

RECRUITMENT MARKETING TO FIND THE RIGHT CANDIDATE

A THOUGHTFUL STRATEGY SAVES MONEY AND FILLS POSITION 6 MONTHS FASTER THAN PROJECTED

OBJECTIVE

Hire a Chief Medical Officer to bridge the administrative gap between executive leadership and the clinical environment. This position would be a key leadership role for a community hospital, employing 1,100 (the largest employer in their county.)

CONTEXT

The hospital is in a small Michigan community, roughly 40 minutes from Lansing, and 35 minutes from Flint, two larger areas. (Lansing could be considered metropolitan.) This position is one that is new for the hospital, never having been part of the organizational chart before, and would be responsible for clinical execution and communication with key hospital stakeholders. It reports to the President/CEO.

GOAL

Understanding that Clinical C-Suite positions have historically required 20-25 applicants, from which 20% are interviewed, and one is hired was an important place to begin. As such, the stated goal was to achieve 20 quality applicants that could be considered. From the President, this position... “has appreciation from others of their clinical competencies, earns respect from others, communicator, professional, can articulate a vision, financial acumen, people are comfortable around, trusted advisor, experience in advanced technology platforms. This person should be working in a small or community hospital with clinical and management/people experience.”

STRATEGY

Decision Journey	Awareness Inspire 	Engagement Attract 	Apply Action 	Advocacy Re-engage 
Targeting	Currently employed C-level candidates, working in small or community hospitals with clinical, management and people experience	<ul style="list-style-type: none"> • Job categories (e.g.: medical group presidents) • Job titles (e.g.: CMO, VP Medical Affairs) • Those who reacted/engaged 	Those with immediate interest	
Tactics	<ul style="list-style-type: none"> • Display campaign • LinkedIn • Email (letter to potential candidates) • Lat/Long regional community hospitals • Lat/Long hybrid hospitals 	<ul style="list-style-type: none"> • Display remessaging campaign • LinkedIn • SEM broad • Applicant landing page 	<ul style="list-style-type: none"> • Remessage from multiple targets • Job postings • SEM job specific 	
Frequency	1/month	8/month	12/month	

Key Performance Indicators

- Number of applicants
- Form fills (online applications)
- Off-site job applicants (external candidates)

Estimated Duration

9 months

PRODUCTS

- Audience targeted display including (remessaging and lat/long targeting)
- Bridge email (6)
- Search Engine Marketing (SEM)
- Landing page
- LinkedIn (postings and ad spend)
- Job listing enhancement – posting on MLive.com and pushed to other career sites
- Head hunting support

RESULTS

The campaign ran June 2, 2016 through August 12. At 2.5 months, a verbal offer was extended. This is 6.5 months sooner than anticipated, for a savings of \$27,800 under projected cost. (National average is 9 months for comparable positions; with the average head hunter requiring 33% of the annual salary, or the equivalent of \$85,000.)

The leadership team interviewed 4 of the 6 qualified candidates that were deemed quality.

A ROI of **9.9:1**