



3 R N E T

# “Employer of Choice” Marketing and Branding

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Director Pennsylvania Primary Care Career Center

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3RNET Director of Communications & Marketing

**Mandi Gingras**

3RNET Director of Education





# PACHC Workforce Marketing Campaign



# Phase I – Career Center Campaign

- First wave of COVID funding
- \$105,000 to redesign website and execute digital campaign in four marketing
- Purpose
  - To position the PA Primary Care Career Center to be a focal point of a larger campaign



# Redesigned Website



[JOB SEARCH](#) [FIND EMPLOYERS](#) [CHC DIFFERENCE](#) [RESOURCES](#) [ABOUT US](#) [🔍](#)

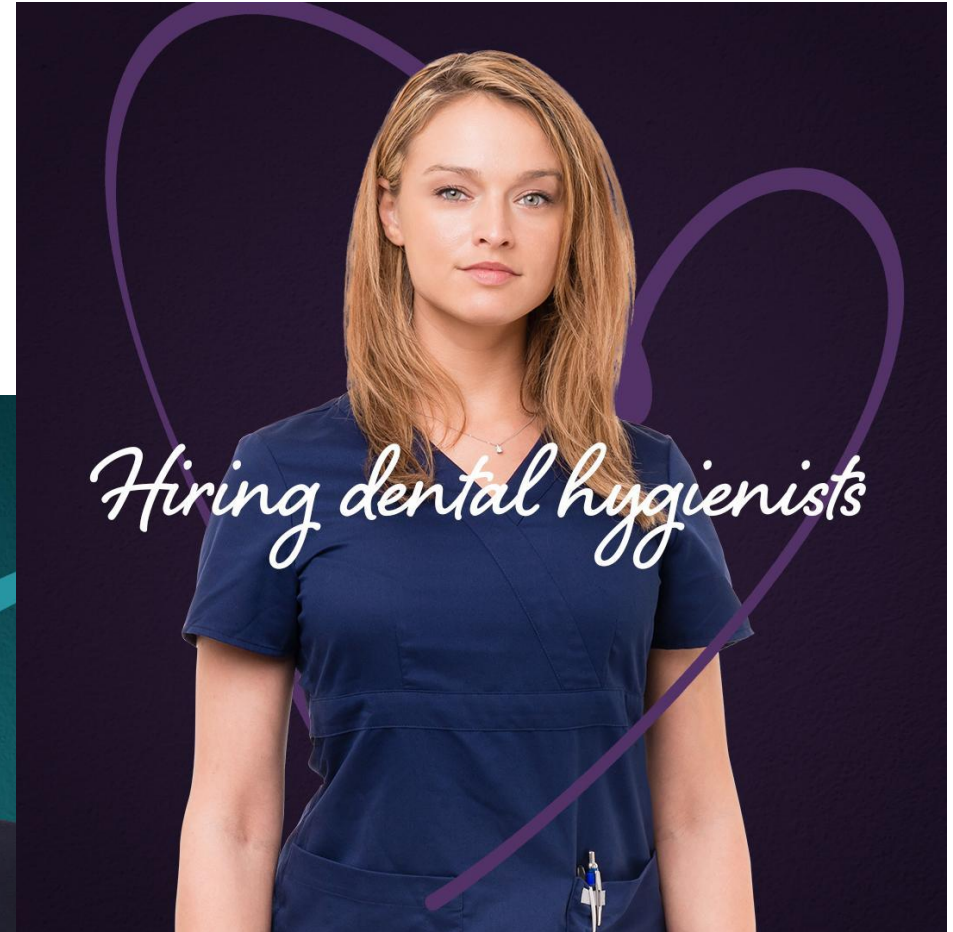
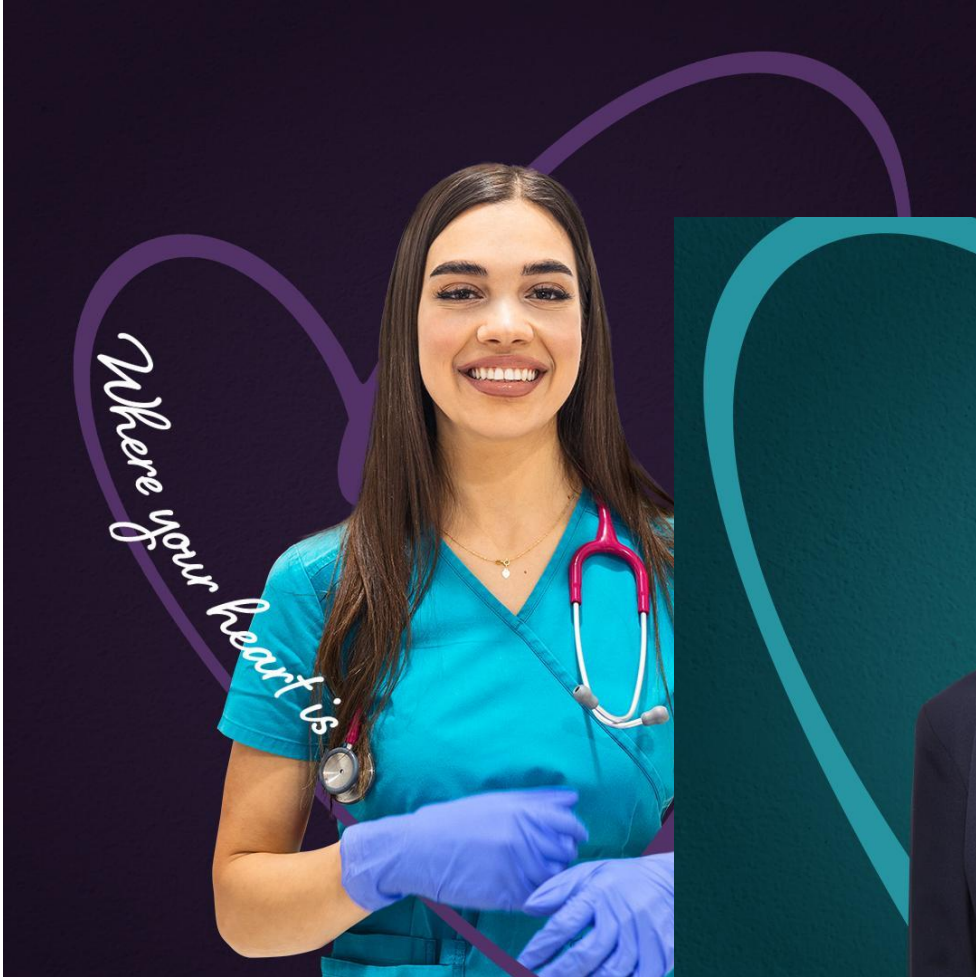
*Earn a living where your heart is*

