

SHSMD26 CONNECTIONS

Health Care Marketing, Strategy & Communications

American Hospital Association Conference
September 27-29 ⚓ Baltimore

One Brand, Many Touchpoints

- **Julia Yoder**, Marketing & PR Director, Brookings Health System
- **Mark Crow**, President, Tenth Crow Creative



Today's Session

- A practical framework, a rural case study, and tools you can take home
 1. One brand, many touchpoints
 2. Brookings Health System: from silos to collaboration
 3. MAP • CHECK • ALIGN
 4. Three practical HR–Marketing tools
 5. 10 minutes for discussion and Q&A

- Learning objectives
 1. Identify key brand touchpoints jointly influenced by HR and Marketing and where misalignment may undermine recruitment, retention or credibility.
 2. Apply practical strategies for cultivating a strong HR–Marketing working relationship.
 3. Implement alignment techniques that reinforce a cohesive, authentic brand without additional budget, staff or restructuring.

Your brand is not owned by a single department

- HR and Marketing may have different responsibilities. The people experiencing the organization do not separate them.
- **They experience one organization.**



The Employee Brand Journey



Different owners. One continuous brand experience.

Departments may have boundaries. The brand experience doesn't.



The opportunity is not shared ownership of everything—it is intentional collaboration where responsibilities intersect.

Three complementary lenses

Not necessarily sequential—start where the need is greatest

MAP

- Where do HR and Marketing intersect?
- Identify the touchpoints both functions influence and where better collaboration could make the greatest difference.

CHECK

- Is the promise authentic?
- Examine whether what we tell prospective employees is consistent with what employees actually experience.

ALIGN

- How do we work together?
- Establish shared goals, roles, practices and guardrails without unnecessary process.

MAP • CHECK • ALIGN

Brookings Health System: from silos to collaboration

BEFORE

- HR largely handled recruiting
- Marketing had limited involvement in recruiting materials
- Brand review was not routine

CATALYST

- Workforce development and recruiting became a strategic imperative
- A new talent acquisition specialist created an opening to build a bridge
- Recruitment became a shared brand opportunity

Shared goal: reduce openings and add high-quality employees to the team.

The Brookings Health workforce campaign

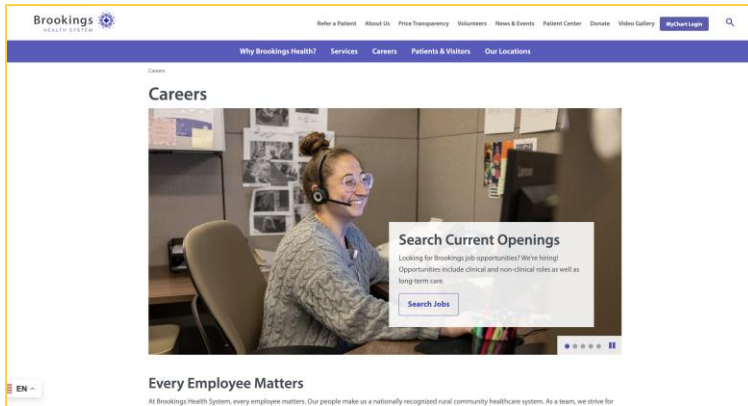


- Teamwork as Culture
- Work-Life Balance
- Sense of Purpose
- Why Brookings

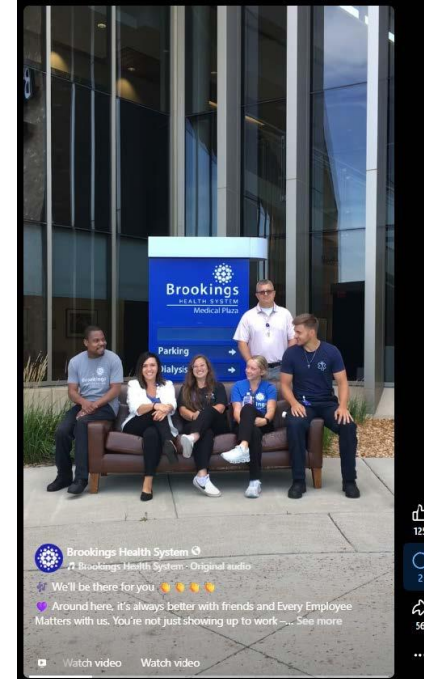
Bringing the employer brand to life



Employer-branded creative



Careers landing page



Short-form social video

- Professional photography + video
- Paid social + search
- Organic social
- Recruitment collateral
- Employee sharing
- Careers site

