



NATIONAL ASSOCIATION OF  
Community Health Centers®



# **Community Health Center Recruiting & Retention: Social Media Strategy Resource**

# What You'll Find in this Resource

This resource provides information and guidance on incorporating the language of the Community Health Center Movement into recruiting and retention efforts on social media. Throughout this resource, health centers will find:



Social Media and Recruiting: Re-framing the Conversation



Targeting Potential Candidates through Recruiting Personas



Engaging through Social Media Channels for Recruiting & Retention



NACHC-Specific Hashtags to Connect to the Movement

# General Social Media Knowledge



## Why Social Media Engagement Matters for Recruiting & Retention

A strong on-line presence has become necessary for attracting and retaining staff. Social media is a key component of establishing and maintaining candidates' awareness of your brand.

86% of passive candidates evaluate a brand before applying for a job.

**86%**

A business that's considered a reputable brand receives 50% more qualified applicants.

**50%**

86% of job seekers use social media to search for relevant jobs, and apply to jobs directly from social sites.

**86%**

If a job posting has visual elements, 51% of applicants find the company more attractive.

**51%**

A strong employer brand reduces turnover and recruitment costs by 50%.

**50%**

80% of millennial job seekers consider whether they are a cultural fit for a company before accepting a position.

**80%**

# Connecting Human Resource Recruitment to Social Media and Marketing Departments

The Human Resource Department's responsibility to recruit qualified candidates is closely tied to the staff supporting Marketing efforts, such as Social Media Management. While recruiting is the process of actively seeking out, finding, and hiring candidates for a specific position or job, combining this effort with targeted support from your Marketing team can transform and amplify recruiting efforts.



## Recruitment Marketing Attracts Talent to Employers through an Array of Content

Recruitment Marketing, as compared to Recruitment alone, promotes the value of working for an employer such as the health center in order to attract, engage, recruit and retain talent. Candidates discover and consider employers much like consumers through searching on-line, following social media and reading reviews to become aware of an employer and career opportunities.



# Social Media Tips & Tools: Consistency is Key

For your audience to recognize your brand, you must be consistent. Being consistent in your brand allows you to grow in audience engagement and reach. From the tone of voice used in messages to the aesthetics of your profiles, you need to be recognizable to gain traction among your intended audience.



## What to Post

Health centers can reap the benefits of using social media to demonstrate a thriving and engaged organization. By sharing posts of community events, new hire announcements, awards and recognition, and even candid photographs of your staff at work, you set the stage for recruiting by helping candidates see themselves at your organization. Candidates will also see that your health center is actively engaged in movement-focused activities by demonstrating how you *apply* the movement throughout the community and within the Center.



## Voice & Branding

Consistency in voice, tone, and branding is essential to the success of social media engagements. Within your health center, determine how you want to greet the public. Informal or formal? Color-driven graphics and pictures or reserved and professional corporate imagery? Though this may seem arbitrary, the consistency demonstrated here goes a long way toward underscoring a stable and secure organization, as the public (and candidates) will come to expect a particular approach from your health center. Drastic deviations from this will leave them confused.



## Quality Over Quantity

While a consistent posting schedule is important, less is sometimes more. Ensure that your messaging remains on target and you share the most relevant materials possible. If adhering to your posting schedule means posting content-poor or irrelevant information, simply adjust the schedule to ensure you have meaningful content to share that will not damage your social media presence, reputation, or brand.



