



Occupational Therapy and Physical Therapy Recruiting Resource Guide

Prepared by JWT Inside
February 4, 2008
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Additional resources and advice can be provided by JWT Inside, the UMHS preferred vendor for recruitment and retention services. The Account Team includes:

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National Health Care Turnover Data ¹

Data January - June, 2007

Summary of Findings		
	<i>FTE</i>	<i>Person</i>
Vacancy		
Rehabilitation	8.7%	10.7%
Nursing	6.9%	10.3%
Technician	5.9%	6.9%
Professional	5.7%	5.7%
Office/Clerical	5.7%	6.1%
Allied Health	5.4%	5.4%
Entry Level	5.4%	6.0%
Turnover		
Entry Level	10.9%	11.7%
Nursing	7.5%	10.3%
Office/Clerical	7.3%	7.8%
Allied Health	6.1%	6.3%
Technician	5.8%	7.1%
Professional	4.7%	4.7%
Rehabilitation	2.3%	3.4%
	<i>D-t-Fill</i>	<i>D-t-Start</i>
Days-to-Fill and -Start		
Professional	89.2	101.2
Office/Clerical	68.6	78.9
Allied Health	66.1	79.8
Technician	64.2	85
Rehabilitation	53.6	67.4
Nursing	45.6	85.1
Entry Level	39.0	66.4
Cost-per-Hire		
Professional	\$6,348	
Allied Health	\$3,111	
Rehabilitation	\$2,904	
Office/Clerical	\$2,437	
Technician	\$2,412	
Nursing	\$2,170	
Entry Level	\$1,598	

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Health Care Overview State of the Union²

Hospitals Face Workforce Shortages in Key-Care Given Professions

1. Percentage of hospitals reporting recruiting more difficult in 2006 vs. 2005

Therapists (SLP, PT, OT)	11.4%
RNs	8.1%
Pharmacists	8.1%
Nursing Assistants	8.0%
LPNs	6.6%
Laboratory Technicians	5.9%
Imaging Technicians	5.9%

***And perceived to be getting worse**

2. Percentage of hospitals reporting recruitment more difficult

Therapists (SLP, PT, OT)	58%
RNs	44%
Pharmacists	44%
Laboratory Technicians	41%
Imaging Technicians	28%
Billing/Coders	28%
IT Techs	20%

***It's affecting patient care**

3. Staff/Patients/Hospitals are all losing the battle

Decreased staff satisfaction	49%
ED overcrowding	36%
Decreased patient satisfaction	35%
Diverted ED patients	21%
Decreased reduced beds	17%
Increased time to wait for surgery	13%
Cancelled surgeries	9%
Curtailed expansions	6%

² Source: 2007 AHA Survey of Hospital Leaders

Point Of View

The Point of View provides an overall review of communication strategies starting with professional organizations, print, online and conventions.

OCCUPATIONAL THERAPY

A. Professional Associations

1. American Occupational Therapy Association, (AOTA): www.aota.org

AOTA is the nationally recognized professional association of more than 35,000 occupational therapists, occupational therapy assistants, and students of occupational therapy. Practitioners work with people experiencing health problems such as stroke, spinal cord injuries, cancer, congenital conditions, developmental problems, and mental illness. Occupational therapy helps people regain, develop, and build skills that are essential for independent functioning, health, and well-being. Therapy interventions occur in a wide range of settings including schools, hospitals, skilled nursing facilities, home health, outpatient rehabilitation clinics, psychiatric facilities, and community health programs.

4720 Montgomery Ln.
PO Box 31220
Bethesda, MD 20824-1220 USA
P (301)652-2682
F (301)652-7711
Toll-Free: (800)377-8555
Members: 35,000
Job Postings: OTJobLink.org
Mailing List Rental: Available

2. Michigan Occupational Therapy Association, (MiOTA): www.mi-ota.com

124 W Allegan, Ste. 500
Lansing, MI 48933 USA
P (517)267-3918
F (517)484-4442
Members: 1,400
Job Postings: <http://www.mi-ota.com/jobopenings.html>
Mailing List Rental: Available through the AOTA

B. Print Publications

1. Advance for Occupational Therapy Practitioners: *Advance for Occupational Therapy Practitioners* is distributed to able and certified OTRs, OTAs, rehab managers, OT directors, supervisors and senior students. Ad rates include posting on Advanceweb.com

Circulation: 60,101
Frequency: Biweekly (Mondays)
Closing: Tuesday prior to issue date
Bonus Distribution Issues:
March 10: Graduation Issue
March 31: National Conference Issue
April 14: OT Month
July 7: Continuing Education Directory

July 21: Rehab Summit
Sept 1: Back to OT School Issue

2. American Journal of Occupational Therapy (AJOT): *AJOT* is the industry's leading peer-reviewed journal that reflects all practice areas and features content on research, practice and health care issues in the field, providing late-breaking research on hot topics in the profession.

Circulation: 35,000
Frequency: Bimonthly
Closing: One month prior to issue date
Bonus Distribution Issues: N/A

3. MiOTA Newsletter: The Newsletter is sent to MiOTA members quarterly. The function of the Newsletter is to inform members of issues arising in Michigan and nationally.

Circulation: 1,400
Frequency: Quarterly
Closing: January 1, April 1, July 1, October 1
Bonus Distribution Issues: N/A

4. OT Practice: Published by the American Occupational Therapy Association, *OT Practice* is a full color magazine offering news, capital briefings, continuing competence and continuing education articles, member forums and feature articles written by skilled occupational therapy professionals.

Circulation: 35,000
Frequency: 2x monthly
Closing: Two weeks prior to issue date
Bonus Distribution Issues: N/A

5. Rehab Management: *Rehab Management* is the only publication that serves the entire team of rehab professionals in the short- and long-term physical medicine industry. Readers include OTs, PTs, Athletic Trainers, and Rehabilitation RNs.

