



THE SPRING 2015

CAREERBUILDER HEALTHCARE INSIGHTS GUIDE

FEATURING AN EXPLORATION OF DIVERSITY IN HEALTH CARE

careerbuilder[®]
EMPOWERING EMPLOYMENT



INSIDE THIS ISSUE

04 Taking the Pulse of Your Talent Acquisition Strategy: A look at the Q1 2015 Nursing Research Survey

06 Need a Solution to Help You From Acquire to Hire? Ask These 10 Questions Before Buying

08 Women Dominate Health Care Jobs, Men Dominate High-Paying Jobs: A Look at the Gender Disparities Among Health Care Occupations and Earnings

11 Generations in the Workplace: 4 Tips to Manage Staff Across the Ages

12 A Doctor's Perspective: Why Support Staff are the Unsung Heroes of the Office

14 Client Spotlight: Sava Senior Care

Greetings. First, I'd like to say thank you for an amazing start to 2015. As a company, we've continued to evolve our offerings to provide you with solutions that meet all of your talent acquisition needs, so we can support you in accomplishing your recruitment goals in Q2 and beyond.

We're using this quarter's guide to dig deeper into some of the major issues facing health care recruitment today, while also viewing staffing challenges and opportunities from different perspectives within the industry.

As we celebrate National Nurses Week (May 6-12), we wanted to share some key findings from a recent study of the nursing workforce. Nurses represent the largest segment of health care employees and are also some of the hardest workers to find, so understanding the major hurdles to recruiting the best candidates can help pinpoint ways to potentially strengthen your talent acquisition efforts.

Along with highlighting nurses, we're also exploring the changing landscape of the health care workforce as a whole in terms of gender and age. A recent study found that women represent the majority of workers in health care, but men continue to dominate the high-paying fields. This goes to show that while these issues have long been in the spotlight, there is still much progress to be made.

Finally, I'm excited to share CareerBuilder's latest solution to help HR teams streamline recruitment activities into one database on one platform: CareerBuilder1. Our new pre-hire platform revolutionizes the recruitment and talent acquisition space by saving time, money and resources. No matter how small or large your HR team, know that we are constantly striving to create innovative solutions that allow our clients to focus on what's most important - patient care.

As always, thank you for being a valued health care partner - we're looking forward to what's ahead.

Eric Gilpin

President, Vertical Sales Group
Gilpin@careerbuilder.com

BE A PART OF SOMETHING

BIG

JOIN US FOR THE TALENT ACQUISITION
EVENT OF THE YEAR, IN CHICAGO, SEPTEMBER 8-11.

Want to become a bigger asset to your company by learning from your peers and bringing back best practices from the world's top brands? Learn to think more strategically and discover fresh insights on how to elevate your company's talent strategy.

ANNOUNCING

EMPOWER
2015
DISCOVER. ELEVATE. INSPIRE.

1000

Talent Acquisition
Professionals

20

Speakers

5

Major Product
Announcements

1

Headlining
Band

LEARN MORE & REGISTER AT:

careerbuilder.com/Empower2015

TAKING THE PULSE OF YOUR TALENT ACQUISITION STRATEGY:

A look at the Q1 2015
Nursing Research Survey

National Nurses Week (May 6-12, 2015) was created as a way to thank nurses for the vital part they play in delivering the best care to their patients. “The 2015 National Nurses Week theme ‘Ethical Practice. Quality Care.’ recognizes the importance of ethics in nursing and acknowledges the strong commitment, compassion and care nurses display in their practice and profession,” according to the American Nurses Association.

Employing the type of nurses who exemplify these values is a testament to an organization’s recruiting strategy – by hiring the best talent, and providing training opportunities to sharpen their skills, it creates a positive work environment, which ultimately leads to successful nurses.

Yet, we know it isn’t always easy to recruit top talent. So we conducted a survey to hear what some of those challenges are – directly from you. Here are six survey findings that diagnose the pain points you feel when recruiting nurses – and some prescriptions for a better talent acquisition strategy.

NO. 1 What do we need? Nurses! When do we need them? Now!