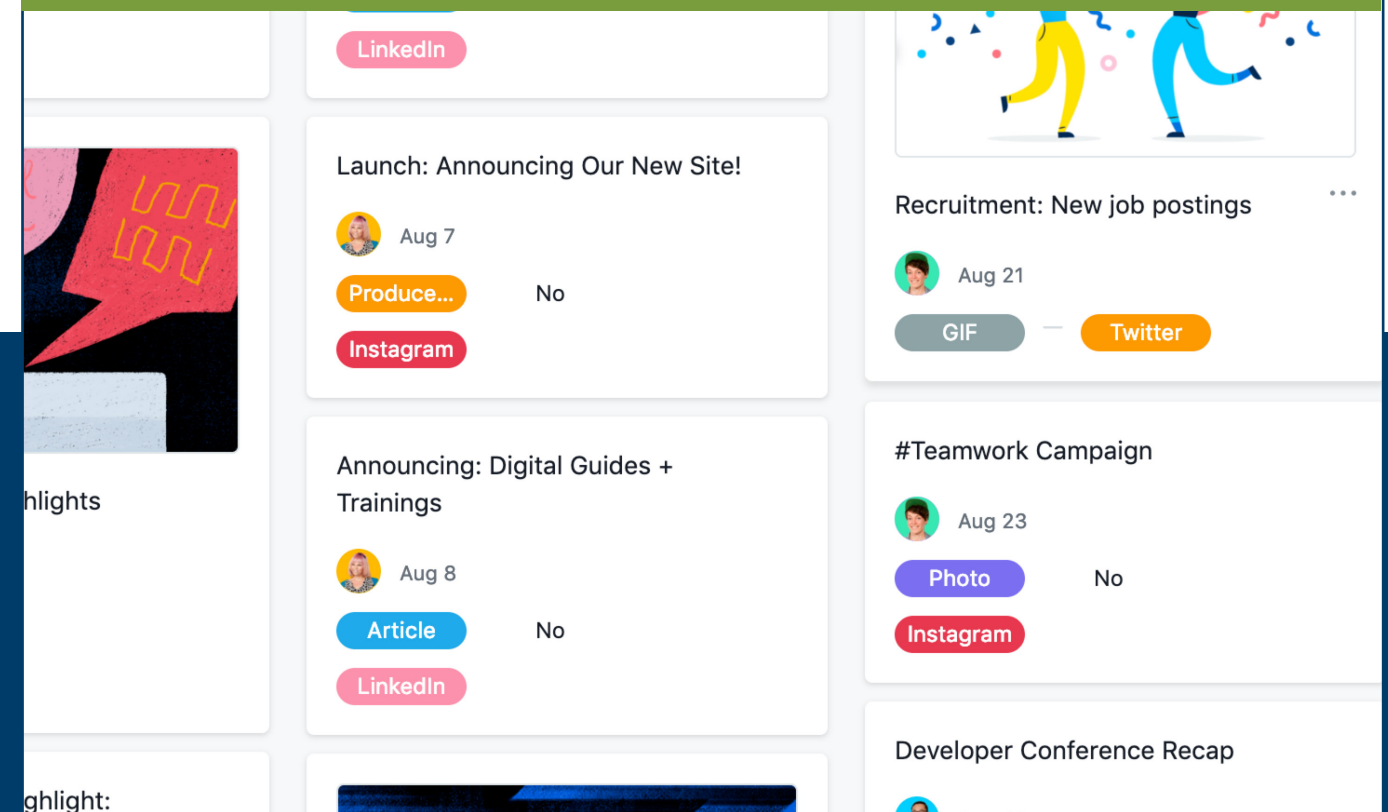
## Connections & Sharing

Beyond the health center's social media posting, sharing and building cooperation with similar entities is powerful. Health centers will benefit from connecting, sharing posts, and "Liking" each other's content. Furthermore, messages or content posted through official NACHC accounts is highly valuable. Not only will you reach a greater audience, you will also reinforce your participation in the Health Center Movement beyond your local sphere.

## Know Your Metrics

Successful use of social media for recruiting depends on defining the metrics that indicate a winning approach. Most industry-leading social media platforms are equipped with tools to track the following Top 5 Social Media Recruiting Metrics built in:

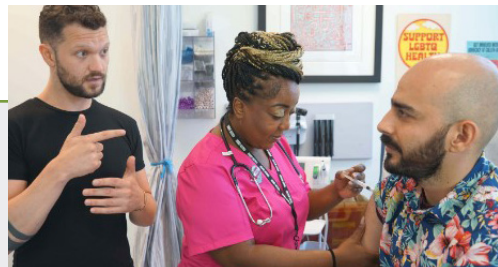
- 1. Engagement:** The number of people who are interacting with your content. Depending on the platform, this may appear as views, likes, shares, mentions, comments, and tags.
- 2. Reach:** The number of people who could see your post, which is comprised of your followers plus the followers of any accounts that share your post.
- 3. Impressions:** The number of people who see your post on their feed. As the feed is a summary view of popular content, it is a combined result of engagement and reach.
- 4. Referrals:** How many people are coming to your target location (e.g., website or applicant platform) from each of the most popular social media platforms.
- 5. Conversion Rate:** How many people are taking your desired action. This rate is calculated by looking at the referrals (those that arrive at the correct location) and dividing by those that complete the desired action (e.g., applying for the job or signing up for a volunteer event).



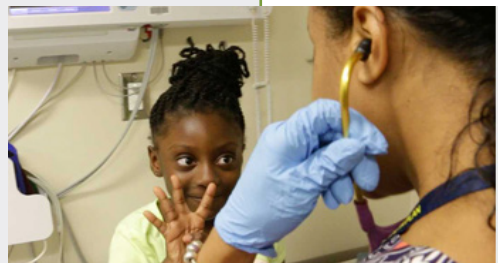
# Targeting Potential Candidates through Recruitment Personas

Recruitment personas can help your health center envision the traits of your ideal hire for any given position. They can also help you more clearly define the type of employer you are. Better understanding the personas your health center desires to attract can help to better brand and craft recruitment-focused messaging that inspires qualified, suitable applicants to apply.

Based on feedback from Federally Qualified Health Centers (FQHC), also called FQHC Look-Alikes or Community Health Centers, across the country, the following four recruitment personas emerged. The next section will explore how these recruitment personas can be adopted or enhanced to inform overall recruitment and social media engagement activities.



■ **“Patient Turned Potential Staff” Patrick**



■ **“Movement-Focused” Melanie**



■ **“Retired Professional to Renewed Outreach” Rachel**



■ **“Community Member Making an Impact” Mason**

## “Patient Turned Potential Staff” Patrick

*Patrick is a long-time patient at the health center. He brings his young son in as well and has a great rapport with the staff and doctors. Patrick is inquisitive, considerate, and shows an interest in the information that he receives from the staff in the health center. He takes time to express his appreciation for the services provided at the Center and makes it a point to encourage individuals in the community to visit the health center for their ailments.*



### Demographic Information:

- **Area/Location:** Local to the health center.
- **Life-Stage:** Early to Late Adulthood. Stable employment, but willing to make changes to occupation or career.
- **Education:** Some College to completed College Degree.
- **Current Employment:** Currently or previously employed in service industry.

