

# DIRECTIONS



## Presidential Perspective

By Michele Snider, BSN, RN, CHCR



**T**he countdown to the NAHCR 44th Annual IMAGE Health Care Recruitment Conference is fast approaching! I attended my very first conference in 2009 as a new NAHCR member and have not missed one since. This year will be my tenth! I was very fortunate to have a leader who introduced me to NAHCR and supported my attendance at the conference.

The NAHCR 2018 conference is July 10-13th in Scottsdale, Arizona. It's always interesting to learn about industry trends and share the best practices that make it easier for me to be successful, and this year's conference promises to be better than ever! The NAHCR Education Team, under the leadership of Education Director Jessica Jackson, took your feedback from last year and planned a great conference. Changes made to the annual Call for Presenters ensure that you are enjoying programming from health care recruitment's best in a rich learning environment that's appropriate for both current and aspiring recruiters. Sessions on cutting edge recruitment practices position you as invaluable strategic business partners at your organization. Real-life case studies and

examples help you apply what you've learned to your situation. You will take away helpful tips and resources. Plus, you can earn valuable continuing education credits toward maintaining industry certifications.

The conference also affords you the opportunity to participate in the face-to-face networking and peer learning experiences that you value in your work as a health care recruiter. Find common ground, share ideas, and discover different perspectives. The exhibit hall is your chance to explore innovative solutions to the challenges you face every day. Build relationships with existing partners or establish relationships with new resources.

The Fairmont Scottsdale Princess is this year's host hotel. The Fairmont Scottsdale Princess, a AAA Five Diamond resort, provides the perfect setting to enjoy al fresco living in the blooming Sonoran Desert—vast open spaces, lushly landscaped grounds, regal Saguaro cacti and glorious sunsets behind majestic mountains. Four top-ranked Arizona restaur-

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# Presidential Perspective

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rants, innovative spa and fitness programs, six sparkling pools, and two newly renovated 18-hole championship golf courses make this highly acclaimed Scottsdale resort truly an experience like no other. Plus, staying at the host hotel keeps hotel costs in check, saving you money on registration and exhibit fees.

As a first-time attendee, I looked forward to meeting other recruiters from across the United States. That first year, I formed relationships that have remained strong to this day. I continue to build my network with every confer-

ence I attend. This year, I invite you to become a part of my network by joining me at this year's conference.

*NEW THIS YEAR: Nonmembers may choose to apply the difference in registration fees toward membership in NAHCR. Enjoy NAHCR's bi-weekly news digest and quarterly newsletter, FREE monthly educational webinars, members-only listserv, and more!*

I look forward to seeing you in Scottsdale. Don't miss this opportunity to "Broaden Your Horizon of Health Care Recruitment"!

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# CHCR Exam

Recruiting is challenging in any industry, but health care recruitment faces more challenges than most, from budgetary constraints and limited resources to shortages of experienced health care workers and ever-changing reimbursement policies. NAHCR is pleased to provide health care recruiters with the opportunity to demonstrate their readiness to face these challenges by earning the Certified Health Care Recruiter (CHCR) examination.



**Application Deadline:  
Monday, July 2, 2018**

The CHCR exam is ONLY offered in conjunction with the NAHCR annual conference. The next credentialing exam will be offered on Tuesday, July 10, 2018, from 4-6 PM at the Fairmont Scottsdale Princess in Scottsdale, Arizona!

# Nolan Smith: Building a Team of Leaders

By Curtis Krueger

The Duke University basketball team was down 14 points against its biggest rival, the North Carolina Tar Heels. If there was ever a time for a rousing halftime speech, this was it.

And rousing words came – from a surprising source.

“It wasn’t the coaches that did the talking, it was players,” recalls Nolan Smith, a star guard on this 2011 Duke squad. “It was myself, it was Seth Curry, it was Kyle Singler. We did the talking and we pretty much said to the team and to us, that we were not going to lose that game.”

Duke stormed back to win that game by 6 points, and it’s one of Smith’s favorite moments from a playing career that also included a national championship.

“It was a great feeling to know that it was our voices and our holding each other accountable that helped us win that game,” Smith said.

Smith, who will speak at the IMAGE Health Care Recruitment Conference in Scottsdale, Arizona in July, is now on the coaching staff at Duke, as director of basketball operations.

Part of his job is to help recruit talented student-athletes who will make Duke better – not unlike the work NAHCR members do every day.

So that memory from a halftime in 2011 is not just a warm remembrance. It’s also a goal. Smith is not only looking for students with good grades and a nice jump shot, he also wants to find team members who will stand up and show leadership.

“There will come a time when you’re going to need them to do something without you being right up under them, and they’ll succeed,” Smith said.

As director of basketball operations, Smith juggles all kinds of behind-the-scenes responsibilities, including travel, team meals and supervising student managers. He also is involved in all aspects of recruiting other than recruiting trips.

For anyone involved in recruiting, Smith’s advice is to focus on “people with high character who from top to bottom take care of themselves, take care of their families.” He added that, “somebody with high character isn’t just a high-character person sometimes, they’re a high-character person all the time. And that’s something that we want in our program.”

That’s one reason Duke evaluates social media posts of basketball prospects, just as many businesses do.

“Social media plays a huge part in recruiting,” he said. “I can tell you now, we have backed off of recruits based on their social media... we get to see a lot about who someone is based on their social media.”



That does not mean one errant posting is the final word on someone’s character, but it can amount to a red flag, he said.

A solid work ethic also is crucial, Smith said.

“Some people in basketball are just trying to get by. But then there’s people who really want success, who want to help a team’s success. Those are the people that you’re going to want working for your company or your business or your team.”

What does a company owe to the people it recruits? Above all, honesty, Smith said. “If you try to be something that you’re not, they’ll see straight through that.”

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## Nolan Smith: Building a Team of Leaders

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And if your company has weak points, be honest about that too, he said.

"Say, look, that's why we want you... we know that if we get someone like you, with your character and with your hard work and effort, and your desire to be better and help us become better, we can improve... we can take steps forward together."

By playing and serving on the coaching staff at Duke, Smith adds simply that, "I have gained many lessons from the legend."

The legend he's talking about is longtime Duke Coach Mike Krzyzewski, who has amassed five national championships, three Olympic gold medals, and more Division I wins than any men's basketball coach in NCAA history.