A whopping 81 percent of respondents say their organization currently has open nursing positions. Of those with open jobs, 23 percent have more than 20 openings.

NO. 2 Put your boxing gloves on – it’s going to be another competitive year

When asked how they anticipate the number of nursing jobs in their organization will change in 2015 compared to 2014, more than half (53 percent) believe they’ll increase,

while 46 percent say they’ll stay the same. With virtually no respondents anticipating a reduction in number of hires, the competition for talent won’t be easing up anytime soon.

NO. 3 Registering the hardest-to-fill nursing positions

Fifty-one percent of respondents say it typically takes them four to six weeks to fill an open nursing position, with 23 percent lamenting it takes seven weeks-plus. The toughest position to fill? Registered nurses, with 46 percent struggling to find qualified candidates for this in-demand role.

NO. 4 No quick apply? Candidates may be saying “goodbye”

Seventy-five percent of respondents say their organization doesn’t offer a “quick apply” – or shortened version of the application process – for nursing positions. In a separate CareerBuilder study, 3 in 5 job seekers who’ve begun an application say they didn’t finish it because there were too many steps or it was too complex. With the amount of open nursing positions needing to be filled, the odds of candidates expressing interest increase when they can quickly leave key information that determines if they qualify for the job prior to going through a lengthy application process.

NO. 5 To make a long (application) story short...

According to the study, 11-15 minutes is the most common length of the application process for a nursing position, with 36 percent of respondents citing this time. However, 14 percent say it takes more than 30 minutes to complete a nursing application at their organization. To avoid frustrated candidates dropping off before they press “submit,” consider shortening the length of your application, and instead, saving some of the more in-depth questions for the interview.

NO. 6 Not interested in recruiting new blood

Fifty-one percent of respondents say their organization does not actively recruit new/recent graduates for their open positions. When asked why not, 79 percent cite that recent grads lack the proper experience/skills needed. Forty-four percent say that, on average, just 5-24 percent of nursing new hires are recent grads. There’s a potentially huge, untapped market of candidates, who, with some on-the-job training, could be the answer to your organization’s talent shortage prayers.

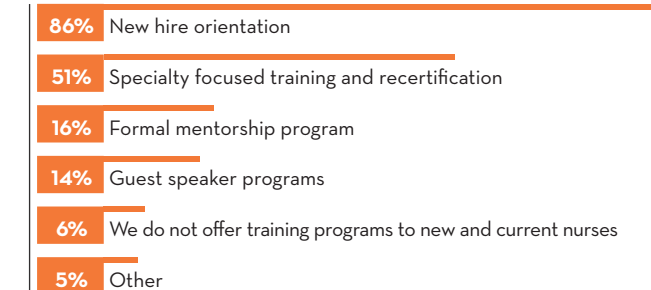
DON’T HESITATE TO HIGHLIGHT KEY BENEFITS YOUR ORGANIZATION OFFERS

Question: What benefits do you offer
candidates outside of traditional benefits?



* free/discount gym memberships, nutrition counseling, health screenings, wellness reimbursement

Question: What sort of training programs do
you offer to new and current nurse employees?



The CareerBuilder Q1 Nursing Pulse Survey was conducted from March 4 - 15, 2015 among a sample of 156 employers of nurses or those responsible for their recruitment.

NEED A SOLUTION TO HELP YOU FROM ACQUIRE TO HIRE?

Ask These 10 Questions Before Buying

The fierce competition for skilled talent in the health care industry is nothing new. According to a recent CareerBuilder study, more than half of health care employers (54 percent) believe there's a significant gap between the skills they need at their organization and the skills job candidates have, and 46 percent have open positions for which they can't find qualified candidates. This talent shortage is especially felt in certain fields such as nursing; a separate CareerBuilder survey found that 81 percent of organizations currently have open nursing positions.

Given the myriad challenges that already exist in health care recruitment, any hiring solutions that can help manage the process more efficiently and intuitively are often a smart investment.

