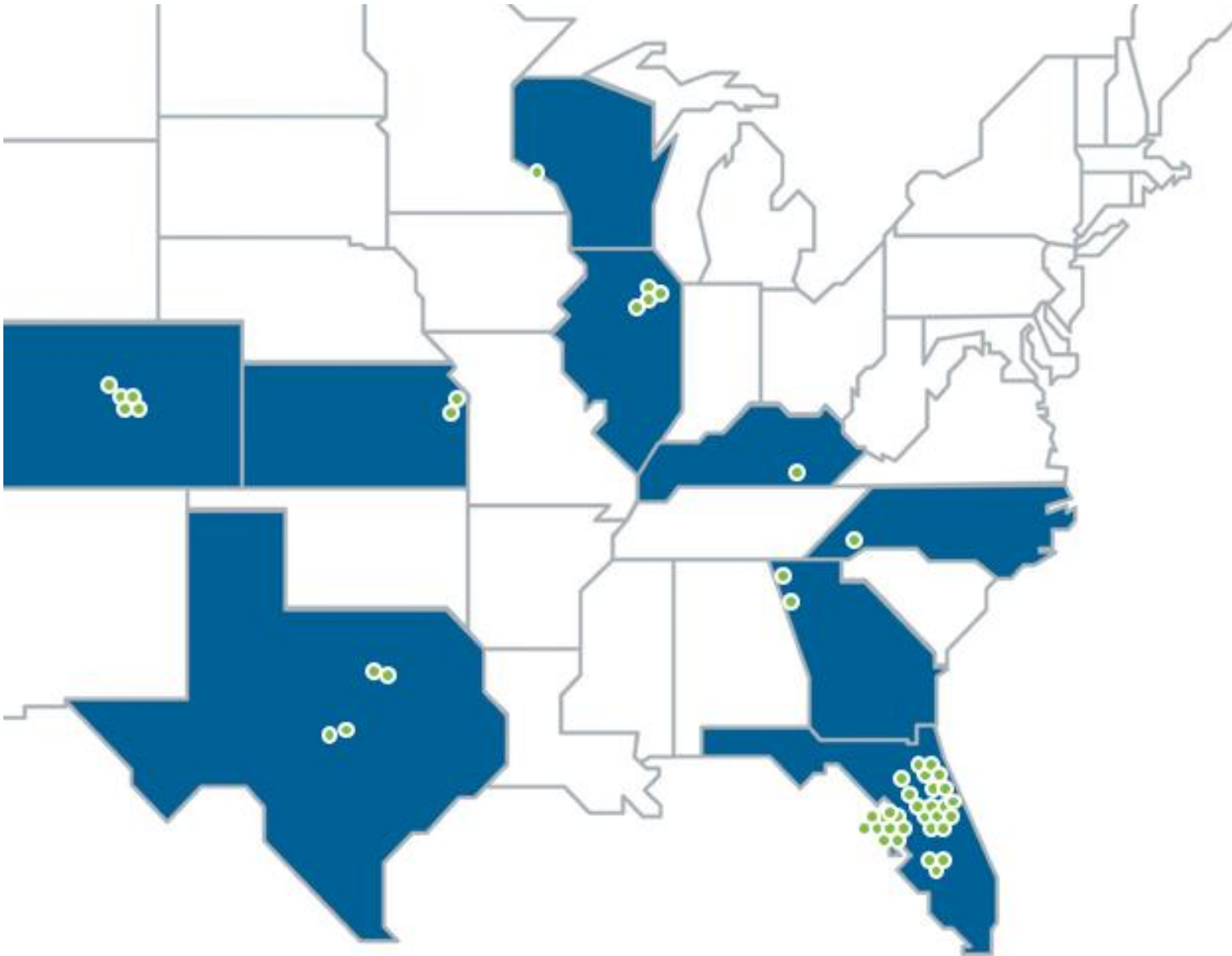




Leveraging HR Shared Services and Virtual Solutions to Win the Talent War

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

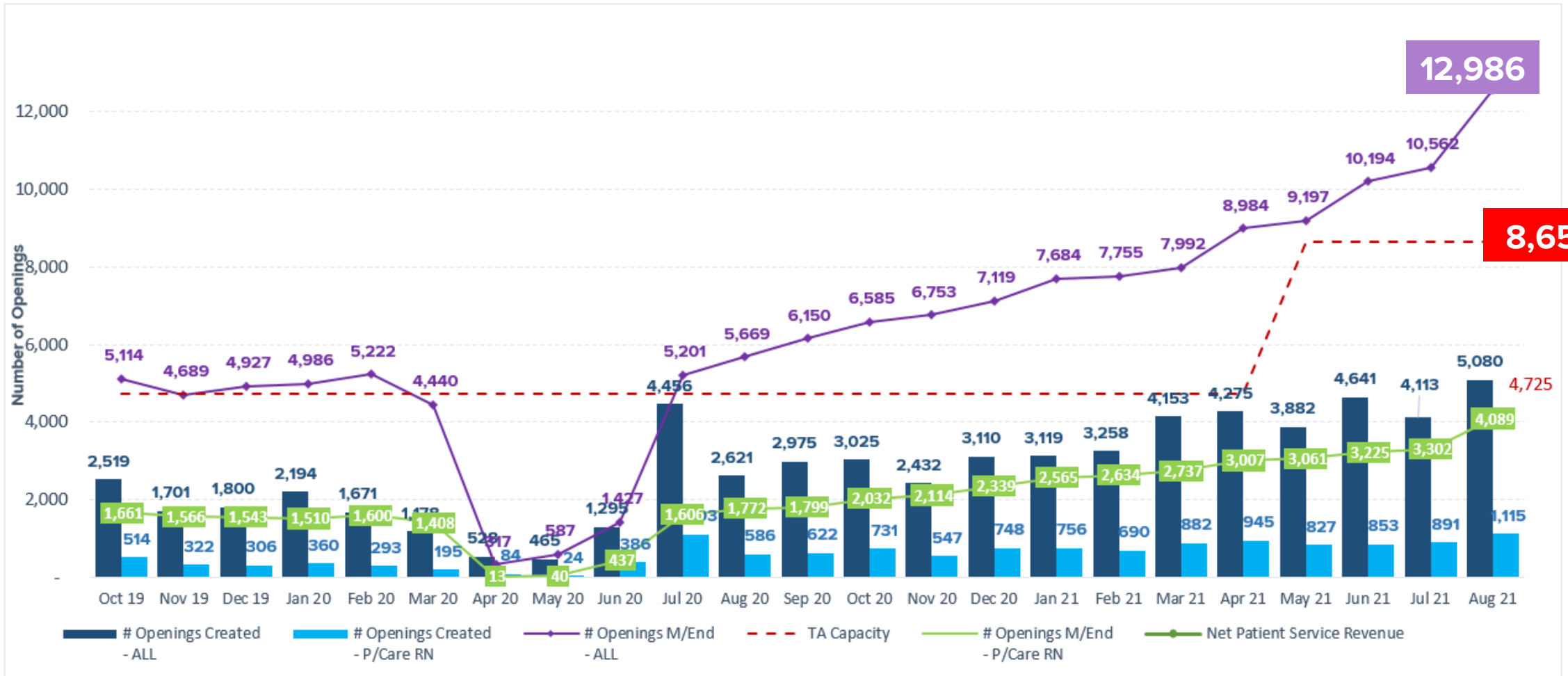
COVID-19 Trend in Florida



HRSS Demand Increases

Team	2020 Annual	2021 Annualized	Notes
Employee Relations	<ul style="list-style-type: none"> •Processed 3,812 ADA cases (pre-Covid avg ~360 ADA cases annually) •21,056 total other cases 	<ul style="list-style-type: none"> •Projected to process 3,000 ADA cases •Projected 23,232 total other cases 	<ul style="list-style-type: none"> • 1,058% increase in ADA cases from 2019 • 10% increase in all other cases from 2020 to 2021
Employee Services	<ul style="list-style-type: none"> •22,077 Comp cases •19,721 HR Admin cases •32,423 HRA Manual Jobs 	<ul style="list-style-type: none"> •28,427 Comp cases •21,496 HR Admin cases •38,352 HRA Manual Jobs 	<ul style="list-style-type: none"> • 29% increase trending in Comp Admin cases • 9% increase trending in HR Admin cases; 18% increase in Manual Jobs • 18% increase in HRA manual jobs
Contact Center	<ul style="list-style-type: none"> •88,340 cases •125,069 calls •13,792 chat 	<ul style="list-style-type: none"> •81,604 cases •117,280 calls •13,792 chat 	<ul style="list-style-type: none"> • 8% increase in cases from 2020 to 2021 • 7% increase in calls from 2020 to 2021 • Chat volume expected to remain flat
Benefits	<ul style="list-style-type: none"> •27,879 cases 	<ul style="list-style-type: none"> •29,152 cases 	<ul style="list-style-type: none"> • 5% increase in cases from 2020 to 2021

Requisition History



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

Local Facility



Talent Surge Team

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 retirees for last 5 years will be called by data mining team.



