

UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES

Melissa Frederick, Vice President and Chief Human Resources Officer



EMPLOYMENT BRANDING CAMPAIGN

Our challenges

As our institution continues to grow, we know we must have the talented faculty and staff in place to carry out our mission.

Teaching more students and healing more patients will require us to significantly increase our employee base.

Our campaign

Through a collaboration with UK Human Resources, UK Strategic Marketing and Cornett, we have developed an employment branding campaign.

The campaign launched Jan. 20 and will run for six months.

EMPLOYMENT BRANDING CAMPAIGN

Our campaign

Goals

- Increase awareness of UK and UK HealthCare as an employer
- Attract new inquiries and job applications
- Increase unique applicants by 10%
- Advertise the breadth of careers available at our institution

Audience

- Adults
- Lexington, Louisville, Cincinnati
- Professionals of all levels and position types, with a focus on health care professionals and facilities positions

Our campaign

Reaching our audience

- Email advertisements with 6AM city in Lexington and Louisville (1 million impressions)
- Billboards in Lexington (4.7 million impressions)
- Online display ads (7.8 million impressions)
- Google search ads (27,000 clicks)
- Google display ads (2.4 million impressions)
- Facebook and Instagram ads (7.8 million impressions)
- Total estimated impressions: 25 million
- Each time an ad is viewed equals one impression

Our campaign

Telling the story of working at UK and UK HealthCare

- Ads will feature stories of real UK employees
- Ads will include a link to a landing page where employee stories can be found
- Two calls to action on the landing page:
 - “Discover your next career” featuring employee stories
 - Search job opportunities, linking directly to UK Jobs website where users can search current job postings and apply
- First round of stories includes employees from Philanthropy, Facilities Management, UK HealthCare Audiology, UK HealthCare Nursing and Lewis Honors College

EMPLOYMENT BRANDING CAMPAIGN

MORE THAN A UNIVERSITY

At UK, we are not simply seeking employees. We are seeking partners in progress, collaborators in creativity and champions of change.

Sarah Fitzgerald
PHILANTHROPY

TOGETHER WE ARE REDEFINING WHAT'S POSSIBLE

EXPLORE JOBS TODAY

UK University of Kentucky
AN EQUAL OPPORTUNITY EMPLOYER

Tree Sandford
FACILITIES MANAGEMENT

MORE THAN A UNIVERSITY

TOGETHER WE WILL REDEFINE WHAT'S POSSIBLE

EXPLORE JOBS TODAY

UK University of Kentucky
AN EQUAL OPPORTUNITY EMPLOYER

Instagram

universityofky • Sponsored

Trey Dine, MD
CLINICAL AUDIOLOGIST

MORE THAN A HOSPITAL

Apply now >

universityofky With outstanding benefits including free tuition for employees, UK provides support at every step of your career. Join the team that's solving the unsolvable.

UK HEALTHCARE RECRUITING

Focus on our workforce needs

- Create a strategy that produces the necessary clinical and support staff to meet UK HealthCare patient needs
 - Develop and support more awareness to the health care disciplines
 - Recruit to meet our commitments for FY33 and beyond
- Partner to develop and enhance pathway opportunities
- Consider statewide health care workforce needs



The Kentucky and UK HealthCare nursing landscape

Kentucky is:

- Faced with an insufficient supply of nurses to meet the demand through 2034. Kentucky Hospital Association (KHA) indicates it will take a 21% increase of licensure nurses to close the gap.
- Seeing a slight reduction in nursing vacancies from 2021 to 2022. But there is still a 19.1% state vacancy rate in RN positions. Turnover has also not improved.
- Challenged to recruit in the nursing specialty areas of medical-surgical, critical care, operating room and post-acute care unit (PACU), where the state has a 24.3% vacancy rate.

The Kentucky and UK HealthCare nursing landscape

UK HealthCare is...

- Making gains in RN vacancy, today reporting at 36.4% (inpatient and ambulatory combined), compared to 38% in January 2024.
- Still using contract labor, which is accounting for approximately 767 FTE in direct clinical roles.
- Reducing costs for labor, though it remains high and we trend similarly to national comparators.

UK HEALTHCARE RECRUITING

Hiring events

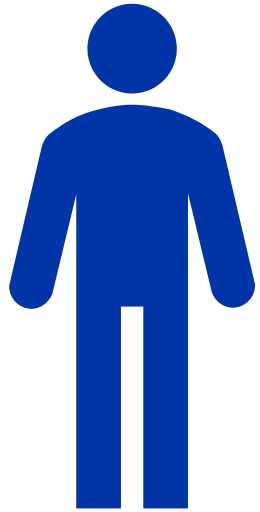
May 2024: Hired 182 new RN graduates

December 2024: Hired 138 new RN graduates

- New structure initiated in 2023 and continues to evolve
- UK Kings Daughters and UK St. Claire also participated
- Invited experienced RNs (hired 8 in December)
- Increased sign-on bonus in select areas
- Detailed unit information provided prior to interview
- Recruiter-led phone screenings



