



Pathology / Laboratory Recruiting Resource Guide

Prepared by JWT Inside
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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.

Pathology/Laboratory

A. Professional Associations

1. American Association for Clinical Chemistry, (AACC): www.aacc.org

AACC is an international scientific/medical society of clinical laboratory professionals, physicians, research scientists and other individuals involved with clinical chemistry and related disciplines.

1850 K St. NW, Ste. 625
Washington, DC 20006 USA
P (202)857-0717
F (202)887-5093
Toll-Free: 800-892-1400
Membership: 10,000
Job Postings: Available on Clin Lab Job Center
Mailing List Rental: N/A

2. American Medical Technologists, (AMT): www.amt1.com

Represents medical technologists, medical laboratory technicians, medical assistants, medical administrative specialists, dental assistants, office laboratory technicians, phlebotomy technicians, laboratory consultants, and allied health instructors. Provides allied health professionals with professional certification services and membership programs to enhance their professional and personal growth. Aims to issue certification credentials to medical and dental assistants, clinical laboratory personnel, laboratory consultants, and allied health instructors.

10700 W Higgins Rd.
Rosemont, IL 60018 USA
P (847)823-5169
F (847)823-0458
Toll-Free: (800)275-1268
Membership: 35,000
Job Postings: Available
Mailing List Rental: N/A

3. American Society for Clinical Laboratory Science, (ASCLS): www.ascls.org

The American Society for Clinical Laboratory Science (ASCLS), formerly known as the American Society for Medical Technology (ASMT), provides dynamic leadership and vigorously promotes all aspects of clinical laboratory science practice, education and management to ensure excellent, accessible cost-effective laboratory services for the consumers of health care.

6701 Democracy Blvd., Ste. 300
Bethesda, MD 20817 USA
P (301)657-2768
F (301)657-2909
Membership: 11,000

Job Postings: Available on ASCLS Career Center
Mailing List Rental: Available

4. American Society for Clinical Pathology, (ASCP): www.ascp.org

The mission of the American Society for Clinical Pathology is to provide excellence in education, certification, and advocacy on behalf of patients, pathologists, and laboratory professionals. Membership includes doctoral-level laboratory scientists, medical technologists, histologists, cytotechnologists, laboratory technicians and phlebotomists.

33 W Monroe, Ste. 1600
Chicago, IL 60603 USA
P (312)541-4999
F (312)541-4998
Toll-Free: (800)267-2727
Membership: 140,000
Job Postings: Available on ASCP CareerFinder
Mailing List Rental: N/A

5. American Society of Cytotechnology, (ASCT): www.asct.com

Cytotechnology is the study of cells and the Cytotechnologist makes a judgmental decision as to what is normal and abnormal by analyzing cellular patterns and subtle changes in both the nucleus and cytoplasm of cells while correlating the patient's clinical history. The American Society for Cytotechnology (ASCT), as the collective voice for the profession, is committed to defining and promoting cytotechnology by developing practice standards; monitoring and evaluating legislative/regulatory issues and emerging technologies affecting the profession; and providing unique, practical educational opportunities pertinent to the practice of cytotechnology.

1500 Sunday Dr., Ste. 102
Raleigh, NC 27607 USA
P (919)861-5571
F (919)787-4916
Toll-Free: (800)948-3947
Membership: 1,500
Job Postings: Available
Mailing List Rental: N/A

6. American Society for Microbiology (ASM): www.asm.org

Eligibility for ASM membership is open to any person who is interested in microbiology and holds at least a bachelor's degree or equivalent experience in microbiology or related field. Many members hold advanced degrees, including a large number at the master's, PhD, ScD, DrPH and MD level.

1752 N St. NW
Washington, DC 20036 USA
P (202)737-3600
F (202)942-9333
Membership: 43,000
Job Postings: Available on ASM Career Connection
Mailing List Rental: N/A

7. American Society for Microbiology - Michigan Branch: (URL N/A)

Advances the knowledge in the field of microbiology. Improves educational programs and encourages fundamental and applied research in microbiological sciences. Supports training and public information. Affiliated With: American Society for Microbiology.

