



BUSINESS DEVELOPMENT

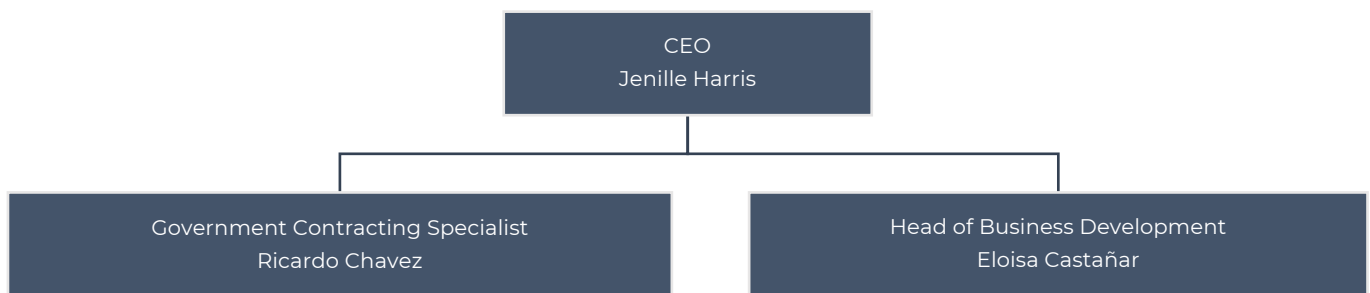
⇒ INTRODUCTION

This Standard Operating Procedure (SOP) defines how the Greenlife Healthcare Staffing (GLHS) Business Development team identifies, engages, and converts prospective healthcare clients into signed staffing partners. It consolidates the Business Development chapter of the GLHS Operations & Training Manual with the content delivered in the April 2025 Business Development Calibration Training.

Purpose of this SOP:

- To review Business Development processes.
- To align the processes with the entire Business Development Team, ensuring accuracy, reliability, and consistent adherence to GLHS standards.

⇒ ORGANIZATION CHART



⇒ RESPONSIBILITIES

Responsibilities are distributed across the four stages of the Business Development workflow. At a high level:

Business Development Representatives (BDRs)

- Own the Initial Outreach Stage: source leads from job boards, perform target market identification, and make first contact with prospects.
- Lead the Nurturing stage: schedule meetings, conduct client needs analyses, and present tailored staffing solutions.
- Perform cold calling and follow-up outreach in line with the scripts and cadence in Section 6.

