



Hughes Melton, MD, Residency Program Director at Johnston Memorial Hospital, Abingdon, VA, tweets the hospital's Online Job Tour to prospective medical school graduates as well as to physician jobseekers

**Mountain States Health
Online Job Tour® Production Series
Project Overview & Client Report**

The series of Online Job Tours for Mountain States Health represents our first corporate project after completing a rigorous, seven year test market, and U.S. patent application. The first product of its kind in the \$400 billion staffing/career search industry, our productions transform the physician recruitment process by providing a 'interview visit simulation' to a hospital's campus and service area, that is 20x more comprehensive than the limited trip for very few. Now, all prospects, including their family members who were formerly left out of the candidate experience, obtain a "holistic understanding" of working with our clients and living in their service areas, before any commitments by either side.

Designed to seamlessly fit into an employer's existing recruiting operations, including its advertising and ATS, Online Job Tour's benefits include promoting earlier starts, limiting the number of costly real trips and interviews, improving closing percentages, raising the caliber of talent hired, reducing use of third party recruiter/fees, and improved retention. In-house staff no longer spend excessive time informing and trying to "sell," and have more for sourcing, candidate evaluation, and relationship building. We are grateful, and thrilled to provide the industry's finest recruiting product to this impressive company.



Education is high on the “priority list” of jobseekers with children; in addition to informing them on this and other primary subjects, we understand the psychology of selling, and how images can create emotions, and move them

Introduction

In my first career in technology sales, in which I gave group presentations, I learned before any product can be sold, that prospects have to imagine owning it. I also remember intuitively understanding the need to reach people emotionally; if you don’t “connect” or “reach” prospects, you won’t get out of the starting block. I read many books on the subject of sales and about closing business, from Tom Hopkins and Zig Ziglar, to Bert Decker, who coined the famous sales line that all professionals know: “*people buy on emotion, and then justify (their purchase decision) with facts.*” Almost all effective advertising and sales presentations incorporate this vital selling tenet.

After achieving personal professional benchmark goals, I got involved in sales training, and then moved to a position working with a Wall Street company. I went to Hartford, Connecticut, to Smith Barney (later to be merged into Morgan Stanley and then CITI Group). At this Fortune 500 level, I learned a great deal more about sales and training highly-intelligent, motivated professionals. It was then when I was introduced to a very simple, powerful concept: the company had developed for all of its stockbrokers a digital investment calculator, a *sales tool*, that they would be trained to use on sales calls.

Already an investor myself, I first thought the tool to be too simplified. It basically created an investor profile after the prospect completed questions based on their age/investment timeline and risk tolerance, resulting in a basic stock, and/or bond, and/or money market investment blend recommendation. I was skeptical that a well-heeled, generally very well-educated, millionaire investor – the primary target prospect of the company’s newest sales people, would be compelled by a tool that that basically broke down the very basic forms of financial investing.

I completely missed the point: the prospect receiving it and then filling it out themselves, created a connection – an engagement. A basic mathematical calculation that turned a net worth of \$1.5 million into \$40 million in 30 years, that was based on a blend of investments created by the prospect’s comfort level, produced emotional images of retirement that included a country club, complete with annual vacations, children’s college educations fully funded, with plenty left over for the grandchildren.

The sales professional didn’t need to “*paint the picture*” – the tool promoted the images, on which the broker was trained to close business. Thus, the broker’s role was to work extremely hard to prospect for qualified prospects, be an advocate for the investor by using feedback from the product, design an investment portfolio to match it, and then seek referrals. The sales tool was an extension of the expertise of the sales professional and the reputable company, made for a highly competitive business. It was the “*trigger*” that began a professional relationship, better than the salesman could on his own. – Carl Brickman, Founder, Creative Director, Promo Web Innovations



Making clients feel comfortable is a hallmark of our on-site production visits; this is easy to do when after years in the industry, we know they are the best people in the world. We treat them with kindness and appreciation, and respect for their time

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Thank You – Jamie Parsons, Human Resources VP **Page 79**



Promoting savings resulting from a LEAN recruitment process, and revenue due to faster and better physician placements, our clients additionally capitalize on the benefits of Online Job Tour to attract top talent for staff and executive employment

Online Job Tour®

A Better, “Digital Interview Visit Experience” designed for Physician Jobseekers: An Online Job Tour production enables an individual hospital or employer, to provide physician jobseekers (as well as executives, and staff professionals) an interview trip simulation on a web platform that can be enjoyed on their computer or mobile device. The productions primarily fulfill their need to completely and comfortably know core information regarding the traditional, key subjects that relate to understanding that place of employment as well as the lifestyle features of the career location. Productions are designed in a system/method that was awarded a U.S. patent, in 2012. Online Job Tour satisfies the need for a deeply-researched approach that in the past, was deemed by employers and candidates to require multiple expensive, time-consuming real trips. It appeals to the intellectual curiosities and the anticipated consumer lifestyles of doctors – which is considerably higher than the average consumer. Acting as an advocate for their professional, lifestyle, and family needs, Online Job Tour does a more comprehensive, efficient and effective, mistake-free job than any persons or traditional ways, of educating, compelling, and leading prospects through the “*need to know*” career search subjects.

High Stakes for Physician Jobseekers: For many jobseekers, the stakes are important and a critical life decision, often creating an anxiety that is related to purchasing any large ticket product or investment. Many do not do have the experience, skill set, information, combination of tools, nor the time, to execute a career search/analysis on their own, especially considering they have a number of opportunities, vs. merely engaging an Online Job Tour. They willingly accept it, often as a relief, and the production can be shared – so prospects do not feel the additional burden of explaining/justifying/selling their decision to family and colleagues. In our test-market, many jobseekers told us they also enjoyed the option of discreetly reviewing our pieces – without initial dealings with the employer, and at times or during days when client recruiters may not be available.

Our Responsibilities to Both Sides: We are responsible for placing the client and their service location’s “*best foot forward,*” regarding the campus, personnel, the service area and region, and relationship of the client with it. A hallmark of this optimal career search innovation is how it naturally flows in its touring format, with professionally-produced content after an experience-based, choreographed on-site production visit that includes arranged photos and elegant video compositions to maximize marketability.

Online Job Tour is designed to be included in the client's advertising, alongside the company ATS, and introduced by the client to prospects sourced by third party recruiters, as *"the first step"* to considering a career with the client. Prospects need accuracy, and our productions are updated as things change.

Improving the Recruiting Timeline: Online Job Tour catapults the employer and the prospect over the traditional recruiting timeline that it exposes as costly and filled with limitations: from providing short recruitment videos with clichés that quickly become dated, to referring prospects to various websites in hopes that selling points are discovered, are a prelude to encouraging not-yet qualified candidates to take expensive trips, for which they arrive unprepared. When onsite, the hospital hopes the visit, which often separates spouses and is filled with challenges and limitations, *"sells the job."* Instead of that process, the *"thesis-based"* Online Job Tour provides 20x more information in an unrushed, digital format, brought to the prospect. Candidates are fully-educated and motivated, before any commitments.

- Online Job Tour's primary purpose is to REPLACE that part of the traditional process, which could be a year-long, costing thousands of dollars, and at the cost of *"man hours"* of many employees involved in the recruitment (and a placement that is clearly not as secure because the new hire still does not fully know the employer and the service area). Instead, our productions accomplish that in the few hours it takes for the prospect to invest their time in using it.
- Hallmarks of Online Job Tour, after years of honing our ability to tell stories around the patented design's subject layout, include our ability to reveal the *"unique thumbprint"* of a service area and the employer's relationship with it, and how it seems to *"flow"* naturally and doesn't reveal the challenges of the productions. Our studio has become expert at assimilating ourselves into a region and uncovering all of the key recruiting assets for high-income consumer physicians, giving an accurate understanding of how they will work and live. Without question, our productions, thesis-like in nature, provide more information than a jobseeker could assemble on their own, *with their own research as well as a site visit* – because of our ability to cover substantial ground during our onsite visit, as well as getting *"behind the scenes"* access and information that members of the public cannot access, and our experience.

A More-Valued In-House Recruiter: Our client liaisons are now perceived as being valuable assets/partners, and given more respect after providing such a powerful and meaningful career search tool. They gain acceptance and trust of jobseekers while competitors struggle to do so. Candidates welcome overtures to move forward, in many cases willing to discuss employment offers before their first physical visit. Onboarding becomes no more than credentialing. A compelling increase in retention results because the clients are the preferred choice by candidates, who find no surprises after relocating, but instead their decisions reinforced, by seeing and experiencing what was in the Online Job Tour throughout their candidacy.

Technology Purveyors: Our team is responsible for being aware of the latest computer devices, technologies, web browsers, web content creation tools and services, the latest photo and video production products, mobile technologies and products, in order to maintain an optimal, impressive, efficient platform that continues to attract the best talent for our clients. Online Job Tour is produced with the knowledge that we will make future changes, maximizing content authenticity and durability, with client agreements to keep them updated; *years after release*, clients can tell prospects their Online Job Tour is an accurate reflection of what they will see and experience *if they physically visited, today.*

In summary, Online Job Tour is a transformational career search tool that removes the need to inform, educate, sell, and outsell other options of the jobseeker, taking the recruiting process from the initial introduction all the way to the career negotiation. What remains is the client's sourcing efforts beforehand, its ability to provide a competitive compensation package and career to the close, an onboarding protocol made much simpler because there is no need for area or campus educating or a *"welcome wagon,"* and for our clients to redeem their obligations to the new employee or physician.

Introducing our innovative
career search tool:

< MOUNTAIN STATES HEALTH
ONLINE JOB TOUR® >

LEARN MORE AT MSHAJOBTOUR.COM

Clients advertise Online Job Tour on their company websites, in this case pointing jobseekers to a launch page, which has necessary instructions – because the concept is unique in the market, and includes each affiliate hospital's production

Mountain States Health

Mountain States Health Alliance (MSHA) is a \$1.1 billion non-profit, locally-owned corporation based in the Tri-Cities of Upper Eastern Tennessee, with a footprint of 13 hospitals that extends into far Southwest Virginia. A regional provider, its service area also includes Western North Carolina, Eastern Kentucky, and the southern parts of the state of West Virginia. The service region is also deemed to be located within a region known as “Southern Appalachia.” The company was formed in 1998 when it acquired local hospitals from HCA, and it grew from there. Its reputation as a compassionate provider is well-known in the region. With approximately 9,500 team members and employed physicians, MSHA is the region’s second-largest employer after K-VA-T, a regional grocer and parent company of Food City.

The home base of the company is the Tri-Cities (Johnson City, Kingsport, Bristol), with a 500,000+ person population. It enjoys relationships with nationally-known entities such as St. Jude’s, Vanderbilt, and local 16,500-enrollment East Tennessee State University (ESTU), with its Quillen College of Medicine and affiliated reputable medical programs (pharmacy, nursing, etc.). The impressive, 450-bed Johnson City Medical Center, a Level 1 trauma campus with the company’s adjoining children’s hospital, and a new \$70 million Surgery Center, is the company’s flagship campus.

Company leadership is on the forefront in the hospital industry in using Baldrige performance assessment programs, it anticipated the government reimbursement and compensation challenges, initiating LEAN programs before most others in hospital care. MSHA constructed the first LEEDs-certified (“green”) hospitals in Eastern Tennessee (Franklin Woods Community Hospital, Johnson City) and in Southwest Virginia, (Smyth County Community Hospital, Marion, Johnston Memorial Hospital, Abingdon). HR leadership was at the top in our experience with many industry companies, regarding being comfortable with web and Internet technology, and it promotes a social media-based fitness initiative, to its team members who use impressive company-owned wellness facilities.

The company was additionally the recipient of a national award for being “Most wired” in the year we were hired. Additionally in 2012, Mountain States Health was acknowledged by the National Quality Forum as the National Quality Healthcare (NQF) award winner (presented annually to one facility or system, NQF identifies organizations that are role models for the achievement of meaningful, sustainable quality improvement through performance measurement and for the demonstrated commitment to public reporting). We believe the forward-thinking approach, along with leaders of HR gravitating to technology in order to improve recruiting, led to the company’s attraction to the Online Job Tour concept. After a trial use of product, an agreement was signed to produce Online Job Tours for all of the company hospitals in 2013, and the project was completed in 2015.



Team members at Russell County Medical Center, Cardiac Surgeon John Patterson, MD, with JMH CEO Sean McMurray, and our spokesperson, Lynn, with children's hospital benefactor, Scott Niswonger (campus statue of Mr. Niswonger as a child)

Perceptions & Development Orientations

The most important reason Online Job Tour is a successful sales tool is because it brings complete familiarization to a hospital campus and its area for jobseekers. Doubt is a recruitment killer. And non-urban locations, for a variety of reasons, can promote doubt. Of the many development orientations we learned about representing rural hospitals, was the need to have our productions quell doubts from the unknown. Many prospects expressed to us an interest in practicing in non-urban and non-suburban settings. They perceived these to be better to enjoy a better mix of work/life, or they perceived them better to start their families, or because they were raised in small towns themselves. However, often after schooling and training in urban and suburban universities, most thought they would have to “give up things” (and make quality of work and living sacrifices) in order to live and practice in small towns.

Online Job Tour’s ability to exhibit local and regional quality of living assets, presented for physician incomes, makes it easy to project work and lifestyle. Along with physician and staff testimonials, as well as those of local community leaders, we not only accomplished our goal for the client, but in many cases clients received “double-takes” from their candidates, who offered genuine enthusiasm about their communities – they had been turned by our work from skeptical, to being delighted; indeed, they could live in a “Norman Rockwell town” that they had imagined, with more than enough things for their intellectual and hobby curiosities, and perceived need for modern living.

- It was this candidate transformation that gave us one of our greatest pleasures – to see rural clients who once had to plead and financially incentivize candidates to accept jobs, now have multiple qualified candidates contacting them, to compete for their careers.

We were drawn to Mountain States Health and its region for precisely the reasons described above. We perceived the potential negative stereotypes of the region to be the expensive challenges that Online Job Tour had already, routinely showed other rural clients it would offset, and it provide the same benefits to MSHA. Knowledge overcomes misperceptions. With complete knowledge of our client campuses and facilities uniquely packaged in our productions along with their service areas, jobseekers have routinely *“taken flight”* with enthusiasm and motivation, to the delight of our clients.

- We were hired by a company that feels it can successfully compete for the world’s best practitioners, offering *“America’s Next Great Place”* for physician careers, regarding the company and this fantastic, unheralded region that we feature in the Online Job Tour productions.



Melody Trimble is CEO of Johnson City Medical Center, the company’s flagship campus. Executives, clinical managers, along with selected physicians, provide their testimonials to jobseekers, and are profiled and interviewed, in our productions

Company Perception: Mountain States Health Alliance (MSHA) is a regional provider that met or exceeded all of our interests for a client. It has a central core population center that hosts its flagship campus, a Level 1 trauma center, and a geographic circumference of satellite campuses. The company has a St. Jude’s affiliated children’s hospital, a behavioral hospital, and a rehabilitation hospital (sold after contract signing). Its satellite campuses are located in communities that are all different and marketable, but contribute to a regional and company branding effort – and to a degree, can draw from each other’s quality of living features. One of its hospitals, Johnston Memorial, is growing into a regional specialty provider of cardiology and oncology services, in Southwest Virginia. The facilities and professionals we featured and profiled, respectively, have been above par. Although we do not get involved in contract negotiating, it appears that compensation of physicians is competitive. Benefits for team members – from health insurance plans to retirement and wellness benefits, are excellent.

It has been our belief that the company could perhaps be held back by negative (more importantly, incorrect) media-driven stereotypes of its geographic location, and is a *“diamond that only needs to be revealed.”* And if located in a more well-known city to national jobseekers, MSHA would have a

reputation beyond the insiders of its industry who know it, that would rival any regional system. Our productions will therefore enable the client to confidently compete against any healthcare organization for the world's best practitioners.



On real interview trips, candidates can drive past facades that go unnoticed. Our experience has led us to always take the extra step, to push open squeaky screen doors, because behind them are what make up the souls of our client communities

Rural Perception: Through the 2004-2011 Online Job Tour patent application process, we test-marketed our product in cities as large as Reno and Oklahoma City. But we were committed to testing the product's effectiveness in rural areas, which were perceived to be more difficult for physician recruiting. For a variety of reasons, which included client areas having from one, to many negative perceptions, and in many cases had poor regional marketing, often the hospitals, based on their map location alone when eyed by jobseekers, suffered competitively vs. their many options.

Online Job Tours eliminate the need for in-house recruiters to lean on materials made by others and for a different purpose, which are shoehorned into attempts to educate, and lure prospects to accept an interview trip – again, a process our productions make obsolete. Now, all that is needed at the candidate introduction to our clients – either personally or digitally, are these productions.

All communities have a unique thumbprint revealed in each Online Job Tour, which “connect” with jobseekers, whom we learned are seeking something beyond a secure position that matches their career aspirations and compensation. Generally, our discussions with physicians revealed to us that they reach the final stages of their process with more than one choice, and have unquantifiable “*which place feels right?*” considerations. We believe a key to successful recruiting is properly telling the story of the employer, the service area, and their relationship, and we build “messages” throughout the production.