A pre-hire platform is just that type of solution. Yet, buying one is a big decision and, like any big decision, you need to weigh the facts and make sure it's truly worth the investment. In this case, the right decision can change the way you do business for the better. So let us help you do some due diligence with this handy checklist.

HERE ARE SOME IMPORTANT QUESTIONS YOU SHOULD BE TAKING INTO CONSIDERATION AS YOU DECIDE WHICH PRE-HIRE PLATFORM IS RIGHT FOR YOU.



1. Is it a one-stop shop for all your pre-hire needs? Do you really want to have a multitude of solutions that tackle your various pre-hire needs, or would you rather just use ONE solution to manage the process from acquire to hire? In case you're wondering, 78 percent of employers say they prefer to have one overall platform solution from one HR software systems vendor because it is more convenient. Just think of all the hours you can add back to your week—not to mention all the passwords you won't have to turn your desk upside down looking for with one comprehensive end-to-end pre-hire platform that takes care of it all. When you look at it that way, it's not really such a tough choice, is it?



2. Will the platform offer data and analytics on both the recruiter AND the candidate? There are two sides to every hiring decision, and you need to fully understand both perspectives for the platform to really provide value—you can't focus solely on the candidate or the employer. Most technologies are fragmented in serving the needs of both recruiters and candidates. Will you have easy access to decades of data and analytical insights about recruiter and candidate behavior so you can make better, more strategic decisions? You will need a platform that offers robust analytics and reporting—in fact, nearly 2 in 3 (64 percent) employers have agreed that they need to have accurate source of hire data to do their job most effectively.



3. Will the platform be easy to use? You shouldn't have to sit through days of training or classes and still scratch your head at the end of it. Some vendors will show off all the bells and whistles of their platform, but at the end of the day you want an intuitive platform that you can get off the ground with basic training.



4. Will it streamline your job and make you more efficient? Are the systems you are using today all integrated and “talking” to each other? How do you successfully manage the multiple vendors that you leverage today? Do the multiple integrations of your current systems cause problems in your business? Due to the demands of your business, you need a technology that can respond quickly and create efficiencies so that you can do more in less time. You need a platform that's easy to use with a clean, intuitive user interface. And wouldn't it be nice if you could add more time back in your day with a system that streamlines job posting and candidate processing, thereby making your job so much easier? Insist on it.



5. Will it be configurable? Make sure the software you select can create a workflow that can be configured around your team's process. You need a vendor that understands the value of easy integrations, harnessing the best of what each individual system can provide, but still maintaining simple workflows.



6. Is it a holistic solution? Is the pre-hire platform you're considering designed to take a more holistic approach when it comes to candidate experience, recruiter efficiency, and data and analytics? When you have all of this working together, you're addressing the entire system instead of tackling it piece by piece.



7. Will it help keep you in compliance? Hiring can be a tricky business, especially with all the regulations pertaining to it. You need an HR software system to keep you compliant with all the regulations so you can free up time to fully concentrate on your role in HR. You need a system you can trust, with a focus on compliance and a proven track record in the marketplace.



8. Will you get the attention you need during implementation? Are you working one-on-one with a consultant who can guide you and give you the attention you need? You need to ensure that your questions get answered by an actual human being, instead of getting passed around at a call center.



9. Will you see adoption? Even the fanciest of systems is worthless if people don't want to use it. It's important for you to involve all the key stakeholders from your recruitment and leadership team to get buy-in as you roll this system out to the larger group. If they can see the potential and value of the platform, it will make your job that much easier.



10. Are you guaranteed on-going support? Installing a platform is one thing, but what happens when you run into an unforeseen issue or just need someone to quickly walk you through a feature? You need to be able to rely on support both during and post-implementation. It's important to have someone with the technical support and know-how who can assist you when you need it. Make sure you can actually pick up the phone and be assured that you will be talking to a helpful human on the other end of the line (and not just be transferred to a call center) who can look into your issues and expertly answer any questions you may have. Just as important, you need people who will be there for you during the journey by offering advice and best practices so you can get the maximum return on your investment.