**SEE WHY A CAREER WITH A COMMUNITY  
HEALTH CENTER IS DIFFERENT.**





# Digital Ad Campaign



# Website Results

## Oct. – Dec. 2022

	October		November		December
Sessions	10,790		15,584		16,866
			▲ 44.43%		▲ 8.23%
Pageview	23,552		33,959		36,837
			▲ 44.19%		▲ 8.47%
Users	9,763		14,002		15,358
			▲ 43.42%		▲ 9.25%



# Digital Ad Results

## Oct. – Dec. 2022

Rural	October	November	December
Impressions	915,530	1,084,068	1,240,613
Clicks	7,719	9,709	11,926
CTR	0.84%	0.90%	0.96%
Scranton/Wilkes-Barre			
Impressions	227,165	338,401	324,155
Clicks	1,851	2,821	2,829
CTR	0.81%	0.83%	0.87%
Erie			
Impressions	214,874	339,675	266,958
Clicks	1,781	2,839	2,474
CTR	0.83%	0.84%	0.93%
Harrisburg/Lancaster/York			
Impressions	203,457	357,865	299,907
Clicks	1,672	2,892	2,798
CTR	0.82%	0.81%	0.93%



# Workforce Marketing Campaign Overview

- American Rescue Plan Act
- Amount
  - Total of \$6.5 Million
  - Divided by billing data among 39 health centers
- Purpose
  - To increase vaccination rates by building up Community Health Center workforce





A circular inset image showing three blue pens and three blue darts. The pens are silver and blue, and the darts are blue with silver barrels. They are all pointing towards the center of a target, which is visible in the background of the circle.

# Health Center's Three Options

1. Work with GAVIN to implement the marketing campaign that has been designed
2. Work with another advertising/marketing agency and use materials provided to implement the marketing campaign
3. Do your own thing (we hope using the materials and themes already developed)





# What we are funding?

External marketing including retroactive.



# Workforce Marketing Campaign

## What won't we fund?

- Salaries **not directly related to this campaign**
- Retention bonuses
- Holiday bonuses
- Internally focused tactics

**For example....Referral bonuses vs. Retention bonuses**





# Timeline

1

**Oct. 12-13**

Annual Conference – Opportunities to attend sessions by Gavin, interact with them and PACHC staff, visit the Trade Show display

2

**Oct. 17-18**

Memorandum of Agreement (MOA) will be sent to your CEO via DocuSign.

The contact person will receive a budget worksheet via email.

3

**Oct. 28**

Signed MOA and budget worksheet due

4

**Nov. 1, 2022 to June 30, 2024**

- Quarterly invoicing
- Periodic check-ins
- Final reporting
- Use all your allocation!



# Campaign Budget

## NAME OF Community Health Center Workforce Marketing Campaign Budget

Please provide an estimated budget for your Workforce Marketing Campaign. The total should match your allocation, provided in *Section IV. Compensation* of the Memorandum of Agreement (MOA). These budgeted amounts are your estimates of where you will spend your allocation. You will not be held to these estimates as long as your expenses fall under one of these categories and the total does not exceed your total allocation.

