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The Complete Data-Driven eBook:

# Recruitment Marketing Paradoxes and Benchmarks in Healthcare and Senior Care

It's easier to retain a good employee than to recruit a new one, yet both endeavors are increasingly challenging. In healthcare and senior care, executives often scramble to get and keep key positions filled, frantically backfilling openings while barely keeping current employees satisfied – all in high-stress environments.

What if there was a simpler way?

To find out, we surveyed 100 executives in healthcare and senior care. In this eBook, we will explore paradoxes and benchmarks in recruitment marketing for the healthcare and senior care industries. Specifically, we will cover:

## **An Overview of Who We Surveyed**

## **3 Paradoxes in Recruitment Marketing**

### **Industry Benchmarking for Recruitment Marketing**

- **Top 3 Root Causes of Challenges in Recruiting**
- **7-Step Recruitment Marketing Process**
- **Top 3 Ways to Systemize Word-of-Mouth Marketing**
- **Average Annual Budget for Recruitment Marketing**
- **Most Common Employment Benefits Offered**

### **Lessons on How to Hire Better**

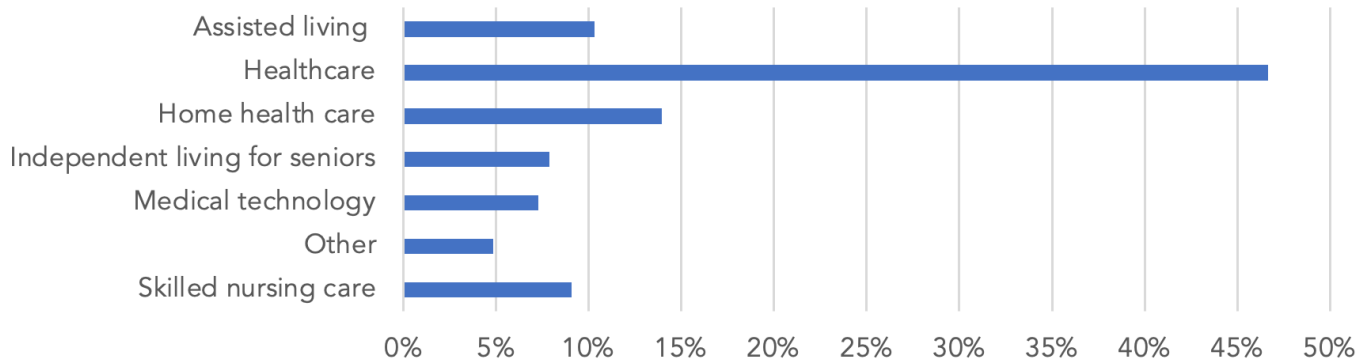
## **Peer-to-Peer Recommendations for Strengthening Employee Retention**

Let's get started.