Contact: Judith Whittum-Hudson

jhudson@med.wayne.edu

374 Lande-Immunology

550 E Canfield Ave.

Detroit, MI 48201 USA

P (313)577-5501

F (313)577-5559

Members: 250

Job Postings: N/A

Mailing List Rental: N/A

8. Clinical Laboratory Management Association, (CLMA): www.clma.org

Individuals holding managerial or supervisory positions with clinical laboratories; persons engaged in education of such individuals; manufacturers or distributors of equipment or services to clinical laboratories. Objectives are: to enhance management skills and promote more efficient and productive department operations; to further exchange of professional knowledge, new technology, and colleague experience; to encourage cooperation among those engaged in management or supervisory functions. Activities include: workshops, seminars, and expositions; dissemination of information about legislation and other topics.

989 Old Eagle School Rd., Ste. 815

Wayne, PA 19087 USA

P (610)995-9580

F (610)995-9568

Membership: 6,500

Job Postings: Available

Mailing List Rental: N/A

9. Michigan Society for Clinical Laboratory Science, (MSCLS): www.mscls.org

Promote continuing education of members. Disseminate information to the public on the role of laboratory scientists in health care. Affiliated With: American Society for Clinical Laboratory Science.

5653 Drumheller Rd.

Bath, MI 48808 USA

P (231)591-2327

F N/A

Members: 750

Job Postings: N/A

Mailing List Rental: N/A

10. National Credentialing Agency for Laboratory Personnel, (NCA): www.nca-info.org

The National Credentialing Agency for Laboratory Personnel (NCA)'s mission is to continue to be the credentialing agency of choice for laboratory professionals dedicated to practice excellence. NCA is the premier peer-established agency providing practice driven credentials for laboratory professionals.

PO Box 15945-289
Lenexa, KS 66285 USA
P (913)438-5110
F (913)599-5340
Members: 65,000
Job Postings: Available
Mailing List Rental: Available

11. National Society for Histotechnology, (NSH): www.nsh.org

Histology is a structural science concerned with the demonstration of cellular morphology, chemical composition and function of normal and abnormal tissue. Many dyes and chemicals are used in histology and it is necessary to know their composition and how they act and react with each other. This knowledge, combined with an understanding of tissue composition, enables the histotechnologist to appropriately treat the tissue of interest. The end result yields a tissue section exhibiting distinct colors, making it possible to distinguish tissue structures through microscopic examination.

4201 Northview Dr. , Ste. 502
Bowie, MD 20716-2673 USA
P (301)262-6221
F (301)262-9188
Membership: 4,800
Job Postings: Available on NSH Career Center
Mailing List Rental: N/A

B. Print Publications

1. Advance for Medical Laboratory Professionals: *Advance* addresses all facets of the clinical laboratory industry and strives to strengthen the profession as a whole by offering continuing education through peer-reviewed technical articles.

Circulation: 65,000
Frequency: Biweekly
Closing: Tuesday prior to Monday issue date
Bonus Distribution Issues:

- Jan 28: Association for Laboratory Automation
- Feb 11: Clinical Laboratory Educators' Conference
- March 17: Special Graduate Issue
- March 24: Clinical Laboratory Management Association (CLMA)
- May 5: Clinical Lig and Assay Society (CLAS), SPECIAL EMPLOYMENT GUIDE
- May 19: American Medical Technologists
- June 30: American Medical Technologists (AMT)
- July 28: American Association for Clinical Chemistry (AACC)/American Society for Clinical Laboratory Science (ASCLS)
- Sept 8: National Society for Histotechnology (NSH)
- Sept 22: American Association of Blood Banks (AABB)
- Nov 3: American Society for Cytopathology (ASC)
- Dec 1: American Society of Hematology (ASH)

2. CAP Today: *CAP Today* serves hospitals and independent clinical laboratories, group medical practices, hospitals and related institutions in the healthcare field. The publication is read by pathologists, laboratory directors, pathology residents, laboratory managers, laboratory administrators, hospital administrators, chief medical technologists, section managers/supervisors of chemistry, hematology, microbiology, immunology, blood bank, cytology of histotechnology, HIS/LIS managers and others allied to the field.