Results: stronger reach, engagement and recruiting performance

87% 

Increase in
careers landing
page visits YoY

77% 

Increase in
engaged web
sessions YoY

17% 

Increase in
organic Google
traffic YoY

34 days 

Average days to fill
in 2025
(vs. 97.5 in 2024)

Paid media:

- Meta CPC \$0.08
- Meta CTR 5.74%
- Google CPC \$0.27
- Google CTR 5.17%

TOOL 1 | SHARED BRAND TOUCHPOINTS MAP

MAP

Where do HR and Marketing intersect—and where could better collaboration make the biggest difference?

MAP in practice at Brookings Health

TOUCHPOINT	WHO LED?	HOW/WHEN WAS THE OTHER TEAM INVOLVED?	WHAT COLLABORATION ADDED
Every Employee Matters	Marketing	HR + frontline staff + hiring managers informed research	Buy-in + alignment
Careers landing page	Marketing	HR involved from the start	Met HR goals + stronger traffic
Recruitment advertising	Marketing	HR helped shape budget + audience decisions	Right audiences + efficient spend
Employee stories / video	HR	Marketing recruited participants + shaped creative	Authentic, differentiated content
Employee Like + Share	HR	Marketing created materials + enabled access	More organic sharing

Tool 1: Shared Brand Touchpoints Map

As you look at these touchpoints, where could stronger HR–Marketing collaboration have the greatest impact in your organization?

Brand touchpoint	Who leads today?	How/when is the other team involved?	Opportunity
Employer brand / positioning			
Career website			
Job postings / online job boards			
Recruitment campaigns			
Job fairs / recruiting events			
School / college presentations			
Candidate communications			
Interview process			

Tool 1: Shared Brand Touchpoints Map (cont.)

As you look at these touchpoints, where could stronger HR–Marketing collaboration have the greatest impact in your organization?

Brand touchpoint	Who leads today?	How/when is the other team involved?	Opportunity
Onboarding / new-hire experience			
Employee communications			
Employee stories			
Employee recognition			
Social media			
Community events / outreach			
Other: _____			

TOOL 2 | BRAND CONSISTENCY CHECK

CHECK

Does what we promise prospective employees match what employees actually experience?