GET STARTED

Don't waste any more time (or money)—learn more about how CareerBuilder¹ can revolutionize your recruitment strategy. You'll be able to cross all of the above considerations off your checklist, and you'll wonder how you ever spent a single day without it. Take it for a test drive today.



WWW.CAREERBUILDER.COM/CAREERBUILDER1

WOMEN DOMINATE HEALTH CARE JOBS, MEN DOMINATE HIGH-PAYING JOBS

A look at the gender disparities among health care occupations and earnings

Women have made great strides when it comes to their representation in the workforce. There are more women in the workforce today than at any point in U.S. history, with 49 percent of jobs held by females.

Health care is one clear example of a woman-dominated industry. As of 2014, women are the majority job holders in 71 percent of health care occupations, or 55 out of 78, according to a new CareerBuilder study. Men hold the majority of positions in just 29 percent of occupations, or 23 out of 78.

Analyzing data from labor market software firm Economic Modeling Specialists Intl., CareerBuilder tracked the changing composition of all 78 health care occupations by gender from 2001-2014. The results show that while women are better represented in the health care profession, men still have a hold on higher-paying jobs and are starting to cast a wider net when it comes to which types of occupations they're pursuing.

Men gaining ground

Despite women workers holding more positions in health care across the board, it's men who have been entering a broader variety of health care occupations. Since 2001, the study found that males are gaining share of employment in 88 percent of occupations, while females gained in just 6 percent.

Of the top 10 health care occupations in which men have gained the greatest share of jobs from 2001-2014, two are female-majority occupations:

TOP 10 HEALTH CARE JOBS IN WHICH MEN ARE GAINING GROUND:

OCCUPATION	PERCENT SHARE OF OCCUPATION, 2001	PERCENT SHARE OF OCCUPATION, 2014	CHANGE
PROSTHODONTIST	57	64.6	7.6
ORAL AND MAXILLOFACIAL SURGEON	63.5	69.4	5.9
DENTIST, GENERAL	64	69.6	5.6
ORTHODONTIST	64	69.5	5.5
VETERINARIAN	50.7	54.7	4
* RESPIRATORY THERAPIST	32.1	34.8	2.7
DENTIST, ALL OTHER	69	71.6	2.6
OBSTETRICIAN AND GYNECOLOGIST	64.7	67.3	2.6
* PHARMACIST	42.7	45.3	2.6
FAMILY AND GENERAL PRACTITIONER	64.5	67	2.5

* female-majority occupations

Of the five health care occupations in which women have gained in share of jobs from 2001-2014, just one is a male-majority occupation:

TOP 10 HEALTH CARE JOBS IN WHICH WOMEN ARE GAINING GROUND:

OCCUPATION	PERCENT SHARE OF OCCUPATION, 2001	PERCENT SHARE OF OCCUPATION, 2014	CHANGE
* ATHLETIC TRAINER	41.4	42.1	.7
OCCUPATIONAL THERAPY ASSISTANT	91	91.2	.2
DIETITIAN AND NUTRITIONIST	89.9	90.1	.2
OCCUPATIONAL THERAPY AIDE	91.1	91.2	.1
PSYCHIATRIC TECHNICIAN	71.5	71.6	.1

* male-majority occupation

Wage wars

Not only are a majority of health care occupations becoming more male, a major pay disparity exists between the average earnings of female- versus male-dominated occupations.

The average median earnings of female-majority occupations is \$25.14 an hour, while the average median earnings of male-dominated occupations is \$60.47 an hour. Women are still working to overcome their low representation in leadership roles within health care organizations, as well as in the highest-paying professions within the industry.