### Traits, Driving Motivations, Likes, and Limiting Factors:

**Traits:** Interest in expanding capabilities, self-starter, enthusiastic, considerate, professional demeanor, and responsible.

**Driving Motivations:** Believes in continuing to progress, grow, and learn to create additional stability and security for those around them. Is not satisfied to “rest on laurels” or become complacent and will seek ways to develop new capabilities while surrounded by positive, encouraging, and considerate individuals.

**Likes:** Challenges, learning, and acquiring information, teamwork and collaborative environments (feeling like a part of a team), and serving others.

**Limiting Factors:** Requires stable employment and flexibility to maintain current lifestyle in support of dependent family members.

### How to Reach Candidates like “Patient Turned Potential Staff” Patrick:

- **Build upon in-person interactions** with this persona by inviting the individual to participate in community events (or view past events via social media), shadow front-of-house staff, and openly discuss pathways to employment that bridge current employment/education gaps.
- **Appeal to this individual’s inquisitive and self-starting nature** by outlining the challenging, yet rewarding nature of work at the health center.
- **Help this individual see themselves at the health center** by discussing or sharing job/role profiles of current staff at health center.

## “Movement-Focused” Melaine

*Melanie has just graduated from Nursing School and is ready to join the workforce. She is exploring many avenues to begin her career, but wants to be sure she will continue to serve underserved populations, as a large part of her residency focused on working in and with the community. Though she is unclear on her next steps, she is passionate about making a greater impact in the medically underserved community.*



### Demographic Information:

- **Area/Location:** Transplant to area or within adjacent cities.
- **Life-Stage:** Early to Mid-Adulthood. Just getting started with few familial connections. Looking to build stability.
- **Education:** Recent graduate with healthcare degree; exposed to health centers during residency.
- **Current Employment:** Currently exploring career paths as residency ends.

### Traits, Driving Motivations, Likes, and Limiting Factors:

**Traits:** Career-focused, positive, dedicated, likes a challenge/ problem solving, big-picture oriented, passionate, proactive, fast learner.

**Driving Motivations:** Appreciates the difficulties associated with providing healthcare to underserved populations and is up for the challenge. Building competency while making a difference.

**Likes:** Addressing complex medical and health literacy issues, dynamic environments, and freedom to innovate within the health care environment.

**Limiting Factors:** Tension between a desire to serve and the financial implications of potentially lower pay as compared to larger institutes.

### How to Reach Candidates like “Movement-Focused” Melaine:

- **Demonstrate potential mentorship opportunities** with this persona in mind by highlighting the wealth of knowledge held by your current staff through videos and profiles.
- **Get in front of this target audience** by joining social media groups, message boards, event pages, and hashtag categories that focus on post-residency career paths.
- **Highlight benefits that go beyond salary** by outlining some of the health center’s more unique and differentiating perks, to include any tuition reimbursement or student loan assistance programs.
- **Lean in to the challenging work** at the health center by publishing blogs, success stories, and impact features that will inspire and energize this persona to test their skills.

## “Retired Professional to Renewed Outreach” Rachel

*Rachel is a retired healthcare professional with 25 years of experience, specializing in emergency care. In her previous role, she worked at a hospital that served many disadvantaged individuals that could not afford emergency care. During her tenure, she struggled with her inability to provide affordable care to those in need. After three years of downtime, she is now ready to explore other ways to stay involved in the medical profession and make the difference she never could.*



### Demographic Information:

- **Area/Location:** Local or surrounding states.
- **Life-Stage:** Retired from full-time work and evaluating how to use additional free time.
- **Education:** Post-bachelor Degree and Certifications.
- **Current Employment:** Retired; not actively looking for full-time work but open to the idea.

### Traits, Driving Motivations, Likes, and Limiting Factors:

**Traits:** Compassionate, innovative, leader, knowledgeable

**Driving Motivations:** Provide healthcare services to all that need it, irrespective of financial means, to ensure medical services reach all levels of society.

**Likes:** Working with overlooked populations, exploring new and emerging techniques, collaborative environments, building and improving environments, teaching the next generation.

**Limiting Factors:** Because this individual is considering a post-retirement career, it is important that they have greater levels of flexibility and can set the pace of their support.

### How to Reach Candidates like “Retired Professional to Renewed Outreach” Rachel:

- **Create and join central conversations** surrounding care, compassion, and empathetic health care transformation in your area to establish or capitalize on gathering places for this persona.
- **Let your leadership speak to the origins of the Health Center Movement** and share this perspective across multiple social media streams to underscore the alignment between health centers and compassionate care.
- **Find this individual** within groups or programs that specialize in pairing retired healthcare providers with health centers such as Encore Physicians. Short of making a match through programs such as this, be sure to follow and tag them in your social media posts.

