

A WHITE PAPER by HealthcareSource®

HealthcareSource and ASHHRA Present:

The 2015 Healthcare Workforce Executive Insights Survey Results



Many changes are occurring in healthcare. As the population ages, there is an increasing need for healthcare workers in both acute and post-acute care. Healthcare organizations are also faced with HCAHPS, population health, accountable care initiatives, and more choices for healthcare consumers due to the rapid growth of retail care clinics. While these changes present challenges, they also offer the opportunity to improve talent management practices and deliver better clinical care.

To gain a better understanding of how healthcare industry changes have affected talent management practices, HealthcareSource and the American Society for Healthcare Human Resources Administration (ASHHRA) issued the 2015 Healthcare Workforce Executive Insights Survey. The findings highlight the challenges facing healthcare talent management professionals, ranging from recruiting high-quality employees to training and retaining them over time.

The Healthcare Workforce Executive Insights Survey

HealthcareSource and [ASHHRA](#) conducted the first annual survey with the objective to better understand the extent to which the evolution of the healthcare industry has an impact on the workforce and on talent management practices.

The survey questions were developed jointly by HealthcareSource and ASHHRA with input from healthcare talent management professionals. More than 400 talent management professionals at healthcare providers across the United States offered their views about how their organizations are adapting to the new healthcare environment.

This white paper highlights how healthcare organizations are adapting to significant industry changes including the HCAHPS survey, aging demographics, population health, accountable care initiatives, and the rapid growth of retail care clinics. Industry experts also reviewed the survey findings and offered their insights. This group included:

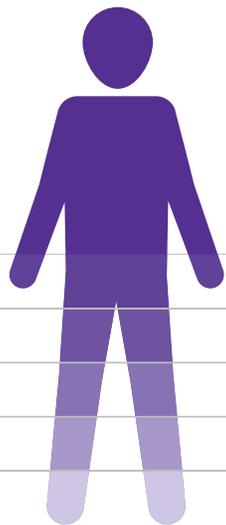
- **Frederick P. Morgeson, Ph.D.**
Eli Broad Professor of Management
Michigan State University and Scientific Advisor to HealthcareSource
- **Ursula Pawlowski, MSHR, SPHR, SHRM-SCP**
HR Concierge
American Society for Healthcare Human Resources Administration (ASHHRA)
- **Dawn M. Rose, JD, PHR**
Executive Director
American Society for Healthcare Human Resources Administration (ASHHRA)
- **David Szary**
Founder
Lean Human Capital and The Recruiter Academy

The insights derived from the survey suggest ways that healthcare organizations can leverage technology and improve their processes in order to deliver outstanding care to patients and residents.

Survey Questions

1. How effective are your organization's current methods of recruiting staff who you believe will thrive in the future healthcare environment?
2. Given the changes in healthcare, which of the following factors prohibit your organization from recruiting top talent?
3. Given the emerging changes in healthcare, select the factor(s) you find the most influential in retaining top talent at your healthcare organization.
4. How prepared is your workforce to handle new and complex technology used to advance patient care?
5. How often do frontline staff members display behaviors that demonstrate their commitment to providing a positive patient experience?
6. How confident are you that your workforce has the skills and behavioral competencies necessary to ensure your organization is seen as a provider of choice?
7. How concerned are you about your organization competing with other healthcare providers for the same candidates?
8. How proactive is your organization at adapting to changes in healthcare due to the trends mentioned?
9. How proactive is your workforce at adapting to changes in healthcare due to the trends mentioned?
10. Rank the talent management best practices that will help your organization transition to the new healthcare environment in order from most important (1) to least important (7) to you.
11. Select the top three job functions that you're most concerned about recruiting and retaining in the new healthcare environment.

Respondent Job Function



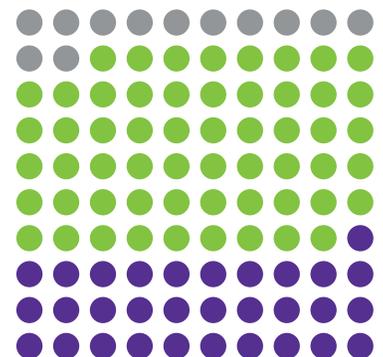
Organizational Development/Employee Performance	44.1%
Employee Education/Training/Learning Administration	39.1%
Talent Acquisition/Recruitment	35.6%
Generalist	30.9%
Compensation/Benefits/Payroll	26.7%

Respondent Seniority Level

12% Individual Contributors

57% Managers and Directors

31% VP and C-level



Healthcare Recruiting Challenges

With demand for healthcare professionals outpacing supply, recruiting challenges are a fact of life for healthcare executives. When asked how effectively their organization was recruiting those who will thrive in the future healthcare environment, more than 50% of survey respondents indicated they felt their organizations were either “somewhat effective,” “not very effective,” or they were “not sure.”