Categories:	Total
Staffing	\$
Supplies	\$
Consulting fees	\$
Advertising	\$
Public Relations	\$ -
Miscellaneous (provide details)	\$

### Allowable Expenses

1. Health center staffing costs **directly related to this marketing campaign**
2. Health center supplies, e.g. graphic design software, computer equipment for communications/marketing, etc.
3. Hourly or other fees charged by a marketing or advertising firm for their consulting services. This would include costs of designing the marketing or advertising tools listed below.
4. Printing costs for items, such as brochures, associated with the campaign
5. Advertising
  - a. Print advertising, e.g. newspaper or magazine ads
  - b. Outdoor advertising, e.g. billboard, bus wraps
  - c. Digital advertising, e.g. social media, websites, online job boards
  - d. Electronic media, such as radio or television ads
6. Public and press relations, including any events such as job fairs
7. Miscellaneous – please provide a brief description of what will fall under this category



Consistent  
Voice

Elevating  
Awareness

Unique Story  
of Care

Benefits


Mission

Outcomes

# OBJECTIVES

1. **Create a consistent voice** in elevating awareness and interest in Community Health Centers as THE preferred career choice in health care
2. Share the **unique story** of a career with a health center
3. Promote recruitment by **highlighting the benefits** of working for an FQHC, the **mission of care** and the **outcomes** the teammates have on community health





*Earn a living  
where your heart is*

# The Campaign



# Messaging + Keywords

Campaign main theme and headline:

***“Earn a Living Where Your Heart Is”***

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## Campaign Supporting Headlines

- A job that loves you back.
- A career you'll love.
- Where your heart is.

## Campaign Keywords

- Heart
- Love
- Community
- Make a difference

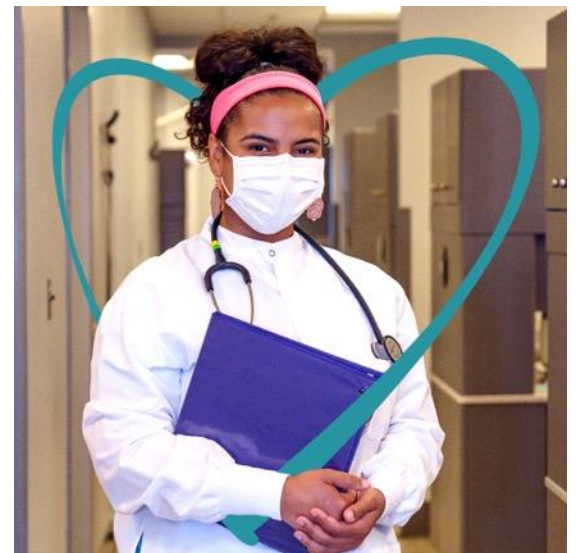
*Earn a living*

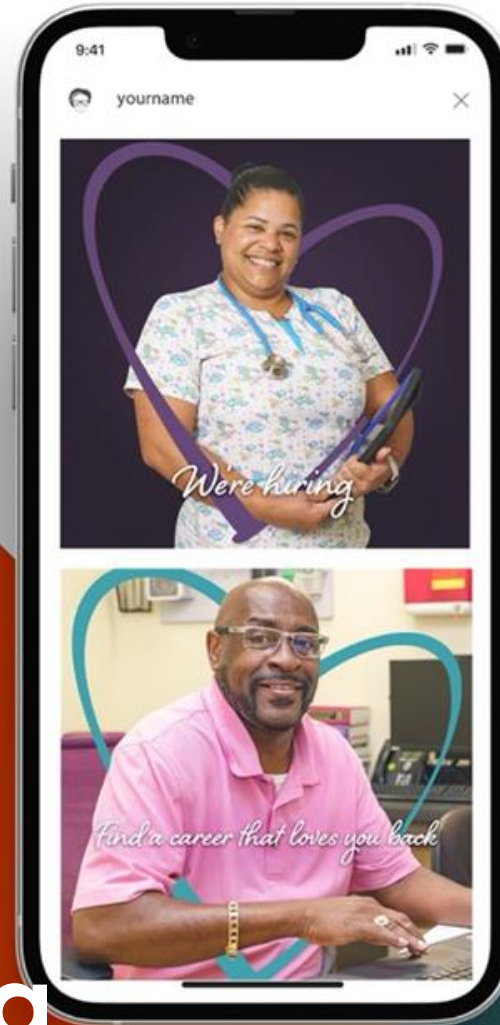
*where your heart is*





# CHC Original Photography





# Complete Advertising Resources

Advertising, Digital, Public Relations, Web



# Digital Advertising and Sharables Sample Set





# Print Ads + Flyers *Sample Set*

YOUR LOGO HERE

*Earn a living where your heart is*  
[Name of Community Health Center]

0000 Road Street  
City, State 12345

Find a career you love at  
[papriarycarecareers.org](#)



English + Spanish

YOUR LOGO HERE

*Vive de lo que amas hacer*  
En [Nombre del Centro de Salud comunitario].

0000 Road Street  
City, State 12345

Find a career you love at  
[papriarycarecareers.org](#)




*Earn a living where your heart is*

Find a career at [Name of Community Health Center] today!