## “Community Member Making an Impact” Mason

*Mason has taken part in many volunteer opportunities throughout his life. Though he works a carpentry job in town, he spends the majority of his free time seeking and participating in outreach and community service activities, such as food and clothing drives and community clean-up initiatives. Mason is affiliated with many of the outreach groups around town and is looking for additional opportunities to do his part.*



### Demographic Information:

- **Area/Location:** Local to the health center but highly migrant.
- **Life-Stage:** Early to Mid-Adulthood. Has connections to many movements, but may not have real roots.
- **Education:** Some College to completed College Degree.
- **Current Employment:** Currently employed in professions that offer a lot of flexibility and freedom.

### Traits, Driving Motivations, Likes, and Limiting Factors:

**Traits:** Selfless, compassionate, mission-driven, dutiful, passionate, somewhat restless, focused, attention to detail.

**Driving Motivations:** Motivated by progress and positive change. Must feel a part of the process and must understand the alignment between action and outcome.

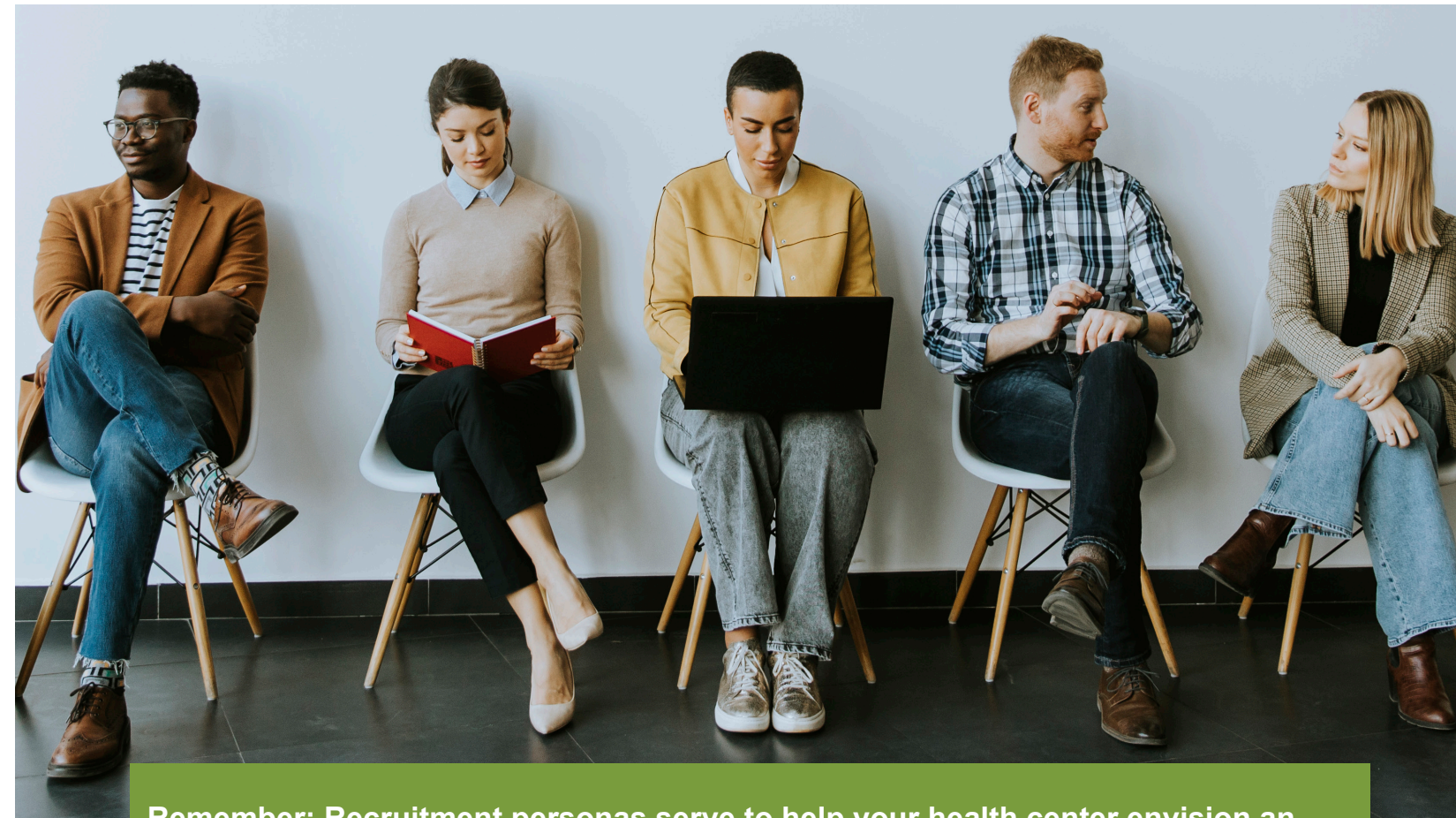
**Likes:** Outreach and positive impact on localized and global initiatives. Team efforts and being a part of a movement energize and excite this persona.

**Limiting Factors:** Discouraged by stagnation and talk without action. Must maintain stable employment with flexibility, but a position that incorporates both is a dream job.

### How to Reach Candidates like “Community Member Making an Impact” Mason:

- **Share any and all community engagements** via social media channels to put action front and center for this persona. Couple this with hashtags that lean toward outreach and local movements/organizations.
- **Outline how health care is intrinsically tied to community development and improvement** to capture the attention of candidates that are passionate about outreach and community service.
- **Share how your health center promotes career paths** as this persona may not have a background in health care and will be able to better imagine the possibilities if a clear path to employment is provided.