Smith said Krzyzewski has vast basketball knowledge, a commitment to strong communications and a willingness to confront any challenge the team may be facing. And more.

"He respects every single person in the workplace, from the janitor to the cleaning lady who's taking out trash every day," he said. "He does some of these little things on a daily basis that some bosses may forget to do."

Taking that approach can help any business, Smith said. "You'll get cleaner floors. You'll get your assistant coaches coming to work before you to make sure stuff gets done."

Smith said Krzyzewski, who is 71, is honored to be Duke's coach and never takes it for granted.

"Some people can get complacent. But not him. He keeps his hunger. He keeps his fire... he wants more and he keeps wanting more and that's what keeps him being the best."

The ultimate goal for a team or a business, Smith said, is to create a team of people who are dedicated to achieving a common goal.

"We recruit people with one single mindset, and when they combine their minds and talents and their skills to one single thing, which is winning... the sky's the limit."

Hear more from Nolan at the NAHCR 44th Annual IMAGE Health Care Recruitment Conference, July 11, 2018, at the Fairmont Scottsdale Princess in Scottsdale, Arizona.



### REWARDS FOR REFERRALS

*Spread the word!*



Share your commitment to NAHCR with your peers and earn valuable rewards. NAHCR members who refer new Active or Federal Members receive a \$15 Amazon gift card.

*Click here for more information*

# 7 Ways to Lead Well Through Change and Uncertainty

By Karin Hurt, MA, Let's Grow Leaders

*"Accepting that the world is full of uncertainty and ambiguity does not and should not stop people from being pretty sure about a lot of things."*  
- Julian Baggini

Sometimes when you go to build your recruiting strategic plan, it can seem like there are more questions than answers. We've seen changing regulatory environments, disruptive technology, and natural disasters lead to a paralyzing cycle of "what ifs" that lead to inaction. One of the best skills you can develop as an HR leader is learning to help your team strategically manage through uncertainty and change.

## Ways to Help Your Team Deal With Uncertainty

*"Accepting that the world is full of uncertainty and ambiguity does not and should not stop people from being pretty sure about a lot of things."* - Julian Baggini

### 1. Ground Yourself in Confident Humility

Know your strengths and consider what behaviors have served you well during other times of stress and change. If times of uncertainty don't lead to your shining moments of leadership brilliance, acknowledge that. Seek out team members who find change and ambiguity exhilarating to help you with your plan. Do your freaking-out in private. In uncertain times, nothing will calm and inspire your team more than your "game on" attitude.

### 2. Draw Strength from Your Mission

It's easy to feel like everything is uncertain in times of uncertainty. That's never true. Reinforce your mission and core values – and communicate what's not going to change, no matter what. Help your team draw strength from your bigger "why."

### 3. Know What You Collectively Know and What You Don't

Chances are that you and your team know more than you think. Resist the urge to focus only on what everyone already knows. Write that down, but then add to the list of what each person knows or suspects based on their area of expertise. Then write down what you don't know, and brainstorm ways to gather more information in that arena. A very useful exercise we use to help leaders navigate strategic ambiguity is our [Own the U.G.L.Y. conversation](#).

### 4. Don't Waffle

When you make decisions, stop second-guessing them out loud. If you need to change course, do it boldly with strong communication and explanation. Otherwise, keep your boat sailing swiftly in the announced direction.

### 5. Encourage Risk Taking

Even if you've reacted poorly to mistakes before, admit that, and promise support in taking [calculated risks](#). Put in place whatever parameters and checkpoints you need to feel comfortable in your world, but allow space for creativity and brilliant thinking. You need every single brain cell operating on full-cylinder at times like these, not censored with fear of making mistakes.

### 6. Envision Alternative Scenarios

When the future is uncertain, it's easy to think that "anything could happen." That's seldom true. More often the most probable scenarios can be boiled down to two or three. Brainstorm those possibilities and develop contingency plans. This exercise goes a long way in calming minds and spirits while generating creative possibilities that could actually work across scenarios.

### 7. Engage Other People and Perspectives

The more people you engage in the solution, the less frightening the problem becomes. Enlist unusual suspects to weigh-in. Engage some cross-functional collaboration. Benchmark externally. Ask your children (hey, you never know).

Most importantly keep your cool and focus on the possible.

**Learn more from Karin about leading during times of strategic ambiguity at the NAHCR 44th Annual IMAGE Health Care Recruitment Conference, July 13, 2018, at the Fairmont Scottsdale Princess in Scottsdale, Arizona.**

# Broadening Your Horizon of Health Care Recruitment



**44th Annual IMAGE Health Care Recruitment Conference**  
July 10-13, 2018 • Fairmont Scottsdale Princess • Scottsdale, AZ

## CONNECTIONS



Face-to-face time  
with leading  
experts in health  
care recruitment.

## CONTENT



Content tracks,  
keynote and general  
speakers, learning  
tracks for every level,  
and more!

## CERTIFICATION



HRCI and SHRM  
approved and the  
only place in the  
world to earn your  
CHCR!

## CONNECTIONS



Whether you are new to NAHCR or a seasoned veteran, there is a vast array of opportunities to reconnect with colleagues and make connections with someone new!



**REGIONAL MEETINGS:** Connect with your regional counterparts in this solution-focused session addressing local challenges!



**SOCIAL EVENTS:** Enjoy the additional networking opportunities each night, with our Kick-Off Reception, Exhibit Hall Grand Opening Reception, Awards Gala, and more! Spend quality time with other recruiters and our industry partners, discussing best practices in a relaxed and friendly setting!



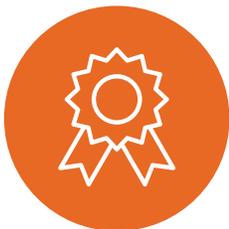
**TEAM ORIENTATIONS:** Meet the NAHCR teams and find out how you can make a difference to the future of NAHCR!



**INTERACTIVE EXHIBIT HALL:** Meet with over 50 industry partners that offer solutions to everyday business challenges!

## & MORE!

## CERTIFICATION



NAHCR offers health care recruiters the opportunity to enhance their industry knowledge and improve their recruiting skills via its annual health care conference—the only health care recruitment conference designed by health care recruiters for health care recruiters!



NAHCR is an HRCI Approved Provider, offering the recertification credits HRCI-credentialed professionals rely on to maintain their credentials.