Employee Referrals

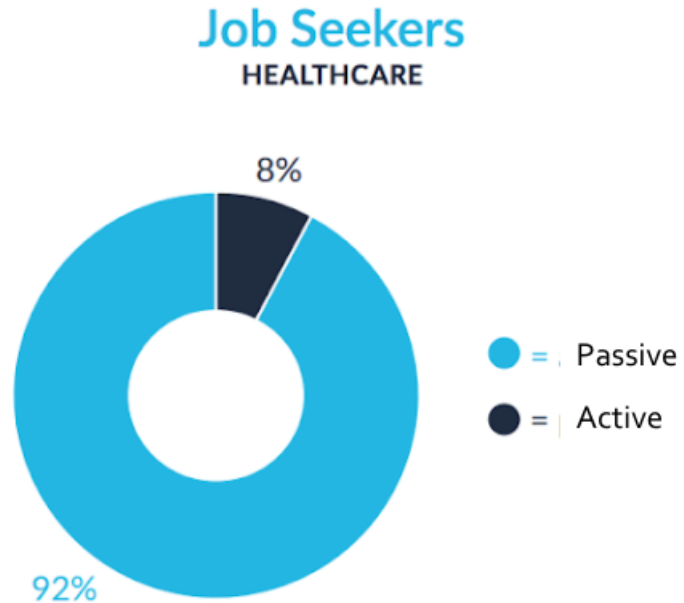
Work with Regional Leadership to increase values for critical to fill positions; consider tiered approach to promote more hires.



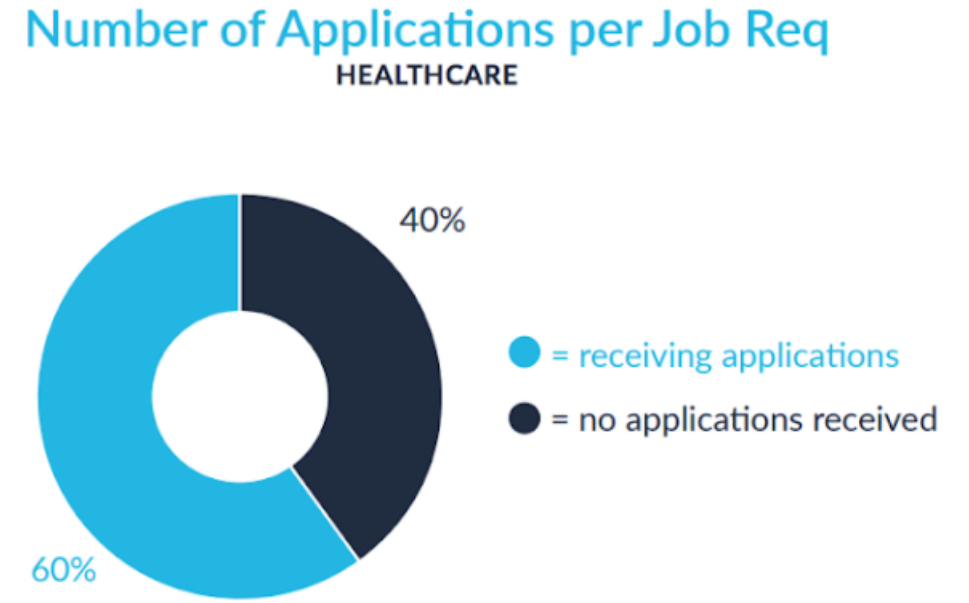
Social Media/Job Boards/Vendors

Use all resume databases, job boards, furloughed services to post and advertise positions

We went virtual before COVID



Source: Bureau of Labor Statistics



Source: 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**

Talent Engagement | Virtual Hiring



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

AM Chat

PM Chat

Care Center Q & A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

Medical Assistants Q & A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

Nurse Residency Q & A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

Speak to a Recruiter Q & A

Virtual Chat Sessions

Weekly Sessions Available

AM Chat

PM Chat



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

AM Chat

PM Chat

Next Chat

Nurse Residency Q&A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

Skilled Nursing Facilities Q&A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