## Recruitment Personas Summary



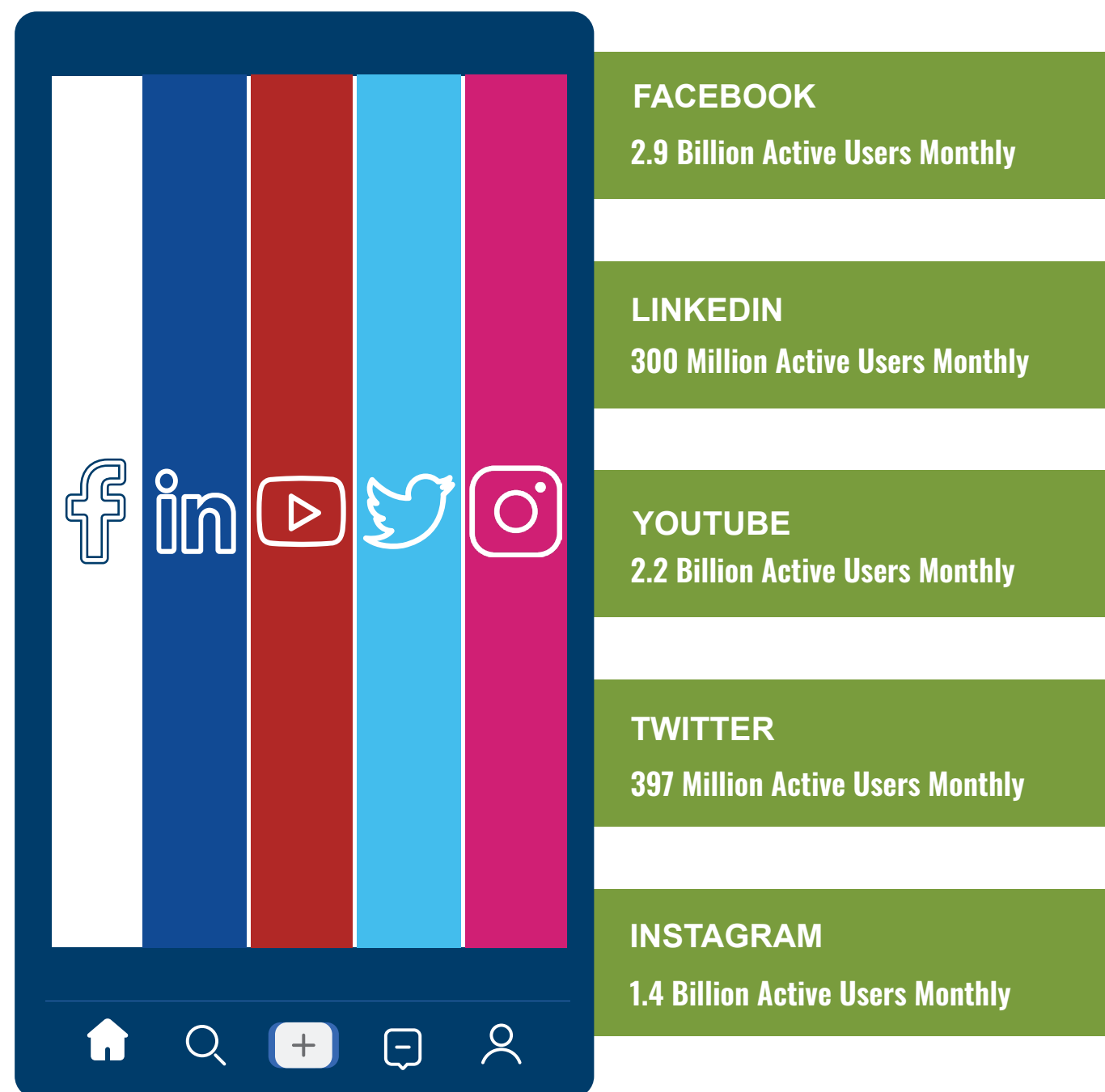
**Remember: Recruitment personas serve to help your health center envision an ideal applicant for specific or general job roles. A persona is created by defining the characteristics, skills, and traits that make up the perfect hire.**

### Creating and customizing these personas will enable you to:

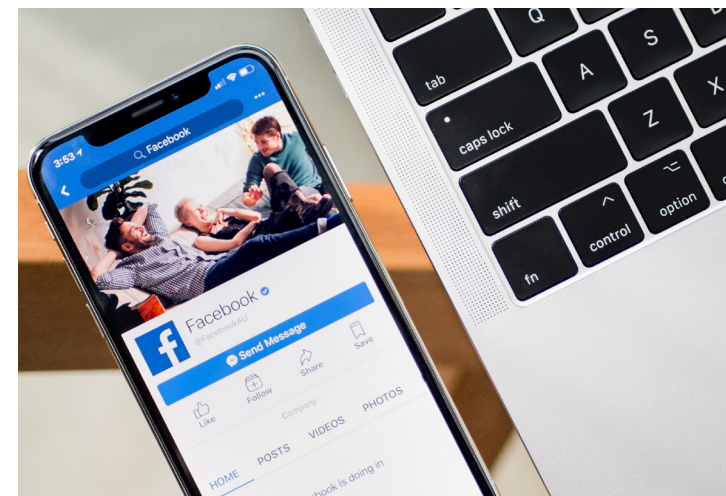
- Identify the talent that is the perfect fit for the roles you need to fill
- Understand the most relevant methods and social media channels to target candidates
- Produce tailored content such as blogs, posts, videos, and staff profiles
- Create alignment across your health center’s marketing and recruitment functions
- Provide detailed data to feed into your overall recruitment marketing strategy