1.

How effective are your organization’s current methods of recruiting staff who you believe will thrive in the future healthcare environment?



Panel Commentary

The panelists felt that healthcare talent acquisition teams should broaden their focus when defining recruiting effectiveness and collect data to quantify recruiting results. They offered their thoughts on how healthcare organizations can enhance the results of their recruiting efforts.

Healthcare must look beyond traditional recruiting metrics. Many organizations use conventional recruiting metrics, such as time to hire and sourcing data that identifies where the largest numbers of quality candidates come from. However, talent management teams must broaden their focus and evaluate whether new hires are delivering high levels of on-the-job performance. Other key considerations are whether employees are engaging in the behaviors that will help organizations compete and achieve their strategic objectives. “It’s also important to consider retention,” noted Frederick P. Morgeson, Ph.D., Eli Broad Professor of Management, Michigan State University and Scientific Advisor to HealthcareSource. “Some recruiting sources generate hires with **higher retention levels**, while certain personality traits make candidates more or less likely to stay in an organization.”

HR must be clear about how effectiveness will be measured and then collect the appropriate data. All levels of the organization must agree about how recruiting effectiveness is defined. HR, talent management, the C-level, and unit-level managers all must be aligned.

There is an opportunity for the talent management team to get ahead of the communications and to clearly define how they will measure effectiveness, before beginning the recruitment process.

David Szary, Founder, Lean Human Capital and The Recruiter Academy, was surprised that 46.7% of organizations felt their recruiting efforts were “effective” or “very effective.” Lean Human Capital has been studying **healthcare recruitment organizations** for the past six years and has benchmarked them on dimensions like quality of hire, retention rate, cost, speed, efficiency, productivity, and overall satisfaction. Based on this research, Szary wonders whether the survey respondents have adequate data to understand what is important to customers when it comes to recruiting and whether they are truly measuring their recruiting effectiveness.

Interestingly, close to 50% of survey respondents claimed that the inability to offer competitive compensation packages prevents them from recruiting top talent. Other recruiting obstacles included inefficient and/or ineffective recruitment and onboarding programs (34%), a lack of harmony between team members (14.6%), and inadequate or outdated technology (13.7%).

2.

Given the changes in healthcare, which of the following factors prohibit your organization from recruiting top talent?



Panel Commentary

The panel members suggested that blaming compensation packages for recruiting problems is the “easy answer,” since pay is usually not within recruiters’ control. Instead, they recommended that talent management teams consider highlighting the non-compensation related aspects of job offers.

Take the focus off of monetary compensation. Although compensation is a contributor to employee engagement, Dawn Rose, Executive Director, ASHHRA, recommends looking at other areas where talent management and HR can create a positive impact, such as recruitment and onboarding programs, creating greater harmony among team members, employee recognition, **mentoring and coaching**, professional development, and opportunities for advancement.

There are many reasons why a candidate may turn down a job offer. Recruiters should consider whether candidates got a **realistic job preview** and whether important non-monetary factors were included in the conversation. “People need to think about how they are marketing jobs. Recruiters must work with every candidate to identify what’s important to them from a non-monetary perspective and provide a holistic package that meets their needs,” said David Szary.

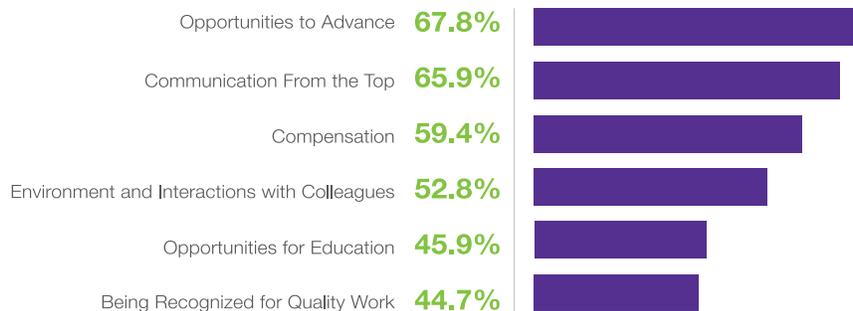
Different generations are looking for different things from their work. Frederick Morgeson observed that millennials, for example, care more about non-compensation related rewards than people might realize. They are seeking interesting work, as well as a positive social environment and opportunities to advance. These are things that recruiters must understand and articulate as part of the employment brand. As Morgeson noted, “We need to broaden our thinking about what is attractive to people when we are trying to recruit them.”