Circulation: 20,000
Frequency: 10x annually
Closing: 15th of the month, two months preceding issue date
Bonus Distribution Issues:
 March: International Seating Symposium
 April: AOTA Conference
 May: Medtrade Spring
 Oct: Medtrade Fall

6. Therapy Insider: *Therapy Insider* was designed to help inform PTs and OTs about career opportunities and clinical and professional developments.

Circulation: 60,000
Frequency: 2x annually (June and October)
Closing: May 1 for June; Sept 5 for Oct
Bonus Distribution Issues:
 June: American Physical Therapy Association
 Oct: Combined Sections Meeting, American Occupational Therapy Association

C. Web Opportunities

1. Advance for Occupational Therapy Practitioner: www.health-care-jobs.advanceweb.com
Advance for Occupational Therapy Practitioner online classified job postings.
2. American Occupational Therapy Association: www.aota.org
Job postings are available on OTJobLink.org.
3. TherapyTimes.com: www.therapytimes.com
Therapy Times is a digital community for therapy professionals.

D. E-Newsletters/Email Blasts

1. AOTA 1-Minute Update Email: www.aota.org/Pubs/Enews.aspx
This broadcast email is sent biweekly to members of the American Occupational Therapy Association. A sponsorship includes a 30 word description and a banner in one issue.
2. Advance for Occupational Therapy Practitioners E-Newsletter:
www.advanceweb.com/mediakit/asp/rates_specs.asp?magID=OT&typeID=Rec
This opt-in E-newsletter is sent biweekly and offer opportunities to reach candidates with banner or text messages.
3. Rehab Today E-Newsletter: http://www.rehabpub.com/RM-Media_Kit-08.pdf
This weekly e-newsletter provides an arena for promotional messages via banner and tower ads, as well as text logo links.

E. Direct Mail

1. American Occupational Therapy Association (AOTA)
AOTA can tailor a list to meet your needs based on facility setting; membership category; special interest section; practice area; and geographical area by state or specific zip code prefix.
P (301)652-6611
F (301)652-1046
Toll Free: 800-877-1383, ext. 2749
E-mail: cfoster@aota.org

F. Conferences & Events

1. American Occupational Therapy Association 88th Annual Conference & Expo
April 10-13, 2008
Long Beach, CA
2. 2008 MiOTA Annual Fall Conference: www.mi-ota.com/conference2008.html
October 20-21, 2008
The Grand Hotel on Mackinac Island

G. Michigan Allied Health Programs: ACOTE Accredited Programs

Baker College Center for Graduate Studies

1116 West Bristol Road
Flint, MI 48507-5508

Program Phone: (810)766-4298
Program Contact: Joanne Crain
Program Email: joanne.crain@baker.edu

Career Services: <https://www.baker.edu/departments/careerservices/employermain.cfm>
Career Services Contact: N/A
Career Services Email: N/A
Graduation Dates: Mar, Jun, Aug, Dec

Eastern Michigan University

School of Health Sciences
362 Marshall
Ypsilanti, MI 48197-2239

Program Phone: (734)487-4096
Program Contact: N/A
Program Email: jolson@emich.edu

Career Services: <http://career.emich.edu>
Career Services Contact: (734)487-0400
Career Services Email: N/A
Graduation Dates: Apr, Jun, Aug, Dec

Grand Valley State University

College of Health Professions
301 Michigan Street, NE, Suite 200
Grand Rapids, MI 49503-3314

Program Phone: (616)331-3356
Program Contact: N/A
Program Email: siscow@gvsu.edu or zwarda@gvsu.edu

Career Services: <http://www.gvsu.edu/careers/>
Career Services Contact: (616)331-3311
Career Services Email: career@gvsu.edu
Graduation Dates: N/A

Saginaw Valley State University

Occupational Therapy Program
232 Brown Hall
7400 Bay Road
University Center, MI 48710-0001

Program Phone: (989)964-7353
Program Contact: N/A
Program Email: jnagayda@svsu.edu

Career Services: <http://www.svsu.edu/careers>
Career Services Contact: (989)964-4954
Career Services Email: careers@svsu.edu
Graduation Dates: May, Aug, Dec

Wayne State University

Eugene Applebaum College of Pharmacy and Health Sciences
259 Mack Ave
Detroit, MI 48201

Program Phone: (313)577-1435

Program Contact: N/A

Program Email: ae9765@wayne.edu or ad8560@wayne.edu

Career Services: <http://www.careerservices.wayne.edu>

Career Services Contact: (313)577-3390

Career Services Email: N/A

Graduation Dates: May, Aug, Dec

Western Michigan University

Department of Occupational Therapy
3430 CHHS
1903 W. Michigan Avenue
Kalamazoo, MI 49008-5333

Program Phone: (269)387-7260

Program Contact: Shannon Penny

Program Email: shannon.penny@wmich.edu

Career Services: <http://www.broncojobs.wmich.edu>

Career Services Contact: (269)387-2745

Career Services Email: BroncoJOBS@groupwise.wmich.edu

Graduation Dates: Apr, Jun, Aug, Dec



PHYSICAL THERAPY

A. Professional Associations

1. American Physical Therapy Association, (APTA): www.apta.com

The American Physical Therapy Association is a national professional organization representing more than 67,000 members. Its goal is to foster advancements in physical therapy practice, research, and education.

1111 N Fairfax St.
Alexandria, VA 22314-1488 USA
P (703)684-2782
F (703)684-7343
Toll-Free: (800)999-2782
Primary Contact: Mr. John D. Barnes, CEO
Members: 67,000
Job Postings: APTA.org Job Bank
Mailing List Rental: Available

2. Michigan Physical Therapy Association, (MPTA): www.mpta.com

The MPTA is a professional, non-profit organization and serves as a component of the American Physical Therapy Association (APTA). Association membership is comprised of physical therapists, physical therapy assistants and students in the field of physical therapy.