THE TOP FIVE HIGHEST-PAYING MALE-DOMINATED HEALTH CARE OCCUPATIONS ARE:

OCCUPATION	PERCENT SHARE OF OCCUPATION, 2014	AVERAGE MEDIAN HOURLY EARNINGS
SURGEON	67.2	\$96.68
ANESTHESIOLOGIST	67.6	\$95.41
OBSTETRICIAN AND GYNECOLOGIST	67.3	\$93.32
ORAL AND MAXILLOFACIAL SURGEON	69.4	\$92.24
PHYSICIAN AND SURGEON, ALL OTHER	65.9	\$90.50

THE TOP FIVE HIGHEST-PAYING FEMALE-DOMINATED HEALTH CARE OCCUPATIONS ARE:

OCCUPATION	PERCENT SHARE OF OCCUPATION, 2014	AVERAGE MEDIAN HOURLY EARNINGS
NURSE ANESTHETIST	76.2	\$73.39
PHARMACIST	54.7	\$57.54
NURSE PRACTITIONER	92.2	\$45.15
PHYSICIAN ASSISTANT	64.8	\$44.96
NURSE MIDWIFE	92.4	\$44.70

Top jobs by gender

The following is a closer look at the health care jobs with the highest representation of females and males in 2014.

TOP 10 FEMALE-MAJORITY JOBS:

OCCUPATION	PERCENT SHARE OF OCCUPATION, 2001	PERCENT SHARE OF OCCUPATION, 2014	CHANGE	AVERAGE MEDIAN HOURLY EARNINGS
DENTAL HYGIENIST	96.7	96.2	-0.5	\$35.23
SPEECH-LANGUAGE PATHOLOGIST	95.5	95	-0.5	\$34.14
DENTAL ASSISTANT	95.6	94.7	-0.9	\$16.85
LICENSED PRACTICAL AND LICENSED VOCATIONAL NURSE	93.3	92.9	-0.4	\$20.47
MEDICAL TRANSCRIPTIONIST	92.7	92.7	0	\$16.90
NURSE MIDWIFE	92.5	92.4	-0.1	\$44.70
NURSE PRACTITIONER	92.2	92.2	0	\$45.15
MEDICAL ASSISTANT	92.1	91.7	-0.4	\$14.40
REGISTERED NURSE	91.4	91.2	-0.2	\$32.60
OCCUPATIONAL THERAPY ASSISTANT	91	91.2	0.2	\$26.75

TOP 10 MALE-MAJORITY JOBS:

OCCUPATION	PERCENT SHARE OF OCCUPATION, 2001	PERCENT SHARE OF OCCUPATION, 2014	CHANGE	AVERAGE MEDIAN HOURLY EARNINGS
DENTIST, ALL OTHER	69	71.6	2.6	\$77.66
PODIATRIST	69	71.2	2.2	\$56.40
DENTIST, GENERAL	64	69.6	5.6	\$72.40
ORTHODONTIST	64	69.5	5.5	\$89.62
ORAL AND MAXILLOFACIAL SURGEON	63.5	69.4	5.9	\$92.24
ANESTHESIOLOGIST	65.3	67.6	2.3	\$95.41
OBSTETRICIAN AND GYNECOLOGIST	64.7	67.3	2.6	\$93.32
SURGEON	64.9	67.2	2.3	\$96.68
PEDIATRICIAN, GENERAL	65	67.2	2.2	\$75.50
FAMILY AND GENERAL PRACTITIONER	64.5	67	2.5	\$83.80

Over the past decade, women have continued to hold the majority of jobs in health care, while men have begun contributing to a wider variety of occupations, some of which were historically female-dominated. However, women have yet to completely break the glass ceiling when it comes to leadership roles and higher-paying jobs. By continuing efforts to promote more diversity among their workforce, health care organizations like yours can help eliminate existing gender disparities, ensuring both men and women are well represented across all occupations and professional levels.

For a look at the changing composition of U.S. jobs in terms of gender, race and age, visit: cb.com/diversity

4

GENERATIONS IN THE WORKPLACE: TIPS TO MANAGE STAFF ACROSS THE AGES

Contributed
by Hospitals
& Health
Networks
magazine

Four hospital leaders were asked what problem each found particularly challenging about managing a multigenerational staff and the strategy used to solve it. Here's what they had to say.

ISSUE: SOME NURSES RESIST TECHNOLOGY; OTHERS EMBRACE IT. STRATEGY: FIND USER-FRIENDLY TECHNOLOGY.