YOUR LOGO HERE

0000 Road Street  
City, State 12345

Find a career you love at  
[papriarycarecareers.org](#)



*Earn a living where your heart is*

**WE'RE HIRING**  
Make a difference in your community at [Name of CHC].  
Community Health Centers offer flexibility, competitive pay and exclusive benefits. Stop by and learn about:

- Lorem ipsum
- Lorem ipsum
- Lorem ipsum
- Lorem ipsum
- Lorem ipsum

QR CODE HERE

Learn more or apply today at [yoururl.com](#)

YOUR LOGO HERE



# Print Ads + Flyers *Sample Set*





# Billboards

Sample Set

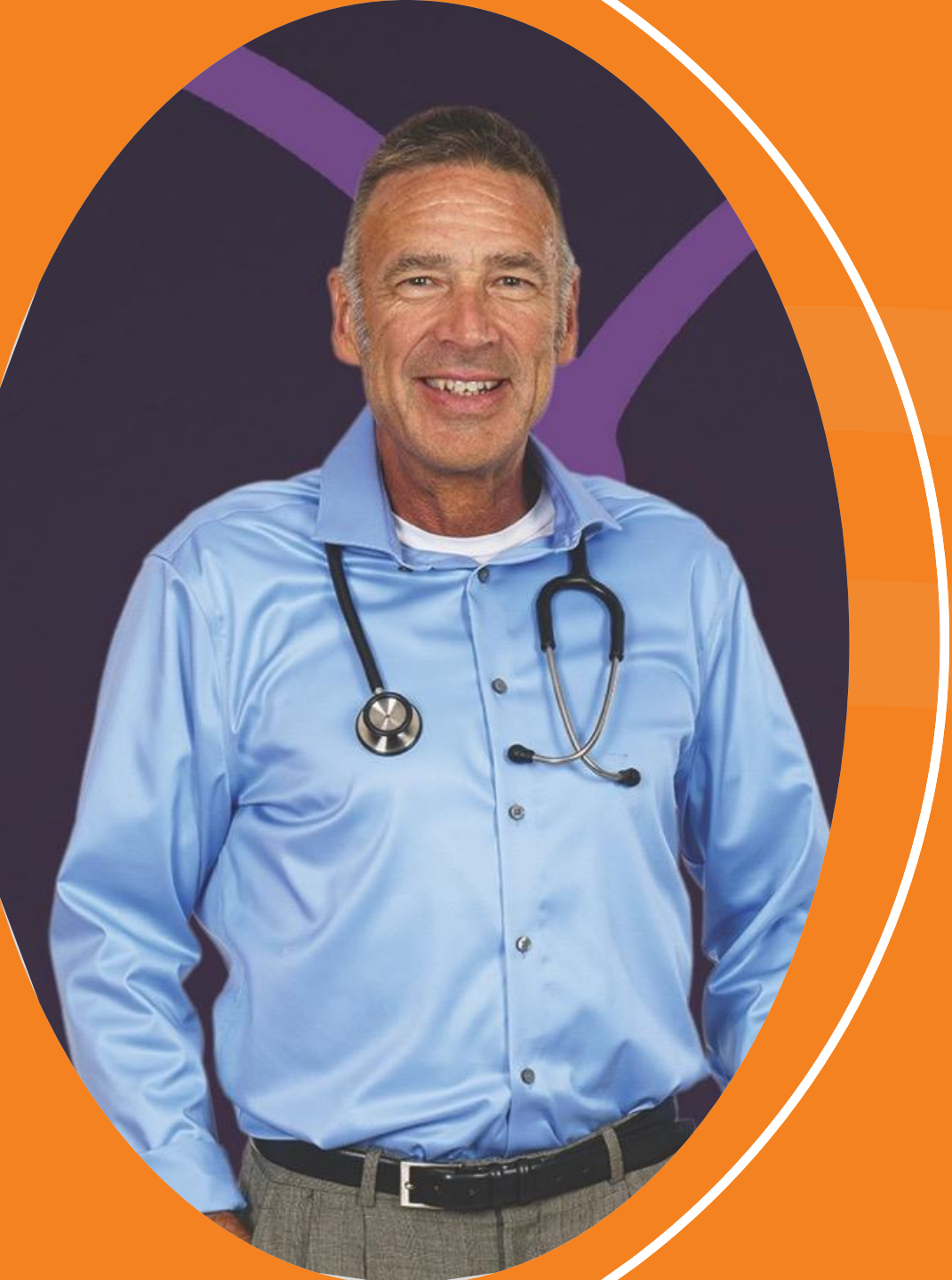


# Event Materials

- PopUp Banners
- Photo Backdrop
- Table Linen
- Table Runner







# Training & Resources

- Display at PACHC Conference
- PACHC Conference Session
- Webinars
- Online resource access and training
- On-demand support for CHCs

Questions?

**[pachc@gavinadv.com](mailto:pachc@gavinadv.com)**

# 3RNET's Brand Resources for You



The screenshot displays the 3RNET Dashboard - 3RNET Admin View. The browser address bar shows the URL `dashboard.3rnet.org/#nav-education`. The dashboard features a sidebar on the left with navigation options: Dashboard, Summary Dashboard, Job Opportunities, Employers, Professionals, Personal Email Templates, Reports, 3RNET Admin, and Public Website. The main content area includes a horizontal navigation bar with tabs: Opportunities, Employers, My Employers, Professionals, Referrals, My Professionals, Email, R4R Resource Center, and Help Center. The R4R Resource Center tab is highlighted in green and circled in red. Below this bar, a list of resources is displayed, with the first item, 3RNET Marketing Resources, also circled in red.