Client (in-house) recruiters are encouraged to lean on Online Job Tour, avoiding ALL other, less complete products and sources they previously used, to attempt to educate and compel jobseekers – from recruiting videos with clichés that bring the client back to the field of competitors, to websites of local features and businesses, which can be confusing, and doesn't take into consideration that competitors are pushing on the same prospects similar, multiple limited sources. Our productions save time for their prospects, providing the complete scope of how they will work and live – *these are what physician jobseekers and their families want.*



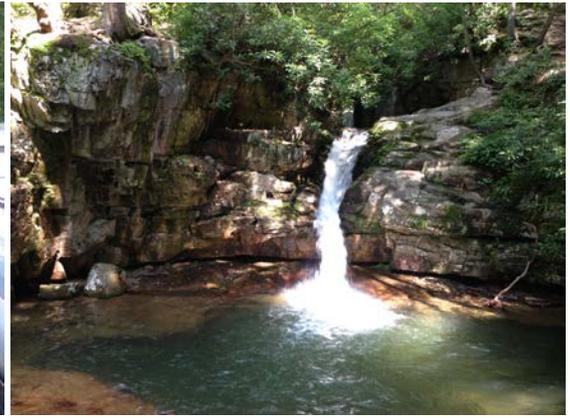
Johnson City trumps Asheville in population, university, advanced hospital care, lakes, no state income tax, with a regional tourism/music heritage (Bad Ridge at "Song of the Mountains," Jack Hinshelwood, CEO, The Crooked Road Music Trail)

“Southern Appalachia” Perception: We were not intimidated by the word “Appalachia” and potentially negative perceptions by any candidates, about the client’s general location. Based on our test marketing, we know the combination of removing doubts by prospects along with how we can reveal a quality of life for them, that the lower the perception, the greater the “double-take” effect Online Job Tours will have on prospective candidates when the productions reveal to them much more than they thought, and with a work and life mix far more robust than they imagined.



Profiling and interviewing passionate department deans, Quillen COM instructors and medical students, as well as the athletic department principals, anchors our extensive presentation of ETSU, a key physician recruiting asset in our work

In first establishing basics for our core “story” that would be the overarching “message” of our client’s immediate and extended area, immediately upon evaluating the area, and perhaps based on our experience in deciphering recruiting assets of non-urban clients, we believed the client location can be compared favorably against the Asheville, North Carolina area – which is better known and likely has a very positive, progressive, cultural/entertainment reputation with target prospects. The Tri-Cities has a population 100,000 larger, ETSU is more than twice the size of UNC-Asheville, which has no medical school, and there is no Level 1 trauma center in Asheville. The regional airport of the Tri-Cities is impressive and convenient. Interstate driving runs through the MSHA territory. Both areas have scenic mountains, but Eastern Tennessee boasts TVA lakes, and there is no state income tax in Tennessee. We initially believed the client’s service area was a “diamond waiting to be discovered,” and we continually found plentiful recruiting assets through our production visits to its hospital communities.



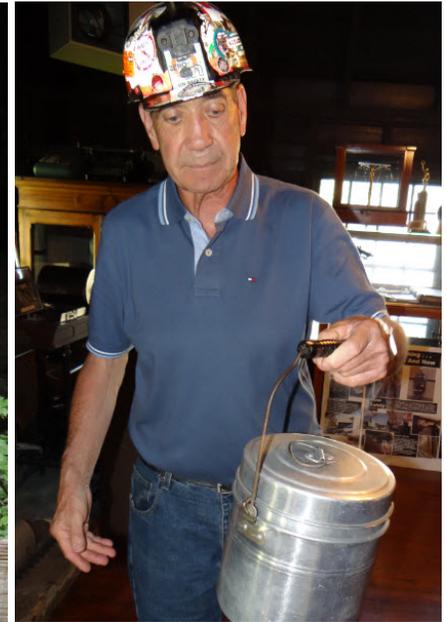
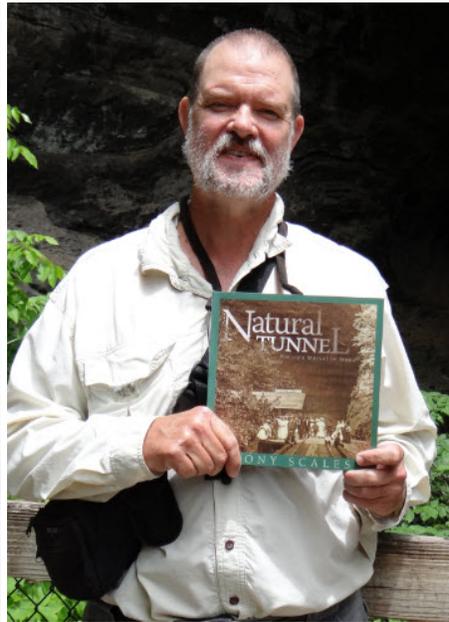
A professional photographer with a blog, "Appalachian Treks," which has more than one million views, also an attorney and professor at Milligan College, Mark Peacock is a profiled community leader and "recruiting host" offered to candidates

The region was initially deemed to have charming features that would be embraced in our work, including an outdoors ranking near the very top in our experiences, and its recognition as the birthplace of Country, Old-time, and Bluegrass music. Although there was a noticeable challenge of being in a location associated with "Appalachia," and coal mining and the current geo-politically negative associations – and possible stereotyping by the jobseeker market from television media, we knew these would be overcome by placing them in context within the area heritage and culture.

- Our work promotes the regional music and heritage as a part of its fabric. Tens of thousands of area residents take great pride in it and play musical instruments, themselves. Designated by an act of the U.S. Congress as "The Birthplace of Country Music," Bluegrass is as popular: after immersing ourselves in this genre, we gained a respect for how it particularly was a chord that reached into the region's history, and feel strongly in the selling power of it.
- On site production trips continue to get a message reinforced to us that the region is one that promotes healthy lifestyles, with the outdoors beckoning residents to enjoy them.
- In some ways, the region is not well known; with our productions supporting it, a branding effort could be that the MSHA region is "America's Next Great Place" for healthcare practitioners, offering an ideal work/life mix that can compete against any employer.
- Because rural locations can be dominated by their vast outdoors, there has been a conscious effort to find additional lifestyle amenities that high-end consumer physicians, who are also intellectually curious and need to get "creative fulfillment" outside of work, would gravitate to. Regionally-themed places and activities that are unique to our client region that cannot be found elsewhere (additionally for competitive purposes) were sought out. MSHA's regional footprint is filled with diverse cultural, historical, performance, culinary, as well as premier retreat/wellness locations – most family-friendly, and they are included. Our productions highlight literally dozens of entertainment venues, by size, from the 160,000 capacity Bristol Motor Speedway to the 95-seat National Storytelling Center stage, but in a manner that makes such a large number of places easy to take in and understand, aided by Online Job Tour's patented design.



Town administrators and mayors, park rangers and historic interpreters – interviewed in period, and local entrepreneurs, who reveal the surprising number of peers who chose to live in “The Mountain South” instead of big cities, welcome prospects



Our work distances the coal industry's negative perceptions in a creative way, designed to diffuse them after potentially unfavorable media-driven media coverage of coal mining and global warming

Coal Perception: During our development of the MSHA Online Job Tours, the coal industry was receiving heightened media attention in relation to global warming news and coverage. Admittedly concerned about its immediate area, additionally because it was difficult for us to develop a narrative after researching this rural area, we saved Norton Community Hospital (NCH), located in a region of far Southwest Virginia known as “The Coalfields,” as one of the last hospitals in our production series. Concerned that the City of Norton, and Wise County, which surrounds it, might not have as many quality of living assets to promote, our intent was to draw from regional features in other productions, such as in Kingsport – 45 miles south of Norton, in order to make NCH’s service area as marketable as possible.

We created a dedicated section to the hospital Online Job Tour that covered the Coalfields academically, culturally, and we sought positive features of coal companies: their reclamation efforts presented with a locally-based Virginia Tech Agricultural Agent, and by visiting Dominion Power’s \$1.8 Billion Hybrid Energy Center in Virginia City, a coal energy power plant built that exceeds EPA standards and is an extraordinary facility that provides a stark, positive contrast to what many prospects might envision from the industry and its perceived unflattering national media coverage.

We presented the negative images, such as dirty faced miners with pick axes, as part of the industry's past; we interviewed a museum docent and a former miner, who aptly discusses the industry's modernization. A local author and geologist explains why coal is in the region – basically due the earth's shifting continental plates which created the Appalachian Mountains. We enlisted a professor from the University of Virginia's local campus to review her work on the language and dialect of the generations of families in the region, who advises to prospects what physicians can expect from area families as their patients. We shot video with an engineer scientist, and steward of the Powell River reclamation project – a campus sponsored by a an area coal company, that conducts experiments to grow produce and foliage on reclaimed, formerly surfaced mined land that has been restored (a practice required by law). We also video interviewed a cattle rancher and winery owner – two businesses made possible in this mountainous region because surface mining “flattened” the once jagged hillsides. Finally, we visit the nation's cleanest hybrid energy facility. Our goal was for prospects who would otherwise form a negative perception of “The Coalfields” and therefore turn down employment considerations, to see it not just in an unthreatening way, but as compelling, with the name being from a unique area heritage.



Our Online Job Tour for Norton Community Hospital reveals a service area with a total of eight towns in two counties, which together offer tremendous features, including dozens of annual festivals to keep a family's calendar filled with fun

After deciding on our presentation of the coal industry, we found the bigger challenge to be assembling a production that included the features and benefits of the City of Norton and seven surrounding towns, all with interesting histories and recruitment assets – from St. Paul, which lies on the Clinch River and offers water and ATV recreation, to the Town of Wise, which is the home of the University of Virginia's Wise campus. While the towns operate on their own interests and often not together, our work seeks to combine what we need from all the areas, with our awareness that our client's target prospect will be well-paid and will drive across town and county lines, for entertainment or for a new or existing personal or recreational hobby. Together, the towns provide numerous annual festivals and entertainment venues

connected to the Crooked Road Music Trail – a heritage-based country, bluegrass, and old-time music tourism initiative which local families embrace and patronize.

- Our production for NCH (see below) is a crowning achievement for us, as it incorporates many of our talents and prior experiences to offset these recruiting challenges.

Along with Wise County, Dickenson County is another coal producer – MSHA has a critical access hospital there, Dickenson County Hospital. Although Russell County is considered in the Coalfield region, affiliate Russell County Medical Center (RCMC) is located in the County Seat of Lebanon, which is south of the coal mining operations. Our primary interest in presenting the coal industry in the manner we decided, was focused on NCH and DCH, and not covered as prominently in RCMC.

- Through people – their stories and videos recounting their expertise on a local or area topic, we have seen as the best way to “warm” jobseekers to a particular location. By “connecting” with them and their familiar life, family and career aspirations, misperceptions about “the Coalfields” are eliminated, but also replaced with charm and quality recruiting assets, creating our trademark “double-take,” or “whiplash” response, with candidates expressing pleasant surprise about an area they once disfavored.
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JMH Team members, Abingdon, Virginia; Roan Mountain State Park Ranger Jacob Young with guests; St. Mary's Catholic School is one of many private schools in the Tri-Cities that we feature in MSHA's region

Selected Development Features/Applications in the Production Series

Our development philosophy is focused on creating a comprehensive *“digital interview visit experience”* never-before-seen in the classified employment industry; it replaces the real trip, done more comprehensively, faster, less expensively, and more conveniently. Specifically, our goal is to provide the client a turnkey product that moves prospective candidates from the point of introduction, passing over all traditional approaches to educate and sell them, directly into a position of being fully-educated and pre-sold, and motivated to move forward to do business. The productions provide knowledge needed to make prospects feel comfortable to make decisions, while we place the client's best foot forward, attempting to generate emotion with a complete presentation of facts on a wide variety of subjects, while appealing to their intellect and higher-end consumer lifestyles.

The following is a list of development features of our productions and how we applied them to the MSHAJobTour series for this client:



Russell County Medical Center HR Coordinator Beth Hill, CEO Steve Givens, and CNO Paige Horton

Photo & Video Composition: Thousands of original images from on-site production visits are arranged to present to prospects, and those with whom they share Online Job Tour productions, that are compelling and convincing. We never use stock images, and photos are not “photo shopped” or altered. Video content is also extremely extensive – supplementing the written, photo, and image content with as many as 100 videos, or more, in each production.

Patented: Productions follow a patented development system. Topics are arranged in a “touring” format that jobseekers are instructed to follow: Welcome, Community, Neighbors, Hospital Campus, Physicians, Living, Economy, Education, Real Estate, Summary of Videos & Photo Galleries, sometimes an additional section if it is deemed necessary, and ending with End/Recruiting Portal.

Beyond Borders: Tourism, town, and chamber of commerce websites, and other Internet content, is traditionally given to prospects in an attempt to generate their interest, asking the prospects to discover information for themselves. Beyond any discussion whether this is an effective approach, these websites are too provincial. We seek the best recruiting assets to reveal in the client’s region, because we know physicians drive past the town, city, county, and state borders to enjoy places that interest them and their families. Additionally, without experience living in a multi-state region, or because they are too busy, among a number of possible reasons, many jobseekers may not otherwise think to seek out quality of living benefits outside of the hospital’s immediate service area.

- In MSHA’s case, leaving out regional assets in many subjects, would sell short many of the affiliate communities; moreover, doing so would not reflect how regional physicians and practitioners enjoy the wide variety of regional lifestyle amenities. Online Job Tour additionally *brings large area assets closer to the client hospital location.*
- Our approach is to support the client in “leading” prospects while being advocates for them, vs. merely following them and reacting to what they perceive are their needs – the latter is not a sales approach, nor a competitive one.

The “Throwback” Candidate: Industry studies reveal that younger professionals list “location” as their top criterion for their careers – more than compensation. We have a lot of experience with “anti-urban” jobseekers who envision raising a new family in a home where they can have a small organic farm, adjacent to a “recreation wonderland,” as city escapees. These professionals, who want to be smaller town physicians living a “Norman Rockwell” work/life mix, in a community they can embrace, merely need reassurance about our MSHA hospital communities. We are already seeing client jobseekers focused on careers in which multiple MSHA hospitals are competing for them: this is an ideal scenario which has them focused exclusively on the MSHA brand, which we predicted to this client.



Bristol Motor Speedway is the eighth largest stadium in the world, the technology park in Lebanon, VA – home to IT giants Northrup Grumman and C.G.I., and the JCMC campus (with Niswonger Children’s hospital, center, left)

Aerial Photography: To promote to jobseekers a “view from every perspective,” which adds to the confidence level of their commitment to pursuing our client careers, aerial photo and video reinforces messages and provides a compelling additional view of client hospitals, their towns, of universities, lifestyle features, the landscapes – and adds to the competitiveness of our clients, as other organizations don’t think to provide images from this orientation.

The Importance of Sharing: Often unspoken, we have learned over a decade of supporting physician recruiting that the stakes for their career search are so high, that many physicians have added anxiety about “defending” their career choices. They may genuinely like a rural location, and realize they may be later be questioned by colleagues and extended family for choosing a place these people never visited and about an employer they don’t know. We have been met with relief by candidates, who have spoken of the luxury of being able to share our work with people who are usually left out of their career search. In our instructions, we recommend sharing Online Job Tour, also offering social media links. Coming from our selling background, we additionally expect this to generate referral leads for more candidates to our clients – and there are few better referrals than a motivated physician sharing Online Job Tour with their class of recently-graduated residents.

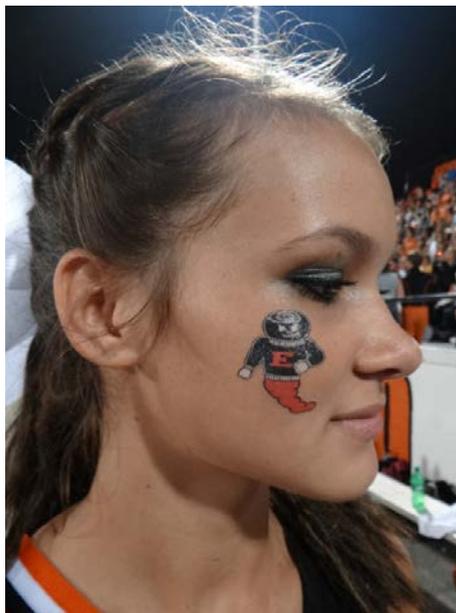
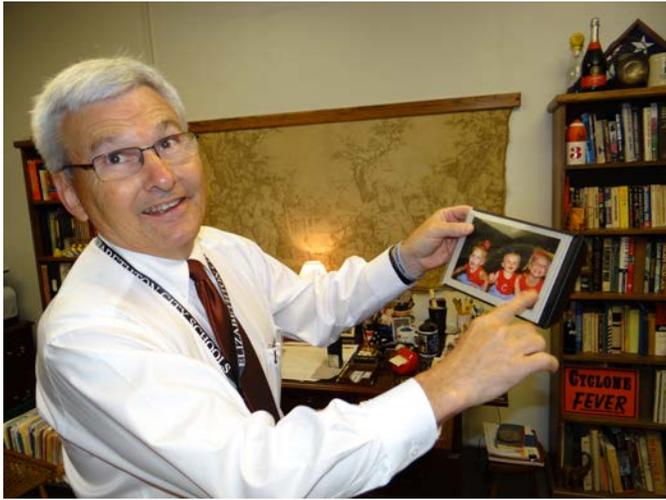


Ken Wright, MD, Emergency Medicine, and Justin Digby, MD, General Surgery, with their children



Connecting with jobseekers requires tapping into their aspirations to provide an upbringing they desire for their children. Candidates have little time to personally examine children’s programming during the traditional job interview trip

Children and Schools: We are mindful of the physicians’ interest in providing a fulfilling life for their children, and we seek out features in rural areas that conjure raising them in a “wonderland” lifestyle, which can be an advantage, as this client’s location is known as having premier state and national parks, TVA lake recreation, the Appalachian Trail, and access to the ski slopes of regional mountains. We ask realtors to preview properties that can include a small farm. We feature area farmer’s markets to further promote “healthy living.” We seek out equestrian, scouting, and will often feature a “family” place, like a swimming center, a children’s museum, parks & recreation programming, and local country clubs.