Circulation: 51,000
Frequency: Monthly
Closing: 15th of the month preceding issue date
Bonus Distribution Issues: N/A

3. Clinical Laboratory Science: Published quarterly by the ASCLS, *Clinical Laboratory Science* covers subspecialties and the more broad-based, general practice of medical technology. The articles are practical to levels of the practicing profession, as well as academia. Editorial content reflects the diversity, and editorial is based on the common body of knowledge that unites clinical laboratory scientists. Continuing education credits are provided through the Focus articles in each issue. Peer-reviewed research and descriptive reports are published on the journals academic sections.

Circulation: 9,100
Frequency: Quarterly
Closing: 15th of the month two months prior
Bonus Distribution Issues: N/A

4. LABMEDICINE: Published by the American Society for Clinical Pathology, *LABMEDICINE* is a monthly periodical dedicated to providing the entire laboratory community with continuing education and career development and new technologies as they become applicable to the medical laboratory. Readers are laboratory directors, managers and supervisor, career technologists and technicians, pathologists and pathology residents.

Circulation: 69,609
Frequency: Monthly
Closing: 20th of the month, two months preceding issue date
Bonus Distribution Issues: N/A

5. Medical Lab Observer (MLO): *MLO* provides authoritative peer-reviewed editorial and is devoted to business as well as clinical aspects of the lab. *MLO* offers useful administrative solutions based on firsthand lab experience by identifying key issues and trends affecting laboratory professionals and pathologists. It covers topics such as Medicare/Medicaid compliance, automation, new technology, accreditation, consolidation, legal and liability issues and new drug resistant pathogens.

Circulation: 48,050
Frequency: Monthly
Closing: 5th of the month preceding issue date
Bonus Distribution Issues:
March: CLMA/ASCP ThinkLab'08
May: EWS, ASM
July: AACC/ASCLS
Oct: AABB
Dec: ASH

6. The Voice: *The Voice* provides American Society of Cytotechnology members with timely information on federal regulations, litigation, press releases, continuing education opportunities and job openings. It is mailed to cytotechnologists, pathologists, physicians and students of cytotechnology, as well as to over 50 accredited cytotechnology programs across the country and abroad.

Circulation: 1,300
Frequency: Monthly
Closing: 1st of the month prior
Bonus Distribution Issues: N/A

C. Web Opportunities

1. American Association for Clinical Chemistry: www.aacc.org
Job postings are available on Clin Lab Job Center.

2. American Society for Clinical Laboratory Science: www.ascls.org
Job postings and resume purchases are available on ASCP Career Center.

3. American Society for Clinical Pathology: www.ascp.org
Job postings and resume purchases are available on ASCP CareerFinder.

4. American Society of Cytotechnology: www.asct.com
Job postings are available and appear for 30 days.

5. American Society for Microbiology: www.asm.org
Job postings are available on ASM Career Connection.

6. College of American Pathologists: www.labcareers.cap.org
Job postings are available on CAP Career Center.

7. MLO-Online: www.mlo-online.com/careers.asp
Career and Educational Opportunities ads 1/6 page or larger receive a free text listing on MLO's online "Job Search" page. Or purchase online job postings.

8. National Society for Histotechnology: www.nsh.org
Job postings are available on NSH Career Center.

D. E-Newsletters/Email Blasts

1. Advance for Medical Laboratory Professionals E-Newsletter:
www.advanceweb.com/mediakit/asp/rates_specs.asp?magID=MT&typeID=Rec
This opt-in e-newsletter is sent biweekly and offers opportunities to reach candidates with banner or text messages.

