Leveraging HR Shared Services and Virtual Solutions to Win the Talent War

Cathy Henesey, Vice-President - Talent Acquisition
AdventHealth
AdventHealth by the Numbers

1973
AdventHealth was established

49
Hospital campuses operated in nine states

9,500+
Licensed beds

80,000+
Team members

5.3 million+
Patients served annually

10
Skilled nursing facilities

21
Home health and hospice agencies

2,259
Employed physicians

13,000+
Medical staff providers

270+
Medical students, residents and fellows

Advent Health
COVID-19 Trend in Florida
# HRSS Demand Increases

<table>
<thead>
<tr>
<th>Team</th>
<th>2020 Annual</th>
<th>2021 Annualized</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Relations</td>
<td>• Processed 3,812 ADA cases (pre-Covid avg ~360 ADA cases annually)</td>
<td>• Projected to process 3,000 ADA cases</td>
<td>• 1,058% increase in ADA cases from 2019</td>
</tr>
<tr>
<td></td>
<td>• 21,056 total other cases</td>
<td>• Projected 23,232 total other cases</td>
<td>• 10% increase in all other cases from 2020 to 2021</td>
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<tr>
<td>Employee Services</td>
<td>• 22,077 Comp cases</td>
<td>• 28,427 Comp cases</td>
<td>• 29% increase trending in Comp Admin cases</td>
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<tr>
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<td>• 19,721 HR Admin cases</td>
<td>• 21,496 HR Admin cases</td>
<td>• 9% increase trending in HR Admin cases;</td>
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<tr>
<td></td>
<td>• 32,423 HRA Manual Jobs</td>
<td>• 38,352 HRA Manual Jobs</td>
<td>18% increase in Manual Jobs</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• 18% increase in HRA manual jobs</td>
</tr>
<tr>
<td>Contact Center</td>
<td>• 88,340 cases</td>
<td>• 81,604 cases</td>
<td>• 8% increase in cases from 2020 to 2021</td>
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<tr>
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<td>• 125,069 calls</td>
<td>• 117,280 calls</td>
<td>• 7% increase in calls from 2020 to 2021</td>
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<tr>
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<td>• 13,792 chat</td>
<td>• 13,792 chat</td>
<td>• Chat volume expected to remain flat</td>
</tr>
<tr>
<td>Benefits</td>
<td>• 27,879 cases</td>
<td>• 29,152 cases</td>
<td>• 5% increase in cases from 2020 to 2021</td>
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Requisition History

Number of Openings

- # Openings Created - ALL
- # Openings Created - P/Care RN
- # Openings M/End - ALL
- TA Capacity
- # Openings M/End - P/Care RN
- Net Patient Service Revenue

Oct 19: 2,519
Nov 19: 2,519
Dec 19: 2,519
Jan 20: 1,701
Feb 20: 1,566
Mar 20: 1,556
Apr 20: 1,416
May 20: 1,382
Jun 20: 1,297
Jul 20: 1,165
Aug 20: 1,064
Sep 20: 1,047
Oct 20: 1,006
Nov 20: 976
Dec 20: 976
Jan 21: 976
Feb 21: 976
Mar 21: 976
Apr 21: 976
May 21: 976
Jun 21: 976
Jul 21: 976
Aug 21: 1,115

12,986
8,650
How bad did it get for Talent Acquisition?

1) Nursing Leaders would call Talent Acquisition crying
2) All Clinical leaders took on patients working 16-hour days
3) Mental Health Resources were doubled for teams
4) Nurse Turnover – 10% of resignations left the profession
5) Team members saw high death cases = high anxiety
Crisis Surge Plan – Concept to Reality

1. Rapid Hiring Timeline – *Emergency State*
2. Emergency Crisis Rate Job Descriptions Created with wide ranges.
3. New Sourcing Model to bring back past employees and retirees in short term assignments.
4. Robust Recruiting Marketing Campaign: CALL TO ACTION
5. Cancelled all on-site hiring events/college travel trips and moved to 100% Virtual Recruiting model.
6. Changed to texting model – Sent over 185,000 Texts out to over 38,000 unique candidates as a new means to communicate. This is a 750% increase from 2019 text usage.
Rapid Hiring Timeline