The “cycle” of featuring a school system includes profiling the superintendent, a visit simulation through its schools, interviewing “super seniors” and their plans, and then cheering on the town’s future heroes on Friday nights (Elizabethton, TN Schools)

We always seek out and feature school system superintendents and principals of private schools and academies, as community leaders. They understand and accept our friendly but critical approach to analyzing their schools while we doubly do our best to put their best foot forward. We cover curriculums for advanced students as well as for special needs families, and sports programs. Local colleges and universities take a primary position in our productions because of their extended value to a community and region’s economy, entertainment programming, and how they raise the quality of living of the region in many ways. We generally include video tours in our presentations with the hope to “satisfy the checklist” of physician jobseekers, so they do not feel the need to physically visit the schools.

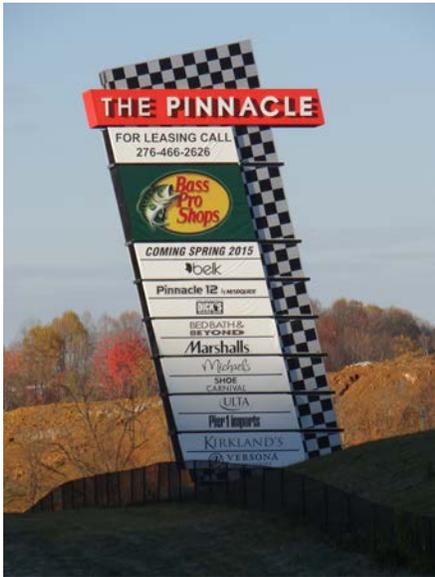


Dr. Steven Wallace, PhD, ETSU Associate Professor, Department of Geosciences, is a key founder and Director of the university's Gray Fossil Site and Museum; Dr. Wallace provides a compelling, "behind the scenes" video tour of the facility

Area community colleges, and regional colleges and universities, are presented in our productions, with ETSU visited extensively, along with the Quillen College of Medicine, based in Johnson City and at the most visible regional university, except in parts of Southwest Virginia, where UVA-Wise, Emory & Henry College, and Virginia Tech, are also visible. Multiple deans at ETSU, the President of Emory & Henry College, and The University of Virginia-Wise Chancellor, are video interviewed and profiled, in the MSHAJobTour series, providing compelling perspectives to jobseekers. Many of these professionals relocated to the area from elsewhere, and offer valuable, meaningful insight to jobseekers.



After using Online Job Tour, prospects know all the area and regional shopping destinations, from premier auto to malls, to boutiques – broken down like no other approach: where they are, mileages and driving times, and we often interview area tourism and main street directors (Christina Blevins, Believe in Bristol, with Sarah Hull, owner, Serendipity boutique)



Shopping includes a complete review of shopping centers and their tenants, day spas, even a popular regional yoga retreat; we also formulate a visit experience to these locations, designed so prospects will imagine shopping there

Shopping: In more than a decade of dealing with employers of physicians and practitioners who are high-caliber consumers, we have heard stories of physicians placed in their communities who left, with one reason being because their spouses were not keen on area shopping. We have always believed this to be an excuse provided because they knew it couldn't be fixed/remedied by the employer.

Although this issue falls under the category of doing a good job of qualifying physicians, we have refined and honed our ability to seek out and present regional shopping, identifying and distinguishing between local, to area, to regional shopping, from artisan to premier auto, home, and clothing fashion and boutique shopping, including their distances and drive times from the client hospital campus. We often reveal local and downtown shopping by featuring its director as a community leader and recruiting host for candidates. Before discussion with our clients about their careers, jobseekers thoroughly know, and are accepting of the area and regional shopping; for example, one hour drives to a regional mall, or to outlet malls, have already been considered as acceptable distances factored into how they imagine living in our client locations.



Our productions feature a range of premier restaurants, and at amenities like country clubs, for high-earning physician consumers, but we also seek out iconic burger joints and the area's best BBQ

- Noteworthy is the regional artisan commerce, which features an abundance of products and foods made by regional craftspeople and farmers/growers. Many communities have a compelling “buy local” focus, farmer’s markets, and co-ops that sell artisan products.



Washington County Industrial Development Director Alan Bridwell, also a railroad history enthusiast, meets prospects at the historic CC&O Depot, built in 1911 by coal magnate George Carter, during its renovation by the Tupelo Honey franchise

History: It has been our experience that even people who aren't lovers of history, have a keen interest in knowing the story of their future home town. We derive great pleasure from featuring members of area and regional history groups, and museum directors – these people are filled with anecdotes and information that cannot be found online, and they clearly help us give a better presentation of the town, area and region. They can also be town mayors, town archivists, university professors, other people already well-respected and admired as area leaders, including state park rangers, authors, and local residents who retired to the area and learned about area history as a hobby.



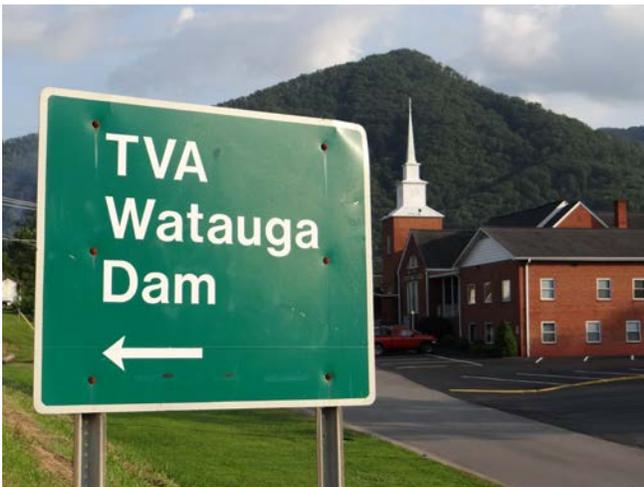
Reviewing this contributes not just to the history of Johnson City, but it is part of our discussion of the redevelopment of Downtown, which is growing in Real Estate as a place to live. This also adds to our review of fun places to eat!

This client's location is a treasure trove of history, from Sycamore Shoals and the Overmountain Men of the American Revolution, some communities were built on railroad lines, and Elizabethton, for example, was once home to huge rayon factories. Wise County has remnants of former coal company towns built at the discovery of underground coal seams in the early 1900s. Jonesborough, the Washington County, Tennessee seat (Johnson City), was the capitol of the failed State of Franklin initiative – the first attempt at statehood outside the 13 American colonies. Two client communities stage outdoor dramas celebrating important area and regional historical events, complete with children and families who annually participate in these tourism-based productions; needless to say, we have photos of them.

- The opportunity to share the client's history has revealed to us the ability to tell a deeper, and more indelible story to prospects, which provides an additionally competitive benefit as other employers aren't taking the time to educate them from that historical context.
- Discussing our client areas' histories adds new perspectives and tangent stories relating to the economy, vis-à-vis redevelopment and revitalization, community pride, and anecdotal information that additionally warms prospects to imagining living in these areas and working with our clients, and even more so when provided, often in video, by a local community leader.
- We have grown our experience to understand the importance of downtown redevelopment initiatives in rural communities – efforts to redefine historic downtowns, and investigating grants and initiatives; we can *"paint an authentic future picture"* of what an area is planned to be like, which fuels the motivations of candidates who are imagining living in the client service area.



Optimal Landscape Seasons: We pay very close attention to prospective and current client seasonal changes, where applicable, and can generally predict the best times to visit their services areas in order to get the very best area photography. MSHA's footprint in the Southern Appalachian Mountains beckons featuring it during its fall seasons, for our primary production visits. Follow up trips to the region in different seasons allows for us to cover different lifestyle marketing assets, such as lake recreation in early fall or spring.



In the MSHA region, secondary production and update trips take place at a different time of the year, in order to continue to grow our inventory of marketable recruiting assets – another reason our productions are better than the real interview trip

- Snow in winter blanches landscape photos; exceptions would be to feature a snow ski resort or for an urgent client request. We found summertime production trips to also be less productive, as schools and universities are closed or in slow periods. Still a traditional vacation time in many places, area and business leaders may not be as available during the summer months.



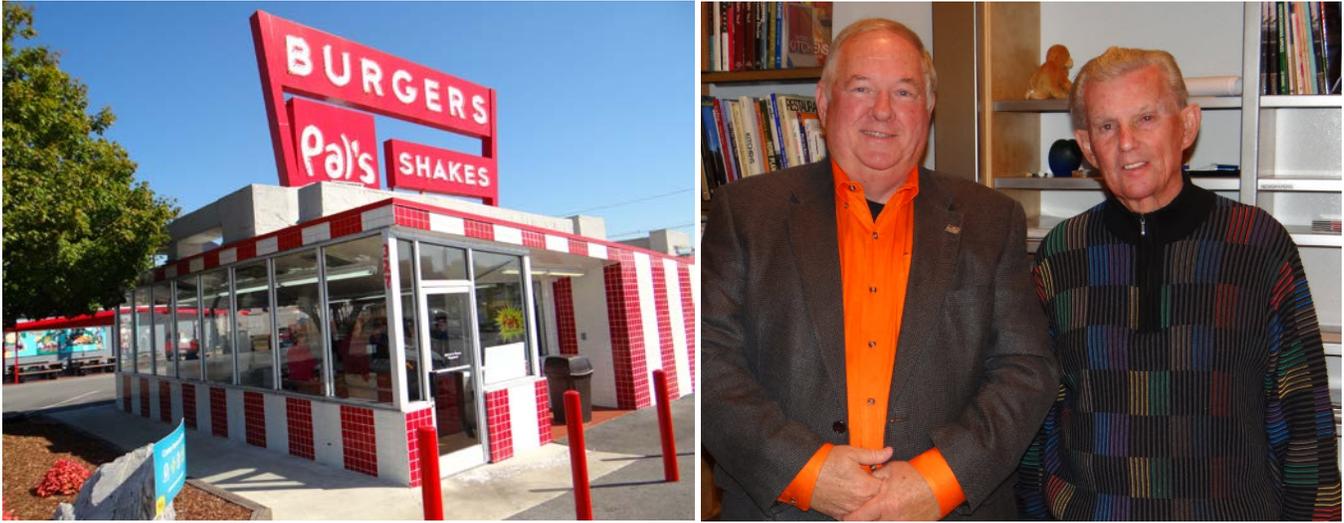
Rosalind Reichard, PhD, President, Emory & Henry College, and Kanishka Chakraborty, MD, Oncology/Hematology – who discovered the region with his wife when she chose the medical school

The “Choreographed” Testimonial: 825 videos are included in the MSHAJobTour production series, and prior to their filming, we knew, to a degree, exactly how we wanted to film and produce, and craft every one of them. While some subjects/places were planned for, regarding executives, community leaders and physicians, we made lists of subjects and topics, and introduced them when meeting interviewees. After selecting the topic and subject that was comfortable to them, we sat for a short pre-interview discussion, and then we guided subjects through the interviews, sometimes using cue cards.

- The reason for this approach was to provide candidates with the widest possible range of topics and subjects from testimonials, vs. overlap and clichés that are in traditional recruiter videos.
- We learned in our test market to have subjects speak in a context regarding their experience that doesn’t date the video; for example, a subject is instructed to say, “*I started my career in 2005*” instead of “*I started my career 10 years ago.*” This ensures the video lasts longer.
- With the wave of video inundating the Internet and web content, we take pains to make sure videos are supplements to the content, and generally speaking, when video is filmed with a person, it is a part of their profile – they have been interviewed and we produce a webpage that

reviews their career, living in the area, and the video testimonials are on one or more subjects. Video constructed into our productions in this manner, makes them flow instead of overwhelm.

- Prospects like to review their favorite videos and we provide a *Selected Videos* section that provides a summary list, by category, of videos and with related photo galleries.



Fred "Pal" Barger, upper right with Kingsport Mayor Dennis Phillips, founder of Pal's restaurant franchise, and John Vashon, developer and Kingsport real estate investor, are featured in our Online Job Tour for Indian Path Medical Center

The Doctor-Investor: An additional way Online Job Tour enhances the recruiting process for both sides, is by being an advocate for a physician jobseeker's needs. Some rural communities are actively pursuing federal, state, and industry grants and investments, to revitalize their downtowns – rural places often have opportunity for high-earning professionals, like physicians, to diversify their own investment portfolios in partnerships, or for themselves, that often enhance their home towns. We seek out investment and entrepreneurial groups for this reason. This focus also adds value to the relationship between the in-house recruiter and the prospect, who likely didn't think of this extra feature, and competing employers likely didn't, either.

- Online Job Tour introduces physicians to additional angles that will improve their quality of life as well as investment possibilities. This also promotes our clients' in-house recruiters as advocates for candidates; instead of being perceived by them as task-related assistants, there is more value to the relationship, which can be grown to be a competitive asset, and to help close business.



Our morning visit with Sara Cardinale, Abingdon Farmer's Market Manager (with Mayor Ed Morgan and Tourism Director Kevin Costello), follows Sara through the market as she checks in with vendors,; additionally profiling Sara and her family's story, we introduce prospects to their "future new neighbors," in Online Job Tour's compelling way

The "Stop & Chat:" We construct videos to promote the same feel as the entire production – as a visit simulation. So content, including video, is designed as if the jobseeker happened to stop by a store, the mayor's office, the school, for an impromptu visit.



Mitch Miller, CEO, Washington County Economic Development Council

"The Forgotten Economy:" Few companies and their recruiters, unless the news is timely or a business overtly dominates their service area, insist on presenting a detailed review of their area or regional economy. As an advocate for the needs of physicians, the production sends the message, as they are considering a long-term career, they should understand the area economy in order to project their long-term practice opportunity. By providing a critical analysis and breakdown of the area economy – similar to a report or study of it, Online Job Tour helps our clients and their in-house recruiters, stand apart from competition, and provide a more complete and effective career search experience.

In all Online Job Tour productions, there is a dedicated section focused exclusively on the immediate area/county economy, and often put into a historical context, as well. Economic principals are introduced

and usually provide some sort of detailed presentation similar to one they might provide when recruiting businesses/industry to their region. In some cases, this is one of the most important topics of our productions. That many other hospital companies don't review their local economies at all, is more indication they often attempt to sell candidates on contracts and not by educating or truly selling them..

Waiver & Release Forms: All community participants, as well as client team members, partner physicians, as well as support team members who are in photos that adorn our presentations of campus, endorse a waiver and release form. We are additionally respectful of school policies and their marketing, or in any places with children. Our organization has never been subject to a legal action of any kind, including privacy violation claims, nor has any entity our work has represented, hospital or its company.

The Interview Prep Email: Breaking away from the jobseeker's requirement to complete forms and questionnaires before a true commitment, this communication from prospects to our clients at the end of their first use of Online Job Tour, is authentic, and promotes a real connection. Prospects follow instructions to communicate to client recruitment contacts; called an "*interview prep email*" because it prepares both sides for their first meaningful discussion, prospects are prompted by just three open-ended questions to give reasons why the hospital and area are a match for them, and generally provide feedback directly after using the Online Job Tour, which are their most important observations and concerns – information that can be used to frame dealings with them, and to later close them.

- By using the email, our clients a) get the best possible confirmation that the prospects actually used the Online Job Tour, as opposed to saying they did, so both parties get the mutual benefits of the production; b) all prospects/candidates can be presumed to have received the same information, and are all brought to the same position – as fully educated and pre-qualified when they are evaluated; c) the "*engagement*" – that the user makes a real connection to the in-house recruiter, validates the start of a relationship and the client continues to stand apart from other employers; d) our test market revealed those who completed the email were more likely to revisit Online Job Tour through their candidacy, as well as share it; e) among many other benefits, this process of digitally communicating is an entrée to Skype/camera interviews, which can lead to new hires without the need for physical interview trips, or for the first physical trip to serve as a formality for signing contracts and immediately starting the onboarding process.
- This first communication is a confirmation from the jobseekers that Online Job Tour has eliminated the need for them to have a physical trip in order for them to be a fully prepared, motivated candidate for the job.

Internet Distances: Our productions have the ability to draw area recruiting assets of our clients into a better, realistic perspective. For example, in rural communities, a 40 mile drive can often be made in an hour, which is difficult for an urban professional to comprehend when a 12 mile drive through their metro area can require an hour negotiating traffic. We have learned the importance of explaining this feature of living in rural areas, and getting jobseekers to accept that while all modern conveniences may not be in their immediate area, and this is better sold in our productions, which visually draw in regional assets to enhance our presentation of the quality of living. A 60-mile drive to the Tri-Cities airport, plus its lack of commercial and passenger crowds, often makes it faster to access and use, vs. living 15 miles from Atlanta's Hartfield, or Washington's Dulles International airports. Candidates commit to the interview process pre-qualified as accepting and understanding these distances as calculated into their decision, as opposed to it being an unpleasant surprise, *after* relocation.

In Second Person: Online Job Tour is produced in second person, with the subjects speaking directly to the camera and addressing the prospect. The second person uses the pronouns "*you,*" "*your,*" and "*yours.*" We use these three pronouns when addressing one, or more than one, person. Second person is often appropriate for e-mail messages, business and technical writing, and sales presentations.

Responsive



Mobile



vs

Mobile Responsive Design: Responsible for delivering our productions on popular computer devices, including mobile, we developed an accompanying mobile Online Job Tour prototype in 2005, before the iPhone was released. We saw smart phones a revolutionary devices and anticipated their popularity and growth. In 2015, responding to Google's announcement that their search engine algorithms would favor responsive web content, we implemented responsive programming in our productions.

Now referred to simply as “responsive“ web design (RWD), this approach is aimed at crafting sites to provide an optimal viewing and interaction experience: easy reading and navigation with a minimum of resizing, panning, and scrolling, across a wide range of devices, including smart phones. In 2015, the number of global smart phone users exceeded 1 billion.