2. MLO Labline: www.mlo-online.com/newsletter.htm
This free email newsletter is sent to 15,000 opt-in subscribers each month. It includes timely news on regulation, legislation, testing, products, conference updates, and other issues that affect lab professionals.

E. Direct Mail

1. American Society for Clinical Laboratory Science: www.infocusnet.com
4245 Sigler Road
Warrenton, VA 2018
P (800)708-5478
F (866)708-5478
E-mail: listinfo@infocusnet.com

2. National Credentialing Agency for Laboratory Personnel, (NCA): Mailing Labels can be purchased for educational use or for job recruitment purposes. To run a query to determine the quantity of labels in a particular category or state, please contact NCA at (913) 895-4613.

F. Conferences & Events

1. American Society for Cytotechnology Annual Meeting: www.asct.com/2008newport.html
April 4-6, 2008
Newport, RI

2. ASCLS Annual Meeting & Clinical Lab Expo: www.scherago.com/cle/
July 29-August 2, 2008
Capital Hilton
Washington, DC

3. Clinical Laboratory Expo: www.aacc.org/AACC/events/ann_meet/
July 29-31, 2008
Washington Convention Center
Washington, DC

4. CLMA (Clinical Laboratory Management Association) ThinkLab'08:
www.clma.org/main.aspx?s=confed&t1=default
March 29 - April 1, 2008
Exhibit Dates: March 30 - April 1
Georgia World Congress Center
Atlanta, GA

5. Michigan Society for Clinical Laboratory Science Conference:
www.mscls.org/Meeting2008/2008meetinghome.htm
April 2-4, 2008
Radisson Hotel
Kalamazoo, MI

6. National Society for Histotechnology Symposium: www.nsh.org/
The 34th Annual Symposium/Convention
Sept 12-18, 2008
Pittsburgh, PA

G. Michigan Allied Health Programs: NAA CLS Accredited Programs

Andrews University

Department of Clinical Laboratory Sciences
Berrien Springs, MI 49104

Program Phone: (269)471-6294
Program Contact: Marcia Kilsby PhD, MS, MT (ASCP)SBB, CLS(NCA)
Program Email: kilsby@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

Eastern Michigan University

School of Health Sciences
342 Marshall Building
Ypsilanti, MI 48197

Program Phone: (734)487-3223
Program Contact: Dr. Gary Hammerberg EdD, MT(ASCP)
Program Email: gary.hammerberg@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

Ferris State University

200 Ferris Drive
Big Rapids, MI 49307-2740

Program Phone: (231)591-2317
Program Contact: Ms. Barbara Ross MS, MT (ASCP)
Program Email: rossb@ferris.edu

Career Services: <http://www.ferris.edu/careerservices>
Career Services Contact: (231)591-2685
Career Services Email: stucrsv@ferris.edu
Graduation Dates: May, Aug, Dec

Grand Valley State University

Cook-DeVos Center for Hlth Sciences
301 Michigan Street, NE, Suite 200
Grand Rapids, MI 49503-3314

Program Phone: (616)331-8540
Program Contact: Linda Goossen PhD, MT (ASCP)
Program Email: goossenl@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

Kellogg Community College

450 North Avenue
Battle Creek, MI 49017-3397

Program Phone: (269)965-3931 ext. 2316
Program Contact: Ms. Kathleen Paff MA, MT (ASCP), CLS(NCA)
Program Email: paffk@kellogg.edu

Career Services: www.kellogg.edu/ses
Career Services Contact: (269)965-3931 ext. 2638/2627
Career Services Email: washingtonm@kellogg.edu
Graduation Dates: N/A

Michigan State University

Biomedical Laboratory Diagnostics Program
322 North Kedzie Hall
East Lansing, MI 48824-1031

Program Phone: (517)353-7800 ext. 8
Program Contact: Dr. Kathryn Doig PhD, CLS (NCA)
Program Email: doig@msu.edu

Career Services: <http://www.csp.msu.edu/>
Career Services Contact: (517)884-1353
Career Services Email: smitht62@msu.edu
Graduation Dates: May, Aug, Dec

