

## CLIENT SUCCESS

**Our Lady of the Lake**  
Baton Rouge, LA  
Regional Medical Center  
2,500 Employees

Our Lady of the Lake was struggling to successfully source candidates. Recruiters had no formal training in sourcing best practices, and often relied on reactive approaches to filling roles. As a result, hiring manager satisfaction was suffering. Our Lady of the Lake enrolled their recruiters in The Recruiter Academy and to receive formal education and learn best practices. Through The Recruiter Academy, Recruiters began carving out dedicated time to implement the best practices they had learned, and began collaborating with one another on what worked best for them. As a result, hiring manager satisfaction rose from 58% to 87% in a matter of months.

Since 1998, we've helped 3,000 companies (including leading Fortune 500 companies) in 45 states and 10 countries create innovative, cost-effective recruitment strategies.

## Optimize Your Healthcare Recruiting Team, Improve Organizational Performance

Across all industries, no matter how organizations operate or measure success, one thing remains consistent — better employees make for better organizations. To operate at the highest levels and remain competitive, it's not only crucial to hire top talent — it's also important to foster growth by investing in professional development for employees. This is especially true for healthcare, where everyday processes are highly regulated and employees have direct contact with the people who determine the success of an organization — patients.

HealthcareSource<sup>®</sup> is the leader in healthcare talent management solutions and has worked with thousands of organizations across the country to help them build a Patient-Centered Workforce<sup>™</sup>. With over 25 years of experience transforming healthcare recruitment organizations, Lean Human Capital<sup>SM</sup> by HealthcareSource is the leading expert on talent acquisition data, analytics, best practices, and education. Together, we have worked with over 3,000 healthcare organizations to optimize recruitment and reduce costs. The Recruiter Academy<sup>SM</sup> by Lean Human Capital helps healthcare organizations ensure top talent is in place across the organization by developing the recruiting competencies of recruitment teams.

The Recruiter Academy concentrates on the key areas that are proven to have the greatest impact on recruitment performance and talent acquisition. These areas of focus include achieving success through best practices in time management, client management, sourcing, and candidate intake and closing. By educating and empowering recruitment teams, healthcare organizations are seeing measurable impact on performance across all departments.

### Discuss What Success Means

To affect positive change within recruitment teams, it's important to first understand current practices. The Recruiter Academy facilitates structured self-assessments for all participants to gain a complete understanding of current practices that are both successful and unsuccessful. Once a comprehensive look at recruiting practices has taken place, participants then take part in a discussion on recruitment best practices.

Though the focus of these discussions is healthcare, instructors share key cross-industry competencies and best practices from industries such as manufacturing, in order to spark creative problem solving for today's recruitment challenges. Once current practices have been assessed, and best practices have been discussed, all Recruiter Academy participants develop actionable plans for improvement in key areas through the use of best practices.

### Manage Time

No matter what additional resources you arm your recruiting teams with, there is one thing you cannot give them more of — time. Across healthcare organizations of all sizes, recruiters juggle multiple projects and operate with sparse resources. With a recruiting team that is constantly receiving new requests in addition to managing ongoing projects, inefficient practices, and prioritization of tasks becomes common place.



## SESSIONS TAILORED TO YOUR ORGANIZATION

Have specific areas where you feel your team could benefit from a direct conversation about your challenges and needs?

The Recruiter Academy modules can be booked as private sessions, wherein subject matter and discussions can be customized to match your organization's unique circumstances.

**For more information, contact the HealthcareSource team at:**  
[solutions@healthcaresource.com](mailto:solutions@healthcaresource.com)

The Perfect Week, A Perfect Day<sup>SM</sup> routine was developed to combat inefficiencies in time management and set recruitment teams up for success. This routine is based on benchmarking the world's most successful personal achievement, time management and planning gurus. These benchmarks have been used to create an organizational system for recruiters with large requisition loads and multiple shifting priorities. By implementing this organizational system, recruiters are able to reclaim lost time and more effectively complete ongoing projects.

To ensure successful implementation, recruiters work alongside managers to follow through on practices and daily use of the system. After 21 days of implementation, participants share successes and challenges of implementation and receive recommendations for adjustments moving forward.

### Facilitate Collaboration Across Teams

In order to be successful, recruiters must not only manage their time and processes, they must also manage relationships. The Recruiter Academy teaches recruiters the secrets to successfully building and maintaining relationships with hiring managers across the organization. To build these relationships, recruiters are taught to engage in clear, regular communication with hiring managers, define what success means with managers through measurable metrics, and areas to focus on to increase satisfaction amongst hiring managers.

To prepare for interactions with hiring managers, recruiters are armed with a position intake methodology document and service level agreement that will objectively define realistic expectations agreed on by both parties. Recruiters are then taught how to gather information vital to reducing the flow of unqualified applicants to hiring managers. This increased communication, mutually agreed upon definition of success, and improved quality of applicants ultimately leads to improved internal relations and hiring managers viewing recruitment as a business partnership.

### Access and Identify Top Talent

Once best practices are identified and implemented for processes, and recruiters are taught to improve managing internal customers, the focus then turns to how to proactively source qualified candidates. The Recruiter Academy teaches recruiters and recruiting teams to take a comprehensive look at how candidates are currently being sourced, and empowers them to take the necessary steps to improve their process, holistically.