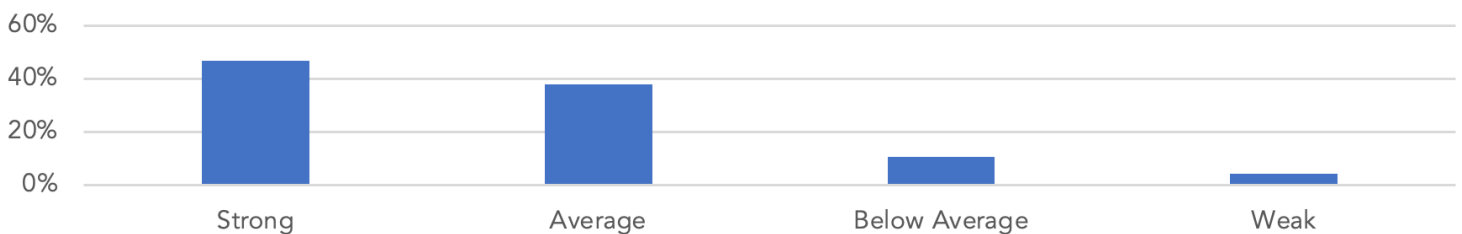


# AN OVERVIEW OF WHO WE SURVEYED

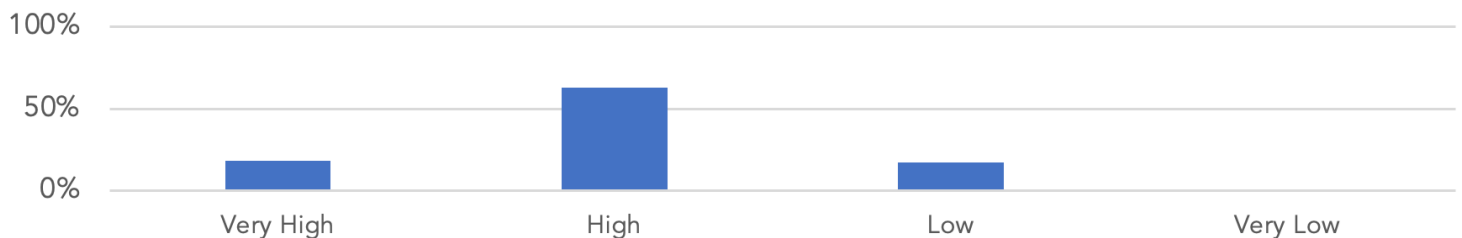
## By Industry



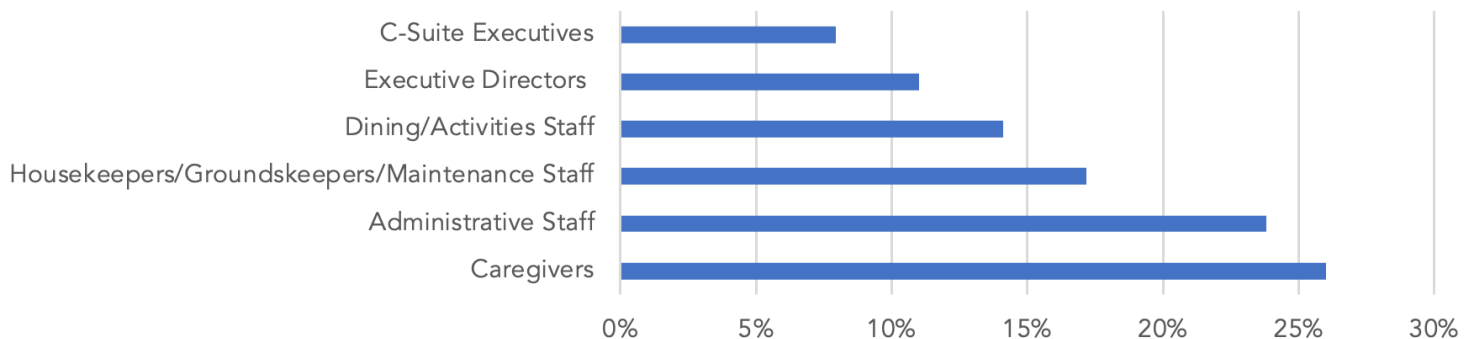
## By Knowledge of Recruitment Marketing



## By Employee Retention Rate



## Positions Currently Open





# 3 PARADOXES IN RECRUITMENT MARKETING

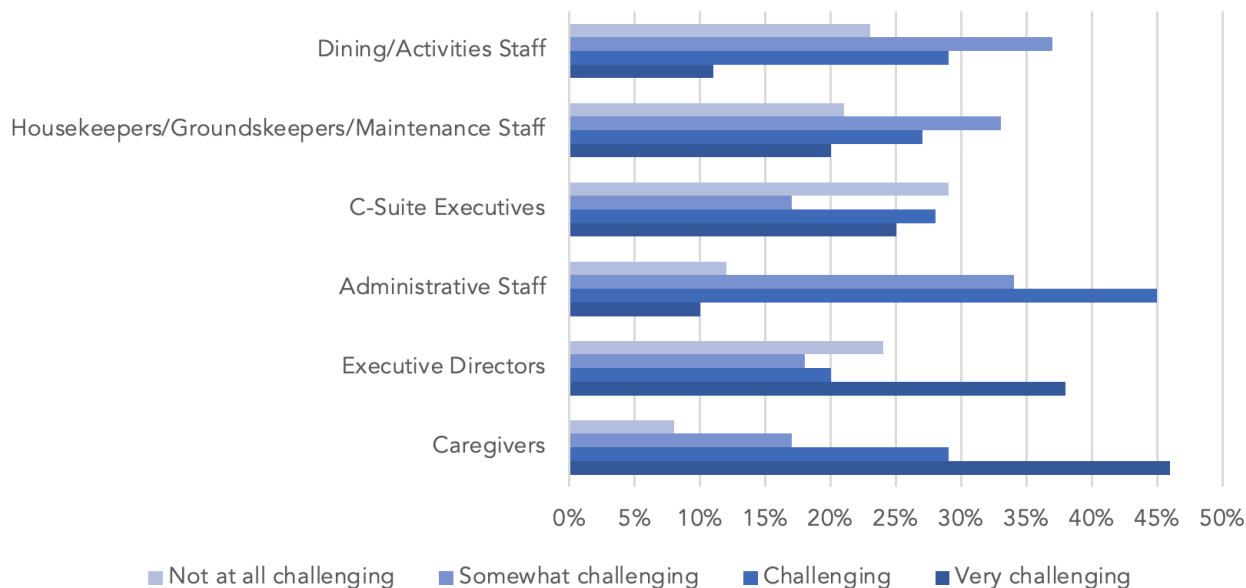
## Paradox #1: Attention to Positions by Challenge to Recruit

Care executives identified Caregivers and Executive Directors as the two most challenging positions to recruit, yet they simultaneously indicated having had success hiring Caregivers in the past fiscal year.