Northern Michigan University

School of Nursing & Allied Health
I-L Learning Resources Ctr, 201 Magers Hall
Marquette, MI 49855-5346

Program Phone: (906)227-1660
Program Contact: Ms. Lucille Contois MA, MT (ASCP)
Program Email: lcontois@nmu.edu

Career Services: <http://jobsearch.nmu.edu/>
Career Services Contact: (906)227-2800
Career Services Email: kmohr@nmu.edu
Graduation Dates: May, Aug, Dec

Wayne State University

Suite 4690 APHS, Eugene Appelbaum College of Pharmacy & Health Sciences
259 Mack Avenue
Detroit, MI 48201

Program Phone: (313)577-5526

Program Contact: Janet Brown MS, MT (ASCP), CLS (NCA)

Program Email: aa3663@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.

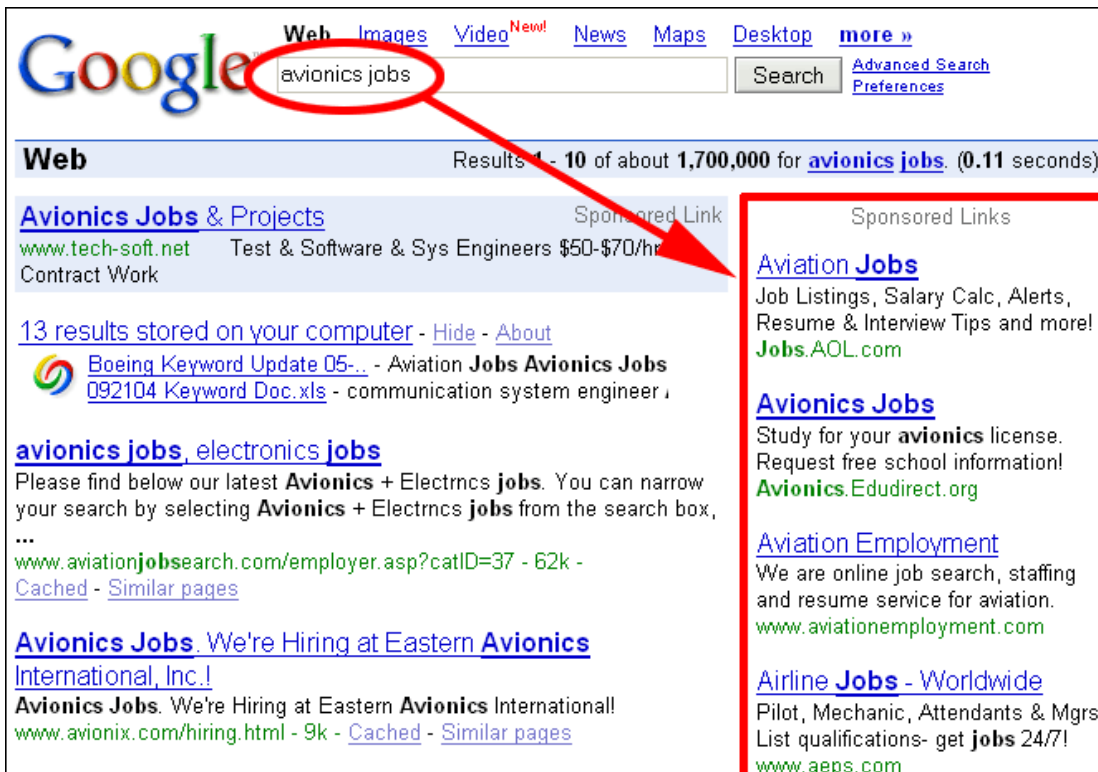
Cost: \$1500; results guaranteed or there is no charge.

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.



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.mdausa.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.ashstd.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

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|---|--|
| 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

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|---|--|
| 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 |
|----|----------------------|--|

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

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|--|--|
| 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.nhpc.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.sun.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