Head of Business Development

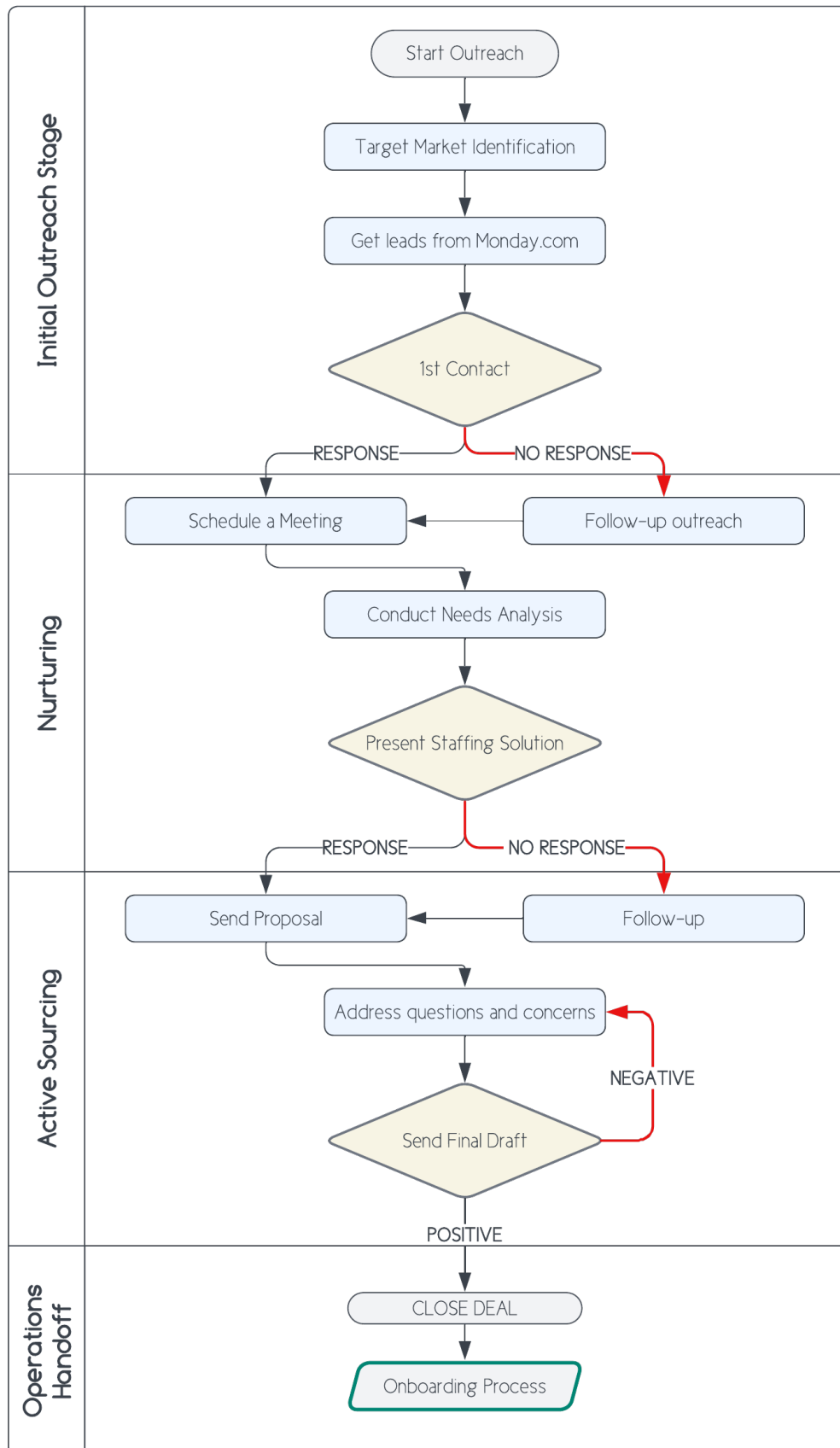
- Plays a pivotal role in the Active Sourcing stage — collaborating with BDRs and the Sourcing Team to address client concerns, refine proposals, and finalize offers.
- Calibrates the BD team's processes against GLHS standards (this document).

Government Contracting Specialist

- Supports government/contract-based business development opportunities alongside the Head of Business Development, reporting to the CEO.



⇒ **WORKFLOW**



The BD process moves through four stages: Initial Outreach, Nurturing, Active Sourcing, and Operations Handover, with continuous follow-ups at each stage to ensure no leads are lost. Client engagement and addressing feedback are crucial at every major stage to ensure progression through the pipeline; the process ends with a smooth transition into onboarding once the deal closes.

Stage	Owner	Steps
Initial Outreach	<i>BDRs</i>	Initial Outreach — start the process by reaching out to potential clients. Sourcing Leads from Job Boards — gather leads by reviewing job boards for potential clients who may need staffing services. Target Market Identification — narrow the leads to the target market that aligns with GLHS services. 1st Contact — make first contact. No response → initiate follow-up outreach. Response → proceed to Nurturing by scheduling a meeting.
Nurturing	<i>BDRs</i>	Schedule a Meeting with the prospect. Conduct Needs Analysis — assess and analyze the client's staffing needs during the meeting. Present Staffing Solution — offer a tailored solution based on the needs analysis. No response → follow up to re-engage. Response → move to Active Sourcing by sending a proposal.
Active Sourcing	<i>Head of BD, BDRs & Sourcing Team</i>	Send Proposal — send a formal proposal outlining staffing services. Address Questions and Concerns — engage the prospect to resolve queries or objections. Send Final Draft — after addressing concerns, send the final proposal. Negative feedback → return to addressing concerns. Positive feedback → proceed to closing the deal.
Operations Handover	<i>Sourcing Team</i>	Close Deal — the deal is finalized and agreed upon; a contract is put in place. Onboarding Process — begin onboarding the client to integrate them into GLHS service operations.