NAHCR is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® and SHRM-SCP® credential holders. All NAHCR educational events carry credit toward recertification of NAHCR's Certified Health Care Recruiter (CHCR) credential.

By earning the Certified Health Care Recruiter (CHCR) credential, candidates are demonstrating their knowledge and competence in the specialized field of health care recruitment. Candidates must have at least two years' experience by the time of the application and currently be working as a health care recruiter. Learn more at [www.nahcr.com/chcr-credentialing-exam](http://www.nahcr.com/chcr-credentialing-exam)

## CONTENT



New to health care recruitment? Seasoned recruiter? With something for everyone, our 2018 program offers a wide variety of sessions, from entry level to experts in health care recruitment!

### KEYNOTE SPEAKERS



**NOLAN SMITH, DUKE UNIVERSITY MEN'S BASKETBALL:** A childhood tragedy could have derailed Nolan's basketball career. Instead, he was part of Duke's 2010 National Championship team and went on to play professional basketball. Off the court, Nolan serves as the North Carolina state ambassador for Teen Cancer America, an organization designed to help bridge the gap between pediatric and adult oncology care.



**CURT STEINHORST, FOCUSWISE:** Curt Steinhorst is on a mission to rescue us from our distracted selves. Author of numerous books and founder of Focuswise, a consultancy that equips organizations to overcome the distinct challenges

of the constantly-connected workplace, Curt's unique insights and entertaining speaking style have captured the attention of audiences worldwide.



**KARIN HURT, LET'S GROW LEADERS:** Karin Hurt helps leaders around the world achieve breakthrough results without losing their soul. With over two decades of experience in sales, customer service, and HR, Karin was named on Inc Magazine's

2018 Most Innovative Leadership Speakers and American Management Association's 50 Leaders to Watch.

### GENERAL SESSIONS

#### **Transform Your Recruiting Strategy – Insight from 2018 Healthcare Recruitment Metrics Benchmark Study Results and Elite Honor Roll Recruitment Winner**

*Dana Cates, SPHR, SWP, RACR, Lean Human Capital by HealthcareSource, and Shana Welch SHRM-SCP, Mercy Health*  
In its 9th year, the Healthcare Recruitment Metrics Benchmark Study has compiled recruitment data from more than 850 hospitals throughout the U.S. in six critical performance dimensions. Gain insights on how you can use standard benchmarks for developing a recruitment scorecard.

#### **"Yes, And..." Using Improv to Foster Deeper Connections with Candidates**

*Lindagrace De la Cruz, SAG/AFTRA, Certified Training Generalist, Indeed.com*

Improv at its core isn't about comedy—it's about human connection—which is why improv training is increasingly finding its way into professional development programs and business school curricula. Unlock new heights in creativity, communication and relationship-building and discover how you can deepen your engagement with candidates, both online and in person.

### PRE-CONFERENCE WORKSHOPS

#### **Healthcare Recruitment is the Wild Wild West; How Do You Blaze a New Frontier?**

Learn how Johns Hopkins All Children's Hospital thought outside the box and under the budget, partnering with Fusion Marketing on a wildly successful hiring campaign.

#### **Optimizing Communication: The Heart of Recruitment**

How do you find common ground in spite of different backgrounds and mental models? How do you identify and maximize the positive aspects of your own and other's relational styles? What do you do when communications get "stuck"? Attend this interactive workshop and gain tools you can use to immediately optimize recruitment communication and relationship development.

#### **Recruiter 101: A New Recruit's First Stop**

Are you a new health care recruiter, or new to health care recruitment? Make your first stop Recruiter 101! As a new recruiter, you will gain valuable information through our workshop! We will review the varying aspects of being a health care recruiter. We will dive into day-to-day operations, strategic planning and federal guidelines. Presented by seasoned recruiters for new recruits!

**Session Content Includes: Employee engagement, recruitment marketing, technology, sourcing candidates, and more!**

## TUESDAY, JULY 10, 2018

11:30 a.m. - 4:00 p.m.	Registration Desk Open
12:30 p.m. - 4:00 p.m.	<b>Workshop One: Healthcare Recruitment is the Wild Wild West; How Do You Blaze a New Frontier?</b>
12:30 p.m. - 4:00 p.m.	<b>Workshop Two: Optimizing Communication: The Heart of Recruitment</b>
12:30 p.m. - 4:00 p.m.	<b>Workshop Three: Recruiter 101: A New Recruit's First Stop</b>
4:00 p.m. - 6:00 p.m.	Open Afternoon
4:00 p.m. - 6:00 p.m.	<b>CHCR Credentialing Exam (Separate Registration Required)</b>
6:00 p.m. - 8:00 p.m.	<b>Kick-Off to IMAGE Reception (Admission Ticket Required)</b>

## WEDNESDAY, JULY 11, 2018

8:00 a.m. - 5:15 p.m.	Registration Desk Open
8:00 a.m. - 9:00 a.m.	Full Breakfast and Coffee
9:00 a.m. - 10:15 a.m.	<b>Opening Keynote Session: Building a Team of Leaders</b>
10:15 a.m. - 10:30 a.m.	Refreshment Break
10:30 a.m. - 12:00 p.m.	<b>Regional Meetings</b>
12:00 p.m. - 12:15 p.m.	Stretch Break
12:15 p.m. - 1:45 p.m.	<b>Annual Business Meeting &amp; Luncheon (Admission Ticket Required)</b>
	<b>Team Orientations (Communications, Education, Membership)</b>
1:45 p.m. - 2:00 p.m.	Stretch Break
2:00 p.m. - 3:00 p.m.	<b>Workforce &amp; Employee Engagement: Creating a "Culture of Excellence" and the Effects on Recruitment &amp; Retention</b>
2:00 p.m. - 3:00 p.m.	<b>Saving Lives with a Successful Talent Acquisition Strategy at St. Jude Children's Research Hospital</b>
2:00 p.m. - 3:00 p.m.	<b>Beyond Post and Pray – Proactive Approaches That Work</b>
3:00 p.m. - 3:15 p.m.	Stretch Break
3:15 p.m. - 4:15 p.m.	<b>Putting Our Toe in the Social Media Water and Falling Into the Deep End! Lessons Learned While Transforming Digital Engagement for Talent Acquisition</b>
3:15 p.m. - 4:15 p.m.	<b>Horizontal Violence</b>
3:15 p.m. - 4:15 p.m.	<b>The TA Journey Triad: Employer Branding, Recruitment Marketing, Candidate Experience</b>
4:30 p.m. - 5:30 p.m.	<b>General Session "Yes, And..." Using Improv to Foster Deeper Connections with Candidates</b>
5:30 p.m. - 7:30 p.m.	<b>President's Welcome &amp; Exhibit Hall Opening Reception</b>