3RNET Dashboard - 3RNET Admin View

Opportunities Employers My Employers Professionals Referrals My Professionals Email **R4R Resource Center** Help Center

Recruiting for Retention Guide: Part One - Planning and Preparation

**3RNET Marketing Resources**

Factors to Market Your Community: Find your Unique Selling Points

Recruiting for Retention Guide: Part Two - Marketing to and Finding Candidates

Recruiting for Retention Guide: Part Three - Matching and Committing

Recruiting for Retention Guide: Part Four - Retaining for the Lifecycle of the Employee

# A Great Place to Start



## How to Leverage 3RNET Resources

Powered by the National Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org



# Brand Style Guide



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## Logo & Colors

3RNET.ORG

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# 3RNET Logos

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## Pantone 2766 C

PMS 2766 C  
CMYK: 100, 96, 37, 39  
RGB: 17, 28, 78  
HEX: #111c4e

## Pantone 347 C

PMS 347 C  
CMYK: 85, 14, 100, 2  
RGB: 0, 152, 69  
HEX: #009845

## Pantone Cool Grey 1 C

PMS Cool Grey 1 C  
CMYK: 14, 11, 12, 0  
RGB: 217, 216, 214  
HEX: #d9d8d6

## Pantone 709 C

PMS 709 C  
CMYK: 0, 77, 37, 0  
RGB: 242, 97, 120  
HEX: #f26178

# 3RNET Color Palette





3 R N E T

# Zoom Backgrounds



3 R N E T



3 R N E T



3 R N E T



# Email Signature Image



**3RNET NETWORK COORDINATOR,**

*Powering 3RNET as part of the  
National Rural Recruitment & Retention Network*



**3 R N E T**

The Nation's Most Trusted Resource for Health Professionals  
Seeking Careers in Rural and Underserved Communities.



# Education Resources



Available on your  
3RNET Dashboard

Disagree Neutral Agree

our job are clear

Disagree Neutral Agree

with other employees/managers is easy

Disagree Neutral Agree

approachable and supportive

Disagree Neutral Agree

## Employee Engagement Questions

time arrangements such as compress

in 12

Reference 4.1

3RNET's Recruiting for Retention Guide: Part Four

Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org

v101

## Factors to Market Your Community Health Center

Identify & Communicate Strengths, Invest in Challenges

Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org

## Recruiting for Retention

Part Four: Retaining for the Lifecycle of the Employee

Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org

v101

# www.services.3RNET.org




## Additional Services

[HOME](#)[ADDITIONAL SERVICES](#)[REQUEST AN INVOICE](#)[CONTACT](#)[ORDER 3RNET PROMO ITEMS](#)[CART \(0\)](#)

Order 3RNET  
Promotional Items



A group of business professionals in an office setting. A woman in a grey blazer is pointing at a tablet held by another person. A man in a dark suit and striped tie is visible on the left. The scene is brightly lit, likely from a window in the background. The text 'Messaging to Engage Candidates' is overlaid in the center, and 'What do today's job seekers want to know?' is overlaid below it.

# Messaging to Engage Candidates

What do today's job seekers want to know?



# Generations in the Workplace

Boomers 1946-1964 (age 58-76) \_\_\_\_\_ 71 million

**Want:**

- Flexible hours
- Stability
- Healthcare

**Tactics:**

- Digital
- Traditional
- Get to the Point

Gen X 1965-1980 (age 42-57) \_\_\_\_\_ 65 million

**Want:**

- Growth
- Work/Life Balance
- Stability

**Tactics:**

- Digital Savvy
- Mobile Friendly
- Promote Day-to-Day of Role

Gen Y (Millennials) 1981-1996 (age 26-41) \_\_\_\_\_ 72 million

**Want:**

- Growth
- Mentorships
- Flexibility
- Ability to Engage Digital

**Tactics:**

- Company Culture
- Social Impact
- How They Fit In

Gen Z 1997-2012 (age 10-25) \_\_\_\_\_ 68 million

**Want:**

- Learning Opportunities
- Flexibility
- Virtual
- Contribution to Company

**Tactics:**

- Company Culture
- Social Impact
- Entrepreneurial Mindset



# Today's Job Seeker Priorities

- More meaning in their work, fulfillment, passion-driven
- Better Work/Life balance
- Positive working culture – zero tolerance for toxic environments
- Good relationships with their managers/leadership and coworkers
- Flexibility and autonomy in the workplace
- Professional development and career advancement opportunities
- DEI initiatives, inclusion and sense of belonging is important
- Fair and equal pay
- Recognition and appreciation for their efforts





# Practice Environment

- **What will the practice look like?**

Clinic and hospital facilities, equipment, electronic health records, services and procedures, teaching opportunities, training, support and professional development, culture and camaraderie

- **How busy will I be?**

Patient volume, call schedule, patient referrals, marketing support, telehealth options, flexible schedules

- **Who will I work with?**

Support staff, patient demographics, providers, access to specialists & other health professionals, administration

- **How will you keep me safe?**

Risk mitigation, violence intervention strategies and trauma support, safety and violence prevention programs, malpractice

- **Special requirements?**

Certifications, skills, experience, loan repayment or visa eligibility

- **Why are you recruiting for this position?**

Replacement, retirement, growth, high turnover?