Key Notes

- The workflow emphasizes continuous follow-ups at various stages to ensure no leads are lost.
- Client engagement and addressing feedback/concerns are crucial at every major stage to ensure progression through the pipeline.
- The process ends with a smooth transition into the onboarding phase once the deal is closed.

⇒ TYPES OF EMPLOYEE HIRE

Before engaging a lead, BDRs must know which hire type applies, since it determines pricing, staffing terms, and the conversation with the client.

Direct Hire

- A one-time referral fee is charged once the candidate commences their job with the client. Priced as either:
 - o A percentage (%) of the annual salary, or
 - o A fixed rate.

Temporary Hire

- Minimum of a 12-week assignment.
- The candidate is an employee of GLHS.
- A 50–75% pay rate markup is applied to cover the expenses of being a W2 employee (the bill rate), calculated using the Nursing Calculator.

Part-Time

The employee works fewer hours per week than full-time employees — often 20–30 hours — and may be employed on flexible work schedules.

Per Diem

Latin for "per day," or an as-needed basis; the employee typically works 2–3 times a week.

Traveling Employee

An employee whose job requires travel for work-related purposes, such as attending meetings, visiting clients, or conducting business in different locations.

⇒ LEAD CONTACT PROCESS (COLD CALLING)

Cold calling is a sales technique of making phone calls to target prospects who have not expressed interest, in order to create business opportunities. It typically involves a salesperson making unsolicited phone calls to companies or individuals to introduce GLHS's offerings and generate leads. Cold calling can also extend to email outreach or in-person visits, although the phone call remains the most common and direct method.

The primary goal of cold calling is to establish a relationship with prospects who have a genuine need for GLHS's services so they can be connected to the tools they need to succeed — presentations, in-depth discussions with experts, demos, and sale finalization. Because cold callers must engage clients effectively, they need strong communication skills to address client needs and receive a positive response.

Steps in Calling Leads

- Identify the company lead to call (e.g., Family Health Center of San Diego).
- Go to their website (e.g., <https://www.fhcsd.org/>).
- Go to their Career Page ("Join our Team," etc.) and check whether the open positions are healthcare positions.

- Determine the decision maker — e.g., CEO, HR Executive, DNS, or Administrator. Get their contact number and email address.
- Send them a LinkedIn invitation.
- Send an introductory email with the capability statement and flyer attached.
- Call the decision maker at their direct or mobile number.

How to Prepare for a Cold Call

- Research your leads
 - Research each lead on your call list to gain insight into how to approach the conversation. People are more likely to listen and buy if they feel valued — for example, acknowledging something as simple as the weather in a prospect's region shows engagement and can be more persuasive than sticking strictly to the sales pitch.
- Stay up to date with current trends
 - Get familiar with the prospect's industry by monitoring shifting trends, new legislation, or other developments. Use this to connect GLHS's services to a need created by those changes, for example:
 - Reducing time-to-fill by 5% can result in an estimated \$4.3 million in additional revenue for healthcare organizations.
 - A "bad hire" can cost up to 30% of a provider's salary due to recruitment, training, and turnover expenses.
- Create a script
 - Write a script beforehand to organize key points, polish the introduction, and prepare for objections. Aim to get the prospect's attention in 30 seconds or less. A script should guide the call, not be read verbatim. Include a common interest to open the conversation and a qualifying statement showing how GLHS meets the prospect's needs.
- Calculate your quota
 - Track cold calls by hour, day, week, or month, and the time it takes to convert a prospect to a warm lead — the less time it takes, the more calls you can make toward quota. Example: a quota of 80–100 calls/day with a 10% conversion goal means targeting 10–15 calls/hour, with 8–10 of those per day converting to warm leads or paying customers; average call time should run around one-and-a-half minutes.
- Practice cold calling by role-playing
 - Practice with your script by role-playing with friends and family — read and summarize it in conversation, then run mock calls and ask for constructive criticism on delivery.