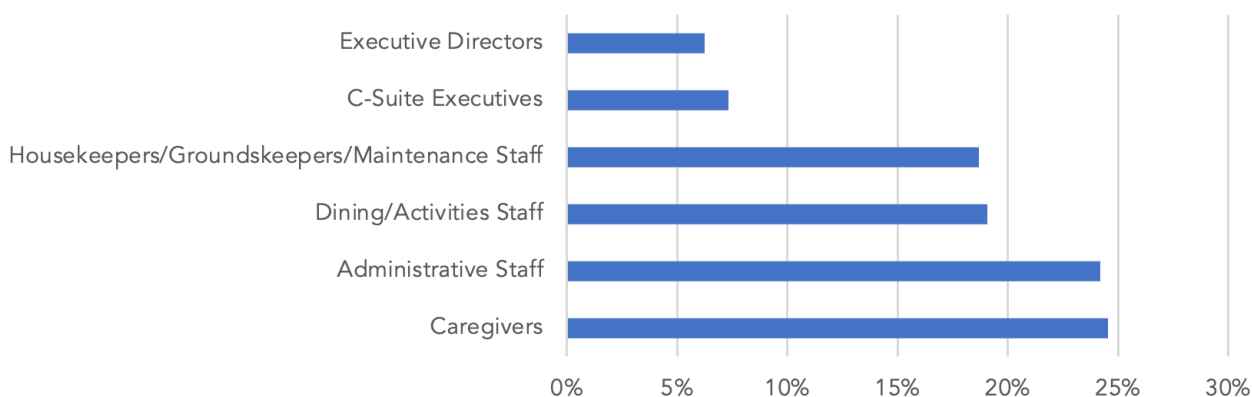
### Solution

While it seems obvious to concentrate recruitment budgets and efforts on caregivers, it's best to focus recruitment efforts on the positions most challenging to recruit. Always be hiring. Consider keeping job ads running for already filled yet volatile positions. Read on for more about how to allot the right amount of the overall annual budget to recruitment marketing.

### Rank of Positions by Challenge to Recruit



### Positions Hired in the Last Fiscal Year





## 3 PARADOXES IN RECRUITMENT MARKETING

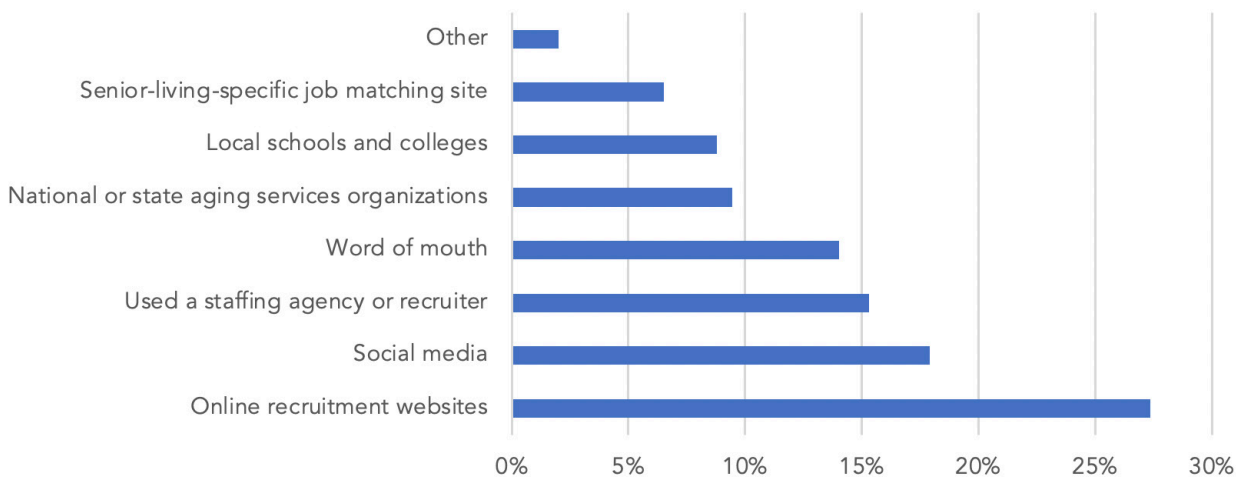
### Paradox #2: Use of Right Tools to Produce New Hires

Online recruitment websites are the clear frontrunner in tools used and top tools producing new hires. Word-of-mouth marketing comes in second place for yielding new hires, yet it lags to fourth, behind both social media marketing and big-budget-item recruiter use, in terms of tools used for attracting applicants.