3300 Washtenaw Ave., Ste. 220
Ann Arbor, MI 48104-4200 USA
P (734)929-6075
F (734)677-2407
Members: 2,368
Job Postings: Available
Mailing List Rental: Available

B. Print Publications

1. Advance for Physical Therapists & Physical Therapy Assistants: *Advance for PTs & PTAs* circulates to active and registered Physical Therapists and Physical Therapy Assistants, rehab directors, PT directors, PT chiefs and senior students. Ad rates include posting on Advanceweb.com

Circulation: 75,019

Frequency: Biweekly (Mondays)

Closing: One week prior to issue date

Bonus Distribution Issues:

Jan 28: American Physical Therapy Association Combined Sections Meeting (APTA-CSM)

March 17: Special Graduation Issue

May 5: Nursing Home Week

June 2: American Physical Therapy Association; National Athletic Trainers' Association

July 28: Rehab Summit

Aug 11: ANNUAL CE DIRECTORY

Oct 6: NATIONAL PT MONTH

Nov 3: American Physical Therapy Association Private Practice Section (APTA-PPS)

Nov 17: American Academy of Physical Medicine and Rehabilitation (AAPM&R)

2. PT Bulletin Digest: Within each issue of *PT Magazine* is *PT Bulletin Digest* which offers the latest job opportunities and continuing education courses, along with the most important news from APTA's weekly electronic newsletter. *PT Bulletin* serves as the resource for PTs and PTAs researching employment and continuing education opportunities.

Circulation: 64,570

Frequency: Monthly

Closing: 15th of the month, two months preceding issue date

Bonus Distribution Issues:

Feb: Combined Sections Meeting 2008, Nashville, Feb 6-9

June: PT 2008 June 11-14, San Antonio, TX

Oct: NSC 2008 Oct 17-19, San Jose, CA

Nov: Private Practice Meeting Nov 5-8 Orlando, FL

3. Rehab Management: *Rehab Management* is the only publication that serves the entire team of rehab professionals in the short- and long-term physical medicine industry. Readers include OTs, PTs, Athletic Trainers, and Rehabilitation RNs.

Circulation: 20,000

Frequency: 10x annually

Closing: 15th of the month, two months preceding issue date

Bonus Distribution Issues:

Jan/Feb: APTA Combined Sections Meeting

March: International Seating Symposium

May: Medtrade Spring

July: APTA National Conference

Oct: Medtrade Fall

Nov: APTA Private Practice

4. Shorelines: *Shorelines* is a quarterly publication that connects to the Physical Therapy professionals and students throughout the State of Michigan. For advertising information, contact Marcy Dwyer at (800)242-8131.

Circulation: 2,368

Frequency: Quarterly

Closing: First of the month, one month prior to issue

Bonus Distribution Issues:

June: State Wide Issue sent to over 8,000 PTs in MI

5. Therapy Insider: *Therapy Insider* was designed to help inform PTs and OTs about career opportunities and clinical and professional developments.

Circulation: 60,000

Frequency: 2x annually (June and October)

Closing: May 1 for June; Sept 5 for Oct

Bonus Distribution Issues:

June: American Physical Therapy Association

Oct: Combined Sections Meeting, American Occupational Therapy Association

6. Today in PT: *Today in PT* offers the highest circulation in this field (reaching 100,000 PTs and PTAs nationwide). This glossy, four color magazine offers quality, in-depth editorial in every issue.

Circulation: 100,000

Frequency: Biweekly (Mondays)

Closing: Wednesday prior to issue date

Bonus Distribution Issues:

Feb 4: Combined Sections

May 12: PT Student Distribution

Jun 9: APTA

Sept 29: PT Month

Oct 13: Student Conclave

C. Web Opportunities

1. APTA Online Banner Package: www.apta.org

2. APTA Online JobBank: www.apta.org

Searchable by category, location, and practice setting.

3. Advance for PTs and PTAs: www.health-care-jobs.advanceweb.com

Advance for Physical Therapists and Physical Therapy Assistants online classified job postings.

4. PTJobs.com: www.ptjobs.com

Job postings and resume database available.

5. Today in PT: www.todayinpt.com

Job postings and banner ads available on Jobs page.

D. E-Newsletters/Email Blasts

1. Advance for Physical Therapists & Physical Therapy Assistants E-Newsletter:

www.advanceweb.com/mediakit/asp/rates_specs.asp?magID=PT&typeID=Rec

This opt-in e-newsletter is sent biweekly and offer opportunities to reach candidates with banner or text messages.

2. APTA Student E- News:

www.apta.org/AM/Template.cfm?Section=i_Student_e_News_i_&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=125&ContentID=15907

Blasted monthly to over 15,000 students, APTA's Student E-Newsletter is a popular resource for students. It keeps them in touch with APTA resources, events, and other information of interest.

3. eRecruit for Physical Therapists:

Available through our channel partner, Katon Partners, this direct-to-candidate approach puts your customized recruitment message in front of candidates fast and cost-effectively through email.

4. PT Bulletin Online Email Blast Sponsorship:

www.apta.org//AM/Template.cfm?Section=Current_Issue

This e-newsletter is sent to members of the APTA each week. The sponsorship includes up to 50 words with a link in 4 consecutive weekly email blasts.

5. Rehab Management's Rehab Today E-Newsletter:

www.rehabpub.com/RM-Media_Kit-08.pdf

This weekly e-newsletter provides an arena for promotional messages via banner and tower ads, as well as text logo links.

E. Direct Mail

1. American Physical Therapy Association, (APTA):

www.apta.org/AM/Template.cfm?Section=Home&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=41147

Over 69,000 physical therapy professionals can be customized in whatever way works best for you, to include any or all of the following market segments: title (PTs, PTAs, PT students, PTA students); special interest (acute care, neurology, etc); practice setting (hospital, rehab center, private practice, etc); or geographic location (state, ZIP code).