## THURSDAY, JULY 12, 2018

8:00 a.m. - 5:15 p.m.	Registration Desk Open
8:00 a.m. - 9:00 a.m.	Vendor Demo Breakfast
9:00 a.m. - 10:15 a.m.	<b>Keynote Session Thriving in the Age of Distraction</b>
10:15 a.m. - 10:45 a.m.	Refreshment Break with Exhibitors
10:45 a.m. - 11:45 a.m.	<b>Modern Day Recruitment Events: Improving Hiring Results by Creating Customized Candidate Experience</b>
10:45 a.m. - 11:45 a.m.	<b>Recruitment 911: Simple Steps You Can Take Today to Attract Top Talent</b>
10:45 a.m. - 11:45 a.m.	<b>Engaging a Multi-Generational Workforce in Your Recruitment Marketing Strategy</b>
11:45 a.m. - 1:30 p.m.	<b>Networking Lunch with Exhibitors</b>
1:30 p.m. - 2:30 p.m.	<b>5 Tactics for Breaking the Recruiting Stress Loop</b>
1:30 p.m. - 2:30 p.m.	<b>Using Video to Source Candidates and Increase SEO</b>
1:30 p.m. - 2:30 p.m.	<b>How to Hire for HCAHPS Behaviors and Cultural Fit: The Marriage of High Touch and Technology</b>
2:30 p.m. - 3:30 p.m.	Refreshment Break with Exhibitors & Prize Drawings
3:30 p.m. - 4:30 p.m.	<b>General Session Transform Your Recruiting Strategy – Insight from 2018 Healthcare Recruitment Metrics Benchmark Study Results and Elite Honor Roll Recruitment Winner</b>
4:30 p.m. - 6:00 p.m.	Open Afternoon
6:00 p.m. - 6:30 p.m.	<b>Gala Cocktail Reception</b>
6:30 p.m. - 9:00 p.m.	<b>Gala Awards Dinner (Admission Ticket Required)</b>
9:00 p.m. - 11:00 p.m.	<b>Gala After Party</b>

## FRIDAY, JULY 13, 2018

8:00 a.m. - 1:00 p.m.	Registration Desk Open
8:00 a.m. - 9:00 p.m.	Vendor Demo Breakfast
9:00 a.m. - 10:15 a.m.	<b>Keynote Session Winning Well: Lead Your Team to Breakthrough Results—Without Losing Your Soul</b>
10:15 a.m. - 10:30 a.m.	Stretch Break
10:30 a.m. - 11:30 a.m.	<b>Healthcare Trends for 2018: Data, Not Intuition</b>
10:30 a.m. - 11:30 a.m.	<b>Think Like a Marketer, Recruit Like a Rock Star</b>
10:30 a.m. - 11:30 a.m.	<b>Tactics for Enhancing Your Branding on Glassdoor</b>
11:30 a.m. - 11:45 a.m.	Refreshment Break
11:45 a.m. - 1:00 p.m.	<b>Legal Update</b>
1:00 p.m.	Conference Adjourns



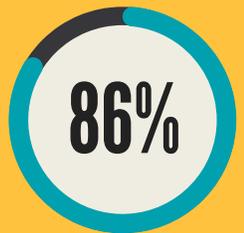
# CONFERENCE STATISTICS



OF 2017 ATTENDEES SAID THEY WOULD RECOMMEND THE CONFERENCE TO A COLLEAGUE



OF 2017 ATTENDEES SAID THEIR EXPECTATIONS WERE MET OR EXCEEDED IN EVERY ASPECT OF THE CONFERENCE



OF 2017 ATTENDEES SAID THEY GAINED FRESH, NEW CONTENT FROM OUR PROGRAM



## HOTEL & TRAVEL INFORMATION

### Fairmont Scottsdale Princess

Enjoy the ultimate desert oasis! With something for everyone, including restaurants, six resort pools, and two championship golf courses, you'll settle right into al fresco living in the blooming Sonoran Desert!

Support NAHCR by staying at the host hotel. For reservations, please call 800-344-4758 (\$175 per night, plus tax) based on availability. The room block is expected to SELL OUT!

The closest airport to the hotel is Phoenix Sky Harbor International Airport. NEW FOR 2018! NAHCR has partnered with Delta Airlines to offer you a discounted airfare. Please use the group code "NMS58" to receive a percent discount on your travels.



# EXPERIENCE LEVEL

34%  
ENTRY



18%  
INTERMEDIATE



48%  
ADVANCED



As of March 2018, NAHCR is both an HRCI Approved Provider and a SHRM Recertification Provider! There has never been a better time to attend the NAHCR IMAGE Health Care Recruitment Conference to earn credits and advanced your professional career!



# Saving Lives with a Successful Talent Acquisition Strategy - NAHCR IMAGE Session, July 11, 2 pm

By John Leech, Director of Talent Acquisition, St. Jude Children's Research Hospital

Staffing the nation's leading pediatric cancer hospital is no small feat. (*U.S. News and World Report* ranked St. Jude Children's Research Hospital as the No. 1 Pediatric Cancer Hospital in 2017.)

That's because at St. Jude, they have one common goal: find cures for children with life-threatening diseases through research and treatment. They seek talented and diverse faculty and staff to continue to provide superior care, leading-edge research, and unmatched resources at no cost to the family.

The St. Jude Children's Research Hospital Talent Acquisition team goes above and beyond to find and hire people who possess the technical skillsets required to maintain a high standard of care and the critical soft skills necessary to provide a quality patient experience for children and their families. This means the St. Jude Talent Acquisition team must remain flexible and adhere to a smart strategy for recruiting, sourcing, and hiring in-demand talent.

At the NAHCR IMAGE Conference, join the session "Saving Lives with a Successful Talent Acquisition Strategy at St. Jude Children's Research Hospital" to learn more about how St. Jude Children's Research Hospital is successfully:

Saying Goodbye to Post and Pray: Using a targeted approach to find specific skillsets rather than the post-and-pray methods of the past

Engaging Passive Candidates: Utilizing technology and a smart recruitment strategy to build pipelines of qualified

candidates who are ready when a role becomes available  
Leveraging Recruitment Marketing: Through active use of a CRM, recruiters send custom messages and track progress throughout the hiring process, leading to a more effective talent pipeline.