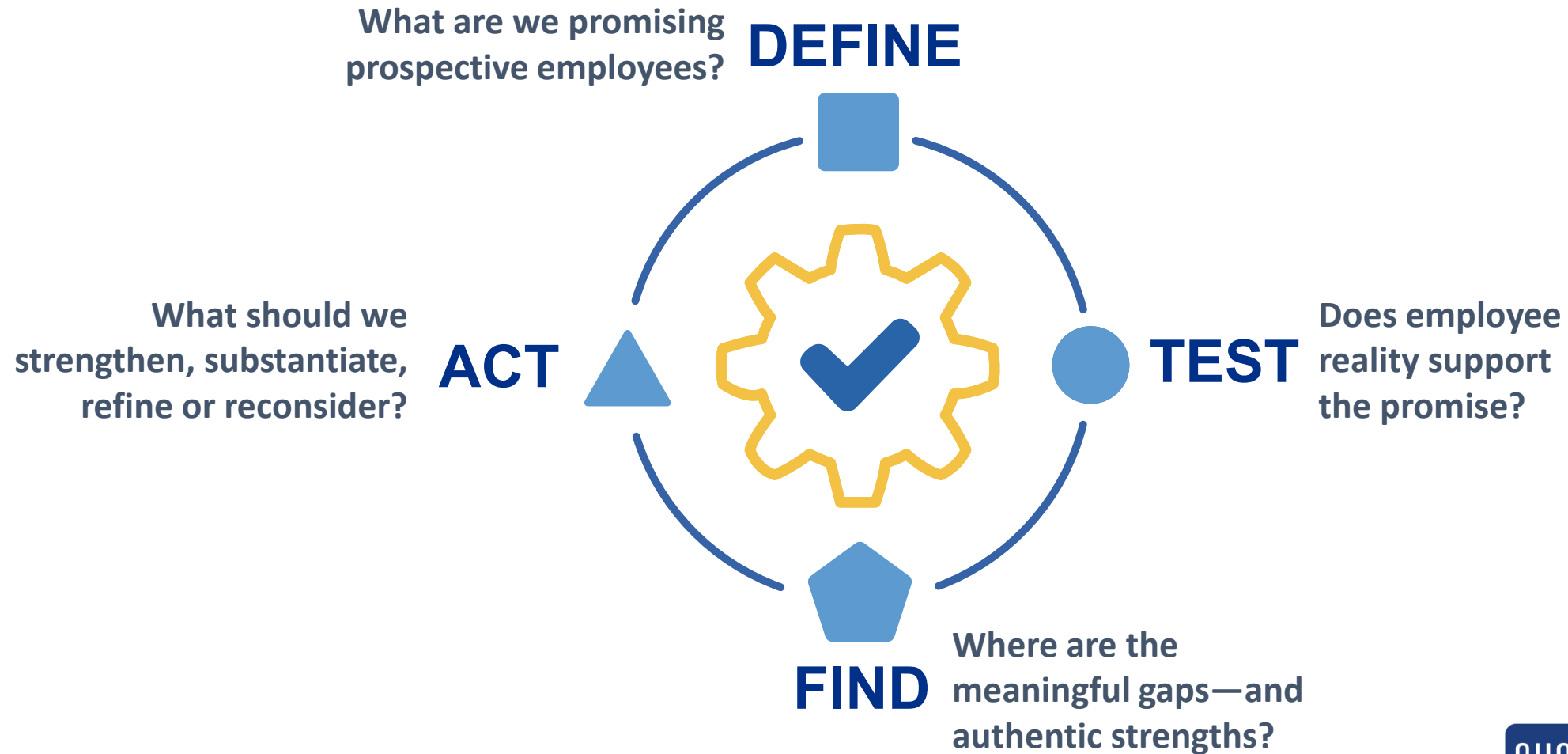
Brookings Health employer-brand promise

“Every Employee Matters.”

What has to be true inside the organization
for this promise to be credible outside the organization?

Research → staff input → gaps → action

Tool 2: Brand Consistency Check



TEST: Does employee reality support the promise?

How accurately does our recruitment/employer messaging reflect the employee experience?

Our recruitment/employer messaging accurately reflects...	Yes	Somewhat	No / Unsure
Culture and teamwork			
Workload and day-to-day realities			
Leadership and support			
Growth/development opportunities			
Benefits and flexibility			
Community / rural lifestyle proposition			