Day 1
Hiring Manager Submits request through The Hub

Day 2-3
Interview Team conducts 1-Day Decision Virtual Interviews

Day 4-7
New Hire completes Employee Health/Paperwork Local facility

Day 1-2
Candidate Match is made and sent to Clinical Interview Team

Day 3-7
Make Offer and Complete Background Check*

Day 5-10
Start in Campus Virtual Orientation or Clinical
Sourcing: How we found candidates

- **Smashfly CRM**
  Over 1 Million talent forms, registrants, purchased lists. FL Board of Nursing: 350K

- **Taleo ATS**
  Collected candidates collected for last 8 years; can be sourced and filtered for new list

- **Retirees and Voluntary Terms**
  Peoplesoft pulled terms and retires for last 5 years will be called by data mining team.

- **Employee Referrals**
  Work with Regional Leadership to increase values for critical to fill positions; consider tiered approach to promote more hires.

- **Social Media/Job Boards/Vendors**
  Use all resume databases, job boards, furloughed services to post and advertise positions
We went virtual before COVID

**Job Seekers**

- 92% Passive
- 8% Active

**Number of Applications per Job Req**

- 60% Receiving applications
- 40% No applications received

**Source:**
- Bureau of Labor Statistics
- Boxwood
Make it simple for the candidate

- 57% of job seekers reported unsatisfactory or neutral feelings about the application process
- Job seekers want to chat online with someone: The option to chat online with a recruiter increases the likelihood that a job seeker will complete an application by an average of 56%
- 80% of job seekers are interested but NOT ready to apply!
- Clinicians do not want to complete videos or assessments; they will abandon application and just apply down the street

Source: Brazen’s 2020 State of Healthcare Recruiting Report
Talent Engagement | Virtual Hiring

Virtual Hiring Event

Advent Health

Virtual Chat Sessions

Advent Health
Virtual events (Chat sessions)

Virtual Q&A Chats

Our Virtual Q & A chats are a convenient way to learn more about opportunities at AdventHealth through a dedicated 1-on-1 conversation with a member of our team. We have options available for experienced Registered Nurses, Medical Assistants, Nurse Residents, our Care Centers, and those whose employment was impacted Covid-19. Simply click on the next available chat below to reserve your time. Resumes aren’t required. However, we strongly recommend you submit an up-to-date copy during your chat.

How it works

Registered Nurse Q & A
Virtual Chat Sessions
Weekly Sessions Available

Care Center Q & A
Virtual Chat Sessions
Weekly Sessions Available

Medical Assistants Q & A
Virtual Chat Sessions
Weekly Sessions Available

Nurse Residency Q & A
Virtual Chat Sessions
Weekly Sessions Available

Speak to a Recruiter Q & A
Virtual Chat Sessions
Weekly Sessions Available

RN Hiring Event
You’re invited to attend virtually!
Monday, July 6th, 1:00 p.m. – 6:00 p.m.
Tuesday, July 7th, 8:00 a.m. – 1:00 p.m.
Register today!
Virtual events (Chat sessions)

Virtual Q&A Chats

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How it works

Registered Nurse Q&A
Virtual Chat Sessions
Weekly Sessions Available

Nurse Residency Q&A
Virtual Chat Sessions
Weekly Sessions Available

Skilled Nursing Facilities Q&A
Virtual Chat Sessions
Weekly Sessions Available

Medical Assistants Q&A
Virtual Chat Sessions
Weekly Sessions Available

Speak to a Recruiter Q&A
Virtual Chat Sessions
Weekly Sessions Available

Travel RN Q&A
Virtual Chat Sessions
Weekly Sessions Available
Virtual events (Chat sessions)

Virtual Q&A Chats

Our Virtual Q & A chats are a convenient way to learn more about opportunities through a dedicated 1 on 1 conversation with a member of our team. We connect experienced Registered Nurses, Medical Assistants, Nurse Residents, and other health professionals whose employment was impacted Covid-19. Simply click on the next available chat to reserve your time. Resumes aren’t required. However, we strongly recommend bringing a to-date copy during your chat.