# Engaging through Social Media Channels for Recruiting & Retention

Nine out of ten organizations now use social media to source, attract, and engage with potential candidates and health centers are no exception. Let's look at some of the most useful channels to use:



## Facebook



Facebook is a social network that connects people to friends and family and allows users to follow companies and join groups. It is an excellent platform to post your job openings and potentially reach an audience of 2.9 billion active users monthly.

Posting open positions on Facebook is free, and applicants can apply directly through the Facebook platform. You can also paste a tracking link to your applicant tracking system (ATS) directly on Facebook, allowing you to track candidates and schedule interviews.

### How to Use this Platform for Maximum Effect:

**Company Insights.** Post photos of your workplace, videos of your recent events, exciting company updates and candid from day-to-day interactions. Anything that will give potential candidates a taste of what it's like to work for your health center.

**Employee features.** Spotlight amazing employees. Post a photo of the employee and provide testimonials of their success, highlighting your health center's growth potential and showcasing first-hand reviews of the work environment.

**Internally generated content.** If your health center operates a blog or resource center, your Facebook page is a perfect location to share your articles. Post links to your stories and ask for reactions or opinions.

**Industry relevant content.** If your health center leaders or policy makers keep abreast of industry news, share your discoveries. Information that is valuable to the health center is also valuable or interesting to potential job seekers and will reinforce credibility.

**Job seeker related content.** The same goes for general employment news or job seeker tips. If you have great insight on building a resume; are curious about your audience's first job; or just want to share an inspirational quote, providing valuable resources to patients and potential candidates will help develop a loyal following.



## LinkedIn



### How to Use this Platform for Maximum Effect:

**Brand first.** Use your LinkedIn company page to show potential candidates what you are all about as an health center. This can include curated content, consistent graphics and header images, recruitment videos, press releases or announcements, and employee testimonials.

**Stay engaged.** Engage with connections to retain their interest in your health center. You should do this the same way you would on the other socials: post informative, engaging and relevant posts, articles, and comments.

**Join groups and study competitors.** Find active groups in the field you are recruiting for. Post jobs in the feeds there if it's allowed in the group rules. In addition, look at job postings from your competitors, such as local hospitals. You can search on LinkedIn to see what keywords they use and emulate this or capitalize on what they are lacking.

LinkedIn is a social network that focuses specifically on making business connections. It provides an excellent foundation for finding candidates by creating a company presence through an official company profile, job postings, and relevant company updates.

Any updates to your company profile and interactions you have can reach an audience of 300 million potential job candidates.

**Work with LinkedIn's unique approach.** LinkedIn is great at showing your connections in searches and on profiles. Use this to your advantage. Messaging potential candidates becomes easier and more effective when they are in either the health center or current employees' network. In addition, follow related organizations and view the connections they have accumulated to capture these like-minded individuals.

**Utilize free or paid job postings.** Post a link to job postings on your careers site/section. This is a nice, free way to get traction on a job posting on LinkedIn without having to set a budget. While your health center can sponsor the post, which will get it in front of a larger audience, posting to your feed is free.

## YouTube



### How to Use this Platform for Maximum Effect:

**Curated for videos for candidates.** This is a video that you know will appeal to your target candidate audience and is designed to draw them into your YouTube channel so you can engage with candidates and provide additional content. YouTube allows for links to the application process/recruiting system – this makes it easy for someone to take the next step to reach out to the health center.

**Movement-Focused Content.** It is important that candidates are a great cultural fit. Broadcasting your health center's values and alignment to the Health Center Movement on your YouTube channel gives candidates an opportunity to determine if they will be a good fit for your health center.

**Events and Community Engagement.** Anytime you have an upcoming community event or celebration within your health center, select someone to record your event and edit portions of it to put on YouTube. This will show candidates your culture in action.

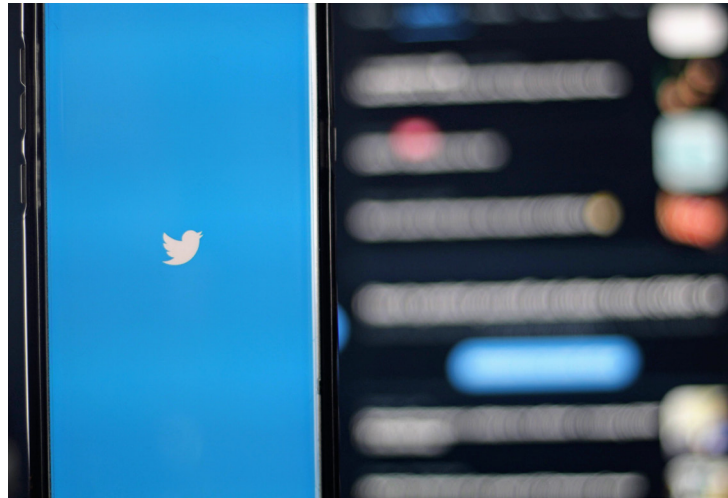
While YouTube may not seem like a traditional social media network, it is an excellent platform for promoting your brand. It has 2.2 billion active users monthly and will allow you to post videos—informational, how-to videos, and more, including job opportunities. You can build a strong brand and improve candidate experience with several well-rounded videos that highlight your company culture.