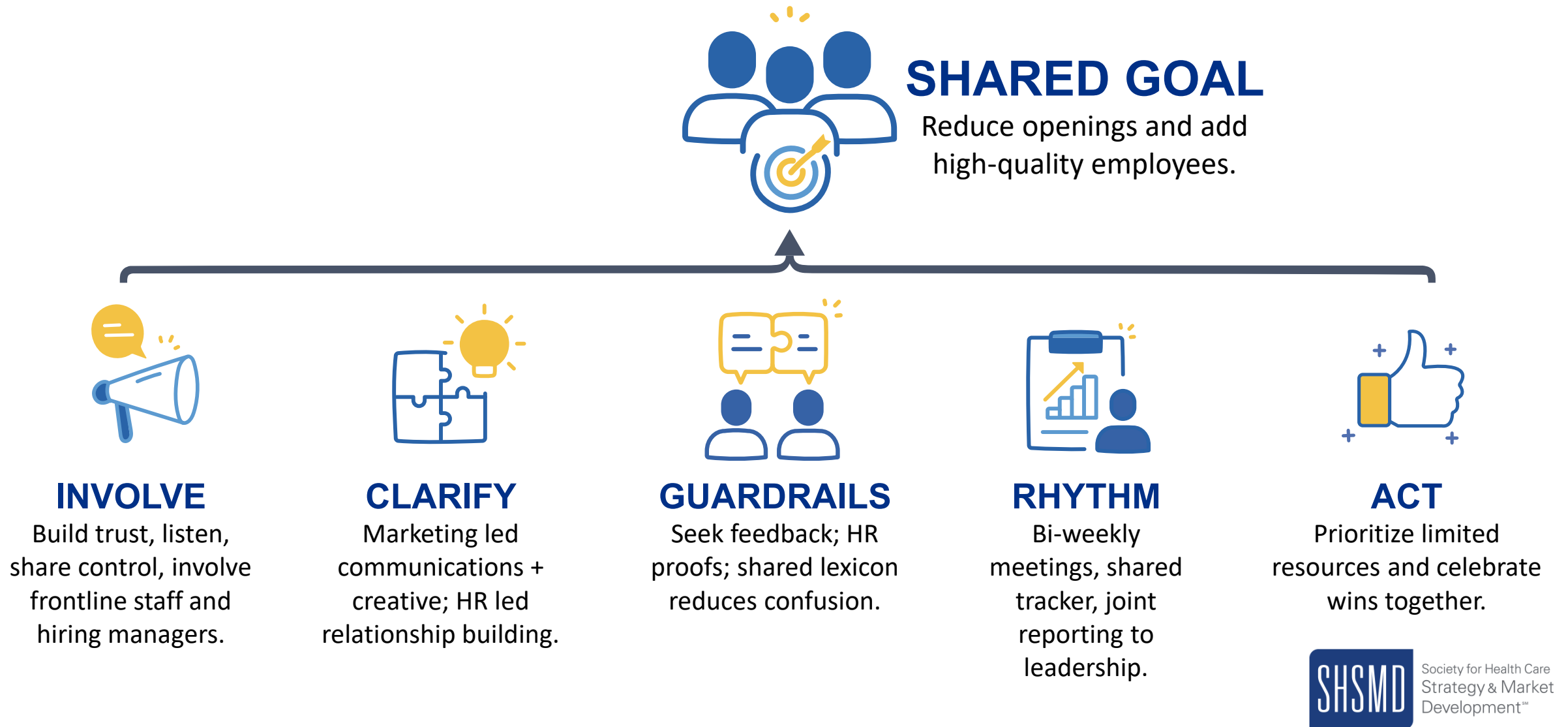
The ratings aren't a score. They're a conversation starter, especially where HR and Marketing see the employee experience differently.