While some hospitals are looking into offering secure texting so nurses and doctors can use their smartphones to communicate, Florida Hospital Orlando is doing something a little differently. They're having medical staff communicate with two-way business radios—in this case, Motorola CL1410s.

"The younger nurses tend to like the technology piece of it, says Patricia Price, R.N., assistant vice president of nursing at Florida Hospital Orlando. "They can push the button, talk to everybody and not have to get on a phone and make multiple calls. All the nurses can talk to each other at one time, no matter where they are in the unit." Some of the more technology-resistant nurses are happy, too, because they don't have to learn yet another piece of complex equipment from scratch; the devices are closer in design to walkie-talkies than smartphones. "It's created more teamwork and cohesion," Price says.

ISSUE: MILLENNIALS CRAVE INSTANT ACKNOWLEDGEMENT. STRATEGY: RACK UP POINTS TO EARN REWARDS.

Younger employees want to be rewarded for a job well done and they want it "fast and easy and at their fingertips," says Andrea Hamilton, retention coordinator at Covenant Health in Lubbock, Texas. So Covenant set up a program in which employees earn points for their good work, cashing them in to buy everything "from diapers to an Alaska cruise" through a program from a corporate rewards firm. Hamilton says the points program helped to improve Covenant's patient satisfaction scores.

ISSUE: GENERATIONS BAFFLE AND ANNOY EACH OTHER. STRATEGY: OFFER CLASSES TO FOSTER UNDERSTANDING.

Atlantic Health, Morristown, N.J. actively works to recruit older employees. But that doesn't mean it gives short shrift to youth. The health system tries hard to foster a dynamic multigenerational environment, says Kathy Mason, Atlantic's manager for organizational development.

One of the best places for workers of different generations to get a dialogue going is the organizational development series the hospital offers on topics ranging from management skills and finance to social and emotional intelligence. "We have a stress management class, and one of the things that they bring up is how generations have learned differently and do things differently, and we create stress because we're not understanding these differences," Mason says. In class, "they're not just learning from the instructor—they're hearing different ways that people approach things because of the generation they're from."

ISSUE: TOO FEW YOUNG STAFF AIMING FOR LEADERSHIP. STRATEGY: CREATE AN EMERGING LEADERS GROUP.

The vacancy and turnover rates at Lawrence (Kan.) Memorial Hospital are very low. Yet Gene Meyer, the hospital's CEO, worries about the future, when health care administrative jobs may become even more complex and qualified people may be hard to find.

To spark some interest in leadership, the hospital created an Emerging Leaders group for employees in nonmanagerial roles. Participants partake in continuing education classes and attend an annual all-day forum with internal and external topics on leadership and the state of health care. "We really want to groom some people for the future, to be leaders in our organization," Meyer says. "And we're working hard to try to do that. This group largely comprises folks in their 20s and early 30s. We're really trying to attract that population into having an interest in leadership."



A DOCTOR'S PERSPECTIVE: WHY SUPPORT STAFF ARE THE UNSUNG HEROES OF THE OFFICE

If you were to ask any physician what helps them to be the best doctor they can be, they'd likely say the support they receive from their staff. From the nurses who work with patients, to the administrators working behind-the-scenes coordinating medical services, each support staff member plays his or her own part to ensure the success of a health care practice, which ultimately means patients receive the highest quality of care.



"The most significant team members in the practice of medicine, whether it be office or hospital, remain the medical staff involved in direct patient care. They include registered nurses, licensed practical nurses, clinical nurse assistants and office medical assistants," says **Dr. Bruce Parisi**, a family practitioner at Horizon Healthcare Associates in Calumet City and Flossmoor, Ill.

"Becoming ever more significant due to the mounting pressure from the insurance industry and governmental oversight agencies, however, are the activities of our care managers, care coordinators, social services and clinical documentation specialists," Parisi adds. "Information technologists are also an integral part of the medical spectrum today."



WHAT TO LOOK FOR WHEN HIRING SUPPORT STAFF

Hiring managers in need of adding medical support staff to their teams can find value in getting a doctor's perspective on what would make the perfect candidate.