2. Michigan Physical Therapy Association, (MPTA):

mpta@mpta.com

The Michigan Physical Therapy Association offers mailing labels for a one time use only. In order to complete your purchase you must agree to the statements in the Potential Referral Advertising Disclaimer. Available to order by PT, PTA Students or all. List can be sorted by district, zip and last name.

F. Conferences & Events

1. APTA PT2008:

June 11-14, 2008
San Antonio, TX

2. Michigan Physical Therapy Association:

MPTA Student Conclave
Contact: (800)242-8131
March 28, 2008
Holiday Inn South
Lansing, MI

3. Michigan Physical Therapy Association:

MPTA Spring Conference & Membership Meeting
Contact: (800)242-8131
March 29, 2008
Holiday Inn South
Lansing, MI

4. Michigan Physical Therapy Association:

MPTA Annual Fall Conference
Contact: (800)242-8131
October 11, 2008
Bavarian Inn
Frankenmuth, MI

5. National Student Conclave NSC 2008:

October 17-19, 2008
San Jose, CA

G. Michigan Allied Health Programs: CAPTE Accredited Programs

Andrews University

Department of Physical Therapy
Andrews University
Berrien Springs, MI 49104-0420

Program Phone: (269)471-6061
Program Contact: Wayne L Perry, PT, MBA, PhD Department Chair
Program E-mail: perryw@andrews.edu

Career Services: http://www.andrews.edu/academics/student_success.html

Career Services Contact: (269)471-6096

Career Services Email: andreaci@andrews.edu

Graduation Dates: Jun, Aug

Central Michigan University

Graduate Program in Physical Therapy
Central Michigan University
1220 Health Professions Building
Mt. Pleasant, MI 48859

Program Phone: (989)774-2347
Program Contact: Herm Triezenberg, PT, PhD
Program E-mail: triez1hl@cmich.edu

Career Services: <http://www.careers.cmich.edu>
Career Services Contact: (989)774-3068
Career Services Email: careers@cmich.edu
Graduation Dates: May, Aug, Dec

Grand Valley State University

Physical Therapy Program
Cook-DeVos Center for Health Sciences
Grand Valley State University
301 Michigan St, NE
Room 200
Grand Rapids, MI 49503

Program Phone: (616)331-3356
Program Contact: John Peck, PT, PhD Director
Program E-mail: peckj@gvsu.edu

Career Services: <http://www.gvsu.edu/careers/>
Career Services Contact: (616)331-3311
Career Services Email: career@gvsu.edu
Graduation Dates: N/A

Oakland University

Program in Physical Therapy
School of Health Sciences
Rochester, MI 48309-4482

Program Phone: (248)370-4041
Program Contact: Kristine A Thompson, PT, PhD Program Director
Program E-mail: kathomps@oakland.edu

Career Services: <http://www4.oakland.edu/?id=61&sid=68>
Career Services Contact: (248)370-3250
Career Services Email: careers@oakland.edu
Graduation Dates: N/A

University of Michigan - Flint

Physical Therapy Department
School of Health Professions and Studies
University of Michigan - Flint
2157 William S. White Building
303 E. Kearsley
Flint, MI 48502-1950

Program Phone: (810)762-3373
Program Contact: Donna Fry, PT PhD Associate Professor and Director
Program Email: donnafray@umich.edu

Career Services: <http://www.umflint.edu/careers>
Career Services Contact: (810) 762-3085
Career Services Email: advising@umflint.edu
Graduation Dates: May, Aug, Dec

Wayne State

Physical Therapy Program
Department of Health Care Sciences
Eugene Applebaum College of Pharmacy and Health Sciences
Room 2246
Wayne State University
Detroit, MI 48201

Program Phone: (313)577-1432
Program Contact: Thomas Birk, PT, PhD Chair and Associate Professor
Program E-mail: ae7647@wayne.edu

Career Services: <http://www.careerservices.wayne.edu>
Career Services Contact: (313)577-3390
Career Services Email: N/A
Graduation Dates: May, Aug, Dec

Alternative Recruiting Strategies

1. **DirectRecruit** is a direct mail campaign for targeted allied health discipline. The campaign delivers a personalized recruitment message to every candidate in the targeted geographic areas. Your message is delivered to a captive audience without the distraction of competing messages from other employers. The process begins with a discussion on specific recruitment need, messaging, and identification of targeted area to recruit. JWT Inside provides estimates for creation of direct mailer and purchase of list, mail fulfillment and postage. Once an estimate is approved, the list is purchased and undergoes cleansing to assure accuracy and deliverability. At the same time, JWT Inside creates a personalized direct mailer.

Cost: Estimate is provided in advance based on targeted regions/zip codes.

2. **Telerecruit** is a new tool utilized to recruit passive health care candidates. It is an interactive telephone recruitment campaign that proactively pushes the recruitment message out to its targeted candidate pool. The experienced recruiters act on UMHS's behalf to elicit candidates via a targeted call.

Cost: Estimate is provided in advance. Estimate is based on a per-candidate charge of \$2.50 which is inclusive of everything necessary for a successful campaign including sourcing strategy, call guide, list rental, call execution and campaign summary. There is a minimum of 1,000 calls to start a project.

3. **Direct Sourcing** service uses search research techniques to identify qualified candidates based on your requirements. Candidates who match your job specifications are individually targeted and contacted on your behalf. The profiles of interested candidates are then forwarded to you for further consideration. For difficult-to-recruit or sensitive recruitment assignments, direct sourcing can successfully deliver candidates at a fraction of executive search prices.