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**Show Off Unique Benefits.** Every candidate is interested in knowing what benefits a company offers at some point in the process. Rather than providing only traditional materials in the form of a pamphlet or PDF with this information, a video shows that your health center can use various modes that are more appealing.

**Highlight Staff Experiences.** This is a powerful tool for demonstrating what it's like to work at your health center. By posing questions to some of your staff employees about things such as satisfaction, training, promotional opportunities, benefits and life balance, potential candidates will be able to hear from individuals other than recruiters.

## Twitter



### How to Use this Platform for Maximum Effect:

**Build an informative profile.** Your health center's dedicated Twitter account is more than just a job posting hub. Use tweets to strengthen the health center brand. By sharing industry news, photos of employees or company updates, you can create an account that reflects the ethos of your health center.

**Build your followers and talent pool.** Using on-line tools like Followerwonk will allow you to target not only users or organizations that have similar interests, skill sets, or movement-focused ideals, but also target users by location, which is ideal for health centers sourcing candidates. Follow individuals and organizations to gain their attention and increase the potential for return-follows.

**Share industry relevant information.** Including field-specific content will add value for readers and potential candidates alike. This will not only increase traffic, but it will also show potential candidates that you are a credible health center.

Twitter has 397 million active users monthly, making it an ideal platform for sharing job postings. While you cannot post jobs directly on Twitter, you can post a link to your company career page or job board and highlight your opening in a tweet.

About 42% of Twitter users have a college degree. This means that job seekers who use Twitter may already have the education and skills required to fill a particular job role in your health center.

#### **Share quotes from current employees.**

Tweet quotes from employees talking about their role and why they enjoy working at your health center. Show off your culture or inclusion initiatives, as this demonstrates authenticity and attracts applicants to your job postings.

#### **Hashtag and join the conversation.**

In addition to making it easy for candidates to find your jobs by using hashtags and keywords, ensure you generate and engage in conversation. Until organic conversation is generated through internally-created blogs or articles, comment on others' materials or messages that align.

**Highlight benefits and unique qualities.** If you have unique benefits, Tweet about them.

## Instagram



### How to Use this Platform for Maximum Effect:

**Culture, culture, culture.** First instincts will suggest creating "We're Hiring" visuals via on-line tools like Canva. This is certainly a necessary step, but Instagram's power lies in attracting the initial attention of users by showing day-to-day life at your health center or what kind of events typically happen there.

**Great looking visuals.** On-line content creation tools like Canva ensure your visually-based materials look professional and remain consistent. Include materials such as pictures of work events, meetings, team outings, conferences, quotes from employees, 15-second video snippets of employees discussing the company, awards and accolades, pictures of your health center, and photos promoting specific open roles.

**Utilize Instagram's CTA feature.** Instagram has a "call-to-action" feature that allows you to direct users to your Careers Page, making it easier for interested parties to apply for open roles.

Instagram is a social networking platform that many companies use to display the culture and initiatives of their health center through the use of photos. Instagram boasts over 1.4 billion monthly active users.

Posting open positions is not as easy on Instagram, as you are limited to just posting photos and you are not allowed to post links to other sites. You can, however, boost your employer brand on these platforms, making users want to visit your website to learn more.

**Engage with similar brands.** Find similar organizations or individuals that are already popular on Instagram. Once you follow them and turn on notifications to know when they post new content, try to be one of the first comments on their new posts. This extends your reach to their followers.

**Hashtags that your talent pool will recognize.** In the next section, NACHC and health center focused hashtags will be discussed. But as it relates specifically to Instagram, note that candidates looking at your health center's profile will search or be directed to related hashtags that interest them.

# Optimize Engagement by Timing Your Posts

**Posting content when your target audience is on-line is one of the simplest ways to improve your organic reach. Though there is no one-size-fits-all, general guidelines prevail.**

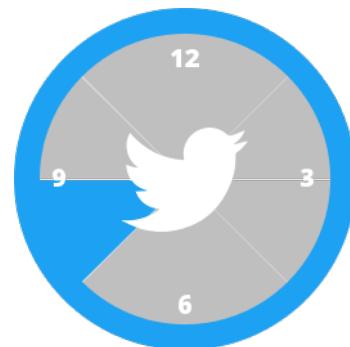
It is best to post early in the morning as individuals are catching up on their newsfeeds. Lunchtime is also great because people tend to have the more flexibility to scan their social media accounts. Finally, right after working hours are effective, as users are unwinding and reviewing what they missed over the day.