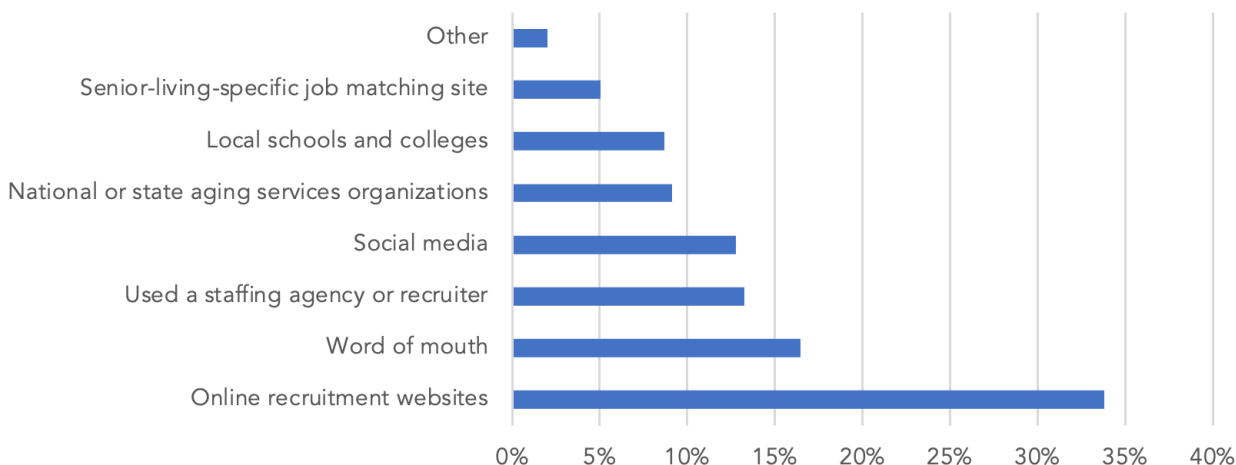
#### Solution

If word-of-mouth marketing is producing more new hires in the senior care and healthcare industries than social media or professional recruiters, invest more budget and energy there. Read on for a system for word-of-mouth marketing to glean more predictable results from these efforts.

#### Tools Used for Attracting Applicants



#### Top Tools Producing New Hires





## 3 PARADOXES IN RECRUITMENT MARKETING

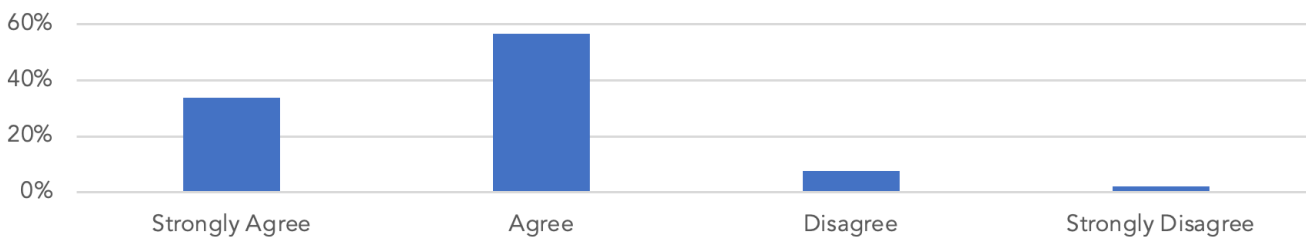
### Paradox #3: Defined Process Giving Way to Right Volume of Applicants

While 90% of your peers indicated their organization has a defined process for recruitment marketing, only 75% indicated that process gives way to the right volume of qualified applicants. The gap indicates something is missing from the process.

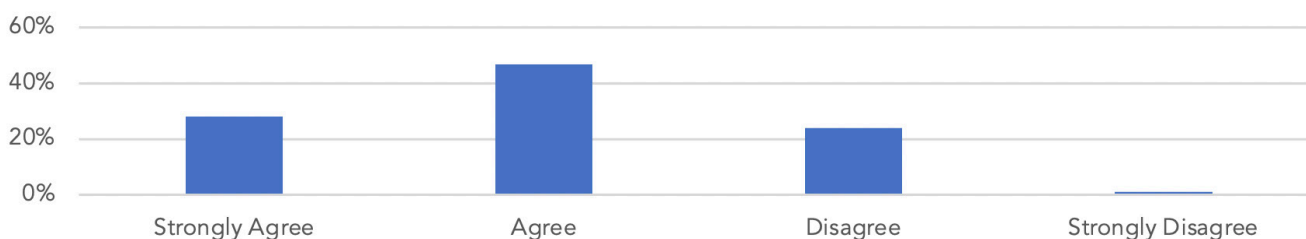
#### Solution

Gather your marketing team, human resources team and any outside recruiters you may be using for a strategy session to process map, A to Z, the entire process for recruitment from ideal candidate description to job offer. Identify breakdowns in the process, brainstorm ways to strengthen weak spots and decide on who is responsible for execution of the fixes. Read on for a more robust 7-step process for consistently adding strong talent to your team.