During the session you will discover how your organization can better engage in-demand talent by utilizing principles and strategies from the world of sourcing, marketing, technology and analytics.

Register for the NAHCR IMAGE Conference and mark the session on your calendar:

## SESSION INFORMATION

"Saving Lives with a Successful Talent Acquisition Strategy at St. Jude Children's Research Hospital"

Speakers: John Leech, St. Jude Children's Research Hospital, and Ray Bixler, SkillsSurvey

Wednesday, July 11, 2018

2:00pm-3:00pm

Princess Ballroom Salon B

We are asking that you submit any questions on how to source the best candidates prior to the conference! Let us know what you want to know. Send questions to [sturnbull@skillsurvey.com](mailto:sturnbull@skillsurvey.com).



## National Healthcare Recruiter Recognition Day June 5, 2018

In celebration of National Healthcare Recruiter Recognition Day, we are offering 25% off a recruitment package from Wolters Kluwer!

Celebrate with free trials of our travel leads and job ads from HiredNurses.com! Email [clients@hirednurses.com](mailto:clients@hirednurses.com) for info!

The first 10 recruiters who ask for more information will get coffee on Lucidity Direct. We'll send you a \$5 Starbucks gift card just for contacting us!

Katon Direct appreciates the hard work of health care recruiters. We salute you!

Universal Background Screening appreciates the work you do, the many hats you wear and the importance and pressure you are under for hiring!

[DiversityNursing.com](http://DiversityNursing.com) wishes you all a wonderful National Healthcare Recruiter Recognition Day. Thank you for all you do!

The work you perform is just as important as it is difficult—you certainly deserve to be recognized. Happy National Healthcare Recruiter Recognition Day from [HospitalRecruiting.com](http://HospitalRecruiting.com)!

*You all are amazing – as recruiters, friends + partners. Enjoy your special day! #recruitersrock* AppVault

At Montage, it's our privilege to support you in delivering a better candidate experience. Happy National Healthcare Recruiter Recognition Day!

Wishing you a happy National Healthcare Recruiter Recognition Day from your friends at SkillsSurvey!

You are well respected and greatly appreciated. Happy National Healthcare Recruiter Recognition Day! Fusion Medical Staffing

# Building Your Focus Vault: Creating a Place in a Distracted World

By Curt Steinhorst

**W**e have entered the age of distraction. At home, 60% of people spend more time staring at a screen than talking with their partner. 88% use a second screen while watching TV. Think about that. We can't even focus on the device that used to be considered the cause of ADD.

Of course, distraction isn't limited to home life. Our jobs often feel overwhelming. We feel overworked, but the evidence tells a different story. We average only three minutes of work before being deterred by interruptions. It takes us an average of twenty-three minutes to get back to work (Dr. Gloria Mark, UC Irvine). Put simply, we are perpetually distracted.

The problem? Access. For the first time in history, we have literally no barriers to connectivity. Let me put this in context for you. If we took the total span of human history and divided it by average life expectancy, we would arrive at eight hundred lifetimes. For the first six hundred fifty of those lifetimes, we lived predominantly in caves. We've only had mass communication for the last six lifetimes. Not until the last two could you communicate further than you could walk, thanks to Henry Ford. Today, you can communicate with anyone anywhere anytime. And we do.

The result? Noise. Your phone, social media, your computer have all made you continually available to a thousand voices. They're all screaming your name, they're all demanding your attention. You see, technology has not only made the world available to you, it has made you available to the world, and you're probably crumbling beneath its demands.

The way we manage our attention has incredible consequences on our relationships, the quality and efficiency of our work, our capacity for self-control, and, at its root, who we are becoming individually, organiza-

tionally, and culturally. So how do we better control the allocation of our attention?

## UNDERSTANDING ATTENTION

First, we must understand how attention works. There are two systems of attention in your brain.

**System #1: Bottom up attention.** This system of your brain is wired to seek new and novel stimulus with a particular focus on finding pleasure (i.e., propagation) and avoiding pain. If you are in a jungle shared with a lion, the earlier you see that beast running at you, the better your odds of your buddy being food and not you. Your immediate needs are driven by this system.

**System #2: Top down attention, or executive control,** allows us to make active decisions about where we will focus. You can file your taxes, or at least fill out the extension. Your kids CAN clean their room. Your spouse has the capacity to (finally) put that scrapbook together of the Disney vacation the family took 6 months ago. Your future self loves it when your top down system wins.

The key is to set up our lives in ways that put our 'top down' system in control.

## KNOWING THE HIDDEN FACTORS

Yet, our choice to focus or not doesn't happen in a vacuum. We are all subject to hidden factors that affect our ability to focus – factors that we can either harness or endure. I call these factors the Four Es:

**Energy.** The top down system requires far more mental energy. It's a valuable and depleting resource. The more energy we have, the easier it is to focus. Here's one practical way to use your energy more effectively: complete your most mentally exhausting tasks early in the day. Don't spend your morning responding to emails. Spend your morning pumping out

that hefty proposal, while leaving the inconsequential emails for the afternoon.

**Experience.** Your brain constantly changes based on your prior experiences. Scientists call this neuroplasticity. Let's use a 16 year old for example. They know everything in the world. Just ask them. Yet, they can't merge into oncoming traffic without causing everyone else to scream in sheer terror. 16 year olds simply don't have the experiences to effectively interpret the thousands of pieces of data coming at them. It's all new and novel. On the other hand, the more active focus you give to a particular sphere, the broader you will be able to focus within that sphere. Distracted work, unfortunately, leads to a need for more distraction required by your brain to keep you from feeling bored. Your experiences shape your focus.

**Emotion.** Why do you find yourself checking Facebook when you should be finishing the project? Because your family is on Facebook. Your friends are on Facebook. The classmate from senior level English (who you didn't even talk to then) is on Facebook – and they are skiing in Europe! It makes total sense that we want to check in on the people who mean the most to us. Unfortunately, this distracted work-style actually disconnects us from the purpose of our jobs (no wonder 70% of US workers are disengaged). And our emotions guide our focus. If you want to focus, you must take the time to remind yourself why the work you are doing matters. And, in case you don't remember, your work does matter.