Our spokesperson, Lynn, with *Scrubs* and two former patients, at Niswonger Children's Hospital; above, Tim White, "Song of the Mountains" emcee, painted the mural in Downtown Marion, Virginia, across from the historic Lincoln Theatre

The Mountain States Health Production Series

An Online Job Tour was produced for each of the affiliates of Mountain States Health, including its three specialty hospitals. Each individual Online Job Tour project was an exhaustive, thesis-like, information-filled production using content gathered from a choreographed site visit to the campus and the area, specifically for these pieces. At each location, an HR professional, and sometimes the local hospital physician liaison, was designated as the project coordinator, to provide basic local knowledge and key area contacts, as well as help to coordinate our campus visit.

The Onsite Production Visit: Online Job Tours are FAR more than merely going to site locations and "pretending" we are going through the motions of a candidate interview. LEAN in everything we do, our onsite production visits are orchestrated in advance, and managed extremely efficiently. These are sophisticated, artistic and advanced sales pieces, more like a film production with elements of journalism, historical and investigative research and analysis, advanced photography and video production, made by people with the experience of successful physician recruiting, and intimately understanding the challenges of both parties. The design of the productions, which places the content in categories, and promotes a touring approach through them, with a designated starting point and a conclusion, are part of a patented system and method. Our interest is also in streamlining the recruitment process, removing all wasted steps and times as a technology solution, and filling positions months sooner with better quality and completely pre-educated new team members and professionals.

We get what we need with no interruption in hospital operations. Our campus visit to each location was an experienced-based trip that met first with the executive team for photos, and then selected clinical managers in the morning for individual photos, and then we revisited them in the afternoon, in their departments with team members (group photos). In advance, all completed interview questions which

were later used to create their individual profiles. A Lunch was spent with selected staff members for a campus photo shoot, who are fed by the client in a conference room.

- In addition to physician recruitment, Online Job Tour is effective to support recruiting in many challenging fields; clinical managers were selected from these areas, so that HR recruiters can share the manager with prospective candidates. The ability to see, read and learn about, and get to know their future managers and see photos of co-workers – is a new feature in hospital classified advertising and recruiting, an additionally huge asset for our client.
- This is additionally the first time in the hospital industry that children's, rehabilitation, and psychiatric hospitals, are represented this way for their classified advertising and recruiting.

The total amount of time needed by executives is approximately an hour completing their interview sheet form, and then a matter of minutes personally with them – virtually zero interruption of their work day. Our ability to present and profile hospital team members in the manner than we do, while requiring very little time, is a honed, experience-based skill in our work, and yields significant returns from such minimal effort and participation.

Our physician visits are better set by our client, as doctor offices get many sales calls and it used to require a great deal of time just to get through to office managers, and then go back and forth with them as they tried to explain the project to the doctor, and then we waited for the reply to then start the process over again with appointment setting. Our client physician liaisons have direct access to physicians they already know would be most receptive to our needs, and appointments are set with that contact person in the weeks leading up to the site visit. Physicians are also provided an interview sheet.

Video Testimonials: Subjects show up expecting a photo shoot and have already expressed whether or not they are open to a video interview (most are, likely due to the client's prior selection of the physicians they know would likely be receptive to a video). For those willing to be interviewed on camera, prior to the meeting we have compiled a list of hobbies and or subjects that we grew to believe would resonate to target prospects, such as *"Higher than previously-expected cultural arts in the area,"* and *"I am a private pilot,"* and *"I regularly visit recreational lakes."* We ask the physician to choose a subject they feel comfortable about, and before the video camera is turned on, we engage the doctor in a pre-interview discussion to craft the interview. Physicians are guided to use descriptions that do not date the ultimate video, by stating their start dates vs. how long they have been practicing our engaged in a favorite hobby, or the date/years of life, career, or family milestones. We break up the videos into parts that are sensible conversation breaks. We use cue notes, if needed. We have the subject speak in second person, directing themselves at the camera as though they are speaking to a candidate – an extremely effective and important approach as we are simulating the interview visit.

The result is a natural-looking conversation that perfectly simulates a "stop and chat" with a prospect, complete with the physician speaking in second person, looking at the camera, to the prospect engaged in their use of the Online Job Tour production.



We are provided an identification badge that we actually wear at all times during our production visit, even off campus, as we are a representative of the client; Carl dressed in his scrubs before photos in the surgery suite

Campus Photo Shoots: Our interest is producing a simulated tour. Our photography and video are elegant and produced with the finest equipment for our needs and produced in a professional studio that ranks with the best public relations firms, but we additionally add the critical need to provide information in the form of a visit simulation, or a tour of the client facilities. You will see in photo galleries how we approach each hospital like a prospect would enter in it, and then we provide floor-by-floor tours, along with the campus (“*outside*”) gallery. In the galleries themselves, we will take a photo of a sign that signifies the upcoming photos, such as a door with “*Birth Center*” that is followed by photos of a prepared patient room (empty) for expectant mothers, the nursing station, etc. The photo shoot is normally done very early in the morning when there is little patient traffic. The client provides us with an ID badge and the photographer takes great care to be discreet – trained to walk past open doors without looking inside rooms, and with the camera cover on until there is a photo opportunity. Although the client may have photos, and we often use them, we like to take all pictures, to ensure the client’s help is not needed, which otherwise may require a client employee to step away from their own duties.

- The focus of the photos is not first artistic, but informational, with the intent to continually promote to the user that they are taking a literal tour of the campus, which is an extension of their entire user experience with the Online Job Tour. The typical professional photographer, or a client employee, would not have the experience to capture what we accomplish in this way.

Service Area Breakdown (our “fresh eyes”): We have an innate as well as honed ability, after years in test market, of assimilating into a client area and we follow a deliberate protocol that efficiently breaks down primary and secondary recruitment assets. The secondary and anecdotal features are often things that our clients are so accustomed to seeing, that they drive past them without notice of their value to recruiting. Our on-site production visits typically break down recruiting assets, sequestering them into production half or whole days – among many benefits, this expedites production and editing in our studio later. One day may be spent for “*education*,” while another is for “*economy*,” etc. A trip usually requires 30-45 days of planning. We follow a similar protocol dealing with and profiling community leaders, their businesses, and filming their video testimonials.

- We often are referred to by clients as having the “*fresh eyes*” that will notice what physician candidates and their spouses may think is interesting and beneficial if they were to visit, that our clients may overlook.

What is Needed to Be Great? Noteworthy about our on-site itinerary is we are not bashful about reaching out and requesting interviews of the most significant leaders and area figures, as well as seeking out true experts in their fields, such as for historical accounts, for their help and support of our work. Driving our productions is the desire to be great, as we are mindful that our work will recruit practitioners who will deliver care and service to these communities.

- We make calls, seek interviews and photos that intimidate other content creators.

How we Represent the Client: We are representing the client at all times, from the moment we enter the airport and until we return and get into our own cars. Once we are on site in the client location, prior to checking into the hotel, we put on a badge provided by the client that we are in association with them. Mindful at all times that we represent our client, we treat all people – not just our subjects and area leaders, but waiters and waitresses, hotel managers, with appreciation and with the goal to leave them with an “A++” impression of our client by how we treat them.

- We understand that our client reputation is the “door opener” and we take great pride in handling appointments and personal dealings with area leaders, with our goal being *to treat them better than any other MSHA vendor.*
- We make sure to let all involved know how much we sincerely appreciate their contributions and support; Online Job Tour is the result of a “team effort.”

Production Studio and Release: Produced in our professional studio, Online Job Tours are extreme in detail, even to the point of how we arrange photos in collage formats to drive the eyes of the user to the center of their computer device monitor. We are the storyteller, choosing to craft words and create a narrative for the client, incorporating enough fun and “zest” to keep the prospect user stress-free and enjoying the content while it is educating them and creating indelible messages and images. Our productions support the in-house recruiter to efficiently work with candidates, and eventually close them.

- The goal of each Online Job Tour is by every subject, the production will provide not only more information than any combination of websites and online sources available, but *more comprehensive than if the jobseeker was motivated to seek out the information on their own* – this is balanced with our need to authentically place the content in a light that puts the client’s best foot forward.
- After the development of each Online Job Tour section page, there is a studio-wide question emailed that seeks to make absolutely sure our best and complete effort was made – that there is no more information we could provide to make that subject better via information or accolades or images to promote it.
- Our productions are so detailed that our clients who have lived there many years exclaim, “*I didn’t know about that!*” regarding not just historical information, but anecdotes or collateral knowledge about an area business or any recruiting asset.
- Upon the release of every production, there is a true sense of exhaustion among our team members, who worked extremely hard, as guiding our work is the enthusiasm and dedication to construct that Online Job Tour *as though it was going to be used to recruit a physician to care for one of our own family members* – it is this motivation that ultimately drives our process.
- We are proud to provide our mammoth productions on time, and on budget, which we have a 100% success record for accomplishing both.

Online Job Tours are released to the client to be a sales tool that makes all other tools or websites unnecessary, and the only thing needed to provide prospective candidates. After release, the client has a month to evaluate the production for errors or omissions. At any time, we welcome client suggestions on anything we missed that will not only add to their Online Job Tour, but make it so the client doesn't need it in addition to Online Job Tour. Some of the projects contain as many as 350 pages. Because they scroll, some would print to more than 1000 pages. Online Job Tour's patented design, along with our experience in collecting and displaying content, makes these easily palatable "*immersion experiences*," that reach the sensory perceptions of target physician jobseeker prospects, along with satisfying their need to be convinced they have enough information to make firm decisions and choices.

- *Pages Can Print:* Unlike modern, "*tool-based*" website designs that are too big for standard printing, ours is a wider-page design but oriented to fit any need or interest in printing any pages.
- *Changes Anytime:* Because these are designed to reflect how the client campus and community would look like if they visited "*today*," Online Job Tour is made to update and change regularly. Clients agree to a protocol that keeps their productions updated.
- Online Job Tours are tested to be *optimized on multiple Internet browsers*.
- Productions fit into the *mobile responsive design* requirements in context of Google's announcement that their search algorithms will favor websites that are optimized for mobile, for increased visibility on mobile searches by jobseeker prospects

Like a Film, but More: A hallmark of our Online Job Tour productions is how they naturally come together, and "*flow*," assisted by the important design that promotes the feeling prospects are really there and engaging our clients and their communities. Like a film, while it may take a few hours to use, hundreds of hours and many technology-based products and services behind the scenes, were required to produce it.

- However, unlike a film, there is an engagement mechanism that enables prospects to give our in-house recruiters feedback immediately after their use of the production: the Interview Prep email.
 - Our production and orientation have too much built-in experience and knowledge to review in total, but clients know of it, of our commitment to them, when they yield the results and prospect feedback we tell them to expect.
-



**MSHAJobTour.com
Promotion!**



Simply plugging Online Job Tour into advertising and Social Media, and on the client's job board, enables our productions to be part of a "100% digital, turnkey recruiting process" that take jobseekers all the way to the job negotiation

Recruitment Process Improvement/LEAN Objective

Project/Industry Assumptions: Hospitals recruit relatively similarly by way of professionalism, using the same advertising and candidate acquisition services, and competing organizations are generally recognized as similar in reputation and pay. Jobseekers generally select geographies of locations of their early career search that have equal appeal. Jobseekers are included in today's online consumer culture that accepts web content as "reality." Some organizations view recruiting as competitive – they want to hire the better, and/or more experienced doctors and practitioners. They will gravitate to using better tools to reach into the technology-focused marketplace with tech-savvy jobseekers, to be more successful. Employers are additionally attracted to cost effective products to help them achieve their goals, improve their results, and save money.

LEAN focused: One of the biggest attractions to Online Job Tour is the recognition by LEAN-focused employers/organizations that the production promotes a new and better approach that digitally takes the newly-introduced jobseeker through an interview trip experience. Traditionally, the logistically challenging (weather challenges, appointments missed, mixed messages provided, spouses separated, etc.), expensive, time-consuming trip has to be personally attended and involves many organization employees to get the prospect's commitment to pursue a career. Our productions enable both sides to skip over it and all the time and costs, and directly to the job negotiation.

Regarding candidate management, today's employers, due to time and cost, have to evaluate prospects in a linear fashion – "one at a time" as opposed to being able to bring all candidates to the same knowledge and motivation levels at the same time. Another constant in recruiting is newly-hired professionals who relocate without fully knowing the new area, among many challenges, which promotes poor retention numbers. As some physicians bill hospitals \$100,000 or more, monthly, filling the career opening months sooner is a boon to the hospital. In some cases in rural communities, specialists are difference makers for entire hospital departments.

- Online Job Tour enhances the appeal of advertised careers, removes the “selling” and “educating” costs and challenges from the client, and “sets up” both parties for an optimal, efficient recruiting process, and for mutual success.

The Ultimate Recruiting Tool/U.S. Patented System: Our productions are a professional sales tool made for the healthcare/physician recruiting industry. They provide a detailed thesis on subjects jobseekers require to bring them to the point of taking the step to negotiate for our clients’ careers. They promote a high level of confidence by candidates, who obtain a holistic understanding of working with our client hospitals and living in their service areas. Our productions get participation of company, hospital, and area leaders from all walks of life, and the design is patterned on our tested, patented design system.

The benefits to our clients include increased ad response, competitiveness, hiring better candidates, saving money while shortening the hiring timeline, less financial incentives are needed to close deals, and better retention.

- Online Job Tour productions contain far more information on a wider variety of subjects, and more places and people, than a prospect would experience on the real interview trip.
- Online Job Tour additionally provides a better overall review of each core subject jobseekers need than any combination of sources, and better that if a jobseeker had the time to do it.
- Many employers consistently forget they not only need to sell candidates, but OUTSELL many competitors – Online Job Tour is focused on both.
- Online Job Tour stands apart: It is perceived by jobseekers as different, and also better for them.
- Online Job Tour does a far better job of marketing a community than how many towns market themselves: our productions are targeted to higher-end consumer physicians and their interests and tastes, for these relocating professionals (tourism and chamber of commerce websites rarely include economy, local schools, real estate for physician-earners, and the client/employer itself, and its relationship with the service area, etc.).
- Especially for MSHA, many towns and county websites are provincial – that is, they only feature services and quality of living assets within their borders, which would drastically shortchange jobseekers, while Online Job Tour provides the complete picture of living there – where physicians and professionals, and their families, drive across town, county, and state lines, to enjoy and appreciate quality of living features of their interest and caliber.

Maintenance and Upkeep of Productions: Understanding the compelling value of Online Job Tour is recognizing its extended use for years after paying for its development, through modest hosting and support fees, we have learned to craft our productions for the long haul, as well as provide them on platforms that make them easy to update, offering clients a limit of free monthly changes.

- As opposed to traditional recruiting videos, materials, and other sources that get old and dated – often very quickly, our clients enjoy Online Job Tour year after year, obtaining true maximum value from a recruiting innovation they can use *to support every career opening.*



“DON'T MISTAKE ACTIVITY
FOR ACHIEVEMENT”
- JOHN WOODEN

The practice of busily dealing with prospects, setting their travel itineraries, and planning and hosting numerous trips, is no assurance of success or even advancement of the recruiting process, when the prospects are not yet pre-qualified

Improved In-house Recruiting

If the number one rule in sales is to pre-qualify your prospects, then why does the hospital industry spend millions on interview trips hosting unprepared jobseekers? Until Online Job Tour, they couldn't educate, familiarize, and sell prospects beforehand.

- The “*time and resource killer*” is the phenomenal effort made to host prospects who are uneducated, un-qualified, and unprepared for interview trips. Online Job Tour is a more comprehensive, digital interview trip *placed up front* in the recruiting process.
- Instead, Online Job Tour promotes a process where our client hosts “*pre-sold*” candidates vs. the trip formerly being the attempt to sell the career. In many cases, the site visit is a “*formality,*” with candidates arriving to sign an employment/partner agreement.

A great sales tool is the “*go-to*” utility for a sales professional. It acts as an extension of their expertise, allows them to be available to many prospects at once, offering value, while it gives the recruiter competitive advantages. A better relationship is promoted, a better process results, and the placement is made with a more committed, enthusiastic new hire.

In All Advertising/Social Media: Online Job Tour is designed to be included in all advertising, in dealings with third party sourcing groups to assist them in advertising and procuring prospects, as well as in social media campaigns – either by individual in-house recruiters, or by the company. The client can promote its launch page (reviewed below), which hosts all the organization's productions and includes light branding, instructions, and additional recruitment marketing. An individual hospital's online job tour can be used for its own campaign – such as for recruiting for a campus expansion or service line addition.

Better Reach/Competition/Effective Candidate Procurement: Because Online Job Tour provides all of the “*need to know*” jobseeker information, client advertising has better response – both in volume as well as quality of candidates; moreover, our test market revealed clients moved higher on the list of preferences of jobseekers, often ranking first, which makes a compelling difference in the timeline and ability to fill the position faster, and with a more confident new employee/partner.

ATS integration: Online Job Tour placed alongside the client job board/Applicant Tracking System, enables the client to have a turnkey, 100% digital recruitment platform. In some cases, at the first meaningful discussion with in-house recruiters, jobseekers will have applied for a position and are motivated to negotiate the terms of their employment/career position.

One Tool Eliminates Other Websites and Products: Online Job Tour removes the need for clients to give jobseekers any websites or products, which would confuse or mislead prospects in many ways.

- In traditional hospital recruiting, arbitrary websites provided to jobseekers still place too much need to get educated on the real trip, which few jobseekers will take, on which they will still not get a full education on core subjects – they were not created for the specific needs of physicians, our clients, or for recruiting, for that matter.
- These websites traditionally don't cover important features of career search at all (real estate, economy, schools, quality of living assets outside the immediate area, etc.);
- Online Job Tour doubly addresses the needs of our employer clients, who are looking for attractive, cost effective ways to stand apart and maximize their competitiveness;
- The proliferation of web advertising can add to frustration of jobseekers, especially when they are faced with online "researching" in order to learn what they need, especially on mobile devices. On the other hand, our proprietary productions have no advertising and they are built in a streamlined way that is intended to deliver information efficiently.