What we do in Direct Sourcing:

- We work with you to establish job requirements and ideal candidate qualifications. We discuss the companies and individuals you want to target, and then develop a job profile to guide the search process. Experienced executive search researchers identify candidates who match your job profile.
- The position and your company are discussed in detail with each candidate. The profiles of at least three candidates who best fit your job profile are then forwarded to you for further consideration.
- A detailed summary of all the candidates who were contacted will be sent to you. Depending upon your staffing needs, additional services are available: name generation relative to specifications; organization chart construction; face-to-face interviews; competitive intelligence; appointment scheduling; and background and reference checking.

What Direct Sourcing does for you:

- Quickly identifies candidates who closely match your desired criteria at a fraction of executive search prices.
- Puts you in contact with those who are not actively seeking a job change
- Reaches those who do not respond to traditional advertising
- Provides you with information about competitive companies
- Benchmarks internal candidates against the best external candidates
- Provides a third party to facilitate sensitive recruitment assignments

Cost: \$135/per hour; estimate is provided in advance.

****JWT/UMHS Direct Sourcing Projects completed: Radiology & Nursing**

4. **Recruitment Events** are a successful way to recruit the passive candidate. The event can be promoted through a variety of means including online, college e-mails and posting, direct mail, UMHS web site, print, and through your own employees. Events that include an educational offering, an opportunity to meet the staff and tour of the department have proven to net the best results.

5. **Net Source:** Our team of Internet recruiting experts will search both free and paid resume databases and provide up to 25 resumes matching your job specifications.

Features

- Internet recruiting experts will work with you directly to develop in-depth and detailed job descriptions.
- Recruiters will search free and fee-required Internet resume databases and sites, including local Internet Service Providers (ISPs); newsgroups; associations; source companies; colleges/universities; events/conferences; personal homepages; at least three search engines; and any other online locations that may prove helpful in the hunt for resumes. Each resume is meticulously read and screened according to your job description and requirements. Up to 25 matching resumes will be presented.

Cost: \$1500; results guaranteed or there is no charge.

Alternative Online Strategies

Pay-Per-Click (Google, Adworks and Yahoo)

Pay-Per-Click, (PPC) Advertising begins with choosing a set of keywords relevant to the goals of the specific position. In the example below, the keyword 'avionics jobs' is used to illustrate a sample keyword search. When a user enters this keyword, it will trigger the delivery of an ad which will appear in the area marked by the red box. These keywords are bid upon at a pay-per-click (PPC) rate. This means is that for each click, UMHS will be charged a small fee. When an ad is displayed but not clicked on, no fees will be charged.

PPC Advertising offers strong geo-targeting capabilities that will allow JWT Inside to focus the UMHS media budget in the specified target market. This ensures that none of the media budget is spent in areas that UMHS is not targeting.

The image shows a screenshot of a Google search for the keyword "avionics jobs". The search bar contains the text "avionics jobs" and is circled in red. A red arrow points from the search bar to a red-bordered box on the right side of the page, which contains several sponsored links. The search results on the left include a sponsored link for "Avionics Jobs & Projects" from www.tech-soft.net, a link for "13 results stored on your computer", a link for "Boeing Keyword Update 05...", and a link for "Avionics Jobs. We're Hiring at Eastern Avionics International, Inc!". The sponsored links in the red box include "Aviation Jobs" from Jobs.AOL.com, "Avionics Jobs" from Avionics.Edudirect.org, "Aviation Employment" from www.aviationemployment.com, and "Airline Jobs - Worldwide" from www.aeps.com.

1. Keyword Research

JWT Inside will conduct thorough research to select the most appropriate keywords for your program. We strive to find a balance between the words people are searching for, qualified visitors, and keyword competitiveness. Using specialized tools and leveraging our existing relationships with online media, we research the number of monthly searches for pre-determined keywords as well as the cost per keyword. JWT Inside will also revisit the current keyword list and scrub it to accentuate the best performing keywords while removing poor performers. JWT Inside will also make recommendations on new keywords to help support any key hiring areas or job disciplines that are needed. As UMHS communicates its critical hiring needs and provides information on the priority between different job segments, JWT Inside will 'skew' the list to favor the job areas most needed by UMHS.

2. Keyword Selection

Selecting the keywords is the single most important part of PPC Advertising. If you choose the wrong words, your site will receive one of two things: no traffic or too much unqualified traffic. We will conduct a detailed needs analysis with UMHS and review research data to make the targeted keyword recommendation. JWT Inside will also update the selected keywords bi-monthly and actively manage the campaign to make sure the strongest performing keywords are selected.

3. Implementation

JWT Inside will work with Google Adworks and Yahoo Search Marketing, which are the largest search networks, and by focusing on these two networks we can concentrate the media for maximum effect and reduce diluting across multiple networks, as well as reduce project management costs associated with managing multiple networks.

4. Report

JWT Inside will provide a report outlining the program success. This will consist of basic reports outlining program statistics, optimizations done, and optimizations planned for the future, and one final report with a detailed analysis of the campaign as a whole.

Cost: Campaigns are quoted in advance; average monthly media charge for a Google Adworks campaign averages \$5,000. In addition, there is a set up fee and reporting fee.

Health Observance Days for 2008³

JANUARY 2008

Month-Long Observances

Cervical Health Awareness Month	www.nccc-onling.org
National Glaucoma Awareness Month	www.preventblindness.org
March of Dimes Birth Defects Prevention Month	www.marchofdimes.com
National Volunteer Blood Donor Month	www.aabb.org

Week-Long Observances

20-26	Healthy Weight Week	www.healthyweight.net
20-26	National Nurse Anesthetists Week	www.aana.com
21-25	National Medical Group Practice Week	www.medicalgrouppracticeweek.com

Recognition Days

9	Find a Dentist Day	www.agd.org
25	National Intravenous Nurse Day	www.ins1.org

FEBRUARY 2008

Month-Long Observances

Age-Related Macular Degeneration/Low Vision Awareness Month	www.preventblindness.org
American Heart Month	www.americanheart.org
National Children's Dental Health Month	www.ada.org
Kids ENT Awareness Month	www.entnet.org/kidsent
Wise Health Care Consumer Month	www.healthylife.com