Healthcare Retention Challenges

While compensation is the traditional way that organizations try to retain top talent, there are many other methods that are also effective. Survey respondents report that advancement opportunities, clear communication from the top, a positive work environment and interactions, education, and recognition are influential in keeping their best workers on the job.

3.

Given the emerging changes in healthcare, select the factor(s) you find the most influential in retaining top talent at your healthcare organization.



Among its clients, HealthcareSource has found many innovative programs that provide professional development and education for employees. These include:

- **Offering courses through a learning management system that are eligible for continuing education credits.** Many organizations leverage HealthcareSource NetLearning® and their eLearning Library of courses to support these initiatives.

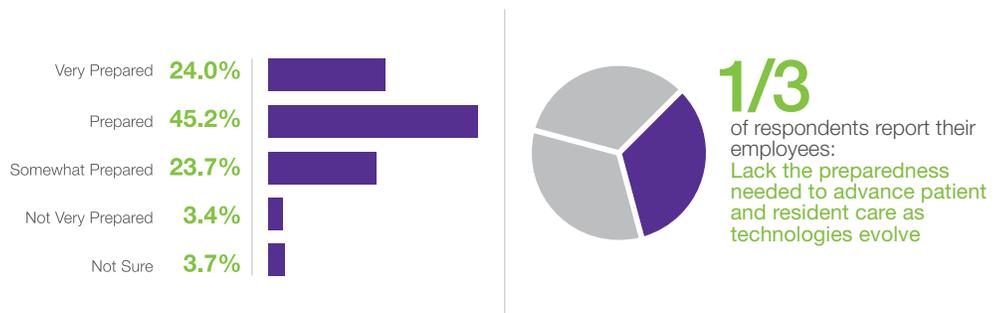
- **Providing online training.** To make training more convenient for employees, some healthcare organizations have invested in online learning management systems. At **UnityPoint**, for example, employees can take mandatory courses online, as well as optional courses.
- **Creating nursing professional development ladders.** Career ladders provide a path for advancement to individuals with expertise in bedside care. At **Bronson Methodist Hospital**, nurses create a portfolio of work around a particular professional goal. When the goal is attained, the nurse receives a monetary bonus and continuing education credits.

Enhancing Clinical Care and the Experience for Patients and Residents

Healthcare technologies are constantly evolving and they play a central role in delivering high-quality clinical care. Most survey respondents feel that their workforce is prepared to handle the new and complex technologies required to advance patient and resident care. However, one-third of respondents report their employees lack the preparedness needed to advance patient and resident care as technologies evolve.

4.

How prepared is your workforce to handle new and complex technology used to advance patient care?



Panel Commentary

To bring people up to speed on new technologies, healthcare organizations should hire individuals who are open to learning and then provide the education and mentoring needed to build skills and competencies. It's important to look for candidates who are interested in continuously updating and improving their job-related skills. People who are open to learning seek out education, training, and **development opportunities** for themselves and see constant learning as part of their jobs.

Healthcare organizations need employees who are willing and able to adapt as technologies change. "Organizations must focus on hiring and developing people

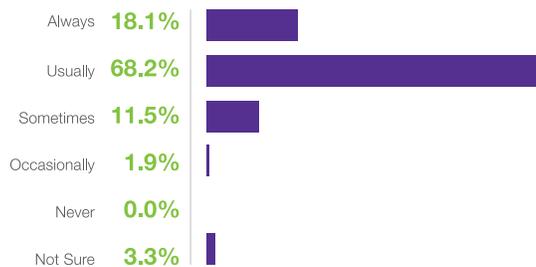
that have a strong learning orientation,” said Morgeson. Adjectives that are commonly used to describe candidates who are open to learning include: curious, cultured, broadminded, competent, and open to new ideas and experiences.

It’s important to recruit employees who are collaborative. Dawn Rose noted that millennials who have grown up around technology are great people to learn from and they are willing to teach their colleagues. “The residents love teaching surgeons how to use tablets and electronic medical records,” Rose said. “It is a great opportunity for them to **demonstrate leadership**, as well as for the organization to flip its mentorship models around.” Millennials’ use of technology sets them apart, as does their dislike of hierarchical organizational structures. This combination of traits makes them open to collaboration with individuals across the organization and reverse-mentoring, especially in areas related technology.