**What your peers had to say:** Our organization has a defined process for recruitment marketing that is followed by all.



**What your peers had to say:** Our recruitment marketing efforts attract the right volume of qualified applicants to our organization.







# INDUSTRY BENCHMARKING FOR RECRUITMENT MARKETING

## Top 3 Root Causes of Challenges in Recruiting

Why is it important to get down to root causes of recruitment challenges in the healthcare and senior care industries? Once we identify and solve root causes, we are better apt to develop lasting solutions rather than quick fixes. Here's what our study revealed as the top three root causes of challenges in recruiting and possible solutions for each:

### Root Cause #1: Lack of Qualified Candidates

**Challenge:** Survey respondents made multiple mentions of difficulty finding qualified staff, lack of clinical applicants and the overall scarcity of candidates with the necessary experience and work ethic. Of course, this impacts the ability to provide quality care.

**Solution:** Create an ideal candidate description before writing the job description or ad to focus the meaning of "qualified" for each candidate. In the job ad, lead with a strong brand and solid cultural messaging (mission, vision, values) to attract like-minded people to the organization.



NAME

Mary

EXPERIENCE

25 years in senior living, 15 years in current position

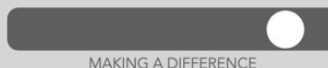
SKILLS

Admissions, marketing, mission-driven management

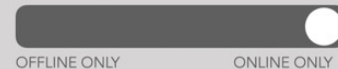
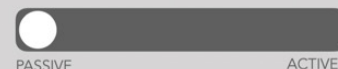
EDUCATION

Bachelor of Science in Business Administration, MBA

MOTIVATIONS



JOB SEARCH PROFILE



Sample ideal candidate description.



# INDUSTRY BENCHMARKING FOR RECRUITMENT MARKETING

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## Root Cause #2: Low Pay and Burnout

**Challenge:** Many responses mentioned the issue of low compensation for demanding work, which contributes to burnout among employees. This is seen across various facets of the healthcare and caregiving sectors.

**Solution:** Process map each open role, A to Z, to provide the organization, hiring manager and candidate clarity on what the job needs are versus the wants. This tightens up the role and can lessen undue demand on the employee and unnecessary extra salary burden on the organization. Research fair compensation for mission-critical roles and pay rightly. To budget for those mission-critical roles, consider eliminating or consolidating less critical roles.

## Root Cause #3: High Turnover and Retention Challenges

**Challenge:** High turnover rate and challenges in retaining dependable, reliable employees were frequently mentioned in our study. Respondents underlined the demanding nature of jobs leading to high turnover rates and comparisons of pay rates with other industries or roles.

**Solution:** Later in this publication, the top ways to enhance employee retention according to the survey responses are provided.

## 7-Step Recruitment Marketing Process

When we asked your peers in healthcare and senior care what steps they used in the recruitment marketing process, these trends emerged:

### 1 Step 1: Define the Position and Requirements

Clearly outline the role, responsibilities, qualifications and experience required. Include expectations, work environment and company culture. We would also recommend that you develop an ideal candidate description to focus efforts and a job ad to entice people to apply to your openings over competitors' jobs.