Week-Long Observances

1-7	National Patient Recognition Week	www.nprw.com
3-9	National Burn Awareness Week	www.burnawarenessweek.org
4-8	Pride in Food Service Week	www.dmaonline.org
7-14	Congenital Heart Defect Awareness Week	www.tchin.org/aware
10-16	Cardiovascular Professionals Week	www.ACP-online.org
10-16	National Cardiac Rehabilitation Week	www.aacvpr.org
14-March 17	Shamrocks against Dystrophy for the MDA	www.mdusa.org
24-March 1	Eating Disorders Awareness Week	www.nationaleatingdisorders.org

Recognition Days

1	National Wear Red Day	www.GoRedForWomen.org
11	World Day for the Sick	www.nacc.org
14	25 th Annual Healthcare Advertising Awards	www.hmrpublicationsgroup.com
15	Women's Heart Day	www.womensheartday.org
29	Aster Awards Competition Deadline	www.asterawards.com

³ AHA Society for Healthcare Strategy and Market Development Health Observances and Recognition Days

MARCH 2008

Month-Long Observances

Brain Injury Awareness Month	www.biausa.org
Child Life Month	www.childlife.org
Colorectal Cancer Awareness Month	www.preventcancer.org
National Eye Donor Month	www.restorestight.org
Hemophilia Awareness Month	www.hemophilia.org
National Kidney Month	www.kidney.org
National Nutrition Month	www.eatright.org
National Save Your Vision Month	www.aoa.org
National Professional Social Work Month	www.socialworkers.org
Workplace Eye Health and Safety Month	www.preventblindness.org

Week-Long Observances

2-8	Dental Assistants Recognition Week	www.ada.org
2-8	Patient Safety Awareness Week	www.npsf.org
3-7	National School Breakfast Week	www.schoolnutrition.org
10-16	Brain Awareness Week	www.dana.org/brainweek
16-22	National Inhalants and Poisons Awareness Week	www.inhalants.org
16-22	National Poison Prevention Week	www.poisonprevention.org
16-22	National Pulmonary Rehabilitation Week	www.aacvpr.org

Recognition Days

13	World Kidney Day	www.kidney.org
25	Diabetes Alert Day	www.diabetes.org
27	Wilhelm Conrad Roentgen's Birthday	N/A
30	National Doctors' Day	www.sma.org

APRIL 2008

Month-Long Observances

Alcohol Awareness Month	www.ncadd.org
National Autism Awareness Month	www.autism-society.org
Cancer Control Month	www.cancer.org
Child Abuse Prevention Month	www.preventchildabuse.org
Counseling Awareness Month	www.counseling.org
Donate Life Month	www.kidney.org
National Facial Protection Month	www.aaoms.org
National Foot Health Awareness Month	www.apma.org
National Humor Month	www.larrywilde.com
National Minority Health Month	www.nmhm.org
National Occupational Therapy Month	www.aota.org
National Sexually Transmitted Diseases Awareness Month	www.ashastd.org
Sports Eye Safety Month	www.aaio.org
Women's Eye Health and Safety Month	www.preventblindness.org
Youth Sports Safety Month	www.nyssf.org

Week-Long Observances

6-12	National Public Health Week	www.apha.org
7-12	National Healthcare Access Personnel Week	www.naham.org
7-14	Health in the Americas Week	www.paho.org
13-19	Patient Advocacy Week	www.shca-aha.org
13-19	Health Information Privacy and Security Week	www.ahima.org
19-26	National Infant Immunization Week	www.cdc.gov/vaccines
20-26	National Electroneurodiagnostic Week	www.aset.org
20-26	Health Care Administrative Professionals Week	www.ahcap.org
20-26	National Medical Laboratory Week	www.labweek.org
21-27	Medical Fitness Week	www.medicalfitness.org
27-May 3	National Healthcare Volunteer Week	www.aha.org

Recognition Days

3	National Alcohol Screening Day	www.nationalalcoholcreeningday.org
5	Sir Joseph Lister's Birthday	N/A
7	World Health Day	www.paho.org
10	National Radiology Nurses Day	www.arna.net
14	International Moment of Laughter Day	www.izzyq.com
16	World Voice Day	www.entnet.org/news/voiceday.cfm
16	International Noise Awareness Day	www.lhh.org
25-27	Global Youth Service Day	N/A
26-27	March of Dimes WalkAmerica	www.marchofdimes.com

MAY 2008

Month-Long Observances

Allergy and Asthma Awareness Month	www.breatherville.org
American Stroke Month	www.strokeassociation.org
National Arthritis Month	www.arthritis.org
Better Hearing and Speech Month	www.asha.org
Better Sleep Month	www.bettersleep.org
National Bike Month	www.nhtsa.gov
National Critical Care Awareness & Recognition Month	www.sccm.org
Healthy Vision Month	www.aao.org
Hepatitis Awareness Month	www.hepatitisfoundation.org
National High Blood Pressure Month	www.nhlbi.nih.gov
Huntington's Disease Awareness Month	www.hdsa.org
Lupus Awareness Month	www.lupus.org
National Melanoma/ Skin Cancer Detection & Prevention Month	www.aad.org
National Mental Health Month	www.mentalhealthamerica.net
National Motorcycle Safety Month	www.nhtsa.gov
World Neurofibromatosis Awareness Month	www.ctf.org
Older Americans Month	www.aoa.gov
Oncology Nursing Month	www.ons.org
National Osteoporosis Awareness and Prevention Month	www.nof.org
National Physical Fitness and Sports Month	www.fitness.gov
National Sight-Saving Month: Ultraviolet Awareness	www.preventblindness.org
National Teen Pregnancy Prevention Month	www.advocatesforyouth.org
National Trauma Awareness Month	www.amtrauma.org
Tuberous Sclerosis Awareness Month	www.tsalliance.org
National Stroke Awareness Month	www.stroke.org