Appeals to "Tech-savvy" Jobseekers/Lifestyles: Today, almost all young medical professionals use Online Job Tour without additional thought that it is an online simulation, and they will "believe" what they are experiencing as reality. Thus, we know they will experience similar, powerful emotions like if they were on site. Years of feedback from jobseekers and clients, reveal this reaction to our productions.

Exhaustive "Thesis approach:" Each Online Job Tour has a number of guiding development principles, which includes our interest in providing more information for jobseekers than they could obtain on their own, including what hospitals try to provide them, if they took the time to try. We want our clients to confidently instruct prospects of this certainty. We provide an optimal but brutal work pace vs. any vendor standard, and our productions give the important, and valid look and feel that they are "theses" which physicians are used to evaluating from their own educations. Online Job Tours have a "kinship" with physicians in their depth of content, and shows our client's respect for their career search.

On "Shooting all the Bullets:" A common expression in presentation-selling, this concept relates to not knowing any particular prospect's most important concerns or issues, so we produce incredible details on EVERY topic and subject. *Along with depth of content, range of content is also important.* As an example, some jobseekers may not have children, so they may have no current interest in schools. Another: some people enjoy history and backgrounds and roots of a region, while others may not be so interested in a town's roots.

- We particularly shine in covering top regional lifestyle quality of living assets in great detail.
- We provide full information on our client; from posting MSHA's bond rating, to revealing its employee retirement and wellness benefits, etc.
- These continue to pile up competitive "points" for our clients, as other employers don't do this.
- Growing the familiarity of our clients to jobseekers, adds credibility that candidates believe in.
- One physician featured in this series, told us he read the websites – "cover to cover," of every medical school before making his choice. We want to appeal to that deliberate nature of candidates, and we have learned physicians will keep reading through content that is valuable and they enjoy, which provides opportunity to include more messages and themes designed to promote our client's careers.
- Online Job Tour channels jobseekers through an efficient recruitment process and promotes that they "cover everything." They are a fun tool, revisited and shared by candidates.

Candidates Gravitate to Advocacy: A great sales professional doesn't follow prospects, nor just wait to respond to their questions, but LEADS prospects, often in a subtle way, such as providing value in the form of information jobseekers may not have thought about, and with tools to save time and effort. Online Job Tour does both. Our productions help our clients stand apart, and provide a refreshing process that jobseekers tell us they prefer.

- A respected and liked in-house professional closes better than one that is only liked.
- Our productions are framed to include subtle coaching, which adds value to the in-house recruiter and separates them from competitors.
- We want candidates confiding in our clients' recruiters – much less likely to happen if the recruiter is not deemed to be of value to them, which allows for a more candid negotiation that can close important career positions
- Leading jobseekers through a deliberate process fills jobs faster.

Competitive Advantage in All Forums/US patent: Over a seven year test market, we have honed Online Job Tour to give client competitive advantages when placing our productions on their classified advertising, in direct dealings, on their job boards, and against other employers, while making their recruiting efficient, effective, and to less expensive. Filling physician jobs months sooner, as well as improving retention, are additionally significant benefits. Our U.S. patent provides additional advantages, as it is federally protected from being copied – violations of federally-protected patents are severe, and discourage them being infringed upon.

Reduced Timeline with Better Educated Candidates: By front-end loading jobseekers with information that creates a candidate with complete knowledge, the year or more that is often needed to fully educate prospects – due to needs for travel, their own schedule issues, among many challenges, is skipped over. With confidence to make commitments to move forward in the process, candidates are ready to engage our clients to negotiate their advertised careers after using Online Job Tour.

- Statistics that place the value of lost revenue on unfilled jobs, may suggest this is the most compelling benefit of Online Job Tour – far more than hard costs in recruiting that the product saves our clients.
- Our estimates of saving six months or more to fill a physician opening, can mean \$500,000 or more earned by our clients vs. the position taking longer to fill in traditional recruiting.
- A motivation is continually looking to shave more time from the recruiting process – where we believe a significant amount of “waste” can be revealed by Online Job Tour.

Change how Prospects are evaluated: Our productions bring all prospects to the same place in the recruiting process for our clients where that can be equally evaluated. This is as opposed to the employer's need to first host them for expensive trips in order to learn “how serious are you?” Clients can now accommodate a late arriving candidate with Online Job Tour vs. being in the awkward position of having another who has gone through the traditional process and is awaiting their decision.

Candidate's prepared upon Arrival: What was repeatedly made clear in our test market was the stark change in behavior of *visiting* candidates experienced by our clients. Formerly, they arrived to interviews unprepared, with anxiety, nervousness, and trepidation. Spouses were being separated (one interviews and the other is shuttled through the service area over an extended weekend) and then they were joined at the end of each day – so they didn't experience things, people, and places, together. Family and friends were shut out from the career search – a significant negative for rural employers. Clients had legitimate concerns regarding how much of their experience candidates remembered from their visits, and the order in which they fell vs. other employers in the schedule of the prospects, among many challenges related solely to attempting to educate and sell their careers by using the expensive trips.

Now, our client candidates arrive pre-sold and confidently, often seeking only to re-confirm key features, and meet with their future physician partners – a part of the process that can be improved upon with Skype/video meetings prior to these trips. Repeatedly, candidates did not need to take the “community drives” historically designed to try to familiarize and show them the area. With experienced doctors who had moved more than once, we found that in many cases, spouses were sold on Online Job Tour and didn’t have to make any trip to the employer and the area. In some cases, jobseekers with at least one spouse generally familiar with or with family, or from the client’s area or region, offered to engage in career negotiations without the need for a site visit – repeatedly validated in our test marketing.

Hire the Better Candidates: Clients include Online Job Tour in their advertising and sourcing efforts, which results in more interest. The mere fact that the ads have the core information jobseekers want, makes our clients the easier, and safer, and more interesting career for them to pursue.

Eliminate “Linear” Recruiting: Before Online Job Tour, hospital and physician employers were faced with awkward decisions regarding how candidates had to be hosted, one after the other, in order to educate and try to sell them on the interview trip. Should the employer make an offer to a willing candidate, or pay to host more candidates? By bringing all jobseekers up to the same point of knowledge after using Online Job Tour, and with their ability to fully educate late-sourced prospects, our productions open new and better possibilities that lead to better outcomes.

More Time to Prospect: Our clients only deal with fully-educated and pre-qualified prospects, because there is no longer a need for expensive interviews to attempt to do it, which leaves more for prospecting and sourcing efforts.

More Time to Develop Relationship/Referral business: The candidates of our clients advance through the recruiting process faster than competitors. This means instead of tense and anxious interview trip planning and reassurances, and worries, our clients have the luxury of getting to know their prospects. While other employers struggle to get to the point of contract negotiation, our clients and their recruiting teams are taking more time developing relationships of trust and advocacy, and eventually often source more candidates with more time to engage in prospecting, and through referrals.

More Time for Enhancements: Enhanced recruiting is possible with the removal of the vast amount of time and resources otherwise needed to attempt to educate and familiarize jobseekers. Examples include dealing with extended family members, developing a recruiting host program (see below) from the list of community leaders whom we feature in our productions, growing relationships with regional residency program directors, attending physician prospecting events, and more social media/advertising.

Improved Time-to-fill: Mentioned already but worth another review, Online Job Tour is a turnkey product that takes jobseekers from the advertisement, or finding the client career online, and takes them to the point of being a fully educated and prepared, motivated professional who is willing to “take the next step.” Our productions fill physician career openings faster, with committed new hires, many who determined our client to be their top choice.

Physician Jobseekers have an often crucial, subconscious need to justify their choice: Physician residents and fellows have invested years of their lives, which comes to a crescendo during their career searches. A number of people supported them along the way, and a conscious thought that prevails in their mind is sharing their job choice to them. Perhaps more because our productions provide them enthusiasm to share vs. quells their concerns of friends providing quizzical looks and, “*Elizabethton? Where IS that?*”, nonetheless, physician feedback clearly indicated a sense of relief that they had something so compelling to share. Additionally, foreign jobseekers with families in international locations, have told us they loved being able to share Online Job Tour with their relatives.



In traditional recruiting, it might take at least two subsidized interview trips, sometimes more than a year, before a prospect indicates interest in pursuing the career; imagine that decision made in hours (Chad Drey, MD, OB-Gyn, Johnson City)

The Transition to Closing: In sales training, representatives are trained to pick up on “*buy signals*” that determine when they should transition to closing. An example of this would be if a prospect asks a salesperson, “*What kind of financing is there?*” In physician recruitment, there are similar kinds of phrases that will indicate to an experienced recruiter that the prospect is willing, as well as prepared, to discuss the career opportunity seriously, which the Interview Prep email feature promotes.

Additionally, clichés in dealings and in recruiting materials, such as claiming the hospital is “*like a big family,*” and “*short commute to work,*” etc., may be true, but do not advance the process nor take into consideration that competitors are saying the same things. We encourage our clients to wait for prospects to tell them these things which they derive from using Online Job Tour; therefore, when the prospect exclaims, “*We think this would be a great place to raise our family,*” that is a “*buy signal*” (and also an indication of Online Job Tour’s influence).

- Unlike competitors, our clients refrain from talking too quickly about hosting interview trips, but are exclusive, and rely on Online Job Tour. They wait for prospects to bring up their sincere interest in visiting. Jobseekers can sense a desperate in-house recruiter vs. our clients, who aren’t so quick to offer to pay for a trip.

Less incentives to close: Due to increased interest in their careers as well as candidates who place our clients’ careers higher on their priority lists, clients need less financial incentives, such as sign-on bonuses, in order to fill their physician openings.

Prepare for “Meanie Letters:” Experienced by hospitals in our test market, Online Job Tour took their recruiting from worrying over a lone candidate who often attempted to leverage their position by demanding more pay and benefits, to having an abundance of candidate choices, with those not selected, expressing regrets. In a number of cases, client shared with us that they received emails from former candidates who expressed frustration over not being chosen.

Better On-Boarding: In 2012, we noticed the trend in hospital recruiting of companies promoting onboarding programs, which included welcoming new physicians and helping them to assimilate into their new areas. Online Job Tour enables all of that to be done *before* closing the job opening. Our productions feature dozens of people who are the “*future neighbors*” of candidates, and many are willing to be recruiting hosts during interviews. Online Job Tour allows the onboarding process to be focused on expediting the start date, which the new employees/partners are anxious to do.

Retention Improvement: Our clients hire new employees and physician partners who often have them as their top choice – it’s where they want to be. They move to our client careers with “*both feet in*” after being sold on a career and a life in our client areas, instead of based on a contract and a sign on bonus. Because they are better informed, there is also less likelihood they will find unpleasant surprises after their relocation. All these add up to a consistent trend we also noticed in our test-marketing: a significant improvement in retention numbers by our clients.

- In one test market case with a regional hospital in the southeast, after utilizing Online Job Tour as its sole recruiting tool to staff a \$100 million campus expansion, all 60 practitioners hired were still with the hospital after three years – never-before accomplished in its company of 50+ hospitals.
- Another test-market example was a flagship hospital in the Midwest for another national for-profit company, which built its physician staff using Online Job Tour as its only recruiting product, and became the most profitable in its company of 50 affiliates.

“The Screen is the Reality:” Young professionals have grown up online and many do not differentiate well-produced web content from the real trip. We have been getting letters of encouragement from jobseekers since 2003, who believed it was “*the future*” of career search. Employers began to see the Internet as a “*web solution*” and substitution for traditional approaches.

In today’s world, we form dating relationships, buy expensive products including real estate and cars, and social networks create new business opportunities for people. Online Job Tour is tapping into the psychology of jobseekers as we push limits of technology and website development. After a significant test market, we have consistently noticed behaviors of prospects that are clear indications of the impact of our productions – they initially personally meet our clients with a curious sense of familiarity. A growing percentage are offering to engage in career negotiations without the need for visiting.

In the end, Online Job Tour is viewed by prospects as a convenience and preferred to use, prior to making any commitments; again noteworthy, is how this is unique to our clients, so they stand apart from other employers, which is important in competitive selling. We ultimately equip our clients with the best overall recruiting and career search tool in the market.

Launch/Landing Page – Portal to All Productions

[HOME](#) | [1 CHECK JOBS](#) | [2 TAKE TOUR](#) | [3 LET US KNOW](#)

 Video Instructions

 **MOUNTAIN STATES HEALTH ALLIANCE**
"Experience the Mountain States Health Career Search!"

 Each Hospital's Entire Onsite Interview Visit At Your Fingertips!



MSHA ONLINE JOB TOURS

Upper East Tennessee (Bed Size)

- [Johnson City Medical Center](#) Johnson City (445)
- [Indian Path Medical Center](#) Kingsport (241)
- [Sycamore Shoals Hospital](#) Elizabethton (121)
- [Franklin Woods Community](#) Johnson City (80)
- [Unicoi County Community](#) (25)
- [Johnson County Community](#) Mountain City (2)

Southwest Virginia Hospitals

- [Johnston Memorial Hospital](#) Abingdon (116)
- [Norton Community Hospital](#) Norton (129)
- [Dickenson Community](#) Clintwood (1 bed)
- [Russell County Medical Center](#) Lebanon (78)
- [Smyth County Community](#) Marion (44)

Johnson City Specialty Hospitals

- [Niswonger Children's](#) Johnson City (69)
- [Woodridge Behavioral](#) Johnson City (84)





Video thumbnails include: Scott Niswonger, Hospital Benefactor; Jack Hinshelwood, Crooked Road Music Trail; Taft Simmons, Retirement Planning; Mark Peacock, JD, Professor; Kevin Harkness, Wellness Director; Dr. Sherri & Michael White, ETSU; Glenn Trent, MD, Orthopedics; Jimmy Neil Smith, Storytelling Center; Michael DeVoe, MD, Neonatology; Mayor Ralph Von Brocklin, DMD.

Top of MSHA Launch/Online Job Tour Menu Page

Top of page provides the instructions – starting with the order of the Mountain States Health career search, which begins with “Check Jobs.” This is step one, which instructs that jobseekers are to first find a career that meets their interests. “Take Tour” is step two, instructing jobseekers to access the hospital of the career advertised, and use its Online Job Tour to simulate the interview trip to the campus and its community. (This is also the stage at which referred jobseekers/prospects from personal dealings or sourced for a particular career, enter the process) “Let us Know” is step three, which explains to physicians that they are to directly contact the listed in-house recruiter using the Interview Prep Email. Non-physicians are routed back to the company job board, in order to choose to apply. Video Instructions: Our spokesperson provides a video instruction for physicians and non-physicians. Videos

on both sides of the menu of Online Job Tours, are selected from productions to provide testimonials for a variety of subjects in order to promote the same diversity and compelling approach in them, around core branding themes. Social media SHARE buttons are listed below the menu of Online Job Tours.

- Our clients are instructed to reiterate these instructions in their direct dealings with all physician prospects, who let them know they are finished with the Online Job Tour by completing the Interview Prep email, which begins their dealings with the client.
- In addition to the physician recruiter, the hospital CEO and HR contact are also listed on the Interview Prep email form, so that either can also use the production with prospects of their choice for any open career position.

Featured Community: Carter County, Tennessee



The "Nature Gem" of our region, Carter County may be the most charming rural mountain community in America. Boasting the best Appalachian Trail vistas, waterfall hikes, and pristine Watauga Lake, our fresh mountain air and temperate climate invite you outdoors, year-round! Sycamore Shoals, the Bemberg Plant, and the Tweetsie Railroad, grace our history. Elizabethton schools are impressive, and Tennessee provides free college tuition to qualifying high school graduates. Enjoy a low-cost of living in this Shangri-La location just outside the 500,000 population Tri-Cities, while paying no state income tax! [Click Here to view Carter County, from our Online Job Tour for Sycamore Shoals Hospital](#)

Middle of MSHA Launch/Online Job Tour Menu Page

We regularly rotate a featured MSHA community. Clients can select a hospital service area, and base it in on a current need, or growth initiative, that requires significant recruiting. Our interest is to demonstrate to visitors, including window shopping jobseekers, how uncommonly comprehensive the productions are designed, providing an interview experience that “covers” the entire area, which generates additional interest and to use it for their needs.

Featured Community Leaders





Michael White is the Associate Athletic Director at East Tennessee State University. With wife Sherri, a Ph.D. trained Audiologist at the local VA Hospital, and a native of Florida, the Whites explain their choice to live and work, and raise their family, here in the Tri-Cities.
[Click Here to see the Whites' Profile](#)

Dr. Paul Brown is a Family Practitioner and physician leader in Smyth County, in Southwest Virginia, for more than 30 years. Practicing out of LEEDs-certified Smyth County Community Hospital, in beautiful Marion, Dr. Brown discusses his favorite hobby in his woodshop.
[Click Here to see Dr. Brown's Profile](#)

A "geek translator," with clients in the U.S. and abroad, Jose Castillo operates from his loft-style, shared office space in Downtown Johnson City. Pictured with co-founder and wife, Shannon, a commercial realtor, Spark Plaza is the gathering point for regional tech leaders and entrepreneurs.
[Click Here to see Jose Castillo's Profile](#)

Featured Physician Careers

[Family Medicine Opportunity, Johnson City, TN](#)

[Family Medicine Opportunity \(with Employed Group\) in Smyth County, VA](#)

[Employed \(Outpatient Only\) Internal Medicine Opportunity, Elizabethton, TN](#)

[Employed Primary Care Opportunity, Kingsport TN](#)

We are our region's largest medical employer, headquartered in the +500,000 population Tri-Cities of Upper East Tennessee and Southwest Virginia, providing Level 1 trauma and all specialty services. We are home to a university medical school, host physician residency programs, and have world-renowned affiliations. As you are about to see, we care for some of America's most charming communities, here in the Mountain South!