Medical Assistants Q&A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

Speak to a Recruiter Q&A

Virtual Chat Sessions

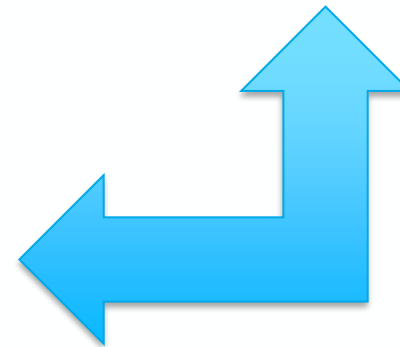
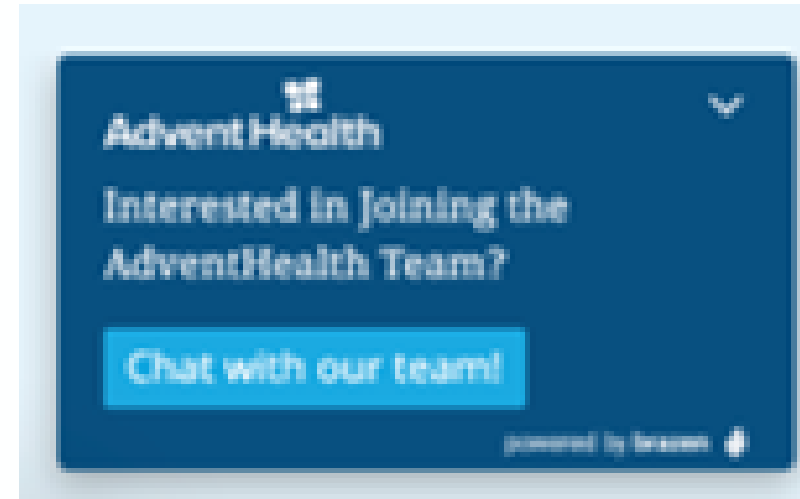
Weekly Sessions Available

Travel RN Q&A

Virtual Chat Sessions

Weekly Sessions Available

Feedback



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 have experienced Registered Nurses, Medical Assistants, Nurse Residents, and Nurse Practitioners whose employment was impacted by Covid-19. Simply click on the next available chat to reserve your time. Resumes aren't required. However, we strongly recommend you have a current to-date copy during your chat.

+ How it works

Registered Nurse Q&A

Virtual Chat Sessions

Weekly Sessions Available

AM Chat

PM Chat

Nurse Resident Q&A

Virtual Chat Sessions

Weekly Sessions Available

Next Chat

AdventHealth Careers

AdventHealth Careers 4:35 PM

Hello!

I'm AdventHealth Careers, virtual assistant for the team.

I can help you explore our opportunities with the option below.

Simply click to proceed!

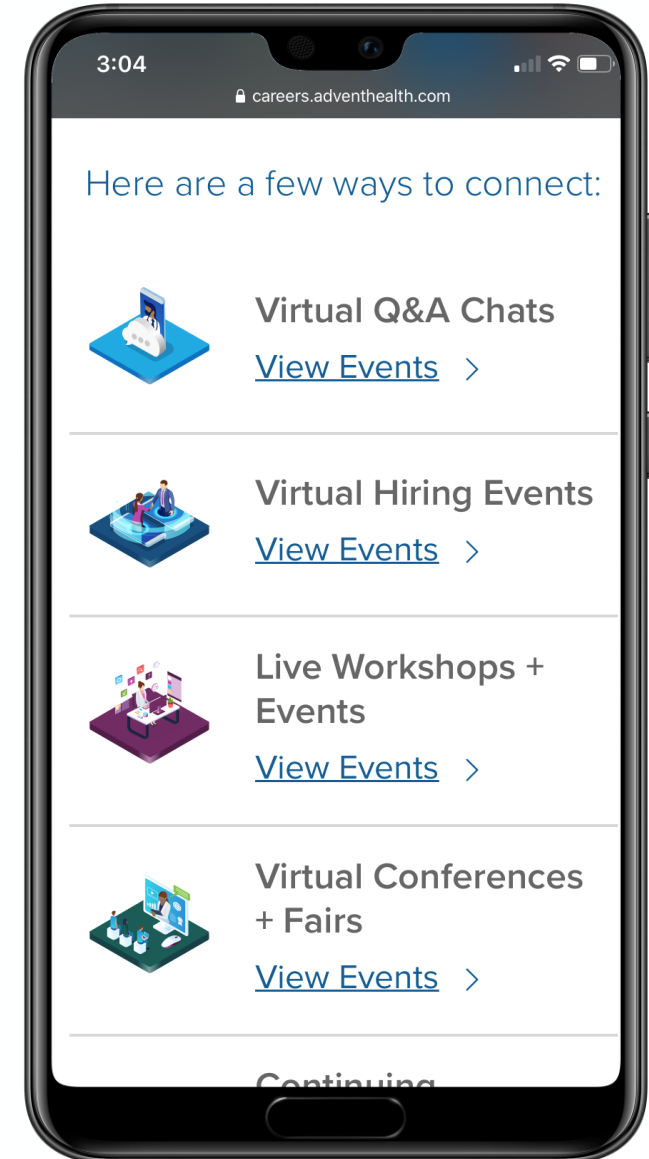
[View Online Events](#)