TOOL 3 | HR-MARKETING PARTNERSHIP PLAYBOOK

ALIGN

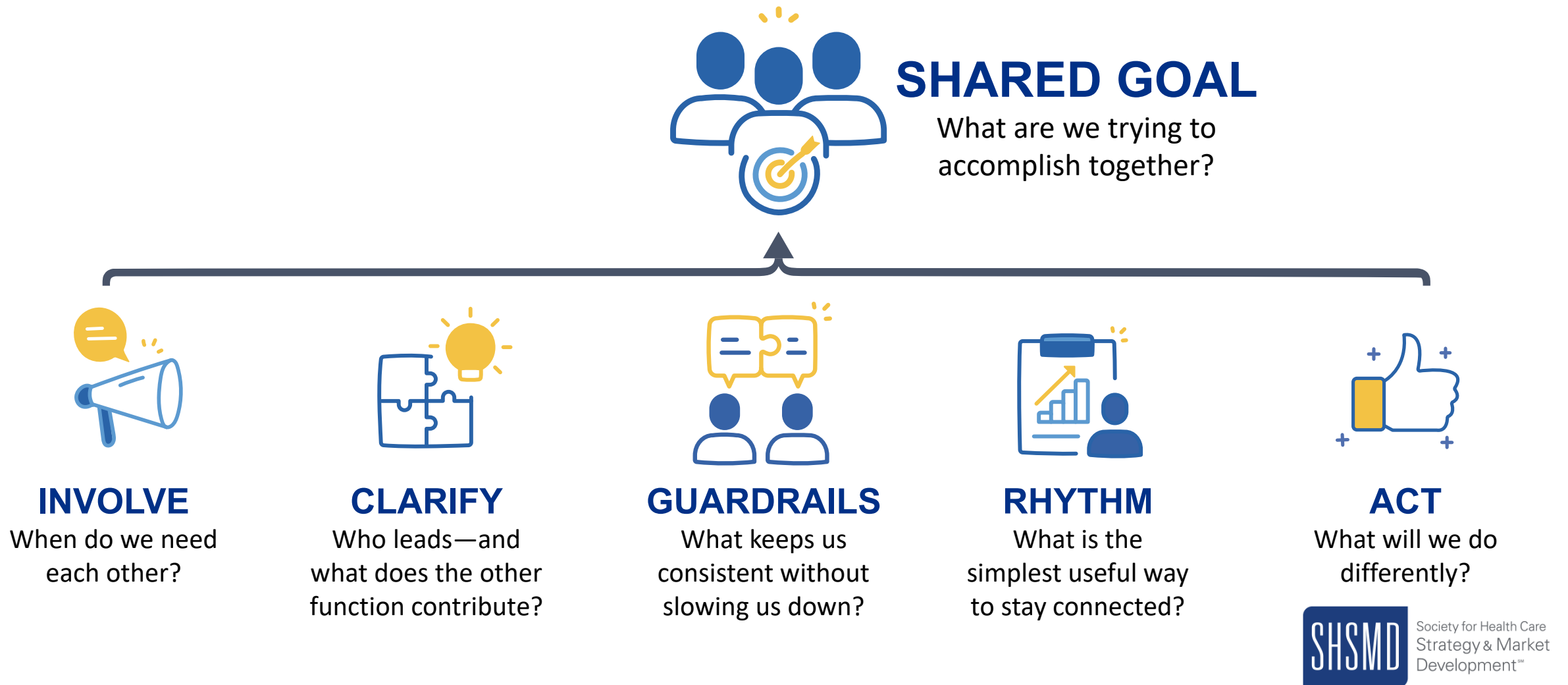
How should HR and Marketing work together going forward?

ALIGN in practice at Brookings Health



Tool 3: HR–Marketing Partnership Playbook

Lightweight by design: enough clarity to collaborate well—without creating more bureaucracy.



Three Key Take-Aways

- **MAP** the touchpoints where HR and Marketing both influence the brand and prioritize the few intersections that matter most.
- **CHECK** the employer-brand promise against employee reality. Amplify authentic strengths and address meaningful gaps.
- **ALIGN** around shared goals, clear roles and lightweight collaboration practices. Start with one action in the next 30 days.

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Questions?

- Please be sure to complete the session evaluation on the mobile app!

Speaker Biography | Julia Yoder

MARKETING & PR DIRECTOR | BROOKINGS HEALTH SYSTEM

Julia Yoder is a marketing and public relations professional with more than 25 years of experience. She has spent the past 15 years as marketing and PR director at Brookings Health System, a Top 20 Rural Community health system in Brookings, SD. In 2017, she received SHSMD's Rising Star Award and joined the organization's advisory board in 2024. Julia also teaches non-profit public relations at South Dakota State University and serves on the School of Communication & Journalism advisory board. Earlier in her career, Yoder worked in communications and marketing for a technology manufacturer and as a freelance writer.

Speaker Biography | Mark Crow

PRESIDENT | TENTH CROW CREATIVE

Mark Crow is a health care marketing strategist and agency president with nearly two decades of experience working alongside small, rural and community-based health systems. He has partnered with community hospitals, regional providers, critical access hospitals and FQHCs to strengthen brand clarity, workforce messaging and organizational alignment, often in environments with limited staff and resources. His work spans brand strategy, marketing, communications and organizational strategy, helping health care organizations clarify what they stand for and communicate it effectively to the people they serve, employ and hope to reach. He is actively involved in SHSMD's small and rural initiatives.

Bibliography/References

- Brookings Health System. Workforce recruitment campaign research, strategy and performance results, 2024–2025.
- Brookings Health System. “Every Person Matters” / “Every Employee Matters” strategic marketing materials.
- Society for Health Care Strategy & Market Development (SHSMD). 2026 Annual Conference concurrent-session submission and requirements.
- Crow, M. & Yoder, J. HR–Marketing Brand Alignment Toolkit: MAP • CHECK • ALIGN, 2026.
- AI, using ChatGPT, assisted in the development of this presentation and accompanying tool kit.