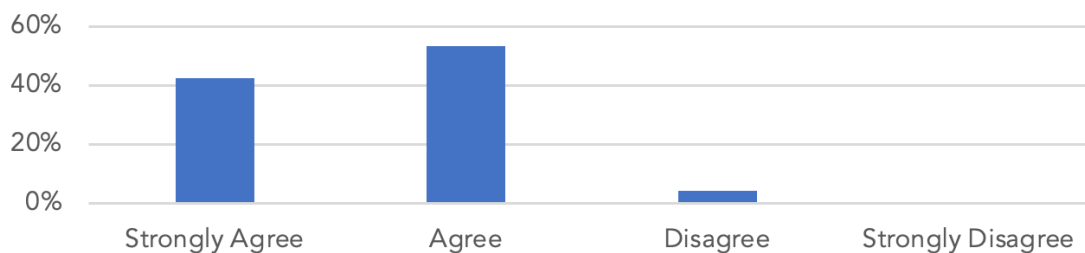
# INDUSTRY BENCHMARKING FOR RECRUITMENT MARKETING

## 2

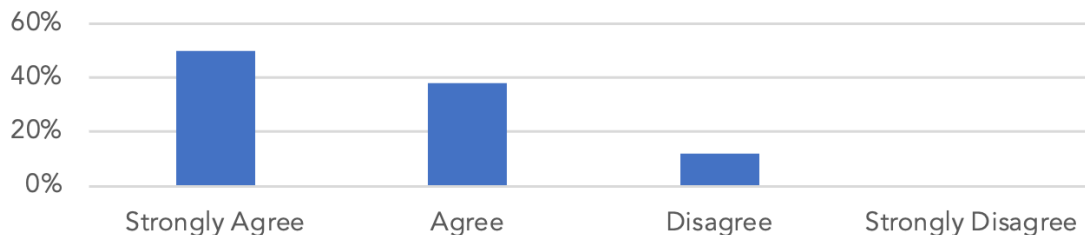
### Step 2: Build a Strong Employer Brand

First, showcase company culture using social media, the company website and employee testimonials to highlight your workplace environment, values and benefits. Then define and communicate your Employer Value Proposition (EVP) to differentiate your organization from competitors.

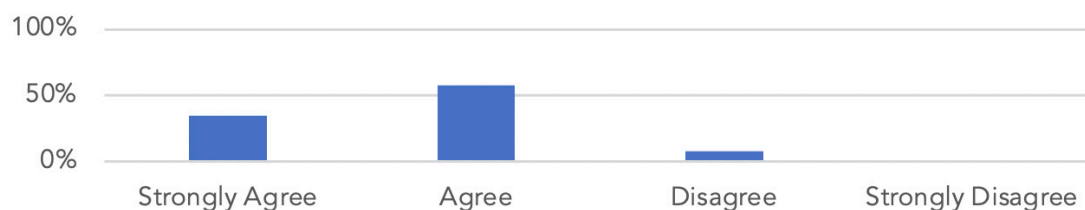
**What your peers had to say:** Our recruitment marketing tactics include a clear picture of our organization's brand to invite the right applicants to resonate with our story.



**What your peers had to say:** Our recruitment marketing tactics include a clear picture of our organizational culture to invite the right applicants to feel they belong on our team.



**What your peers had to say:** Our recruitment marketing tactics include a strong value proposition to show applicants what's in it for them to come work at our organization.





# INDUSTRY BENCHMARKING FOR RECRUITMENT MARKETING

## 3 Step 3: Leverage Multiple Channels for Job Postings

Go where your future employees go. Consider conducting a survey to better understand which online job boards and social media platforms your ideal candidates frequent. Do they spend more time on Indeed, LinkedIn or other industry-specific platforms that can further target your reach? Uncovering this data first can save time and money. Our study participants also recommended posting on company social media profiles and leveraging both organic and paid strategies to increase visibility. Be sure to feature job ads prominently on your career page.

## 4 Step 4: Engage in Active Recruitment

Gone are the days of idly posting an opening and landing a star team member. Our survey respondents rightly suggested direct outreach in the way of using LinkedIn and other platforms to directly connect with candidates who match the qualifications but have yet to apply. They also recommended participation in job fairs and professional networking events to meet potential candidates. Consider establishing relationships with colleges and training programs to recruit upcoming graduates, keeping in mind a college degree may not actually need to be required. ([Learn how Delta Airlines refocused their recruitment marketing efforts on improving talent acquisition, thereby eliminating a college degree requirement for 94% of non-executive roles.](#))

## 5 Step 5: Screen and Interview Candidates

Review applications against your ideal candidate description and create a shortlist of candidates to move to the interview phase. Conduct initial phone screens followed by in-person or video interviews. Consider involving team members with whom the candidate will closely work. For certain roles, practical assessments can help evaluate skills and fit.

## 6 Step 6: Offer and Onboarding

Extend offers to select candidates, clearly outlining compensation, benefits and any conditional requirements like background checks. Ensure a smooth onboarding process, including orientation sessions, training and integration into the team.

## 7 Step 7: Analyze and Optimize

Collect feedback from candidates and new hires about their experience with the recruitment process. Regularly review the effectiveness of different recruitment channels and strategies, adjusting tactics based on performance data.



# INDUSTRY BENCHMARKING FOR RECRUITMENT MARKETING

## Top 3 Ways to Systemize Word-of-Mouth Marketing

All too often word-of-mouth marketing is left to chance in the healthcare and senior care industries. Regain control of efforts and outcomes by systemizing word-of-mouth marketing in these three ways as identified by your peers in our study:



### 1. Referral Bonuses

Offer incentives to current employees for referring qualified candidates. Employees may be more motivated to spread the word about job openings if they know they can receive a bonus if their referral is hired.