Our hospital Online Job Tours *bring to you* revolutionary, onsite interview visit simulations to our campuses and their service areas, but 20x more comprehensively than the limited real interview trip! You can revisit them through your interviews, and share them with family members – who can often be left out of your career search.

After finding a career that suits you, simply log onto that hospital's Online Job Tour on this page, and follow its instructions to contact us! (Check more jobs, top of page)

Everything You Need in One Tool
 Candidate Welcome
 Benefits & Programs Awaiting You
 One of America's Top Hospital Non-Profits
 Unique Production

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 Medical Benefits
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 Pay Increases
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 Fit 4 Life Wellness Program

Department of Physician Recruitment
 203 Gray Commons Circle, Suite 120
 Gray, TN 37615
 (800) 876-5071
PhysicianRecruitment@msha.com



MOUNTAIN STATES
 HEALTH ALLIANCE
 HUMAN RESOURCES
 Site optimized for Internet Explorer 11

MSHA Nurse Recruiter
 3135 Peoples St., Suite 303
 Johnson City, TN 37604
 (866)894-7761
RickerDK@msha.com

www.MSHAJobTour.com

We rotate arbitrarily-selected featured community leaders from our productions, to again demonstrate how the client features professionals and families – these are real people who are profiled to address the needs and concerns of the user. Each Online Job Tour profiles dozens of people (hospital staff, physicians, and area leaders/people of influence, and interest). We also arbitrarily rotate physician openings – not because the client has engaged us to help them source candidates, but to reinforce Online Job Tour fitting into the company's recruiting process.

We additionally provide significant supplement information – much that is produced in our studio, along with relevant information extracted from the company's website that is specific to educating jobseekers. We note that full sites are optimized for Internet Explorer, primarily because most employers in particular, have PCs, and pre-installed Internet Explorer default browsers. However, our mobile sites are optimized for the iPhone, and based on the 2015 Google announcement that their search algorithms will favor responsive web design programming.

Contact numbers and email addresses, are listed on the bottom of the page.



With our ability to “reveal” communities that can fly under the Internet’s radar or may have negative rural stereotypes, for physician-consumer lifestyles, our intent was to promote the company as offering the best work/life mix in America

Individual Online Job Tour Productions

Individual Online Job Tour productions follow our deliberate and patented design system and methodology, incorporating content gathered following extensive, choreographed site visits (described above), and later update visits, plus “spot updates” contributed by the hospitals. Home pages exhibit the Online Job Tour Menu and order, along with the starting menu button, “Welcome/Instructions,” than also contains a link for a video instruction. Prospects are instructed to go through the productions in a “touring fashion,” through each main section (Community, Neighbors, Campus Visit, Meet Physicians, Economy, Schools & Education, etc.) and then finish the section “End/Recruiting Portal,” thus “completing” the use of the production and in turn, communicating that to the client by sending them a brief Interview Prep email. The Home page sets a “tone” for each individual production, with a row of four video boxes, rotating images/collages, and sometimes using unique phrases that are unique to the profiled hospital and service area.

This is a regional hospital system of different communities and two states, that offers interesting challenges, including tapping into our specialization of profiling non-urban communities, with a wonderful brand represented by visible company leadership, a very good reputation, along with demonstrable, steady growth.

The Tri-Cities of Upper East Tennessee (Johnson City, Kingsport, Bristol) is the population and service “core,” with Johnson City Medical Center (JCMC) – also host to Niswonger Children’s Hospital, providing Level 1 trauma services and the major specialty services, as a regional referral campus for a five state region in the “Mountain South,” which includes its affiliate hospitals in Southwest Virginia. The company’s specialty hospitals, Woodridge Behavioral, the children’s hospital, and the former rehabilitation hospital – sold since our project start, are based in Johnson City.

Upper Eastern Tennessee Hospitals



Our principal focuses for MSHA’s Tennessee hospitals is promoting being part of a very modern, 500,000+ population region with ETSU, its medical school, America’s best outdoors, remarkable “first frontier” history, steering from rural stereotypes

Unique to this hospital production: Significant ETSU focus, and a heavy emphasis on modern Arts, shopping, culinary, to both appeal to physician tastes as well as to offset negative rural or regional stereotyping. Heavy focus on familiarizing jobseekers with the town and area – we believe necessary for those who have never visited, who would not be able to “grasp” it by researching online; examples of this are how we break down the city by showing each I-26 exit. We felt it important to give a clear feel that the Online Job Tour user is “touring” the immediate service area.

Added hallmarks to promote: Access to regional mountains/recreation, many regional towns/recruiting assets. Range of private school and education choices. ETSU.

Total Videos: 67 original/Approximately 195 post production

Approximate Pages: 465

Approximate Photos: 22,765

In-house recruiter guide: There is always a concern that physician jobseekers unfamiliar with a non-urban location will attribute it as not having top modern healthcare and quality of living features. The mistake jobseekers can make is to consider the town alone, and not the entire Tri-Cities, when left on their own to “do research.” We suggest including visits to an ETSU function when hosting candidates, and enlisting an ETSU leader as a recruiting host. Questions that can lead to conversation into beneficial selling include, “How does the Tri-Cities compare to your other options?” and “What did you think about how the Online Job Tour includes visits to the many small towns in our region?” We like these questions because Johnson City (when combined with the Tri-Cities) will offer more than a lone 50,000 population competing town, and a better work/life mix for many than an urban location. The many small towns in the multi-state region are a recruiting “gem,” with most having their own uniqueness but can contribute to themes of the region (minor league baseball, history, heritage, recreation, etc.). We view how the area markets itself as being typical to what we have seen from rural areas: the main newspaper (as well as Wiki, for that matter), has a train engine as the image at its header, and town and county websites are too provincial for recruiting.

****All Tennessee Campuses:** While we promote that the state charges no state income tax, we encourage talking that down and being more exclusive, using it as *one of many selling points*. The reason for this, is property and sales taxes tend to run a little higher in states without an income tax, so championing this can be dispelled by candidates (and therefore lose selling luster). We advise discussing it in the context of overall cost of living. The *Tennessee Promise* is a lauded program in state education that provides free two-year community college to qualifying high school graduates.

Mobile Site Address: www.jcmcmobile.com

Franklin Woods Community Hospital, Johnson City



www.mshajobtour.com/franklin

Core Development Observation: This is an ultra-modern looking, LEEDs-certified (“Green”) campus, located three minutes north of JCMC, off of State of Franklin Road, that can stand alone, but additionally provides ancillary and support services for the flagship campus.

Basic Development Approach: To present this as the model, state of the art community hospital facility that MSHA is capable of building – and is providing, to its patients. We also profile physicians who specifically practice out of this campus. A *“best of both worlds”* hospital located in a business park, and next to physician offices, and the campus of its flagship health and wellness center – promoting images of a lunch break work-out, sauna, massage therapy, pick-up basketball game, etc.

Added hallmarks to promote: The campus location promotes an efficient work day, as a physician can get an office there, and additionally have their workout facilities within walking distance to campus, as well as choose to live very close to the hospital in local housing.

Total Videos: n/a onsite /Approximately 195 post-production

Approximate Pages: 386

Approximate Photos: 19,635

In-house recruiter guide: This is a hospital that will have high appeal to *“efficiency-minded”* personalities, and closing candidates can be attempted by promoting the campus location adjacent their future office building and the wellness center, as well as to restaurants. A qualifying question may be, *“How does this hospital and its location compare to other community hospitals you are considering?”* We believe this places the recruiter in a favorable competitive position as most *“community hospitals”* we have featured in the United States are in more remote locations, and don’t have the convenient features of *“all-a-doctor-needs-in-his-workday”* surrounding the campus.

Mobile Site Address: www.fwoodsmobile.com

Niswonger Children's Hospital, Johnson City (on the JCMC campus)



www.mshajobtour.com/niswonger

Core Development Observation: An elaborate-looking, modern hospital with a façade that welcomes children, this is a St. Jude's affiliate, connected to Level 1 JCMC. This facility's construction in 2009 continued building the MSHA brand as a world-class healthcare/hospital services provider.

Basic Development Approach: Our interviews with physicians at Niswonger Children's reaffirmed our understanding of the subtle differences with children physicians, which promoted our focus to try to sell to them, by including "playful images" of the staff, including the hospital mascot – "Scrubs" the bear, in the production's URL image. The hospital has a floor-by-floor photo tour gallery to promote its modern imagery that additionally appeals to pediatric physicians and specialists.

Unique to this hospital production: The company welcomed a Ronald McDonald House next to campus, which we feature, with its executive director. We reached out to, and were welcomed by Scott Niswonger, the hospital benefactor, whom we video interviewed for the production.

Added hallmarks to promote: This is a referral center for advanced children's care, for a very large geographic region.

Total Videos: 65 onsite original/Approximately 195 post production

Approximate Pages: 246

Approximate Photos: 19,750

In-house recruiter guide: It is rare for a hospital to have its benefactor and namesake, still alive, and actively involved in its fundraising and charity events. We found Mr. Niswonger extremely engaging, and motivated for the hospital's success, and we recommend reaching out to ask his interest in calling physician candidates to wish them luck in their career search, which would be a compelling selling tactic. Additionally, the summer golf event seems like a no-brainer to host a group of physician prospects and candidates, and we suppose that is an annual recruiting strategy. Onsite meetings and photos taken with Scrubs, provide an indelible impression on candidates and their families. Additionally, no other children's hospital provides any similar, sophisticated career search product, which additionally separates Niswonger Children's to compete for the nation's best pediatricians.

Mobile Site Address: www.niswongermobile.com

Woodridge Behavioral Hospital, Johnson City (across from the JCMC campus)



www.mshajobtour.com/woodridge

Core Development Observation: A psychiatric facility across from the company's flagship and Level 1 trauma center, we crafted this hospital's Online Job Tour in the context of continuing with the MSHA brand being a premier healthcare provider to its region.

Basic Development Approach: We video interviewed Woodridge physicians and executives to promote there is a community of practitioners in the area, instead of this being an isolated specialty, in order to promote the "cluster" of a variety of care to which Woodridge contributes. We also used discretion and subtleties in featuring the campus that we expect will resonate with prospects.

Added hallmarks to promote: On this Online Job Tour's hospital page, in addition to profiling the clinical managers, so that the client can extend the production's use to recruiting staff and other non-physician jobs, we focused on including the "totality" of the company's services, and included an aerial photo that shows Woodridge adjacent to the flagship JCMC campus. The purpose for this is we believe they elevate the campus and services to be in a similar regard/status by MSHA. We believe this emphasis will be appreciated by candidates and can be utilized in conversations to close prospects.

Total Videos: 60 onsite original / Approximately 195 post production

Approximate Pages: 280

Approximate Photos: 19,600

In-house recruiter guide: We have constructed this Online Job Tour as elaborately and with the same detail as all of the MSHA hospitals, allowing for discussions that can promote to candidates that they are desired and respected as any other specialist. Comments to this effect, are recommended to be included in dialogues with prospects. Dr. Brahmhatt is an enthusiastic asset and a recommended partner to close selected candidates.

Mobile Site Address: www.woodridgemobile.com

Indian Path Medical Center, Kingsport



www.mshajobtour.com/kingsport

Core Development Observation: *“The Model City,”* Kingsport is one of the best self-marketed smaller communities we have featured, and home to Eastman Chemical Corporation, a Fortune 100 company regularly honored by *“Great Places to Work”*-type organizations, that contributes significantly to the immediate area. We view the town as *“self-contained”* regarding having plenty of its own recruiting assets, with well-run community organizations, impressive parks, a Marriott Conference Resort hotel, a 2013 regional aquatics center, its vibrant downtown, and plentiful shopping, including the region’s premier-brand car dealerships. The town has a green belt, a community theater, and an events center on the Eastman campus. It also has a rich history, which we review extensively.

Community/County: Located in Sullivan County, along the southern border of Virginia, the county seat of Blountville, 30 miles to the east, is the location of Tri-Cities Regional Airport; however, Kingsport is the economic and cultural epicenter of the county.

Basic Development Approach: The city has genuinely welcoming and impressive organization leaders, including at Eastman, without whom, we could not have made our production as impressively. As great a job as Kingsport does in marketing the city – *what their marketing materials and websites don’t cover, specifically about the region, that our production includes, are what make Indian Path Medical Center’s Online Job Tour an impressive recruiting tool, providing physician-consumers with a more detailed, and more complete, view of how they will work and live there.*

It is worth noting that the region’s cities, especially the tri-cities, *“compete”* against each other, so naturally, there isn’t a motivation to promote features of the others in their marketing. Their Chamber of Commerce websites not only just cover their own businesses, but only organizations that are paying members. But in reality, to regional families, no matter where they live, they drive past city, county, and state borders to access shopping, recreation, and entertainment.

Kingsport’s *“Move to Kingsport”* website is ambitious and while better than most communities, it doesn’t detail the client campus and its employees, its physicians, and only lightly covers the *county* schools due to having its own school system. It leaves out an immense number of regional recreation and entertainment places and venues, including water and recreation, rail trails, the Appalachian Trail and mountain recreation, and regional shopping. The Online Job Tour production’s content doesn’t just cover the information in *“Move to Kingsport,”* but also includes videos and profiles of city leaders in politics, business, education, history experts, who provide tours of downtown shopping, the birding trail, etc. In addition, our programming has more detailed photo galleries of the recruiting assets, historical and recreation sites, parks, the Marriot property, school, among many other features. In addition, we

made sure to feature content in this visit simulation that candidates would likely not see or experience, given the time limitations during the real interview trip.

The Online Job Tour is therefore a far better illustration, especially for our target market of physician jobseekers, at exhibiting how they will live and work than the ambitious website designed by this impressive city (We found kinship with the city regarding its “envoy” program, that assigns community volunteers to families considering relocating to Kingsport, started by Eastman for employee relocation – Kingsport’s program is similar to our Recruiting Host program that we promote to clients).

Unique to this hospital production: Dobyys-Bennett High School stands apart as an award-decorated public school system as impressive as any we have featured. The leaders in the community have great pride in their hometown. The town has a wonderful mix of historical landmarks along with its new community facilities and parks, all which we feature.

- Another factor that compelled production of such an exhaustive piece for IPMC is Kingsport serves as a recruiting asset hub for MSHA affiliates to the north, in Norton, and Dickenson County. The city is also the home to the flagship of an historic competitor’s flagship campus and two of its community hospitals to the west of Sullivan County – with whom MSHA is attempting to merge, so the content we gathered and support can additionally support our client’s needs should the merger be given the approval required by the states involved, and regulatory agencies.

Added hallmarks to promote: The CEO is an active Kingsport leader and well-heeled in area politics. Charming equestrian and the aquatics center, are unique and well-known. Exchange Place is a charming living history farm with a retired former healthcare professional as its executive director, whom we feature among community leaders.

Total Videos: 90 on site/181 post production

Approximate Pages: 331

Approximate Photos: 15,715

In-house recruiter guide: Eastman – a recognizable name nationally (George Eastman, of the Eastman-Kodak – New York), is located here and is a major contributor to the town’s quality of living. We review the city’s history in a charming and appealing way for jobseekers who want to know its unique history – from the Kingsport Press, an extension of the timber industry, to its “Model City” moniker.

Dobyys-Bennett High, in addition to academic and testing accolades, claims to have the winningest football and basketball programs in the United States – this would have appeal for prospects with children who excel in sports. Kingsport was the first town in the United States to offer a free two-year college tuition program, patterned after a Harvard study (the success of the program led to the state adopting “The Tennessee Promise” – the free college two-year program by the state).

For visiting candidates, a drive down East Stone Drive, past premier car dealers, to Kingsport Pavilion, shows the best shopping strip in the Tri-Cities. Candidates staying at the Marriott should also see the aquatics center across the street. A town leader is an enthusiastic birder. The town has a thriving small business support organization, for physician’s who are entrepreneurs (KOSBIE). Because the city knows and understands the “recruiting host concept,” we think many town leaders profiled would be enthusiastic contributors to doing it for IPMC recruiting.

Mobile Site Address: www.ipmcmobile.com

Sycamore Shoals Hospital, Elizabethton



www.mshajobtour.com/sycamore

Core Development Observation: The two things that stood out to us upon meeting SSH and their service area, was first, when we met Dr. Justin Digby, a staff general surgeon, but during our production visit to the company flagship in Johnson City. Dr. Digby continually stressed his insistence that we make clear that he was not a Johnson City local, but a Carter County resident – which left us curious that a doctor had such pride in his community. Secondly, Carl, who is well-travelled, was taken aback by the phenomenal outdoors beauty of the county – immediately, he tabbed this as *“the nature gem”* of the MSHA footprint. To any prospect unfamiliar with features of living in a mountain region, Carter County boasts remarkable, mountain trail hikes to charted waterfall and natural swimming hole locations, and Roan Mountain vistas along the 2,200 mile Appalachian Trail that are deemed the most scenic by its hikers. Watauga Lake, a TVA reservoir almost totally surrounded by a national forest, which limits development, is as pristine as America’s best lakes.

In addition to the natural beauty of Carter County, what cannot be missed because it borders the property of the hospital, is its namesake, the famous site of the Transylvania Purchase at Sycamore Shoals – the first private land purchase after the American Revolution that ushered the country’s westward expansion. On a state park that commemorates this famous event in history, a period fort is on the grounds with an accompanying visitor’s center, and the community celebrates every summer with a recreation outdoor play that re-enacts the siege at Fort Watauga.

Because these features are so prominent, instead of toning them down, we *“doubled down”* on them in our production, one of our all-time favorite Online Job Tours.

Community/County: Carter County is an entirely rural location, with the small town of Elizabethton as its county seat. The county has an impressive FBO airport for private pilots and a Northeast State Community College extension location. A 2014 trade-education facility is located here, offering high-level technology certifications, with graduates entering the workforce and making area and regional \$50,000+ jobs.