Feedback

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



Virtual PAGES – Chat with a Recruiter

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 a 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



AdventHealth Careers

AdventHealth Careers 9:12 PM

Welcome!

I'm AdventHealth Careers, virtual assistant for the team.

I can offer you several ways to explore our opportunities.

Which option is best for you?

[Chat with a recruiter](#)

[View Online Events](#)



Additional Marketing

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

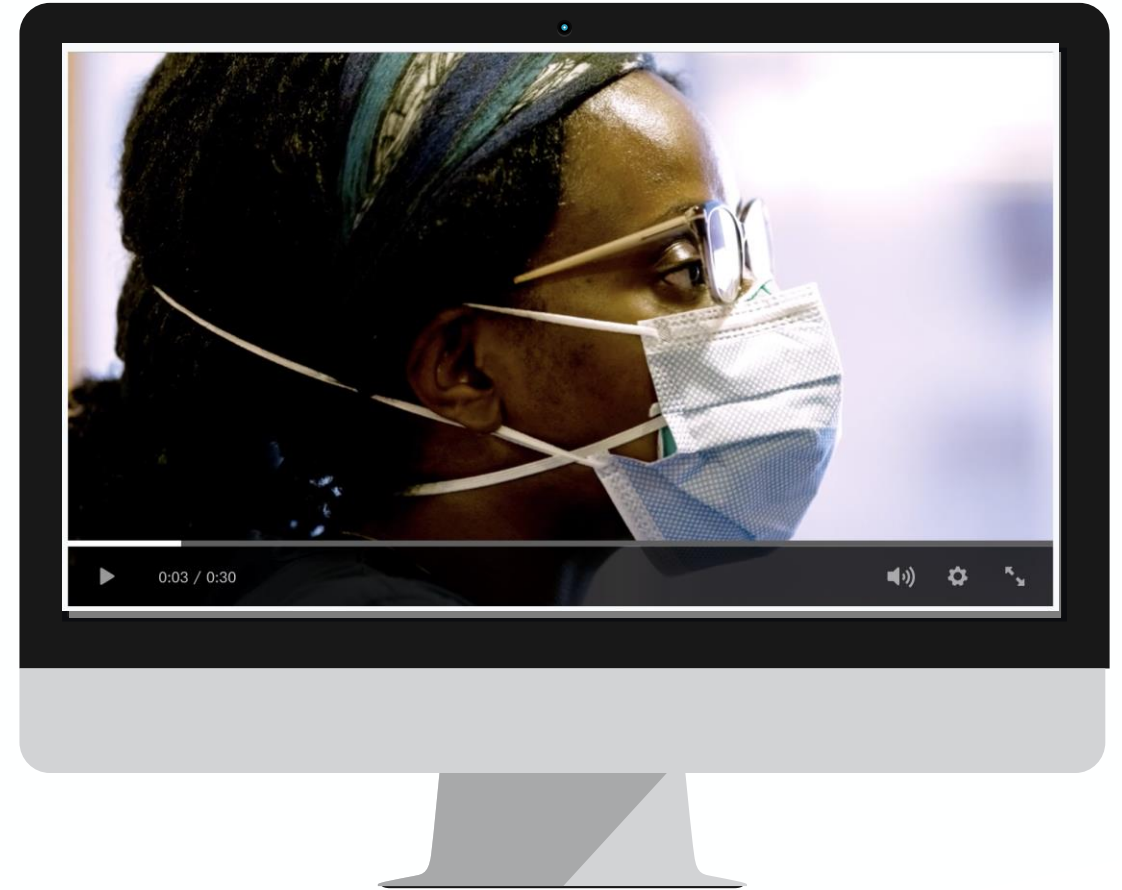
Traditional Media Advertising