### 2. Current Employees as Ambassadors

Organizations surveyed encouraged current employees to naturally share job opportunities within their personal networks and social channels. This method relies on the premise that employees who are satisfied with their workplace will speak positively about it to friends and family, thereby attracting potential candidates.



### 3. Encourage Employees to Share Job Openings

Actively inform staff about open positions and encourage them to pass this information along to any qualified candidates they know. This could be through everyday conversation, social meetups or networking events.

These methods capitalize on the trust and personal connections inherent in personal recommendations, particularly in the caring industries.



# INDUSTRY BENCHMARKING FOR RECRUITMENT MARKETING

## Average Annual Budget for Recruitment Marketing

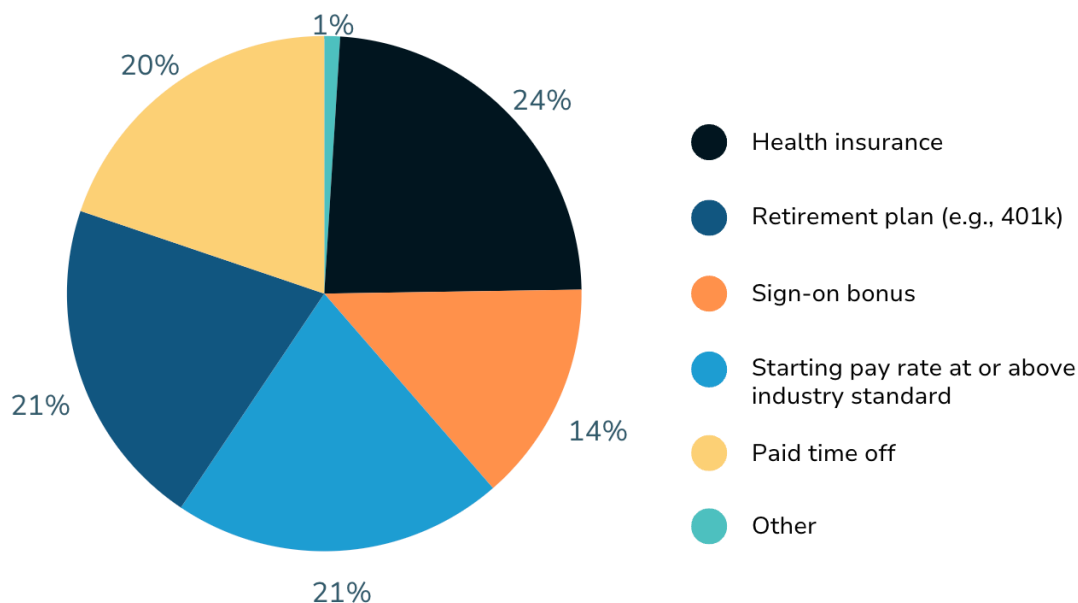
When we asked your peers for their organizations' annual budgets for recruitment marketing, the mean was \$88,600, excluding two high-end outliers at \$20 and \$150 million. 12% of respondents had zero budget for recruitment marketing. The general rule is to invest 6% of top-line revenue into total marketing efforts, including recruitment marketing. To determine what percentage of total marketing budget should be allocated to recruitment marketing, align with your team on a [One-Page Marketing Plan](#) and divvy up budget by priority in reaching the organization's [Big Important Goal](#).



of top-line revenue into total marketing efforts, including recruitment marketing.

## Most Common Employment Benefits Offered

Here are the results from our study showing the most common employment benefits offered in the healthcare and senior care industries. Under "other," one respondent mentioned pet insurance and another said attendance bonuses. To determine how best to allot organizational budget to employment benefits, consider surveying current employees to gauge what is important to them then align assets accordingly.





# LESSONS ON HOW TO HIRE BETTER

In her book [Why Can't I Hire Good People?: Lessons on How to Hire Better](#), recruitment expert [Beth Smith](#) makes the following distinction between the job ad and the job description. Notice how the job ad packs the power to attract the right candidates while the job description clarifies duties and responsibilities. In our study, none of the respondents mentioned the job ad. It's a small but mighty tool for hiring better and retaining top talent.

## Job Description

- Sets the parameters around the job.
- Acts as an anchor for employees regarding their deliverables.
- Guides future performance reviews.
- Maps out responsibilities.
- Frames training.

## Job Ad

- Clearly illustrates your mission statement in the first line.
- Makes a few bullet points to tell candidates your hiring goals.
- Offers clear instructions on how to apply.

Smith adds: "Do not use your job description as your job ad. Usually job descriptions are long and tedious to read, so candidates will not spend the time to read them fully and completely. They will scan an ad, and you have three seconds to capture their interest."