Week-Long Observances

4-10	Children's Mental Health Week	www.dmh.missouri.gov
4-10	National Hug Holiday Week	www.hugs4health.org
4-10	North American Occupational Safety & Health Week	www.asse.org/NAOSH
6-12	National Nurses Week	www.nursingworld.org
11-17	National Alcohol & Drug-Related Birth Defects Week	www.ncadd.org
11-17	National Hospital and Healthcare Week	www.healthshare-tha.com
11-17	National Nursing Home Week	www.ahca.org
11-17	Food Allergy Awareness Week	www.foodallergy.org
12-18	National Stuttering Awareness Week	www.stutteringhelp.org
13-19	National Birth Center Week	www.birthcenters.org
18-24	National Running and Fitness Week	www.americanrunning.org
18-24	National Emergency Medical Services Week	www.acep.org/emsweek
18-24	National Medical Transcription Week	www.aamt.org
19-June 1	Buckle Up America! Week	www.nhtsa.gov

MAY 2008 Con't

Recognition Days

4	High Blood Pressure Sunday	www.ishib.org
5	Melanoma Monday	www.aad.org
6	National Nurses Day	www.nursingworld.org
6	National Childhood Depression Awareness Day	www.nmha.org
7	National Anxiety Disorders Screening Day	www.freedomfromfear.org
7	Asthma Awareness Day on Capitol Hill	www.breatherville.org
7	Occupational Safety and Health Professional Day	www.asse.org
7	National School Nurse Day	www.nasn.org
12	CFIDS Awareness Day	www.cfids.org
12	Florence Nightingale's Birthday	N/A
21	Employee Health and Fitness Day	www.physicalfitness.org
25	National Missing Children's Day	www.childfindofamerica.org
28	National Senior Health and Fitness Day	www.fitnessday.com
31	World No Tobacco Day	www.wntd.com

JUNE 2008

Month-Long Observances

National Aphasia Awareness Month	www.aphasia.org
Fireworks Eye Safety Month	www.ao.org
National Hernia Awareness Month	www.herniainfo.com
National Scleroderma Awareness Month	www.scleroderma.org
Vision Research Month	www.preventblindess.org

Week-Long Observances

1-7	Dystonia Awareness Week	www.dystonia-foundation.org
1-7	National Headache Awareness Week	www.headaches.org
1-7	Sun Safety Week	www.sunsafetyalliance.org
9-13	National Vascular Nursing Week	www.svnnet.org
9-15	National Men's Health Week	www.menshealthweek.org
12-19	Nursing Assistants Week	www.cna-network.org
16-20	National Healthcare Risk Management Week	www.ashrm.org
22-28	Helen Keller Deaf-Blind Awareness Week	www.hknc.org

Recognition Days

1	Cancer Survivor Day	www.ncsdf.org
3	Healthcare Recruiter Recognition Day	www.nahcr.com
27	HIV Testing Day	www.nhtd.org

JULY 2008

Month-Long Observances

Cord Blood Awareness Month	www.cordblood.com
Hemochromatosis Screening Awareness Month	www.americanhs.org

Week-Long Observances

6-12	National Therapeutic Recreation Week	www.nrpa.org
20-26	National Hospitality House Week	www.nahhh.org
21-Sept. 7	Drunk Driving: Over the Limit. Under Arrest Campaign	www.nhtsa.gov

Recognition Days

18	Dental Awareness Day	www.agd.org
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AUGUST 2008

Month-Long Observances

Aisles of Smiles Month

www.mda.org

Children's Eye Health and Safety Month

www.preventblindness.org

Cataract Awareness Month

www.aao.org

National Immunization Awareness Month

www.partnersforimmunization.org

Neurosurgery Outreach Month

www.aans.org

Psoriasis Awareness Month

www.psoriasis.org

Spinal Muscular Atrophy Awareness Monday

www.curesma.com

Week-Long Observances

1-7 World Breastfeeding Week

www.lalecheleague.org

3-9 National Health Center Week

www.healthcenterweek.org

Recognition Days

3 National Kids Day

www.kidspeace.org

23 Health Unit Coordinator Day

www.nahuc.org

30-Sept 1 Jerry Lewis MDA Labor Day Telethon

www.mdaua.org

SEPTEMBER 2008

Month-Long Observances

America on the Move's Campaign	www.americaonthemove.org
Baby Safety Month	www.jpma.org
National Cholesterol Education Month	www.nhlbi.nih.gov
Craniofacial Acceptance Month	www.ccakids.org
Fruit & Veggies Campaign	www.fruitsandveggiesmatter.gov
Gynecological Cancer Awareness Month	www.thegcf.org
National Head Lice Prevention Month	www.headlice.org
Healthy Aging Month	www.healthyaging.net
Leukemia, Lymphoma & Myeloma Awareness Month	www.lls.org
Pain Awareness Month	www.theacpa.org
Prostate Health Month	www.prostatehealth.com
National Sickle Cell Awareness Month	www.sicklecelldisease.org
Sports & Home Eye Safety Month	www.preventblindness.org
Thyroid Cancer Awareness Month	www.thyca.org

Week-Long Observances

1-7	National Childhood Injury Prevention Week	www.assafeaspossible.org
7-13	Suicide Prevention Week	www.suicidology.org
7-13	National Assisted Living Week	www.ncal.org
7-13	National Healthcare Environmental Services Week	www.ashes.org
7-13	Prostatitis Awareness Week	www.afud.org
14-20	Nephrology Nurses Week	www.annanurse.org
14-20	Prostate Cancer Awareness Week	www.afud.org
14-20	National Surgical Technologists Week	www.ast.org
17-20	SHSMD Annual Conference	www.shsmd.org
21-27	National Rehabilitation Awareness Celebration	www.nraf-rehabnet.org
21-27	National Reye's Syndrome Awareness Week	www.reyessyndrome.org
21-27	Adult Immunization Awareness Week	www.nfid.org/ncai
21-27	Child Passenger Safety Week	www.boosterseat.gov
21-27	Farm Safety and Health Week	www.nsc.org/necas
21-27	Vasculitis Awareness Week	www.vasculitisfoundation.org
28-Oct. 4	Hearing Aid Awareness Week	www.ihsinfo.org