#### Through several, concentrated modules, recruiters learn to:

- Define a candidate search strategy
- Leverage centers of influence to source passive candidates and proactively generate referrals
- Identify effective keywords and leverage the four most common Boolean Operators
- Mine top talent from candidate databases, search engines, and social networks
- Engage top talent through effective messaging and techniques

Through more effectively sourcing and engaging qualified candidates, recruiters can more frequently pass top talent along to hiring managers and improve the quality of hired employees.



## Close Top Talent

Once a candidate has been identified, vetted, and interviewed, there is one more step to ensure organizations bring in top talent — closing. Traditionally, this is thought of as deciding upon the terms of and extending offers to candidates. However, the process of effectively closing a candidate starts long before an offer is ever made. In order to improve success rates in closing top talent, it is important to improve all steps of the closing processes through best practices.

The Recruiter Academy teaches recruiters how to more effectively build rapport with candidates and assess candidate skills and abilities from the point of initial contact. Once candidates' abilities are assessed, recruiters can utilize techniques from The Recruiter Academy to identify career motives and use this information to close candidates. The next strategy recruiters are taught to employ is how to gather information on candidates' centers of influence so efforts can be focused on those which candidates turn to most. Though these efforts may not impact the closing of the interviewed candidate, they will help to improve closing on future talent. These methods, combined with pre-closing techniques to excite top talent about working at your organization, and the offer itself, significantly impact success when recruiters close top talent.

## Putting Principle into Practice

In order to empower recruiters and recruiting teams for success, The Recruiter Academy provides actionable items throughout each session, as well as dedicates an entire session to module review and practice implementation. In this session, each topic is revisited to discuss best practices, improvements that have already been made, and how to proceed moving forward. Recruiters and recruiting teams develop detailed implementation roadmaps to ensure best practices are put into action for structured success. Additionally, each recruiter develops a quarterly performance improvement plan to instill a culture of continuous improvement. Recruiters also have ongoing access to support materials for each session, so that they can proactively refresh themselves and creatively tackle recruitment issues as they arise. To help with retention of this information and encourage knowledge sharing, The Recruiter Academy participants partake in comprehensive Certified Recruiter and Certified Mentor programs.

## RECRUITER ACADEMY TESTIMONIALS

"I think this is the best training I have ever received."

"I'll keep recommending this training to all my peers!"

"This class had given me a whole new approach to recruiting and expanded my ways to source for candidates."

"This class made me realize that I have not been working as smart as I could."

"This training is very effective at bringing ideas to the forefront for planning and implementing goals."

"Each new recruiter should go through this training before their first day of work."

"Being a new recruiter, I feel that this class has been extremely helpful. A lot of great ideas on how to become a better recruiter. The examples were excellent."

"Excellent data and presentation. I got more out of this than from my MBA Program."

"The best recruiter training I have ever attended. I will be able to use the information on a daily basis, which sets it apart from other classes I have attended. Very useful information."

"This is the first workshop I have come out of that gave me an example of how to implement change in my behavior. Every corporate recruiter should attend."





# The Recruiter Academy<sup>SM</sup>

BY LEAN HUMAN CAPITAL

## The Recruiter Academy in Action

Healthcare is a unique, complex environment which offers many challenges to effective recruiting. The Recruiter Academy is designed exclusively for healthcare recruiters and delivered over 11 web-based modules. Each model utilizes participatory/active learning methods that allow students to absorb, retain and apply the concepts and principles gradually over time.

### Modules include:

**Module 1:** Success Attributes of Elite Recruiters

**Module 2:** Time Management – The Perfect Week, A Perfect Day<sup>SM</sup>

**Module 3:** Strategic Consulting | Client Management

**Module 4:** Tactical Consulting | Client Management

**Module 5:** Sourcing Candidates: Developing a Search Strategy

**Module 6:** Sourcing Candidates: Leveraging Your Centers of Influence – Web 0.0

**Module 7:** Sourcing Candidates: The Building Blocks of Search – Keywords and Common Boolean Operators

**Module 8:** Sourcing Candidates: Mining Candidate Databases & The Internet for Top Talent

**Module 9:** Sourcing Candidates: Candidate Development

**Module 10:** Performing Structured Candidate Intake Session and Effective Candidate Closing Techniques

**Module 11:** Deployment Planning and Implementation



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### About HealthcareSource

With more than 3,000 healthcare customers, HealthcareSource<sup>®</sup> offers the only comprehensive talent management suite designed specifically to help healthcare systems grow and thrive in an ever-changing industry. The HealthcareSource Quality Talent Suite<sup>™</sup> offers talent acquisition, performance and compensation, behavioral assessments, learning software, and advisory services to enable hiring and retaining quality talent for your organization to provide quality care. Several HealthcareSource talent management solutions have earned the exclusive endorsement of the American Hospital Association (AHA). The company is privately held and consistently earns high marks for client satisfaction and retention. HealthcareSource has been recognized in Healthcare Informatics 100, Modern Healthcare's "Healthcare's Hottest," Inc. 500|5000, Deloitte Technology Fast 500, and Becker's "150 Great Places to Work in Healthcare" list.