How it works

Registered Nurse Q&A

Virtual Chat Sessions
Weekly Sessions Available

Nurse Residency

Virtual Chat Sessions
Weekly Sessions Available

AM Chat PM Chat Next Chat
Virtual Hiring Events

MOBILE FRIENDLY

• Virtual Q & A Chats
  • 1:1 conversations with a member of the TA team to learn more about job opportunities.
  • Frequency: Occur weekly

Here are a few ways to connect:
- Virtual Q&A Chats
  [View Events]
- Virtual Hiring Events
  [View Events]
- Live Workshops + Events
  [View Events]
- Virtual Conferences + Fairs
  [View Events]
Welcome
To the Internal Recruitment Program

We are excited that you are considering new opportunities within the organization! This page is designed to connect you with our dedicated Internal Recruitment team; available to answer your questions and make it easy for you to explore our numerous opportunities across 9 states. We are committed to supporting your job search within the organization and are eager to connect you with opportunities to grow with AdventHealth and feel Greater as a Whole.

Chat with a Recruiter – LIVE and notifies recruiter if someone gets on
To ensure we attract all licensed nurses from new graduates to retirees, we’ll also explore opportunities in different advertisements such as:

- Instacart, Amazon, Thrive Market, online streaming sites
- Email Blast, Mailers
- Print Ads: Newspaper, magazine, digests
- Geofencing 65 mi radius per region
Traditional Media Advertising

Exact Nurse Connected TV

To help target a broader audience of RNs, we’ll also be advertising through Connected TV. Our :30 and :15 ads will run through multiple streaming outlets such as Hulu, Amazon Prime and YouTube for the next 60 days.

**Total Impressions:**
- Streaming TV – 250,000 Impressions
- YouTube – 200,000 Impressions
- Digital Banner – 225,000 Impressions
Through Monster.com

Social Media Advertising

In addition to ongoing social media ads, Monster.com is running targeted advertisements on:

- Facebook
- Twitter
- Instagram
Virtual Solutions are the new Normal

Key Findings

Virtual hiring events are here to stay
- **83%** of Brazen survey TA respondents say that more than half of their hiring events will remain virtual even after the pandemic.

Virtual hiring speeds up time to hire
- **72%** say time to hire with virtual events is the same or faster compared to in-person events

Virtual recruiting helps employers find top talent
- **84%** say quality of candidates is the same or better

Virtual hiring events support quality conversations
- **66%** say conversations are as good or better compared to in-person recruiting
<table>
<thead>
<tr>
<th>Year</th>
<th>Open Requisitions</th>
<th>Number of Hires processed</th>
<th>Number of Hires projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>4,986</td>
<td>22,336</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>12,986</td>
<td></td>
<td>35,675</td>
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Team Awards

Lean Human Capital Highest Award for all 3 Divisions:
- ELITE Organization Overall – combination of all metrics/surveys
- Raging Fan - Hiring Manager Award – 2 Divisions (Customer Surveys)
- 13 Individual Recruiter/Sourcer Elite Designations – AdventHealth awarded more than half of the selected individuals

SmartRecruiter’s First Annual INTERNAL Awards:
- One of three companies selected for best internal employee process

HROToday:
- Last week in Chicago, AdventHealth names Talent Acquisition Team of the Year Award – Non-Profit

CANDE Award
- 2020 Candidate Experience Award Top 65 (Ranked #33)
Summary Recognition

Talent Acquisition Leader Awards

HROToday’s TA Leader of the Year – Non-Profit
ONCON ICON Top Ten TA Leader of the Year
Orlando’s Women of the Year
Elected President:
Association of Talent Acquisition Association

“Awards are not just for recognition with leaders; they are validating our performance with outside companies/competitors to justify our expenses” - Cathy
Extending the Healing Ministry of Christ