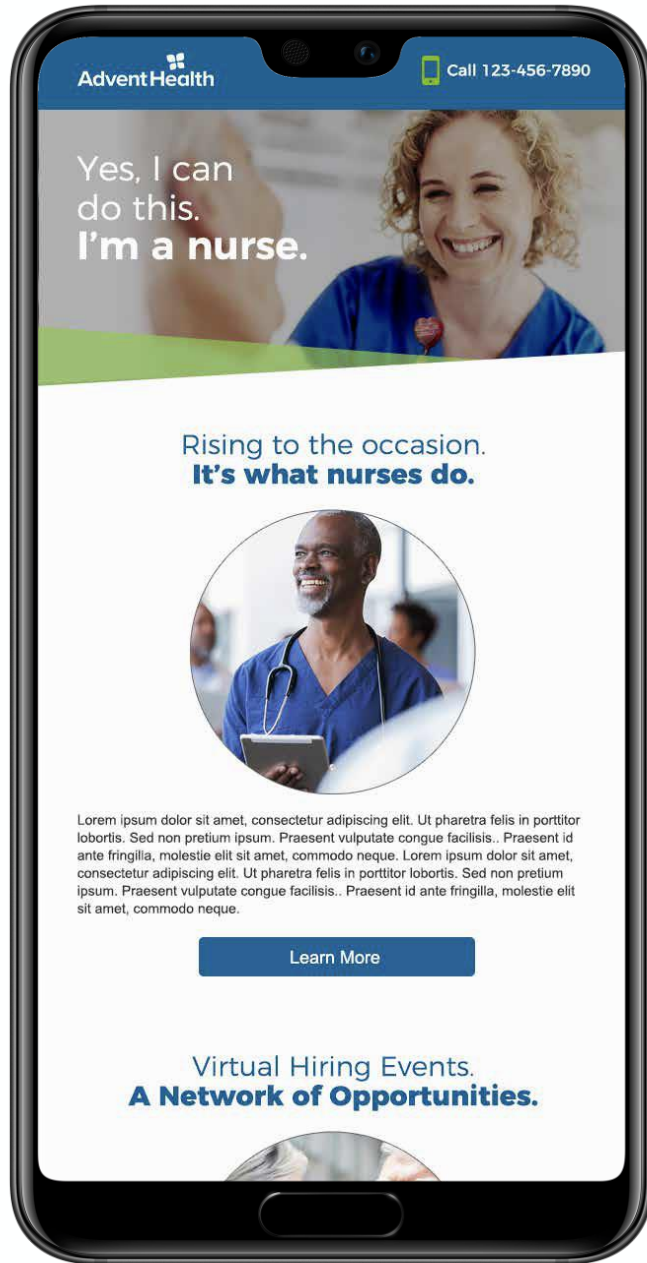
Exact Nurse ConnectedTV

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





Social Media Advertising Through Monster.com

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

- Facebook
- Twitter
- Instagram



Key Findings

Virtual Solutions are the new Normal



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***

Final Metrics

2020

Open Requisitions:

4,986

Number of Hires processed:

22,336

Hires

2021

Open Requisitions:

12,986

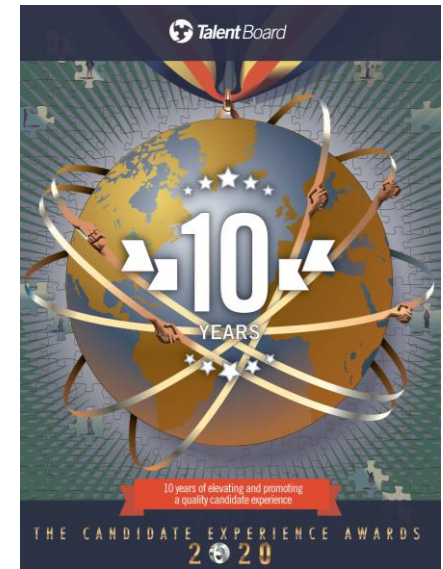
Number of Hires projected:

35,675

Hires

Summary Recognition

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



AdventHealth