Basic Development Approach: To promote a premium outdoors lifestyle that exists in the backyard of residents, but that is within 10 miles to Johnson City, ETSU, and the company’s flagship campus.

Unique to this hospital production: Abundant video of high value recreation, historical, hiking, water recreation, fly-fishing, minor league baseball, a family retreat, and mountain vista, and festival video footage, are built into the production.

- Many of these high-value recruiting assets, like those in other counties, are shared in other MSHA productions in order to maximize them, as regional assets.

Added hallmarks to promote: In abundance here are county festivals through the year, like in other counties, including the spring Covered Bridge festival at the town's history covered bridge, and the charming Rhododendron Festival, which is held at the season when the mountainside blooms – this is the world's largest Rhododendron bloom. The regionally famous Eastern Tennessee & Western North Carolina Railroad, famously known for its high pitched “*tweet*,” the Tweetsie Railroad, once ran through Elizabethton. We visit local Milligan College and video interview its president. Elizabethton's City Schools are impressive, noteworthy for achieving high test scores and plaudits for achievement with its famous Betsy Band and other extracurricular programs. The hospital's CEO has spent his administrative leadership position for two decades here, and is the recipient of the company's Servant's Heart Award for charitable and service work – the company's highest honor. Dallas Cowboy tight-end and future professional football hall of famer, Jason Witten, is an alumnus of Elizabethton High School – Mr. Witten has made donations to MSHA charities and holds a free football camp and clinic. His brother, Shawn, is the varsity football coach of the Cyclones. Snap on Tools has a manufacturing plant outside town limits.

Total Videos: 56 onsite/124 post production

Approximate Pages: 279

Approximate Photos: 14,100

In-house recruiter guide: This hospital and location is ideal to promote to prospects interested in the outdoors/fitness as well as physician who wants to be in a community hospital setting where they are needed due to the rural poverty to the east; however, Sycamore Shoals Hospital is adjacent to Johnson City and its quality of living features, and 10 miles from the company flagship campus.

- Like many of our productions for MSHA, we feel this hospital's Online Job Tour can be placed in front of virtually any physician in the country to compete for them.
- The Tipton family expressed enthusiasm regarding hosting candidates and their families at Lakeshore Marina and Resort on Watauga Lake. Other clients in lake locations regularly hosted candidates on sunset houseboat cruises that they rented and used catering from a local restaurant, to great success, and we suggest exploring this recruiting tactic.

Mobile Site Address: www.sycamoremobile.com

Johnson County Community Hospital, Mountain City



www.mshajobtour.com/mtncity

Core Development Observation: This is a critical access hospital that primarily services as an emergency facility but with physician offices and diagnostic and therapy services, in a rural county that borders both Virginia and North Carolina. The managing hospital and administration is Sycamore Shoals Hospital, in bordering Carter County/Elizabethton.

This production is a smaller-scale example of our ability to identify the recruiting assets of an area, and then combine regional ones, to better demonstrate how a physician-consumer will work and live, when alternatively, a physician jobseeker could easily miss consideration of the other states and counties being included in his lifestyle. In addition, as is the case here, there can be few resources to gather information in order for physicians to “*picture*” their work and living there. The primary source of information for area recreation, shopping, festivals, the economy, schools, the town’s website, had been shut off for months with a virus. Additionally, this hospital is 33 miles from its managing hospital and base for the physician recruiter, which places an additional challenge on the real interview trip to do the familiarizing and informing/selling. Challenges like these are what our test market proved Online Job Tour helps to overcome, and often helps reveal rural hospitals, promoting recruiting improvements.

Community/County: Johnson County is the far right eastern “*tip of the pencil of Tennessee.*” The Town of Mountain City is the county seat and primary economic/business/government center – the highest elevation county seat in the state, as well as the state’s smallest county seat/city by population, at 2,500.

Basic Development Approach: Most compelling about Mountain City may be its location, which is closer to quality of living features in other states instead of Tennessee; for example, Boone, NC is 24 miles southeast, and Abingdon, VA is 27 miles north, while the closest of the Tri-Cities, Bristol, is 47 miles west: although it could be a selling point, the challenge is to frame this fact to optimally “*paint the picture,*” which Online Job Tour can do better, in this case, than the limited interview trip.

After an immersion into the town and county, including meeting, profiling, and video-interviewing many, we looked to recruiting assets in Abingdon, Damascus, the Tri-Cities, and Boone, in order to show Mountain City was in an optimal location to all of them – that a physician consumer/family could see as advantageous. Additionally, maps showing Mountain City’s location, and the realtor we used at Sycamore Shoals was asked to provide a mountainside home in Butler – a halfway point between this and its managing hospital, located in Elizabethton. The strategy is to “*familiarize*” the work and commute, lifestyle, and wide variety of quality of living features, which are in abundance, that would be a part of a physician’s life here – when a typical jobseeker and the interview trip, would fall way short, possibly leaving the hospital and town with the impression that it is very remote.

Unique to this hospital production: Two well-known local businesses are owned by residents who are not locals: Wayne and Linda Gay own a local vineyard and winery, a converted abandoned school house, are from Ocala, FL, and are featured. A local eclectic restaurant that seems out of place there, is owned by an Italian national who welcomed us to dinner when on-site. Our experience is to promote rural communities like these, when it is true, welcome outsiders, and these are testimonials to this fact here. Red Tail Mountain Resort is an anchor recruiting asset, with a mountain golf course and “*country club*” amenities, as well as homes and home sites, and here – we feature Red Tail extensively, including video interview of the general manager, background information, and photo galleries.

Added hallmarks to promote: Tennessee has no state income tax, but its retail sales tax is 9.75%. An advantage on higher-end purchases can be significant with Virginia sales tax 5.5% and North Carolina’s being a little more. Rather than champion this, we provide a conspicuous sales tax graph that allows the client’s prospects to draw their own conclusions, regarding being able to enjoy the fact that they pay no state income tax, with the added feature of being able to buy big-ticket products in other states that charge much lower sales tax.

Total Videos: 73 post production
Approximate Pages: 139
Approximate Photos: 5,900

In-house recruiter guide: Wayne and Linda Gay are champions of Johnson County and prefer to discuss the enjoyment of living here, vs. Carter County, as we first met them when on our production visit for Sycamore Shoals Hospital. We found the Director of Schools and her assistant, both well-spoken and personable Ed.Ds, would be excellent envoys to meet physician prospects. This is another location where we would recommend entertaining visiting candidates visit Lakeshore Marina and Resort because Watauga Lake is a significant, accessible, recruiting asset. Red Tail Mountain Resort is listed as the host for visiting candidates.

Mobile Site Address: www.mcitymobile.com

Unicoi County Community Hospital, Erwin

This hospital is not currently contracted for production, having been acquired by the company after our agreement with MSHA. The client is constructing a new hospital for the county, scheduled for completion in 2018.

Southwest Virginia Hospitals



We chose to craft a genteel life for physicians with careers at some MSHA SW Virginia hospitals, revealing music heritage and arts, "healthy living" with "buy local" artisans, foothills recreation, with the tangible influences of area colleges

Johnston Memorial Hospital, Abingdon



www.mshajobtour.com/jmh

Core Development Observation: The Town of Abingdon is the cultural epicenter as well as a tourism “gateway” to the commonwealth’s ambitious and successful “*Crooked Road Music Trail*” of historic, heritage-rich venues. The range of places is extension, from the 2014 Smithsonian “*Birthplace Museum*,” named after Bristol’s designation as the Birthplace of Country Music, to small venues like Carter Family Fold, former home to the “*first family*” of country music. Heartwood is an elegant building, visible from Interstate 81 that is headquarters to the Trail, as well as to a successful regional small business/artisan support network organization. The town is home to a community college, a higher education center that houses satellite campus extensions of seven colleges and universities, which include Old Dominion and Virginia Tech, a federal courthouse, and it has a charming, historic downtown main street. Primary additional recruiting assets are the Martha Washington Hotel & Spa, an elegant antebellum mansion and former boarding school for young women and civil war hospital, which competes with the finest resorts in Appalachia, The Virginian Country Club, Glenrochie Country Club, and the historic Barter Theater complex, which hosts Broadway-caliber small stage performances. The Virginia Creeper Trail is a noteworthy recreation feature and popular bike-trail destination for families and visitors.

Community/County: Abingdon is the County Seat of Washington County, Virginia. It has a nice blend of an extremely well-kept and manicured historical main street that is book-ended by an historic resort hotel and a theatre, which attracts regional business and tourism funds. As opposed to the coal-producing counties to its immediate north and west, Washington County has a more genteel feel, and its ornate local country clubs indicate this is the traditional home of many business executives in the region. Home to the K-VA-T headquarters, parent to Food City, the region’s largest employer, as well as a higher concentration of educators, attorneys, and JMH, the town has grown to be one that hosts their families for living, and entertainment/recreation.

Basic Development Approach: Like Kingsport, Abingdon can “*stand alone*” with its concentrated number of local recruiting assets that make the on-site interview visit relatively easy to host.

So like Kingsport, our focus was to put names to faces to many of the recruiting assets, providing our hallmark “*behind the scenes*” profiles and testimonials of the leaders of the area – from the executive director of The Crooked Road, ‘Round the Mountain, store owners on a video-taped shopping trip, the general manager of the resort hotel, a Barter Theatre welcome video, as well as education and political leaders – all which generally would not be included in the real interview trip for very few, vs. all prospects being afforded this with Online Job Tour. Additionally, the town has a number of high-quality restaurants and diners, extended to the Meadowview Farmer’s Guild and restaurant, 20 minutes north – we feature many of them to give more coverage than the real interview would provide.

Additionally like Kingsport, we carefully studied how the town markets itself to tourists, and noted what the local marketing doesn't do well for physician recruiting, from extensive coverage of the hospital campus and personnel, extensive reviews of schools and school choices, the economy, and in many cases, like with the resort, and different recruiting assets, we not only attempted to cover them better for a physician prospect, but create a "visit experience" to these places.

We are mindful that JMH is changing its orientation to becoming a regional provider in some specialties, as well as the founding of the residency program, and our update trip to campus added video interviews of the administrator and a cardiologist, and Hughes Melton, MD, residency program director.

- We additionally did an extensive video history tour on Main Street with a local expert.
- We filmed visits to area public schools, its superintendent, and private schools in Bristol that would be available to Abingdon families, via carpooling or busing.
- In addition to local shopping, we extended coverage to Interstate 81 Exit 7 town centers, into Kingsport's premium car dealers, and Johnson City Mall – again, more site locations likely not possible to visit during the real interview.
- We additionally filmed visits to The Virginian Country Club as well as an extensive video with a fly-fishing guide, adding to the "genteel allure," with our production built to better enable physicians to get a picture how they will live and work than on the limited interview trip.

Unique to this hospital production: Visit to Emory & Henry College, William King Museum, Food City headquarters, the town has a better community recreation center than most towns its size, the region's largest high school, and a local Christian school is visited.

Total Videos: 90

Approximate Pages: 304

Approximate Photos: 12,000

In-house recruiter guide: This Online Job Tour is the classic "better than the real visit" production, which not only provides more information than the few hosted jobseekers could obtain on the interview visit, but was produced to provide more information than target prospects could obtain on their own time. We feel an additional feature worth noting to jobseekers is how this production will give them a better picture of living in the region, which local marketing and the interview trip would not do as well at promoting, such as the vast regional features, festivals, lifestyle assets on the many towns in the region, and different restaurants, diners and coffee shops.

Feedback from jobseekers can additionally help the on-site liaison to develop the real interview trip specific to the favorite features of prospects, offering the additional opportunity to re-enforce indelible images, vs. the prospects experiencing them for the first time.

We encourage the inclusion of Jack Hinshelwood in candidate interviews for a number of reasons, not only because of his talents to play and entertain, which would alone leave a lasting impression, but what Jack did for our group could be important for closing candidates. We had a pre-conception and stereotype about Bluegrass and "fiddle music," that we learned to be inaccurate, gaining a respect for the music genre, and what it means to that area, from Mr. Hinshelwood. We think time spent with Jack would dash any similar misconceptions of prospects, and leave a very positive, competitive impression – and hopefully he will bring his guitar when meeting client candidates!

Mobile Site Address: www.jmhmobile.com

Russell County Medical Center, Lebanon



www.mshajobtour.com/russell

Core Development Observation: If not marketed and sold well, physician jobseekers could easily believe they need to live in Abingdon in order to maximize their life and family life experience; our core focus was to ensure for the client that its Online Job Tour could promote working and living here, and compete against the other MSHA affiliates.

Community/County: Lebanon is County Seat to a Southwest Virginia county that is basically bisected economically and historically by the Clinch River, with the north of it being part of the coal producing region of Southwest Virginia, while the central and southern have been primarily agrarian/farming and cattle ranching.

Basic Development Approach: A location that can easily be overshadowed by Abingdon due to not having the tourism bells and whistles, as well as higher-end recruiting assets, the focus of this production was to create for physician prospects a charming work/life imagery while living local.

- We present Abingdon being *one of many* regional towns that physicians and their families would visit and enjoy while being residents of Russell County.

Although we read that many employees of the local IT corporations chose to live in Abingdon, our focus was to “draw” on the interests, especially of primary care physicians, that there is plenty here without their need to live in Abingdon, in order to enjoy a great work/life with their careers and their families. From our Norton production, we added St. Paul, along with the coverage of Castlewood and Honaker, as remotely possible for doctors to choose to live in, as they are within driving distance to RCMC.

Unique to this hospital production: The public schools are the state’s anchor STEM-focused curriculum, from which the department of education hopes to grow through the region. Our production films an excellent high school program about this feature, as well as films a “visit experience” to a very capable primary school with its principal and the superintendent.

Added hallmarks to promote: Lebanon was once termed “the great rural experiment” to attract high technology companies, by former governor Warner, landing Northrup Grumman and CGI. The town is also headquarters to VCEDA. Lebanon in particular has done an admirable job of maximizing state monies and recruiting industry. The Appalachian Power plant is no longer producing power from coal, but from natural gas, providing stable revenue to the county tax base, which pays for many county services, including schools, their upkeep and county facility additions and expansions. The Town of Lebanon hosts the region’s only Super-Walmart in a shopping center, and has a Food City.

With the town of Honaker recently receiving \$500,000 in grant funds to revitalize its downtown, along with its own schools and reputable Honaker High School, and with Honaker's location, which places it within a driving distance to Richlands, VA, another commerce area, there are hints that this could be a choice for candidates to choose to live.

Total Videos: 88 post production

Approximate Pages: 192

Approximate Photos: 14,700

In-house recruiter guide: We have developed the production to enable to hospital to stand alone, covering all jobseeker subjects with an in-depth, detailed approach with the area and regional features, but *starting* in Russell County, and with other places being clearly listed with their distance from Lebanon. A goal for our client would be to have motivated jobseekers already "*pre-sold*" on living in Lebanon and accepting the distances to the other locations and their many quality of living features, prior to committing to interviews.

Bea Stuart is a hospital board member who understands sales and would be a good local resident to discuss with candidates how she enjoys the region while being based in Lebanon, as would Dr. Rexrode, who is profiled and interviewed.

If the Holiday Inn Express offers an executive suite, there may be value in hosting candidates there, and combining that with a visit to Abingdon, in order to reinforce Abingdon as a place to go, rather than an alternative choice in which to live.

Mobile Site Address: www.rcmcmobile.com

Smyth County Community Hospital, Marion



www.mshajobtour.com/smyth

Core Development Observation: We had a similar impression from Smyth County Community Hospital as we did with Sycamore Shoals Hospital, and designed to craft an Online Job Tour that featured a work/lifestyle that had outdoor features that are not of the highest caliber of Carter County – although close, but with premier local entertainment not found in Elizabethton.

Community/County: Marion is a charming small town with active community and organizational leaders, having won state “*Main Street*” awards primarily for creating a revitalized downtown that has numerous shops and stores, anchored by the restored Lincoln Theatre – which is home to “*Song of the Mountains*,” a PBS-television show that reaches 140 million Bluegrass music fans.

Basic Development Approach: With some local professionals informing us that Marion was “*not as marketable as Abingdon*” regarding physician recruitment, we sensed the need to produce an Online Job Tour that enabled Smyth County to stand alone as a fantastic place to work and live, with a beautiful smaller hospital campus, and we highlighted local recruiting assets that would attract physicians and their perceived consumer tastes and interests.

Unique to this hospital production: In addition to doing an in-depth review of all core recruiting assets, this is the farthest MSHA affiliate campus to the east, so we looked to include features unique for this Online Job Tour, to enable Smyth County Community Hospital to compete with JMH, as opposed to be a second choice, especially for primary care physicians. We “*drew in*” key extra regional recruiting/lifestyle assets unique to this production: Primland resort, Grayson Highlands State Park, and Virginia Tech, which has a heavy presence in the county, the Back of the Dragon drive trail, along with Emory & Henry College.

Added hallmarks to promote: Wayne Henderson School (music instruction), and local Emory & Henry School for Allied Health. On a follow up trip to Marion, we filmed parts of a *Song of the Mountains* production, which is a fantastic addition to the Online Job Tour. There is a “*Moonshine*” distillery storefront on Main Street which is featured, and the owner, who is not local, is a profiled community leader. Saltville offers a compelling historical component to the production, with Chilhowie to a lesser degree; both are likely not living choices for candidates and would not be included in any interview trips, which makes our detailed coverage of the towns a positive addition for recruitment.

Total Videos: 42 onsite/105 post production

Approximate Pages: 274

Approximate Photos: 17,800

In-house recruiter guide: The General Francis Marion Hotel offers competitive accommodations, and there are selections of local restaurants for eating. There are local professionals who would be great envoys. We believe the mayor, director of the Lincoln Theater, hotel manager, Main Street directors, Larry Davidson (Back of the Dragon) would welcome the opportunity to participate as recruiting hosts for candidates. Summer interviews should include a drive in Hungry Mother Park and past the region's only "*beach*," located on a crescent-shaped lake on the park grounds.