# PEER-TO-PEER RECOMMENDATIONS FOR STRENGTHENING EMPLOYEE RETENTION

While this eBook primarily focuses on recruitment marketing, employee retention emerged as a hot topic among our study participants. Here's a summary of the top ways to enhance employee retention according to the survey responses. At which of these does your organization excel? What is one area in which your organization can improve?

**Competitive Compensation and Benefits:** Offering fair and competitive pay, alongside a strong benefits package, was a recurrent theme. This includes higher salaries, annual bonuses, tier incentives and ensuring pay matches market rates. Consider extending benefits beyond the basics, such as sign-on bonuses, health insurance and retirement plans.

**Recognition and Appreciation:** The study showed acknowledging and valuing employees' efforts and contributions positively impacts retention. This can be achieved through employee recognition programs, rewards for loyalty, offering gifts and free lunches and acknowledging employees' personal milestones and challenges.

**Work-Life Balance:** Ensuring employees have a healthy balance between their work and personal lives is crucial, particularly in the healthcare and senior care industries. Suggestions from your peers included flexible scheduling, strong leave programs, support for life changes like family illnesses or having children and ensuring employees have time for self-care.

**Professional Development and Training:** Offer opportunities for growth and development through training, continuing professional development and education support to encourage employees to stay. Your peers mentioned workshops, incrementally increased pay for skill development and creating paths for career advancement.

**Supportive Work Environment:** Create a positive and inclusive work culture that supports open communication, teamwork and employee input. Recommendations from your peers include establishing an open-door policy, regular meetings with staff and instilling a culture of trust and respect.

**Effective Management Practices:** Listen to employee concerns, offering autonomy, eliminating micro-management and addressing toxic situations promptly – all critical for retaining staff. Managers should be approachable, provide good feedback and engage in regular communication about organizational goals and employees' roles.

**Innovative Perks and Benefits:** Think outside the box in terms of employee perks. Consider unique benefits like creative leave programs, offering meals that are more appealing than basic options and creating a team environment where everyone is clear about the culture, mission and challenges.

**Address Burnout and Staffing Levels:** Recognize the reality of burnout and address it by ensuring adequate staffing and workload levels to prevent overwork and stress among existing employees.

Implementing these strategies can help organizations build a more satisfied, engaged and committed workforce.

# Ready to Improve Recruitment Marketing?

Yes, I want a complimentary SWOT analysis of my current marketing, ncluding recruiting, so I can get:

- ✓ Clarity on the root causes of current marketing issues we face
- ✓ Research and industry intel that will help eradicate marketing issues for good
- ✓ A clearer vision for reaching the organization's desired future state
- ✓ A free initial nurture marketing plan to invite warm leads to the organization now

**SCHEDULE MY FREE STRATEGY SESSION**

No charge, no obligation, no sales pitch. Promise.

Since 2007, Big Buzz® has helped [Stage II to Stage III organizations](#) systemize marketing to achieve growth goals. Founder and CEO Wendy O'Donovan Phillips is the author of [KABOOM!: The Method Used By Top Dentists for Explosive Marketing Results](#) and [Flourish!: The Method Used by Aging Services Organizations for the Ultimate Marketing Results](#), multiple data-driven eBooks, has been published in McKnight's, in Forbes, and has been quoted in The Washington Post, ABC News and Chicago Tribune. She has lectured for the American Dental Association, Argentum, several chapters of LeadingAge and dozens of other organizations in front of audiences ranging in size from 25 to 3,000. Big Buzz has been honored by the American Marketing Association for excellence and has been named a Gold Key Award Winner by the Business Marketing Association. Get details at [www.bigbuzzinc.com](http://www.bigbuzzinc.com).



## 4 ways you can work with Big Buzz now:

Systemize marketing to achieve growth goals and move from survival to success by...	Achieve consistently higher results in one area of marketing, such as brand amplification, content marketing, social media marketing or recruitment marketing efforts by...	Swiftly identify the one sales or marketing issue killing your organization fastest, get to its root cause and eradicate it for good for stronger overall results by...	Immediately gauge at a low-risk price point how to achieve higher precision marketing results by...
Making Big Buzz, the experts in marketing benchmarking, your full-service agency of record to oversee all marketing efforts.	Entrusting the development and full execution of one of these marketing strategies to the experts at Big Buzz.	Engaging Big Buzz to audit and suggest improvements to one area of your nurture marketing efforts, such as brand amplification, content marketing or social media marketing.	Handing off a single marketing project to Big Buzz.
<a href="#">Contact us</a> for pricing	Cost: Starts at \$15,000 per nurture strategy	Cost: Starts at \$10,000 per audit	Cost: Starts at \$5,000 per project

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