Opening Script

"Hello, how are you? My name is [Your Name], and I am calling from Greenlife Healthcare Staffing. The reason why I am reaching out today is that I came across your website (and I noticed that you are hiring for multiple opportunities) and I would like to offer our contingency-based recruiting and staffing services."

After the opener: ask how the lead is doing and reference any current events affecting their area (e.g., a wildfire in LA) before moving into the value proposition.

Value Proposition Talking Points

- We only charge if we are successful in sourcing candidates and the candidate has signed a contract with you — a contingency basis.
- We help you decrease time spent searching, screening, and interviewing applicants, and reduce time-to-fill for open positions.
- We have a large database of over 500,000 active and passive job seekers.
- We offer a 90-day one-time replacement guarantee for Direct Hire placements.
- We do complete screening — background checks, license and education verification, drug screening, and skills assessment.
- We staff and recruit for all disciplines under the realm of healthcare providers. (Non-healthcare jobs are referred to Impact Recruiting Solutions, our sister company.)
- We offer a volume discount.

How to Make an Effective Cold Call

- Contact the right person.
- Call at the appropriate time.
- Keep them on the phone as long as possible.
- Keep the conversation personable.
- Talk about them.
- Focus on your goal.
- Use trigger events to elicit interest.
- Ask open-ended questions — start with "who," "what," "where," "when," "how," and "why" to get prospects talking about their needs.
- Avoid pitching too early — build rapport and identify a specific problem or need before presenting the pitch.
- Be specific — be clear and concise rather than vague. Example: instead of "I'd like to ask you a few questions," say "I'd like to ask you a few questions to see if you would be a good fit for our monthly subscription service."
- Ask for referrals after a sale, signup, or opt-in. Example: a promo offering a 5% discount on a second hire when a client hires 2 from Greenlife.
- Leave a message if you reach voicemail: keep it under 20 seconds, use the prospect's name, introduce yourself, be friendly and enthusiastic, add a sense of urgency, don't try to sell — entice them to learn more, and follow up in a few days if you don't hear back.
- Identify and implement ways to improve — take notes on what elicits the most engagement, and turn on note-taking in RingCentral.
- Learn from rejection — practice, preparation, and strategy revision reduce rejection over time. Send a short thank-you email to leads who declined services ("Kindly remember us if things change").

⇒ THE DO'S AND DON'T'S OF DIFFICULT CONVERSATIONS

Difficult conversations arise throughout the BD cycle, objection handling, pushback on proposals, or internal escalations. Apply the following 14 principles:

- Lead With Empathy
 - ✓ **Do:** Start by acknowledging their feelings and showing you care.
 - ✗ **Don't:** Dive straight into criticism or blame.
- Stay Calm, Not Combative
 - ✓ **Do:** Keep your tone steady and take a breath before responding.
 - ✗ **Don't:** Let frustration or adrenaline take over.