**Environment.** We are wired for distraction due to our sensory system always wanting to be stimulated. The best way to limit those distractions is to ensure our environment doesn't contain them. In today's world, the most important 'environment' to con-

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Control is your virtual environment. Email is a cesspool of distraction, always offering a new potential reward from the next inbox notification. To rid yourself of this land mine, simply make the calendar your home screen and then schedule email checks into your day along with the tasks you actually need to get done.

## MAKING SPACE FOR FOCUS

Today's workplace doesn't provide quiet places of focus. As a result... our attention is growing weaker by the day. This isn't just unfortunate, it's tragic. Leadership requires focus, and focus requires space. You need a place where your attention is focused and protected. I call it a vault.

A vault is the place that protects your most precious resources, and keeps unwanted people out. It's a place that is made specifically to help us overcome the distinct challenges of today's distracted world.

Since most organizations today are passively going the way of distraction, the few who wake up to the gravity of the situation, learn how to quiet the world, build a vault, and take control of their attention will see their value in the marketplace multiplied.

The key to the vault? You must be unreachable. Most of us not only don't want to do this, we actually say it's bad for us. Two thirds of men and one quarter of women would prefer to experience an electric shock rather than spend fifteen minutes in silence/solitude. But the truth is that access is the enemy of ingenuity.

You need to create physical barriers. You're familiar with Murphy's Law, right? It states that if anything can go wrong, it will. This applies especially to your attention. If anyone can interrupt you, they will. And the easier it is to reach you, the less likely the interruption will be important. How do you keep them out? Let's get practical:

### Keep Your Door Closed

A good vault is going to be a place where you can physically separate yourself from your peers. It should have walls, barriers that keep you from the co-workers, friends, family, and maybe even the occasional enemy.

### Hang Up Your "Do Not Disturb" Sign

We give you this sign for a reason. Hang it on your door and you'll watch the unnecessary interruptions come to a screeching halt.

### Invest in a Pair of Noise-Canceling Headphones

Some of us don't have the luxury of a personal office. Maybe you share an office, maybe you work in one of those monstrosities known as an "open-office," or maybe your office walls are just paper thin. Noise-canceling headphones are a great alternative for less than ideal circumstances such as these.

You need to create virtual barriers. Physically isolating yourself is the first step, but it isn't enough. You may be away from your peers, but your phone and laptop keep you at arm's length to almost everyone in the world. You've put up walls of defense around your attention, but your phone is a Trojan Horse. It never really had to break down walls to get to you. It entices you until you invite it inside, but at any moment it will drop a band of attention-hungry soldiers who will pillage your mind and thwart your plans. Keep the Trojan Horse out:

### Lock Up Your Phone

You need to virtually isolate yourself from Facebook, satellites, and cell-towers. This is why we've given you a timed box for your cellphone. While you're in the vault you're off the phone.

### Enter "Airplane Mode"

The Airplane Mode or "Do Not

Disturb" mode on your phone is a great alternative if the timed box isn't an option. The do not disturb setting is especially ideal if you are expecting an important phone call – you can select who can still reach you.

### Either Close Your Laptop, or Put It in "Full Screen"

If you're able, keep the laptop out of the vault. But we live in the digital age after all so this is not likely an option. We suggest limiting yourself to the 'screen' in which you're working—viewing it in full screen will keep your wandering eyes from the legion of distractions scattered across the rest of your computer. If you have multiple tabs open, you are working against your own focused attention.

You must use tech to fight tech. While tech can divide our attention, it can also focus it. Here are some apps that you should consider adopting:

- Freedom - a program that turns off the internet for the time you set.
- Writeroom - a simplified word processor so you can write without being distracted by condescending red squiggly lines and inexplicable setting changes (thanks MS Word)
- RescueTime - tracks your time to tell you how you are spending it
- Forest - a phone app that rewards you for not looking at your phone
- Chrome Extensions: Limitless (simple organizational landing page), Strict Workflow (an alternate to Freedom)

## PROTECTING YOUR MOST VALUABLE RESOURCE

My grandfather never went to a gym. He didn't work out. He just worked. And he was in great shape.

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Gyms only exist today because most of us are given, without any effort, the things that used to require a lot of work. Most of us don't have to hunt a deer to eat meat or harvest barley to make bread. We just stop by Whole Foods and search for the best deal on organic gluten-free pasta to go with our Russian kale salad. No exercise required, other than lifting that half-gallon carton of almond milk and placing it into our basket. Today, we need gyms. We go there, not because we want to, but because it's a requirement if we want to be healthy.

We also need vaults if we want to protect the most precious and limited asset we have – our attention. How you allocate it will govern the depth, or shallowness, of your relationships. It will make you better, or worse, at your job. It will give you meaning, or make you lose it. It's time to use the factors of attention to take control, or not. The choice is yours.

Join Curt as he shares more from his book *"Can I Hear Your Attention? Inspiring Better Work Habits, Focusing Your Team, and Getting Stuff Done in the Constantly Connected Workplace,"* on July 12, 2018, at the NAHCR 44th Annual IMAGE Health Care Recruitment Conference at the Fairmont Scottsdale Princess, Scottsdale, Arizona.

## Chapter Update

*By Lorraine Bamford, NAHCR Chapter Engagement Director*

Leaders from fourteen NAHCR chapters joined and were welcomed by Lorraine Bamford, NAHCR Chapter Engagement Director (Lorraine.C.Bamford@kp.org), and other members of the NAHCR Board of Directors for a call on March 22, 2018, to update NAHCR Chapter Presidents on NAHCR's ongoing strategic initiative to better engage and support them in their roles as Chapter Presidents.

Initial outreach efforts to the Chapter Presidents by NAHCR's Chapter Engagement Director identified common challenges, mostly around member engagement and participation, both in meeting attendance and volunteer leadership, but also in membership recruiting and retention, educational programming and vendor support.

The Chapter Engagement Director role was created in 2017 and is accountable for spearheading NAHCR efforts to assist the Chapters in addressing these challenges. Future quarterly calls will include a time of open conversation among the Chapter Presidents, where they can share solutions and brainstorm ideas. In addition, NAHCR has created an online forum where Chapter Presidents can network and brainstorm with each other between quarterly calls. The NAHCR Board of Directors approved offering one complimentary NAHCR membership to be awarded annually to the NAHCR Chapter President or another volunteer on the chapter's leadership track to facilitate participation by the Chapters. Just recently a new menu item was added to the NAHCR homepage, offering the Chapters better visibility in promoting their local chapters to prospects visiting the NAHCR website.

