific actions those candidates take.

If a candidate views specific jobs or segmented pages on your career site, or opts-in to a talent network form on a diversity page, workflows will trigger communication that's highly tailored to what that candidate is likely to care about.



### CAREER WEBSITE

#### Personalize the experience

**Jobs Near You:**  
Ability to serve targeted jobs to candidates based on their location

**Recommended Jobs:**  
Intelligent job recommendations based on a candidate's behavior on your career site or details gained from their candidate portal profile.

**Conversation Job Recommendations:**  
Ability to leverage our chat solution to recommend jobs to candidates based on questions answered in the conversation.

Did you know that **enhanced job descriptions** – complete with personalized job content, images, talent community sign ups and employee videos – equate to more engagement and candidate conversions?

Did you know that **personalized career site pages** by job family (like registered nurses) see a significantly higher apply attempt rate, longer average session duration and lower bounce rates?



Spotlight



**47%**  
Reduced marketing cost per hire

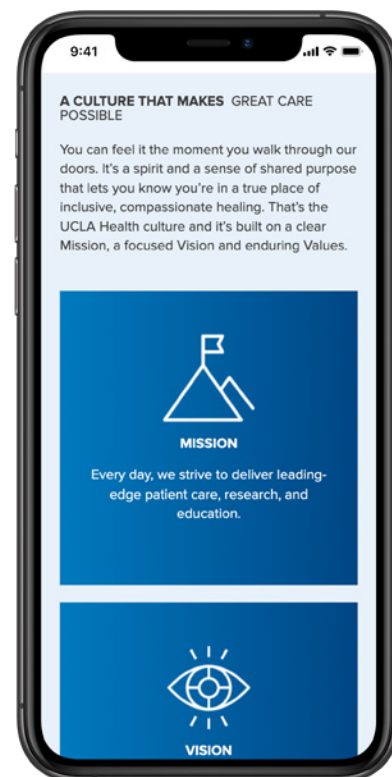
**12**  
Days reduced average time to fill

**36%**  
Reduction on job search bounce rates

With 3,300 total faculty – 200 physicians of which are listed among the Best Doctors in America – UCLA sees 2.5 million outpatient clinic visits, 80,000 ER visits, 40,000 hospital stays and nearly 600,000 unique patients per year.

Powered by Google Cloud Talent Solutions Job Search, UCLA Health delivers the same world-class search experience for jobs that Google provides elsewhere, quickly and accurately offering up right-fit jobs to right-fit candidates. With its career website overhauled to offer a personalized, seamless candidate experience, the organization can better compete with companies inside, and outside, of the healthcare industry. Now, enhanced job descriptions give candidates information they need upfront, and dynamic, image and video-rich blog content showcases the organization's vibrant culture, employees and patient-centric focus. With CRM functionality in place, UCLA Health is free to build and nurture its talent pool, including with its "white glove" sub physician site.

Expressing authenticity and activating its employees as advocates, UCLA Health increased engagement and conversions; reduced marketing costs per hire; reduced the time to fill; and increased the number of right-fit candidates.



"Combining the power of Google Cloud Talent Solution with Symphony Talent's data-driven, experience-focused solutions took UCLA



**Robin Epstein Ludewig**  
Senior Director Talent Acquisition & Workforce Planning, UCLA Health

# Your partner for talent marketing greatness

SmashFlyX and award-winning employer brand services, supports every talent touchpoint, from messaging to assessment.

**Software that scales with you**

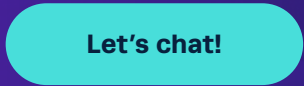
The platform is built on open APIs and seamlessly integrates with a wide range of applicant tracking systems and HR technologies.

**Technology and creative perfectly aligned**

Symphony Talent can help tell your story and deliver it – when, where and how your candidates want to engage with it – offering creative services for employer branding, marketing campaigns, content and social media.



Interested in a demo?



**About Symphony Talent**

Symphony Talent is a recruitment marketing technology and creative services company that helps talent acquisition teams automate tasks and empower innovative candidate interactions. Symphony Talent's award-winning Employer Value Proposition (EVP) strategy, employer brand campaigns, career site design, and recruitment technology support more than 900 customers across the globe, including the world's leading brands. Visit [symphonytalent.com](https://www.symphonytalent.com) to learn more.

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