The best time to post on **LinkedIn is 9:00 AM on Tuesdays and Wednesdays**



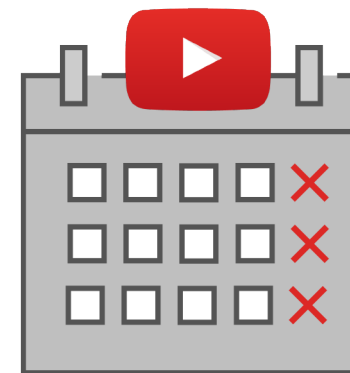
The best time to post on **Facebook is 8:00 AM to 12:00 PM on Tuesdays and Thursdays**



The best time to post on **Twitter is 8:00 AM on Mondays and Thursdays**



The best time to post on **Instagram is 11:00 AM on Wednesdays**



While there is no specific time to post on **YouTube, a consistent cadence is ideal for ongoing content**

# Social Media Recruitment Tips

**Remember: Social Media Engagement Serves Dual Purposes**

When engaging on social media platforms, remember to strike a balance between establishing and sharing your health center's ethos and connecting to the Health Center Movement and actively sourcing talent. Doing the first well will benefit the latter.

**Create a Captivating Brand Strategy**

Establish your health center's on-line reputation by displaying your brand and value and how you live your values. Potential candidates will not want to guess if they are a good fit or what working for your health center will entail.

**Don't Overlook The Power of Videos**

Videos are over five times more engaging than text messaging alone. They are also very useful for attracting the attention of passive candidates that are not necessarily looking for a job change at the moment.

**Engage with the Social Media Community**

To build a following, it is important to not only post internally-created content, but to also engage with content created by others. Brand and reputation building is a two-way street. Engage with candidates by commenting on posts and following anyone who may eventually show interest in your health center.

**Use Tools to Start Posting and Scheduling**

Using free tools like HootSuite or Later are essential when creating a social media engagement plan. By allowing your health center to manage content distribution across multiple channels in a single dashboard or program, you will establish consistency of scheduling.

# NACHC-Specific Hashtags to Connect to the Movement

Hashtags are important on social media as they enable the right people to find your content. Using relevant hashtags helps organizations such as health centers distribute locatable content and helps drive traffic to content. This section provides useful hashtags for NACHC and Movement-centric messaging, with other relevant hashtags that assist with situational recruitment and retention needs.

## NACHC-Specific Hashtags

NACHC currently uses the following hashtags to complement messaging and information:

- #ValueCHCs
- #CHCsInnovate
- #HealthCentersOnTheFrontLines
- #FQHC

In addition, health centers can utilize the following hashtags that reinforce NACHC's 6 Pillars outlined in the revitalized [Strategic Plan](#):

- |                          |                          |
|--------------------------|--------------------------|
| #equitablehealthoutcomes | #communitybuilding       |
| #communityhealthmovement | #integrativemedicine     |
| #publichealth            | #primarycareassociations |
| #healthcare              | #patientcenteredcare     |
| #community               | #communitybasedcare      |
| #healthylifestyle        | #thisispublichealth      |
| #wellness                | #underservedcommunities  |
| #healthandwellness       | #comprehensivehealthcare |
| #nonprofit               | #accessiblehealthcare    |
| #healthequity            |                          |

Hashtags can enhance visibility of content and recruitment posts. On LinkedIn, they can increase a post's impressions by 29.5%. Instagram users are 12.6% more likely to interact with a post that has hashtags than one without and Twitter posts have a 55% higher chance of getting more retweets and engagement with a hashtag. The most important tip: Use hashtags that are relevant enough to be reused by others and avoid using so many hashtags that the overall post comes off spammy (i.e., a post for everyone and therefore focused on no one in particular.)

## Industry-Specific

- #healthcare
- #healthcareheroes
- #medicalprofessionals
- #futuredoctor

Utilize hashtags that help to target candidates, but not all jobseekers. As your health center position will only be relevant to candidates with specific skills and interests, hashtagging words relating to the job and its industry will help to direct the post towards the right audience that have a algorithmically demonstrated interest in the hashtag.

## Recruiting & Hiring

- #nowhiring
- #healthcarejobs
- #careeradvancement
- #careerchange

Hashtagging commonly used words and phrases associated with recruitment and employment in your posts will improve their visibility among potential candidates. Differentiate the use of these hashtags to ensure they are only used for posts that are actively requesting applications (call to action). Use these hashtags in combination with the industry-specific hashtags for maximum efficiency.

## Cultural Fit

- #jobculture
- #serviceoriented
- #workplaceculture
- #changeforthebetter

Cultural fit hashtags are all about placing your health center's mission, vision, and values front and center. Popular hashtags in this space are used to ensure potential candidates understand what you stand for and understand the health center's commitment to hiring individuals that are the right match. Use these hashtags when they naturally arise, such as when posting on events and when posting recruitment specific content.

## Location-Based Hashtaging

Location hashtags can help boost the visibility of your posts by getting your post in front of an audience who is at that location, intends to be at that location in the future, or is interested in that location. See examples for Gary, Indiana adjacent.

- #garyindiana #hammondindiana #chicago
- #eastchicago #griffithindiana #merrillville #nwi
- #merrillvilleindiana #northwestindiana #nwindiana
- #indiana #southbendindiana #nba #portageindiana
- #gary #millerbeach