Also on the call, NAHCR's Chapter Engagement Director answered questions regarding the chapters' annual reporting requirement and reminded the Chapter Presidents that the activities reported form the basis for chap-

ter recognition. Chapter Recognition Awards will be presented at NAHCR's Annual Health Care Recruitment Conference during the Gala Awards Dinner on Thursday, July 12, 2018. So far, a dozen chapters have satisfied the annual reporting requirements. Chapters who have yet to submit their reports are encouraged to do so as soon as possible. Looking to showcase your chapter's events and achievements outside of the annual report? Email chapter news to [info@nahcr.com](mailto:info@nahcr.com).

Chapter Presidents were provided with several resources in support of marketing NAHCR to chapter members, including "Save the Date" postcards for the upcoming conference and "Ask Me about NAHCR" cards for distribution to fellow recruiters who may be unfamiliar with the association. They were also reminded about NAHCR's referral rewards program, which rewards current members with a \$15 Amazon gift card for each new member recruited.

Representatives of NAHCR's Communications, Education and Membership Teams also attended the call to share information on and solicit support for their ongoing initiatives. Any Chapter member who is also a NAHCR member is eligible to serve on a NAHCR Team. Monthly team calls are excellent way of collaborating with colleagues on membership recruitment and retention strategies as well as finding topics and speakers for meetings and educational events—two of the primary challenges identified by NAHCR Chapter Presidents.

The next NAHCR Chapter Presidents Council call will be held on Thursday, June 14, 2018 at 11:30 am - 1:00 pm EDT. Mark your calendars now! Chapter Presidents attending NAHCR's Annual Conference will meet in Scottsdale on Wednesday, July 11, 2018 during breakfast. Details to come!

## Committee Corner - Education

By Jessica Jackson, NAHCR Education Director

NAHCR Education Team members are in the thick of conference preparation as this issue of *Directions* arrives in your Inbox. The effort to deliver a high-quality experience actually began before last year's conference ended, with the NAHCR Board of Directors holding a debrief meeting before leaving Savannah to reflect on how things went.

The NAHCR Education Team has been meeting monthly since August. Keynote speakers have been in place since the first of the year. Changes to the Call for Presentations resulted in more submissions across a broader base of content and contributors, including recruiters from our Federal sector, among others. Early distribution and aggressive marketing of the exhibitor prospectus has resulted in a SOLD OUT show, with six weeks left until the conference. Now all we need is to see YOU in Scottsdale!

Special thanks to our conference subcommittee lead volunteers:

- Conference Kick off - Kip Welch
- Exhibitor Engagement - Ann Bures and Judi Russell
- Moderator Schedule - Rick Madison
- Concurrent Session Review - Lori Faber, John Lidstrom and Lisa Sinnott

But the conference isn't the only project that the NAHCR Education Team is working on. As the committee responsible for oversight of all educational products and services of NAHCR, the team has also been working hard to deliver educational webinars as well as manage the Certified Health Care Recruiter (CHCR) credential. The team is also responsible for securing NAHCR's status as an accredited provider of continuing education credits.

Currently the team is on track to deliver almost a dozen webinars this year. This includes a new pilot project in partnership with the NAHCR Communications Team on a webinar to ex-

plore in a "live" setting conversations started online in NAHCR's new listserv. Interested in presenting or sponsoring a webinar? Learn more here.

Efforts by CHCR Subcommittee members (Ann Bures, Josh Cosby, Claudia Cotarelo, Cindy Lech and Jill Lopez) continue with a new exam resource guide released this month, and updates to the exam itself scheduled to begin in July at the conference. That project has an anticipated completion date of July 2019.

NAHCR is now accredited by no less than three organizations to provide continuing education credits toward industry certifications: the HR Certification Institute (HRCI), the Soci-

ety for Human Resource Management (SHRM), and now the Association of Staff Physician Recruiters (ASPR), for the physician recruiters among us.

None of this work would be possible without the enthusiasm and generosity of all our team members. We plan a conference for twelve months and the dedication of the Education Team has surpassed many goals this year. Thank you for all you do, and I look forward to seeing all you in a few weeks in Arizona—my home state!

Interested in joining your health care recruitment colleagues in their pursuit of educational excellence? Email [info@nahcr.com](mailto:info@nahcr.com) for more information.



## Connect with NAHCR!



*Our success depends on our partnership with you, health care recruiters! Thank you for 15 great years and many more to come! - Medefis*



## Advertising and Sponsorship Opportunities to Fit Every Need

Are you looking to reach health care recruitment professionals? Does your business depend on getting in front of industry decision-makers? Advertise with the National Association for Health Care Recruitment (NAHCR) and put your products and services in the hands of people with the power to buy.

### Directions Newsletter

Directions, the NAHCR digital newsletter, is distributed electronically four times per year to all Active, Associate, Institutional, and Federal members as well as newsletter subscribers.

Full page - \$1,500 | 1/2 Page - \$1,000 | 1/4 Page - \$600

### Advertorial (Not to exceed 400 words) - \$1,750

Useful, relevant advertiser-provided content in article format  
Discusses the benefits of products/services as opposed to the features  
Ideally includes case studies to demonstrate effectiveness

### Issue Sponsorship - \$5,500

Company logo and recognition on the cover of the sponsored issue (not available outside of issue sponsorship)  
Advertorial in sponsored issue (\$1,750 value)  
Full-page ad in the sponsored issue (\$1,500 value)  
Current membership list for one-time use (\$1,100 value)

### NAHCR Mailing Lists

Postal mailing lists only - \$750  
Postal and email lists - \$1,100

### Webinar Sponsorships

Available to NAHCR Institutional Members on a first-come first-served basis. Sponsorship Includes:  
Company logo, website and short company description included in all webinar invitations  
Recognition as the sponsor during the introduction of the webinar

To take advantage of NAHCR advertising or sponsorship opportunities, [email NAHCR Headquarters](#) TODAY!

NAHCR News - the NAHCR bi-weekly news digest. [Click here](#) for information on advertising in NAHCR News.

NAHCR.com - [Click here](#) for information on advertising on the NAHCR website.