Mobile Site Address: www.smythmobile.com

Norton Community Hospital, City of Norton



www.mshajobtour.com/norton

Core Development Observation: In a service area termed “*The Coalfields*,” we saw a number of rural and stereotype challenges relating to the coal industry (which we addressed, above, in creative ways which will work for the client). We saw as the far larger challenge covering the eight towns that were included in the site visit, in our detailed way (Big Stone Gap, Wise, Coeburn, Pound, St. Paul, Appalachia, the City of Norton, as well as to Dickenson County and Clintwood – we also drive into Kentucky to Jenkins, and into Elkhorn City). In addition, based on our research and how these communities market themselves, we were doubly challenged with the task to first “*completely familiarize*” prospects with the towns and the county, and then to reveal their recruiting assets.

Community/County: Wise County’s county seat is the Town of Wise. The many towns of the county have their own identities and stories, and economic centers, which we exhaustively covered, in uncommon detail, along with historical coal company towns that we review in the compelling history portion of NCH’s Online Job Tour.

Basic Development Approach: Our mammoth production for NCH is an ambitious production that goes beyond the attempt to defeat stereotypes to try to “*generate enough interest for a physician to at least look into it,*” and beyond our hallmark ability to produce an appealing interview visit simulation that motivates prospects to prefer to live and work there, *but we took another step of deciding to profile each town so extensively, and individually, that they could be provided by the in-house recruiter to compete with each other* for the candidate to choose for their hometown.

- To that end, our ambitious goal generated a behemoth amount of content that reveals the unique features of each town, kept manageable by our patented development method.
- A significant motivator for our choice to produce the Online Job Tour in this fashion – a decision made in production vs. on-site, was the consolidation of the public school system and their three 2014 high schools, which we feel allow for a marketing strategy that promotes a “new era” for that area/region; in turn, the Online Job Tour is capitalizing on it.

Unique to this hospital production: The Town of Wise is home to UVA-Wise, the University of Virginia’s only extension campus, a 2,500 enrollment university that is the top recruiting anchor of our production. With the first challenge of the entire production to familiarize jobseekers with the area, during the site visit we took photographs of every intersection of the four lane bypass, from its Exit 1 for Big Stone Gap, and then to the Kentucky state line, as well as east on SR 58 (Coeburn Road) to the Russell County line at St. Paul. We created an interactive map to show a complete coverage, while promoting a

“drive experience” – it was crucial to ultimately create a “visit experience,” as our test market revealed the need to first obtain the comfort level that goes with that familiarization with prospects, before introducing to them the recruiting assets.

- We believe this is a landmark achievement for our studio, that is based on our years of experience, the incredible work pace and diligence of our staff, and the design of Online Job Tour that makes this content manageable for jobseekers – we strongly feel that prospects provided the NCH production, who are insisted to follow the instructions, will yield results that make a formerly very difficult challenge to one that yields motivated candidates who want to “be a part of the story/new era” of their selected town.

Added hallmarks to promote:

The high schools are offered a “pre college” program from the UVA campus, to qualifying high achieving students, with classes held there, to promote college preparedness. Candidates have the choice of living in the City of Norton – the commonwealth’s smallest city but compelling in how it has its own municipality and its own small school district, or in any county town, three which have local schools through high school: Big Stone Gap, Coeburn, and the Town of Wise.

More “Crooked Road” tourism music venues are in Wise County than any other in Southwest Virginia, providing a robust amount of entertainment and festival venues. This production is another example of our ability to draw local and regional recruiting assets, by subject, into a better, manageable approach to review and understand about living here for physician jobseekers.

The Virginia Hybrid Energy Center was used as a “model” for the “responsible,” new approach to coal power plants, and it is reviewed in our production to make it appear to be a true asset and taxpayer to Wise County, as opposed to a marketing challenge because it is a coal power plant. Particularly our presentation of it should be referred to jobseekers/prospects. Compelling additions include a university linguist who is video interviewed to discuss the area culture and families, along with NCH’s Black Lung department, which addresses the needs of real coal miners who are suffering from health effects. We not only crafted a more favorable narrative regarding the coal production here (which we review in this report, above), but we reviewed the compelling histories of the area from the beginnings of the coal mining in the early 1900s, and its heritage. Instead of detracting, the history of the industry makes this a unique, heritage-filled place to work and live, for physicians.

- We are aware of two other historically competing hospitals (in Big Stone Gap and in the City of Norton) which are subject to a proposed merger. We are confident in being able to provide a very cost-effective proposal to add those hospitals to the current production series, and both towns (Norton with its own schools, and Big Stone Gap, considered a “garden spot” in Wise County, are already fully profiled) for the new company, should the merger be approved by various entities.

Total Videos: 55 onsite/109 post production

Approximate Pages: 400

Approximate Photos: 24,000

In-house recruiter guide: The Wise Inn, its renovation completed after our production visit, is strongly recommended as a competitive place for visiting candidates, over Norton’s Holiday Inn Express, which should include a choreographed drive to and from the NCH campus which can promote additional recruiting assets. We suggest an open-ended question posed to jobseekers “Which of the towns were your favorite?” to develop a choreographed site visit to that town of interest (because all likely cannot be toured on the real trip), which should include the UVA-Wise campus.

Mobile Site Address: www.nchmobile.com

Dickenson County Community Hospital, Clintwood



www.mshajobtour.com/dch

Core Development Observation: This is a critical access hospital managed by NCH, with Emergency services and additional services that include a growing center to support seniors/a hybrid assisted-living and mental health program.

Community/County: Clintwood is the County Seat of Dickenson County – along with Wise and Buchanan County (the largest and neighboring the eastern border), these are the three top coal producing counties in Southwest Virginia.

Basic Development Approach: This is another example of an Online Job Tour production revealing the recruiting assets for physician-consumers that would be hard to find doing internet research, as well as hard to cover on an interview trip, due to NCH's location to here, and because many of the recruiting assets are in different directions and not sequestered in a concentrated area. The Jettie Baker Center, and the Ralph Stanley Museum – a primary Crooked Road Music Trail tourism venue, are in Clintwood. We filmed an interview with iconic regional high school football coach, Ralph Cummins, which according to his family, was the last interview before his death a few months later.

- We have confidence that this Online Job Tour can be used for physician recruitment, to compel a primary care physician to live here, which may have been a considerable challenge to the client in the past.

Total Videos: 12 onsite/approximately 100 post production

Approximate Pages: 104

Approximate Photos: 4,214 onsite/n/a post production

In-house recruiter guide: There is a modern hotel in Clintwood that was constructed for the purpose of hosting tourists visiting the Ralph Stanley Museum. The local Mexican restaurant is the best bet for lunch meetings. The local primary care physician, Dr. Deel, is a former coal miner, and would likely be an excellent recruiting host – he is filmed and profiled in the Online Job Tour. Additionally, the CEO of the hospital is a lifetime resident and well-known community leader.

Supporting the Productions



MSHA's Online Job Tour Production Series supports the client's recruiters and executive teams for physician and hospital recruiting, while providing compelling efficiency, cost savings, and competitive advantages

MSHA leadership and hospital administrations are proactively focused on standing apart and competing in the recruiting marketplace for top industry talent. After the investment into development of the Online Job Tour series, the focus shifts to ensuring that the productions remain authentic and a true “mirror” to the real interview trip. The client is committed to maintaining them by subsidizing update production trips to cover additions and new developments to add to each Online Job Tour production, including campus, staff, and community leadership changes, which are natural. Clients are aware that Online Job Tours are dynamic tools that are made for, and designed to be regularly updated. Our agreement with the client allows for limited free monthly changes that are easily coordinated by remote.

Physician Recruitment Staff Orientation – Increased Efficiency & sourcing Production, Results:

- A. *Efficiency/Advance the Process* – Clients are no longer needed to spend initial calls educating, and no longer dealing with interview trips to educate and attempt to sell/compete, but instead are provided pre-educated and qualified prospects from the productions. This leaves more time for prospect/sourcing strategies and implementation. Because all jobseekers can be brought up to the same knowledge base and fully informed, more candidates can be evaluated vs. “linear approach” that is predicated on the costs of trips needed to educate/interview. We like to remind clients that “Michael Jordan was the third player picked in his draft,” so even if their top selection is wavering, because all prospects are pre-educated by Online Job Tour, their next choices can be moved on vs. interview/time/effort cost considerations to try for the next unqualified prospect.

- B. Enhanced Relationship/Clients Valued as “advocates” by prospects: Our client liaisons are not liked just for personality and professionalism and availability. They provide of real, useful knowledge that is believed by prospects, who respond well and follow the instructions, “If you use this, you will learn more about working and living here than on a typical interview trip.” The productions are made especially for their needs. This provides for having higher value than competitors. The Interview Prep Email provides connection/engagement, and Online Job Tour promotes “leading” prospects through a deliberate process that they prefer, vs. following them.
- C. We encourage our client recruiters to become students of their Online Job Tours. We view that we are empowering the recruiter to give their prospects productions that are not only comprehensive visit simulations and a new protocol that candidates ultimately prefer, but they are also extensions of their local knowledge, they will sharpen closing/qualifying efforts, provide exclusivity, and ultimately yield candidates that are pre-sold and motivated to sign employment contracts. We encourage active participation by our client recruiters in updating the productions – along with our “fresh eyes,” to grow Online Job Tour’s value, year after year.



Online Job Tours enable clients to stand apart, which is a key to successful selling as well as recruiting; we create for them unique tools, design kiosks for conventions, and support social media and alternate campaigns

- D. Clients spend hundreds of thousands of dollars in sourcing efforts over years – more time and effort to self-harvest leads can be made, from phone sales, sales products/mini disks, cards, iPad stations at recruiting events – with focus on an avant garde technology approach at recruiting events, etc., that their competitors cannot devote time for, because they are busy with work that Online Job Tours offset.
- E. We assist clients in generating their own approach to search engine optimization (SEO) strategies, as opposed to standard industry tools and organization that are used by their competitors. Some clients have developed creative programs for communicating with regional medical schools and residency programs.
- F. Onboarding is simplified: Online Job Tour, especially with an accompanying Recruitment Host program, serves to remove need by clients for campus and community education after the new employee or physician partner’s relocation.
- G. Our clients can better obtain referrals, because Online Job Tour not only enables them to spend more quality time with prospects, but the production can be easily shared by emailing or in social media, which additionally limits how referrals tend to be “watered down” when second-handedly provided to friends and colleagues.

Summary: Our test market has repeatedly revealed benefits to our clients, which include: more time and resources for sourcing, a more efficient process, better closing percentages of selected candidates, less need for incentives to close contracts, better retention percentages, the hiring of more talented/more experienced practitioners, and referrals.

Alternatively, the orientation of candidates is improved in many ways, beginning with how they are provided a comprehensive interview experience up front, which promotes a more comfortable and relaxed, and more confident career search experience. They are fully educated and motivated to pursue client careers. Both sides are “*steps ahead*” vs. the traditional recruiting process. Both have saved considerable time, effort, and resources.

Return on Investment: The Online Job Tour Value Proposition

We believe strongly in accountability, providing new clients with a trial period to evaluate the benefits of Online Job Tour as they see fit, before making a long-term commitment to development and our support.

Our test market revealed significant “*across the board*” benefits to clients who allow for the productions to take their natural place into their recruiting efforts, which alters their process into a turnkey digital career search and application. The productions save effort and resources, particularly regarding the better yield from advertising – more and better quality candidates and their referrals, and saving of time and resources needed to familiarize, educate, and sell prospects using interview trips. Our clients can fill that void of saved resources and time to devote to other work focuses.

Using each hospital Online Job Tour production around our prescribed protocol for their classified advertising, and following the recommended use, and upkeep, has resulted in the following benefits: Reduced third party sourcing and recruiter fees, limited wasted site visit trips as well as the need for additional site visit trips, the reduction in placement times by as much as half (which places physicians & their billing/hospital referrals much faster), improved candidate quality that means more effective and efficient practitioners, and improved retention.

In physician recruitment, past results from test market led to placements 20% faster, reduction in number on onsite visits by 33%, and saving 1 in 7 third party recruiter fees.

- Based on research completed by various industry and recruiting companies, low estimate calculations place loss of \$100,000 in revenue per month, for unfilled physician openings, \$25,000 for director/manager-level (Merritt-Hawkins and Advisory Board Company studies), the cost of onsite trips calculated at \$1,500, and recruiter fees calculated at \$20,000.
- Our ROI estimates calculated only these three factors and their financial values – this does not include executive and staff recruiting.
- Our estimates also do not consider values of retention improvement, the hiring of better, more productive practitioners, among other documented benefits from using Online Job Tour.

Simple Value Proposition: Clients additionally justify their investment in Online Job Tour productions as being equal to a single physician recruiter fee for each hospital, and then keep them supported and updated annually, is equal to just 2-3 real interview trip costs.

In return, our productions enable employers to transform their recruiting by providing ALL prospects (physician, executive, clinical director, all staff positions) with a digital interview visit simulation that provides 20x more information and education than the real trip – will productions that never become outdated and have lasting value, year after year.

Additional Services/Support by Promo Web Innovations



Merger Initiative with Wellmont Healthcare: We are watching developments of the attempt of our client, along with their former competitor, to create a new regional healthcare organization. Online Job Tours can be easily produced with content already gathered, and with low-cost productions trips to (new company) client hospitals. Additionally, we believe Online Job Tours can serve a new client by quelling concerns of jobseekers about an abrupt change to what was once a rivalry. Like consumers, jobseekers stay away from what they don't understand or cannot get enough information about.

Search Engine Placement: Although we are not hired to source prospects, we support and encourage clients to always consider alternative sourcing strategies, especially to expensive, often unreliable third party recruiters, particularly including purchasing placement strategies, which pay for *“top of the first page search results”* based on specific, pre-selected search phrases. This is opposed to search engine optimization strategy, which manipulates web content to attempt to raise an organization's profile on search results, often based on presumed information, which provides less certain results.

Local/Regional Support Suggestions:



Recruiting Host Candidates: Dr. Sheri White is an Audiologist from Florida and husband Michael, is a Carter County native and Associate Athletic Director at ETSU; Shannon Castillo, a commercial realtor/Co-founder of Spark Plaza, a business co-op

Recruiting Hosts: During our meetings with community leaders, many offer to meet and take time to entertain, and communicate with candidates. Professional photographers, university employees, and economic development principals, with training, can make for excellent adjunct recruiters for our clients

by partnering with in-house recruiters. When a recruiting host program is developed, it is not unusual for new employees and physicians to move to their new homes already having these new friends, which helps with their transition.

Online Job Tour helps to create a very positive environment for successful recruiting hosts, as these are professionals considered community leaders, who know their area well – they are profiled on Online Job Tour productions, so candidates and their spouses can learn about them prior to meeting.

- The Recruiting host program concept is compelling: the client provides an orientation to community leaders who express a willingness to be “hosts” or welcoming envoys, to candidates; for example, a Tri-Cities-based professor/photographer is open to hosting visiting jobseekers for a morning hike and photo shoot. Two fly-fishing guides are available. Economic development directors, history and museum docents, university athletic directors, and others, can be provided to candidates in a “menu” format where they can choose whom to meet – instead of anxiety about a visit, candidates are enthusiastic about meeting people they already know, profiled in Online Job Tour, who have called them: an example of enhanced recruiting that leads to better placements and does things competition cannot do because they don’t have Online Job Tour.

Social Media Branding Efforts: We believe in use of social media for employment branding, and using of hashtags and other tools (#NextGreatPlace, #PhysicianFamilies, etc.). We have purchased domains that include PhysicianJobsinTennessee, Virginia, West Virginia, and Kentucky, BetterTogetherPhysicians, BetterTogetherJobs, TriCitiesPhysicians.com for the client to use.

Local/Regional Support: We encourage dialogue with area and regional marketing, business, and news, web sources to best promote the region, which also is hindered by negative stereotypes of different kinds, which relates to MSHA’s success.

Local newspapers/Wikipedia have poor images on their headers of many client communities; for example, the local paper and Wiki show a steam engine, and railroad crossroads, respectively on their headers for Johnson City. Additionally, news sources that tweet headline stories in social media could be reached to discuss an alternate to providing this unflattering news about the region; for example, the newspaper could promote a separate twitter feed on “crime” instead of release the latest meth bust on its main feed.

Recruiting Residents & Medical Students: We encourage our clients to particularly engage their future candidate prospects much sooner, and to develop relationships and possible programs to encourage their consideration of the client for their careers after their training.

Thank You – Jamie Parsons, Human Resources VP



Mr. Parsons leads Human Resources for a company that has received accolades for being “most wired” and is engaged in efficiency initiatives, with impressive environmentally-friendly construction, and advanced use of social media

We would like to especially thank Jamie Parsons, Vice-President of Human Resources, for his support. Early in our discussions, it was clear that he was comfortable and enthusiastic regarding our use of web technology applied to recruiting efficiency and improvement. We noted the company’s Value Optimization System (VOS) initiative was paying dividends, and believed we fit into that approach of MSHA seeking optimal efficiency in operations.

The company additionally had built, and continues to construct impressive, modern facilities, and has industry-leading wellness initiatives for its team members and physicians, including a social media program that encourages wellness/team building.

What has proven to be true since we were hired, was our belief that MSHA may not be an exception to what we thought about the Mountain South area it is in, but instead the company is a reflection of a dynamic place with talented, caring professionals who seek *the best* for an equally compelling region, and our Online Job Tour productions reveal that to the hospital employment marketplace.

Mr. Parsons also trusted our team to do our extensive and exhaustive work with no interference, instead giving us creative freedom to represent the company and team members.

We are grateful to you, Mr. Parsons!



End.