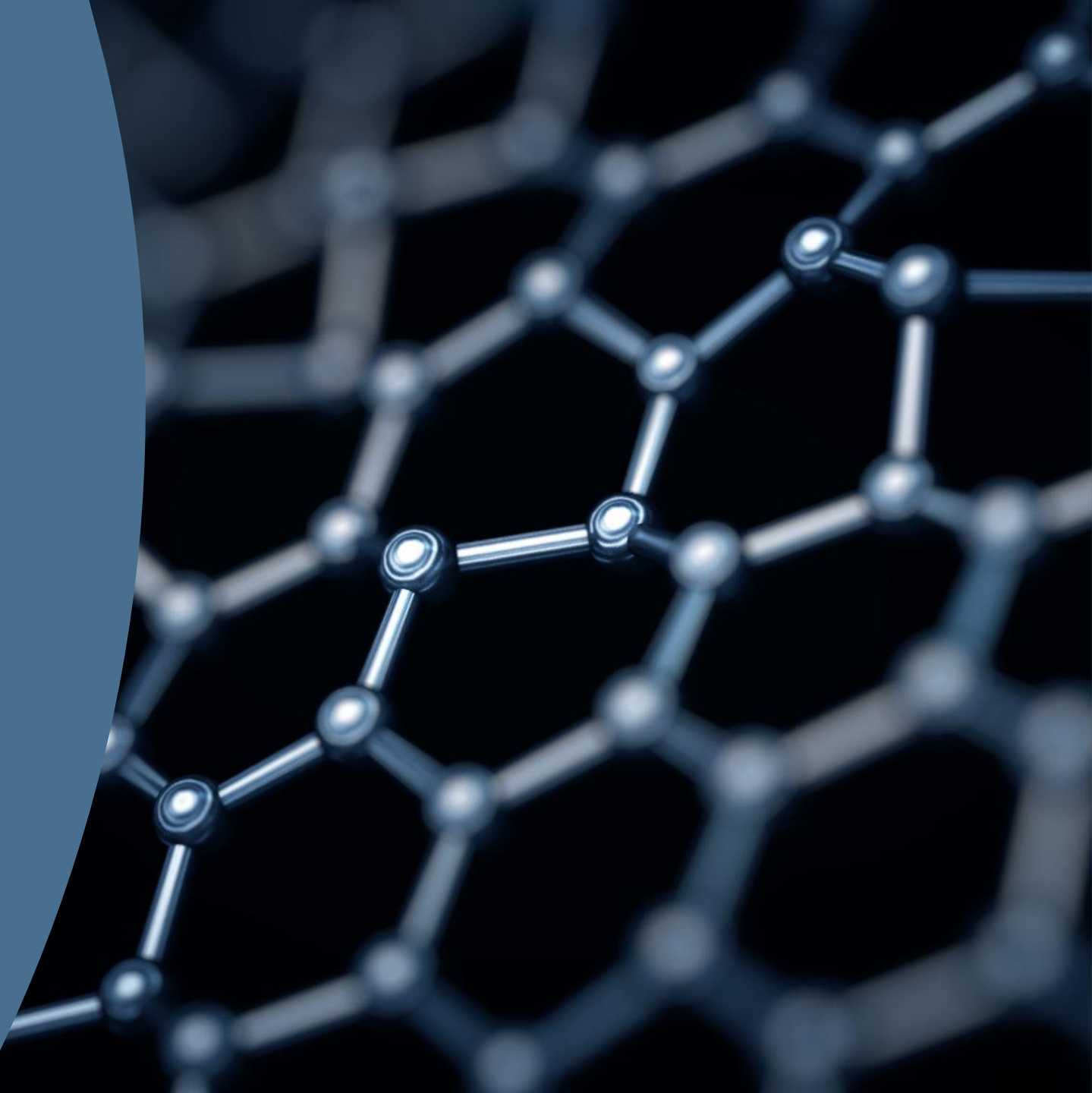


# Input from Staff

- What matters to them?
- Why do they work there?
- What attracted them to their position, organization, or community?
- Listen for key words and phrases that carry meaning and impact
- Share your job posting with your staff
- They can create a powerful marketing team to help you get the word out!

# Input from the Hiring Manager

- How can we “sell” your job to candidates in a job post?
- What’s special about this team compared to other teams you’ve worked with?
- What are the ideal candidate traits?
- What do your best (Job Title) have in common? What would complement your team?
- Are there any requirements with this position?
- What would be a deal-breaker on a CV/resume?
- Are there any special skills or certifications, required or preferred?



## Earn Up To \$500 Sign-On Bonus & Open The Door To A Career That Inspires You!

NEW YEAR NEW CAREER—Join MCDC

Why work for My Community Dental Centers? As the largest dental non-profit organization in Michigan, as a team, we are enhancing community health by offering access to quality dental care for all. To hear more from our CEO, Dr. Deborah Brown, [Click Here](#).