## Thank You to the NAHCR Vendor Members

Thank you to our Vendor Members for their continued support! For more information visit NAHCR'S online list of Vendor Members.

AppVault  
Aya Healthcare  
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HospitalRecruiting.com  
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Nurse.com  
PreCheck, Inc.  
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Qualivis, a division of SCHA Solutions  
Recruitment Marketing Agency  
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SkillSurvey, Inc.  
Universal Background Screening, Inc.  
Wolters Kluwer  
WorldWide HealthStaff Solutions Ltd

## Toolbox Tip: Social Media Tips for Health Care Recruiters

By Kelli Rice, Director of Insight Marketing, HealthcareSource

**S**ocial media has proven an elusive tool for many healthcare recruiters. But with the talent shortage and fierce competition, you need to go where the quality talent is. And today, active and passive candidates alike are on social media. Remember, even if healthcare talent is open to learning about opportunities on social media, you need to consider each platform, your target audience there, how they use the platform, and your own employer brand.

Before you go blasting out your open reqs on Twitter, Facebook, LinkedIn, and more, consider the following social media tips to guide you.

Be true to your brand. Your organization can't have a split personality. You genuinely need to be who you are to patients, employees, and job seekers. The differences lie in appealing to the specific audience you are targeting at the time.

Social media isn't a megaphone. It's about back-and-forth communication, so don't treat it like a one-way street. Ask questions, and then engage with people when they respond. "Join other conversations, too," suggests Tim Johnson, who manages the recruitment marketing efforts for CentraCare Health. "A great way to expand your reach is to like and monitor other pages in your community, and then comment on, share, and like their content."

Follow your audience. When choosing social media platforms, go where your audience is. For example, you might find mid-career nurses on Facebook and administrators on LinkedIn. Then, be sure to craft your messages appropriately for each channel and audience.

Leverage conference hashtags. Conference organizers push their hashtags hard, and jumping on those conversations and using the hashtag is a great way to reach specific audiences and introduce yourself, as well as your organization.

Bring it back home. Before you post a status update or tweet, you need to create the content that feeds it to bring traffic back to your brand. Although your blog and/or career site shouldn't be the only destination you send follow-

ers to, it's a good one to include in your repertoire.

Come as you are. A quality brand will improve awareness and shape attitudes, leading candidates to actively seek out your organization, instead of just finding you by luck. Use your social media networks to distribute unique, shareable content that your target audience will want to find.

Be real. Social media is personal, and it's hard for your brand to be personal with stock images that do nothing to support your employer brand. The remedy to this is simple: use real employees in your photos, and give people a look behind the scenes. Then, watch people who recognize themselves and their friends share your content!

Spread the love. Current employees can be the best ambassadors. While you might not be ready or able to offer a formal social advocacy plan, make it easy for your employees to share your content. This could include revisiting your corporate social media policy, engaging employees in content creation, alerting employees to new posts, or creating a contest to encourage social activity amongst employees.

Take it easy. What you really want to do is make it easy for your target audience - the job seeker. Eliminate steps and hurdles by posting links directly to where you want them to go. Think deep links to specific blogs, career site pages, or job postings, rather than links to a home page. And don't forget to integrate social media into your application process to make it easy for candidates to apply with their LinkedIn profile, for example.

Testing, Testing... With social media, it is easy (and imperative) to test, retest and test again. Try new things, like posting at different times of day or different types of media, and then use the social platforms' analytics to see what formula produces the best traction.

Hit them with your best shot. Social media allows you to target paid advertising in multiple ways, including by interest, location, the media people consume, and more. Use these targeting parameters to get your message in front of your ideal candidate.

# Staff Corner: See You in Scottsdale!

Want to know a little bit more about NAHCR Headquarters staff you'll see in Scottsdale?

## BRIANA MELNICK, CMP, MEETING PLANNER

Briana's back and she's better than ever, having earned her Certified Meeting Planner designation in May 2018. Congratulations to Briana on her achievement of this coveted credential!

**What three traits define you?** Hard working, passionate, witty

**What is your personal philosophy?** If you can't reach it, find someone tall(er)

**What is your greatest fear?** Frogs (seriously!) or failure

**What does true leadership mean to you?** Inspiring others to do their best

**How do you define success?** Getting up every morning and being excited about what you do

**Tell us something that might surprise us about you.** I know how to do Fire Baton Twirling

## LINDSEY LEAHY, TRADE SHOW MANAGER

2017 Exhibitors and Sponsors will remember Lindsey's dedication and professionalism from last year in Savannah. 2018 Exhibitors and Sponsors who haven't met Lindsey yet can now put a face (and personality) with a name.

**What three traits define you?** Caring, hard-working, passionate

**What's one thing you couldn't live without?** My dog, Bella

**Where is your favorite place to be?** Anywhere as long as I'm surrounded by my friends and family

**What does true leadership mean to you?** Always being willing to jump in and help. It is one thing to ask for something to be done, but it is another to be ready and willing to help make that something a success.

**Which one would you want most - flying cars, robot housekeepers, or moon cities?** Flying car, no more traffic!

**Tell us something that might surprise us about you.** I played four sports in high school (cheerleading, track and field, basketball, and golf) and broke two school records

## EMMA HYVONEN, REGISTRAR

Emma's a new addition to this year's onsite team, but she's been working on this year's conference since conference planning in August 2017. Almost everyone attending has "met" Emma via phone or email. Be sure to stop by the Registration Desk in Scottsdale and say "Hi!"

**What three traits define you?** Passionate, supportive, empathetic

**How would your colleagues describe you?** Supportive, helpful and optimistic!

**What is your personal philosophy?** Work hard and stay positive

**How do you stay organized?** I have learned to write a new to-do list every day, prioritizing in a way that allows me to focus on one task at a time.

**How do you define success?** Success is being 100% prepared for an event and feeling that I have done absolutely everything I can do to help make my team successful. The majority of my work happens behind the scenes before the event begins, but I always strive for perfection every step of the way.

**What's the most interesting thing about you that we wouldn't learn from your resume?** I love dancing! I used to be on the University of Central Florida dance team.

## TONYA WADE, CAE, EXECUTIVE DIRECTOR

Tonya will be attending her second NAHCR Annual Conference—her first as Executive Director. Tonya brings almost 20 years of experience in association management to NAHCR, along with a heart for service and a passion for excellence. She looks forward to seeing you all in Scottsdale!

