

John Muir Health

Integrated Campaign/ERP

ASSESS

John Muir Health had ongoing recruitment needs in a variety of hard-to-fill areas, including nursing, pharmacy and imaging. They wanted a program that would fill these critical positions in a short time frame.

STRATEGIZE

We established a goal of 90 hires in 90 days for the most critical positions, which included RNs, radiologic technologists, ultrasound technicians, nuclear medicine technologists, pharmacists and radiation therapists. The 90-day timeframe between May and July was established as these months are typically slow for hiring. If our goal was met, it would mean a boost in hiring of 150%.

An integrated strategy was needed that would include a campaign for external promotion and an Employee Referral Program (ERP) to specifically address their hard-to-fill areas and provide an additional incentive for employees to make referrals during the hiring push. This new ERP would run only during the 90 days of the campaign and feature its own grand prize and monetary payouts.

We proposed the theme “DOING 90” for the campaign, as the client wanted an action-oriented theme. The ERP would feature a grand prize drawing of a one-year lease on a Mini Cooper Sports Roadster as well as other prizes such as cash awards and weekend getaways. The Mini’s giant speedometer would serve as a constant graphic reminder of the program and help track the program’s progress. We would also develop customized key rings for each employee to further serve as a reminder of the pride of ownership for the lucky winner.

Our strategy would include internal promotion of the ERP through collateral and events in hospital cafeterias, as well as ongoing drawings to keep interest alive. A media plan would then be designed to market the campaign externally.

DOING

ACCELERATING OUR HIRING PACE!
THE RACE IS ON TO HIRE 90 TARGETED HEALTH CARE PROFESSIONALS IN 90 DAYS.
GET IN ON THE ACTION BY PARTICIPATING NOW. YOU COULD WIN A ONE-YEAR LEASED
MINI COOPER IN THIS EXCITING ADDITION TO OUR GREAT GETAWAYS
EMPLOYEE REFERRAL PROGRAM! PLEASE CHECK "HEALTH SYSTEMS NEWS"
OR THE HR INTRANET SITE FOR **HOT JOBS.**

JOHN MUIR  MT. DIABLO
HEALTH SYSTEM

IMPLEMENT

Our internal promotion of the program began with a letter to all employees signed by the CEO, announcing the ERP and encouraging participation. A kickoff package was also sent to every employee's home, which presented the prize structure and rules and included a customized key chain. Posters and a special splash page for our client's intranet were also created.

Giant "DOING 90" cookies with the speedometer artwork were then given out at kickoff events in the cafeterias of each hospital. The kickoff events featured balloons and giveaways and were held at various times during the day to ensure as many employees as possible could attend. We also mounted large posters outside each cafeteria to ensure the events were noticed. To keep the momentum going throughout the 90 days, we established drawings for secondary prizes and held a mid-program off-site picnic that included games, prizes, giveaways, and a Mini Cooper parked on the picnic grounds. The grand finale was held in the cafeteria.

Our media strategy included every issue of NurseWeek for the duration of the campaign (including an inside-outside cover), large ads in newspapers and trade publications, AfterCollege e-mail blasts and Web banner sponsorships. We also developed a direct mailing and radio spots to promote an Open House event.

MEASURE

In 90 days, John Muir Health made 152 hires (133 RNs, 10 imaging technologists, 7 radiation therapists and 2 pharmacists)—70% more than our goal.

Our integrated strategy established a record number of hires for our client and raised the bar for future promotions. In addition, our integrated program received the prestigious Best Practices Award from the American Society for Healthcare Human Resources Administration.