- Prepare, But Stay Flexible
 ✓ **Do:** Outline key points and possible solutions ahead of time.
 ✗ **Don't:** Stick to a rigid script that ignores their perspective.
- Ask to Understand
 ✓ **Do:** Use open-ended questions ("Can you walk me through your thinking?") to get their view.
 ✗ **Don't:** Ask loaded questions that push them into a defensive corner.
- Really Listen
 ✓ **Do:** Give them your full attention — eye contact, nodding, mirroring what they say.
 ✗ **Don't:** Check your phone, zone out, or just wait for your turn to speak.
- Own Your Emotions
 ✓ **Do:** Acknowledge how you feel but keep it in check.
 ✗ **Don't:** Play the victim or try to guilt them into your side.
- Respect, Don't Diminish
 ✓ **Do:** Validate their perspective, even if you don't agree.
 ✗ **Don't:** Dismiss their concerns or talk down to them.
- Be Clear & Direct
 ✓ **Do:** Use real examples when addressing issues.
 ✗ **Don't:** Generalize or exaggerate ("You always do this!").
- Focus on Solutions
 ✓ **Do:** Work together to find a way forward.
 ✗ **Don't:** Dump the problem on them without suggesting a fix.
- Set Boundaries
 ✓ **Do:** Be clear about what you can and can't commit to — and why.
 ✗ **Don't:** Say yes out of guilt or over-promise what you can't deliver.
- Give Real Appreciation
 ✓ **Do:** Acknowledge their efforts before suggesting changes.
 ✗ **Don't:** Use fake praise just to soften criticism.
- Apologize When Needed
 ✓ **Do:** Own your mistakes and explain how you'll fix them.
 ✗ **Don't:** Give half-hearted "sorry if you felt that way" apologies.
- End with a Clear Next Step
 ✓ **Do:** Agree on actions and follow-ups before wrapping up.
 ✗ **Don't:** Leave things vague and unresolved.
- Reflect and Improve
 ✓ **Do:** Take a moment to review what worked and what didn't.
 ✗ **Don't:** Assume it's over and repeat the same mistakes next time.

⇒ DEEP DIVE: SALARY RANGE DISCUSSIONS

Salary Range Being Offered

Check whether the salary being offered is within the average ongoing market rate using:

- ZipRecruiter — ziprecruiter.com/Salaries
- Indeed — indeed.com/career-advice/pay-salary
- Salary.com — salary.com/research/salary/benchmark/

Salary requirement guidance: the offer should be at least the average of the ongoing market rate and typically depends on the candidate's experience level.

Follow-Up Call

Before ending the conversation, determine: the person who will sign the contract (signatory), their email address, and the day to follow up.

⇒ JOB DETAILS TEMPLATE (DIRECT HIRE)

Keep this template open during every conversation with a lead and capture as much detail as possible.

Position Overview

- Position / Job
- Type of Practice (Private Practice / Multi-Specialty Group / Urgent Care / Hospital / Ambulatory Surgery Center / Community Clinic / FQHC)
- Short Description of the Facility

Point of Contact & Facility

- POC Name
- POC Email
- POC Phone Number
- Headquarters
- Number of Locations
- Job Location
- Parking Provided (Yes/No)
- Number of Employees
- Support Staff

Signatory

- Signatory's Name
- Signatory's Title
- Signatory's Email
- Signatory's Phone

Compensation & Schedule

- Salary Range (Required)
- Benefits — Insurance (Health, Dental, Vision)
- Vacation (days/weeks)
- PTO (days)
- Number of Holidays (7 days = Federal)
- Relocation Expense



- Educational Loan Assistance (Yes/No)
- Schedule (Full Time / Part-Time / Per Diem / Temp)
- Shift Hours (AM to PM)

Job Details

- EMR/EHR System (eClinicalWorks, Practice Fusion, NextGen, AthenaHealth, AllScripts, CareCloud, Epic, other)
- Language Requirements (Yes/No — Spanish / Russian / Hindi / Chinese)
- Patient Demographics
- Daily Number of Patients (15–20 / 20–25)
- Visa Sponsorship (Yes/No)
- New Graduates Welcome (Yes/No)
- Sign-On Bonus (Yes/No)
- Relocation Expenses (Yes/No)
- Requirements (US Citizen / State License / Years of Experience)
- Job Description (pull from client website where available)
- Other Internal Notes (details that cannot be posted publicly)