Everything we do begins with the people within our organization. We believe in hiring talented, passionate people and providing competitive packages, along with learning and advancement opportunities that are all designed to make work/life balance accessible.

Pursue your dreams while you lead and grow in your role as a Registered Dental Hygienist and beyond.

### Earn More with Industry Leading Benefits

When paired with our competitive compensation, our industry-leading benefits are here to support you in your professional and personal journey. We offer:

- Health, Dental and Vision Insurance for you and your family
- Life Insurance, Short & Long-Term Disability
- 403(B) with Company Matchup to 5%
- Wellness Program & Gym Membership Benefits
- New Hourly Competitive Compensation, plus Monthly Incentive Opportunities

### Enjoy Your Personal Time

- No Nights, Weekends, or On-Call Hours
- Generous Paid Time Off
- Holidays

### The Career & Support You Deserve

Get the best of both worlds! Develop your skills as a leader, all while making an enormous impact in patients' lives, no matter where you are in your career as a dental hygienist.

- **Clinical Leadership:** We are committed to being a different kind of dental provider- one that sincerely champions providing exceptional dental care while supporting and empowering individuality within our hygienists.
- **Continued Education:** Take advantage of reimbursement toward dental CE and/or professional membership dues, as well as financial assistance with Loupes. Ask for more details.
- **Mentorship & Development:** Get one-on-one mentorship with our experienced dental team members to accelerate your career. When it is time for the next step in your professional journey, we are ready to help you reach your next destination with career path options that suit your professional and personal goals.
- **Technology:** We provide our staff with modern technology including electronic patient records, digital radiography, and state-of-the-art dental equipment and more.

## Employed Group – Single Hospital Coverage w/1:5 Call

McLaren Flint is recruiting an Obstetric & Gynecology Physician to join an established 4 person employed group in Flint, Michigan. Step into a ready-made practice and assume a robust patient base. Enjoy a collegial relationship with colleagues who have a great reputation with the community. McLaren offers a Level I newborn nursery with 24/7 on-call Neonatology coverage and Level II maternity care. Operate with a cohesive surgical team in the inpatient OR and a convenient outpatient surgery center. McLaren has state-of-the-art surgical equipment including two DaVinci Surgical Systems.

### Career satisfaction begins with:

- Excellent mentorship with experienced providers, shared call of 1:5
- Steady surgical volume and more than 100 deliveries annually per provider.
- Expertly managed office with qualified staff to ensure patient satisfaction.

The Family BirthPlace at McLaren includes 13 home-like maternity suites for labor, delivery, recovery and post-partum care. Academic affiliation with Michigan State University offers teaching component with Family Medicine Residency program.



Example  
Job posts



Terros Health is a health care company focused on the whole person, providing primary care and specializing in mental health and substance use treatment for over 50 years. We help people live their lives in recovery and we save lives every day. Our vision is to provide extraordinary care by empowered people, achieving exceptional outcomes. We are guided by our core values of integrity, compassion and empowerment, with diversity woven throughout. Together, we are *Inspiring Change for Life!*



If you are interested in working for one of the State's Leading Healthcare Organizations that promotes **Integrity, Compassion,** and **Empowerment**, we encourage you to apply! If you are energized by helping people during their most challenging times, this vital opportunity will be rewarding.

Are you longing for the  
**work/life dream** you once had?

Job Openings

## START FRESH ON THE LAST FRONTIER

Work/Life Balance

Connection with the Land

Wholistic Approach to People

Freedom to Learn and Grow

## Our culture

Being healthy isn't just about physical health. We are big believers in creating and fostering a healthy, vibrant work culture where staff can thrive, find opportunities for growth, have great friendships, enjoy work-life balance, and feel fulfilled and passionate about coming to work.

We are dedicated to finding ways to help our team learn, develop, grow and have fun on the job. We offer a variety of learning opportunities through our education department and have programs for staff to recognize each other, win fun awards and see how much we appreciate them.

Here at Bitterroot Health, we understand that we exist because of our team. So it's

Examples  
Conveyin  
g Culture

## Careers with My Community Dental Centers

Why work for My Community Dental Centers? Because we believe that, together as a team, we can enhance community health by offering access to quality dental care for all. Quality care takes all of us working together every day towards our mission, vision and values. We are innovative, smart and entrepreneurial. We value thoughts and suggestions for improvement, including those from our employees.

We invite you to start or grow your career at one of our extraordinary 30+ locations throughout Michigan. Apply for a job today and take the first step toward becoming a part of something impactful.