Hiring Snapshot (December 2024 to February 2025)



**Hired
146 new
nurses**

Of those hires, 64 used at least one of our recruiting and retention programs

- **Accepted a sign-on bonus**
- **Utilized student loan repayment**
- **Utilized a scholarship offering**

UK HEALTHCARE RECRUITING

Contract labor reduction is a focus

- Initiated fall 2022
- Conversion incentive payment with a service commitment
- Positive response since activation
 - 90 domestic nurse traveler conversions, 19 of those for a 2025 start
 - 11 international nurse traveler conversions
 - Expanded traveler conversions in all our other areas using agency services



ADDITIONAL INITIATIVES

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Sourcing Support

- Launched mid-2024
- Assisted in 32 hires across several disciplines

Expanding the areas we support for talent acquisition

- Growing the recruitment function to additional areas that include:
 - Physicians
 - Radiology
 - Advance Practice Providers
 - Various leadership roles

Recruitment Enhancements

- Sign-on bonus, scholarship and tuition loan repayment
- Focusing on our need-based areas
- New graduate and experienced offerings with a service commitment

Position-Level Reviews & Assessments

- Develop a plan to enhance candidate inflow
 - Emergency Medical Technician (EMT)
 - Radiology Technicians (X-ray)

Workforce Partnership

- Continuing to align and partner for new short-, middle- and long-term strategies that support recruitment
- Establishing new opportunities for entry into the profession

ADDITIONAL INITIATIVES

Recruitment enhancement

Scholarship and student loan repayment support

- We want to help individuals enter the profession.
- In 2024, we established a procedure for offering scholarships and student loan repayments for individuals joining UK HealthCare in various clinical positions.
- Defined list of roles that support certificate, two-year, four-year and post-graduate financial support with a service commitment.
- Bi-annual review of eligible positions based on key performance metrics
 - Scholarship: Students must meet a minimum enrollment and grade requirement.
 - Loan repayment: Intended for newly graduated and hired employees who have recently acquired a degree or completed a graduate degree program with repayment of student loans.
- As of January, we have more than 130 participants with graduation dates through December 2027.

ADDITIONAL INITIATIVES

Position-level reviews and assessments

Emergency Medical Technical (EMT) initiative

EMTs provide emergency-based care and transport patients within and beyond our medical facilities

What we achieved in 2024:

- Transitioned from a low applicant pool to filling all open positions
- Referred additional candidates into nursing care tech (NCT) roles

Emergency Medical Technician (EMT) Initiative

Success Story

Key Collaborations



- Operations Leadership
- HR Business Partners
- HR Recruitment
- Pathways/pipeline teams

Our Strategic Actions

- Updated to market-aligned titles
- Conducted market analysis, resulting in a \$2 in-range rate increase
- New marketing materials to highlight the career
- Established a dedicated recruiter and external sourcing support
- Built a new pathway for entry into the profession

Results



Summer 2024
Filled 16 vacant roles

ADDITIONAL INITIATIVES

Position-level reviews and assessments

Radiology X-ray technician

Performs diagnostic imaging procedures.

What we achieved in 2024:

- Transitioned from zero candidate pool to full-cycle recruitment
- Expanded from Radiology Technical (X-ray) to include Nuclear Medicine and Radiology Sonography within four months
- Goal to further expand remaining two specialties by spring

Radiology X-ray technician

Success Story

Key Collaborations



- Operations Leadership
- HR Business Partners
- Recruitment teams

Our Strategic Actions

- Conducted market review and adjusted titles to match market standards
- Adjusted sign-on bonus based on organizational need
- Added a dedicated recruiter for Radiology
- Conducted outreach to schools with Radiology programs

Results



- Filled 9 X-ray technician roles
- Prior to launch, Radiology had a very limited applicant pool

ADDITIONAL INITIATIVES

Expanding the areas we support for talent acquisition

New office for physician and advanced-practice provider recruitment

In February, onboarded two physician recruiters, one APP recruiter, one administrative support coordinator.

Partnership with College of Medicine.

Current activities

- Consulting: Working with departments on recruitment needs
- Vendor management: Recommending approved vendors, negotiating fee reductions
- Liaison: Connecting agencies with department leadership
- Job summaries: Rewriting to highlight value proposition
- Job postings: Updated summaries leading to candidate interest

ADDITIONAL INITIATIVES

Expanding the areas we support for talent acquisition

New office for physician and advanced-practice provider recruitment

Departments receiving consultative guidance.

Physician roles:

- Surgery: Director of lung transplant surgery, transplant surgeons
- Internal Medicine: Transplant pulmonologist, chief of pulmonary, chief of rheumatology, oncology (six positions), hospitalist
- Psychiatry: Six positions including leadership and faculty roles
- Pediatrics: Chief of pediatric cardiology, pediatric pulmonary

APP roles:

- Surgery: 14 accepted offers

QUESTIONS