"Medical team members - in addition to their respective medical skills - should be flexible regarding schedules, have IT capabilities and be able to function efficiently within the increasingly complex medical management quagmire that now exists," Parisi recommends. "Medical coding skills will also become increasingly important in the next few years due to changes in the ICD coding structure."

Support staff are the beating heart of a physician's office, keeping the office operating at its highest potential. Hiring support staff with the right hard and soft skills and the willingness to continue their education and training will provide doctors with the true support they need so they can focus on the No. 1 priority - patient care.

THE SKILLS NEEDED TO SUCCEED

While there are certain hard skills that support staff need to possess in order to get a job, it's the soft skills that are crucial to doing their jobs effectively - especially for those working directly with patients.

"[Support staff members] all need to have the appropriate skills associated with their respective specialty roles but additionally should have good medical knowledge/training, good medical terminology skills, good communication skills both with patients and physician medical staff, and should be [culturally] sensitive to patient needs," Parisi says. "They should also be highly organized individuals with the ability to multitask."

Parisi also believes support staff could benefit from additional training around clinical guidelines and hospital-delivered care. "They should exhibit some knowledge of and/or willingness to explore clinical documentation requirements needed to justify hospital-rendered care where appropriate," he says.



CLIENT SPOTLIGHT:

SAVA SENIOR CARE

CareerBuilder conducted a Q&A session with Eric A. Bergeon, director of talent acquisition and recruitment at Sava Senior Care, to learn more about how the company has worked with CareerBuilder to transform its recruitment strategy.



CB: How did the relationship between Sava Senior Care and CareerBuilder come about?

EB: Sava Senior Care has been around for almost 10 years. Being massive in size while employing more than 23,000 employees in two states, we engaged with CareerBuilder at first with our external job postings. I started at Sava back in May of 2011, so the relationship had already existed. At first, we retained an advertising firm to manage our vendor contracts, and CareerBuilder was one contract that they managed for us. After thorough review of all of our external vendor contracts, I made the decision to bring the management of those contracts back in-house. To me, a relationship with an external vendor is just like a relationship in a sales role. If you have a middle party, the success of that relationship is bound to become nonexistent.

CB: Can you give an example of how CareerBuilder challenges you to push your business forward?

EB: We are always challenged in the long-term care industry to retain licensure and certification staff within our skilled nursing facilities. CareerBuilder challenges us to utilize some of its more recent tools that have been created to allow clients such as Sava to cast a much wider net to increase the applicant traffic to our job postings and eventually into our application process.

Most recently, we've partnered to utilize CareerBuilder's Talent Network tool. The Talent Network allows us to think about how the candidates are searching for jobs and ensure that Sava is in all of those places at the right time. We have such a high volume of openings that our talent acquisition team doesn't have the time to call and speak to every candidate that applies, so the Talent Network allows us to connect directly with each of those candidates that do apply. Once the candidates are in our Talent Network, Sava is always engaging with them to market and advertise those specific openings that gauge the candidates' interest. In a nutshell, we are giving candidates something they want and are interested in. This has been a huge success for Sava.

CB: What had the biggest impact on you when deciding to work with CareerBuilder?

EB: Hands down, my partnership with our CareerBuilder representative. Previously, the relationship existed of purchasing an abundant amount of external postings and resume database recruiter seats. We were utilizing the

"post and pray" method for our high volume openings, which didn't result in hiring the best talent. Our representative truly wanted to understand our business, our goals, our strategy and those items we wanted to accomplish in the attraction and capture of top talent in the market. We are now utilizing many components of what CareerBuilder has to offer and candidly, it's made a significant impact on our hiring practices.

CB: What was your talent acquisition strategy prior to working with CareerBuilder?