[VIEW OPEN POSITIONS](#)





## Examples Showing DEI Commitment

**ADP:** *We believe our people make all the difference in cultivating an inclusive, down-to-earth culture that welcomes ideas, encourages innovation, and values belonging.*

**BiState PCA:** *We recognize and honor the diversity in perspectives and lived experiences of our colleagues, members, and community, fostering an inclusive organizational culture that respects and values every member of our community. We value honest, open, and direct communication and often use a team-based approach. We encourage each other to achieve work-life fulfillment.*

**Clover Health:** *We value diversity - in backgrounds and in experiences. Healthcare is a universal concern, and we need people from all backgrounds and swaths of life to help build the future of healthcare.*

- **74%** of job seekers say a company's DEI investment is important to them
- **62%** would turn down a job offer if org didn't support DEI initiatives



# Perform a Virtual Assessment

- Web presence and search engine optimization (SEO)
- Website and Career page
- Application process and job postings
- Social Media channels



# Website – Virtual window into the facility

## Consider as a recruitment tool

Info on providers, teams, patients, services

Mission, vision, values

Employee testimonials

List all job openings – Use keywords for SEO

## Include community information

Things to do, schools, shopping, dining, location to nearest airport

Travel and Tourism

Chamber of Commerce

Include photos & videos

## Ease of use/mobile friendly

How many clicks to find Careers?

Clear call to action

Simple application process

Share button for jobs

Sign up for notices/updates

# Website Career Page Content



**66%** OF CANDIDATES  
WANT TO KNOW ABOUT A  
COMPANY'S  
**CULTURE AND VALUES**



**54%** OF CANDIDATES  
WANT TO KNOW ABOUT  
**PERKS AND BENEFITS**



**50%** OF CANDIDATES  
WANT TO KNOW ABOUT A  
COMPANY'S  
**MISSION AND VISION**



# Website Career Page

Assess the Application Process:

- What barriers exist?
- How cumbersome is the application process?
- Is it easy to complete on a mobile device?
- How is the job posting?
- What is the call to action to apply?
- Is the hiring process briefly explained?
- Is there an option to sign up for updates on events/happenings/jobs? (Join Our Talent Community)
- Is there a Share button?

Tell your friends about this position





# Leveraging Social Media to Enhance Recruitment



- Job posts
- Encouraging staff to share within their network circles
- Promote the culture
- Staff Recognition/Appreciation
- Awards/Achievements
- Promote the community and attractions
- Share state/community accolades and events
- Use social media ads to target a small or a national audience

49%

**Users follow companies on social media to learn about their job openings**

79%

**Job seekers are using social media during their job search**

# Google the Organization

- What comes up?
- Is the Business Profile on Google claimed?
- How are negative reviews addressed?
- What do the reviews on Indeed and Glassdoor look like?
- Is there a LinkedIn Business Page?
- What comes up about the community?
- What links can be included on the website or job ad?



# Free/Low-Cost Resources & Tools

- [www.fiverr.com](https://www.fiverr.com) - marketing & digital products/services starting at \$5 and up
- [Weebly](https://www.weebly.com) - easy-to-use website builder
- Writing content generators:
  - <https://www.copy.ai> & <https://chat.openai.com/>
- Writing editors:
  - Hemingway Editor - <https://www.hemingwayapp.com/>
  - Grammarly (google chrome add on) - <https://www.grammarly.com/>
  - Readability Score - <https://readable.com/>
- Show how your website text and photos will display on different devices:
  - <https://material.io/resources/resizer/> - free
  - <https://search.google.com/test/mobile-friendly> - free
  - <https://www.responsivedesignchecker.com/> - free
  - <https://designmodo.com/responsive-test/> - free



# Free & Low-Cost Resources & Tools

## Royalty Free Stock Images

- [www.pexels.com](http://www.pexels.com)
- [www.unsplash.com](http://www.unsplash.com)
- [pixabay.com](http://pixabay.com)
- [www.freeimages.com](http://www.freeimages.com)
- [stocksnap.io](http://stocksnap.io)
- [burst.shopify.com](http://burst.shopify.com)
- [www.reshot.com](http://www.reshot.com) (icons & illustrations)
- [gratisography.com](http://gratisography.com)
- [kaboompics.com](http://kaboompics.com)

## Paid Stock Images

- Shutter Stock
- iStock Photos
- Adobe Images - By image or subscriptions available
- The Noun Project - stock images that focus on diversity & inclusivity

## Image Editors

- <https://pixlr.com/x/>
- <https://www.iloveimg.com/>
- <https://www.picmonkey.com/photo-editor>
- <https://www.gimp.org/>
- <https://ipiccy.com/>
- <https://www.ribbet.com/>

## Video Tools

- <https://screencast-o-matic.com/> - \$1.65/month
- <https://www.moovly.com/> - free
- <https://www.flexclip.com/> - free
- <https://www.renderforest.com/video-maker> - free for limited use
- <https://motionden.com/video-maker> - \$9/video, pay-as-you-go
- Edit videos through Windows Movie Maker or iMovie

# Takeaways

- Use branding to influence your reputation as an “Employer of Choice”
- Develop a marketing plan to prioritize strategies, define the budget, and champion your brand message
- Understand what candidates are looking for and identify your unique strengths & challenges
- Create compelling messages that are *candidate focused*
- Promote diversity, equity, inclusion and belonging
- Use your website and social media as a recruitment tool and brand platform
- Use stories to describe the mission and culture in your messaging across all marketing channels
- Utilize tools & resources to make marketing easier



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**3 R N E T**

*Thank you!*