Recognition Days

7	National Grandparents Day	www.grandparents-day.com
15	Neonatal Nurses Day	www.nann.org
24	Women's Health and Fitness Day	www.fitnessday.com
27	National Family Health and Fitness Day	www.fitnessday.com

OCTOBER 2008

Month-Long Observances

American Pharmacy Month	www.aphanet.org
National Breast Cancer Awareness Month	www.nbcam.org
National Chiropractic Month	www.acatoday.org
National Dental Hygiene Month	www.adha.org
National Disability Employment Awareness Month	www.jwod.gov
Domestic Violence Awareness Month	www.ncadv.org
National Family Sexuality Education Month	www.plannedparenthood.org
Eye Injury Prevention Month	www.ao.org
Halloween Safety Month	www.preventblindness.org
Health Literacy Month	www.healthliteracymonth.com
Healthy Lung Month	www.lungusa.org
Liver Awareness Month	www.liverfoundation.org
Medical Librarians Month	www.mlanet.org
Medical Ultrasound Awareness Month	www.sdms.org
National Physical Therapy Month	www.apta.org
Sudden Infant Death Syndrome Awareness Month	www.firstcandle.org
Talk About Prescriptions Month	www.talkaboutrx.org
Vegetarian Awareness Month	

Week-Long Observances

1-8	National Gerontological Nursing Week	www.ngna.org
5-11	Emergency Nurse Week	www.ena.org
5-11	Fire Prevention Week	www.nfpa.org
5-11	Healthcare Resource & Materials Management Week	www.ahrm.org
5-11	Mental Illness Awareness Week	www.nami.org
5-11	National Nurse-Midwifery Week	www.midwife.org
5-11	Nuclear Medicine Week	www.snm.org
6-12	National Healthcare Food Service Week	www.ashfsa.org
6-12	National Physician Assistants Week	www.aapa.org
9-15	Pediatric Nursing Week	www.pedsnurses.org
12-18	National Healthcare Central Service/Sterile Processing Week	www.ashcsp.org
12-18	Case Management Week	www.acmaweb.org
13-17	Health Education Week	www.nche.org
13-18	National Nephrology Technician/Technologists Week	www.nant.biz
16-22	International Infection Prevention Week	www.apic.org
19-25	Hospital & Health System Pharmacy Week	www.ashp.org
19-25	Kids Care Week	www.kidscare.org
19-25	National Respiratory Care Week	www.aarc.org
19-25	National Healthcare Quality Week	www.nahq.org
20-24	School Lunch Week	www.asfsa.org/nslw
20-24	National School Bus Safety Week	www.nhtsa.dot.gov
20-24	National Medical Assistants Week	www.amt1.org
20-26	Pastoral Care Week	www.pastoralcareweek.org
20-26	Healthcare Facilities and Engineering Week	www.ashe.org
23-31	National Red Ribbon Week	www.nfp.org

OCTOBER 2008 Con't

Recognition Days

8	SAVE Today	www.ama-assn.org/go/alliance
8	Emergency Nurses Day	www.ena.org
9	Bipolar Disorder Awareness Day	www.nami.org
9	National Depression Screening Day	www.mentalhealthscreening.org
10	World Mental Health Day	www.wmday.net
16	World Food Day	www.worldfooddayusa.org
17	National Mammography Day	www.nbcam.org
22	Lung Health Day	www.aarc.org
25	Make a Difference Day	www.makeadifferenceday.com

NOVEMBER 2008

Month-Long Observances

National Alzheimer's Disease Month	www.alz.org
Diabetic Eye Disease Month	www.preventblindness.org
Epilepsy Awareness Month	www.epilepsyfoundation.org
National Family Caregivers Month	www.thefamilycaregiver.org
National Healthy Skin Month	www.aad.org
National Home Care Month	www.nahc.org
National Hospice Month	www.nhpco.org
Pancreatic Cancer Awareness Month	www.pancan.org
National Sexual Medicine Month	www.urologyhealth.org
Christmas Seals Campaign	www.christmaseals.org
Jingle Bell Run for Arthritis	www.arthritis.org
Prematurity Awareness Month	www.marchofdimes.com

Week-Long Observances

1-7	Medical-Surgical Nurses Week	www.medsurgnurse.org
1-7	Urology Nurses Week	www.sunu.org
2-8	National Allied Health Professions Week	www.asahp.org
2-8	National Health Information and Technology Week	www.ahima.org
2-8	National Diabetes Education Week	www.diabeteseducator.org
2-8	Medical Staff Services Week	www.namss.org
2-8	National Radiologic Technology Week	www.asrt.org
9-15	PeriOperative (OR) Nurse Week	www.aorn.org
10-14	Lung Cancer Awareness Week	www.ons.org
16-22	Bladder Health Week	www.afud.org

Recognition Days

18	Prematurity Awareness Day	www.marchofdimes.com
20	Great American Smoke out	www.cancer.org
22	Family Volunteer Day	www.familycares.org

DECEMBER 2008

Month-Long Observances

National Drunk and Drugged Driving Prevention Month

www.nhtsa.gov

Safe Toys and Celebrations Month

www.aao.org

Safe Toys and Gifts Month

www.preventblindness.org

Week-Long Observances

1-7 Aplastic Anemia/Myelodysplastic Syndrome Awareness Week

www.aamds.org

Recognition Days

1 World AIDS Day

www.worldaidsday.org