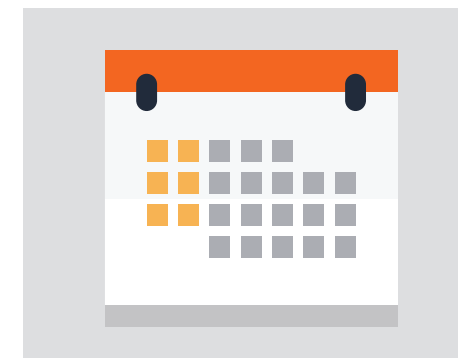
EB: There is a significant difference between "Recruiting" and "Strategic Talent Acquisition." I had to define and understand what our current state was and identify where we needed to go in the future at Sava. We started looking at what makes companies of our size successful. At the end of the day, it's two things: people and technology. If we don't have both, how can we surpass the competition? At first, we were just "recruiting," which is nothing more than filling open positions. That's an entirely tactical event. The more complex part was defining what "Strategic Talent Acquisition" really meant to us.

Implementing Strategic Talent Acquisition allowed us to take a long-term view of not only filling positions today, but utilizing the candidates that come out of a recruiting campaign as a means to fill similar positions in the future. The partnership that we have built with CareerBuilder has allowed Sava to do just that; always having a pipeline and bench to pull from when needed. We are much more proactive in our hiring practices now.

CB: What outcomes have you seen?

EB: The outcomes have been significant in a positive light. Talent Network allows Sava to have that "high touch" model of recruitment, marketing and branding. Other campaigns that we have used are allowing us to cast our net farther to sit within those spaces where specialized talent hangs out. We want to create a culture of respect, and in order for us to do that we must hire top talent, train and develop them into true leaders and never settle for less.

Sava Senior Care is one of the largest providers of short-term and long-term health care services in the United States with more than 180 locations. Through their affiliated entities, they provide services through skilled nursing facilities in several states and employ more than 23,000 individuals.



MARK YOUR CALENDAR: UPCOMING EVENTS AND RECOGNITION DAYS

Don't forget to mark your calendar for the following industry events and recognition holidays occurring throughout the next few months of 2015. For questions about any of these events, please email us at healthcare@careerbuilder.com.

MAY

- 6 - 12 National Nurses Week
- 13 Michigan Association of Home Care Annual Meeting (TRAVERS CITY, MICH.)
- 17 - 23 National Hospital Week

JUNE

- 2 National Health Care Recruiter Recognition Day
- 11 CareerBuilder Empower Roadshow (ATLANTA)
- 28 - 30 Society for Human Resource Management Annual Conference (LAS VEGAS)

JULY

- 21 CareerBuilder Empower Roadshow (DALLAS)
- 21 - 24 National Association for Health Care Recruitment IMAGE Conference (NEW ORLEANS)
- 23 - 25 American Hospital Association Leadership Summit (SAN FRANCISCO)

AUGUST

- 9 - 15 National Health Center Week

SEPTEMBER

- 8 - 11 CareerBuilder EMPOWER (CHICAGO)
- 19 - 22 American Society for Healthcare Human Resources Administration Annual Conference (ORLANDO, FLA.)
- 26 Family Health and Fitness Day



WANT EVEN MORE INSIGHTS AND TRENDS?

Visit us at TheHiringSite.CareerBuilder.com, or check out the following reports, which can only be found online:



HEALTH CARE TRENDS: SOUTHEAST EDITION

Get an inside look at the current health care workforce in the Southeast - and use this knowledge to enhance your recruitment strategy.

Find it at: <http://b2b.careerbuilder.com/HCDataReports>



THE CHANGING FACE OF U.S. JOBS

In this study, CareerBuilder tracks the changing composition of 785 occupations by gender, age and race from 2001-2014. The findings highlight the shifts with the greatest implications to workforce planners and HR executives like you.

Find it at: cb.com/diversity

THE SPRING 2015
**CAREERBUILDER
HEALTHCARE INSIGHTS GUIDE**

FEATURING AN EXPLORATION OF DIVERSITY IN HEALTH CARE

careerbuilder[®]
EMPOWERING EMPLOYMENT

STAY CONNECTED:

 [CBforEmployers](#)

 [CBforEmployers](#)

 [Linkedin.com/company/
careerbuilder-for-employers](https://www.linkedin.com/company/careerbuilder-for-employers)

 [Blog: www.TheHiringSite.com](http://www.TheHiringSite.com)