Organizations must acknowledge that employees have different learning styles. Some people are hands-on learners, while others are auditory or visual learners. Healthcare organizations need the ability to deliver education in a blended format. For example, **CaroMont Health** uses a blended learning approach from HealthcareSource eLearning LibrarySM to support its American Heart Association **Basic Life Support certification program**. The online learning portion of the program appeals to employees’ different learning styles, while the hands-on face-to-face check-off meeting enables employees to demonstrate what they have learned.

When it comes to delivering a positive experience to patients and residents, only two-thirds of respondents (68.2%) indicated that their employees “usually” display the behaviors that show a commitment to patient and resident satisfaction.

5. How often do frontline staff members display behaviors that demonstrate their commitment to providing a positive patient experience?



ONLY 68%
of respondents indicated that their employees “usually” display the behaviors that show a commitment to patient and resident satisfaction

Panel Commentary

The panelists believe that talent management professionals must find candidates with the competencies needed to **provide compassionate care**. “Even though the data from this question seems like a good result, it’s a missed opportunity,” said Morgeson. Every time that employees interact with patients or residents, they should exhibit consistent, positive behaviors. “Usually” isn’t enough. “HCAHPS measures the quality of the customer experience and a bad experience can be driven by just one or two events. You need to be sure that employees are always displaying behaviors that show they are committed to quality,” said Morgeson.

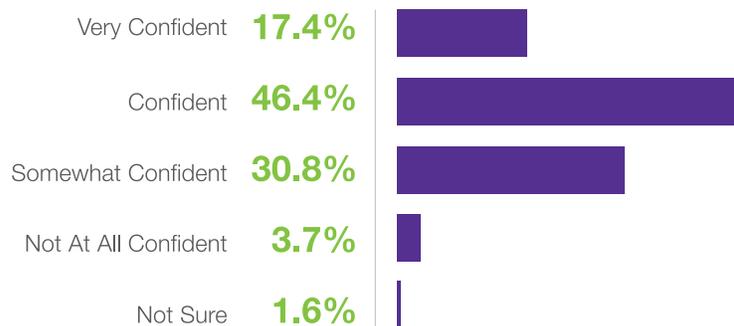
Remember, you can’t teach compassion. To make this goal a reality, healthcare organizations must look for applicants that are innately caring. “Recruiters often ask themselves if they would want a candidate to take care of their friend or family member. The answer should always be 99.99% yes,” said Ursula Pawlowski. Employees can’t be taught to smile or care. They must come to the table with those competencies.

Competing for Patients, Residents, and Employees

Most survey respondents felt “confident” (46.4%) or “very confident” (17.4%) that their workforce has the skills and behavioral competencies needed to ensure that their organizations are seen as a provider of choice.

6.

How confident are you that your workforce has the skills and behavioral competencies necessary to ensure your organization is seen as a provider of choice?



Panel Commentary

Although many organizations were confident that they were the provider of choice, the panelists expressed concern that more than one-third of survey respondents felt their employees did not have the skills and competencies required to support the organization as a provider of choice. The solution lies in more effective hiring and training.

The HR team should examine how hiring practices reinforce the culture.

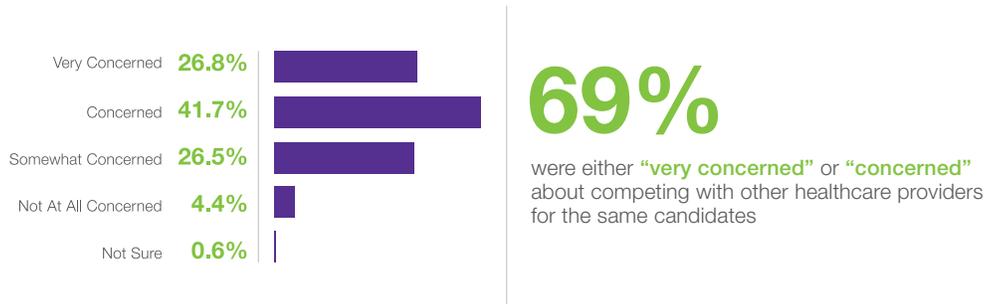
According to Frederick Morgeson, the survey data is a call to arms which shows that healthcare organizations must strive to hire people with the right behavioral competencies. Behavioral assessments such as HealthcareSource Staff AssessmentSM and Leadership AssessmentSM can help. **Staff Assessment** focuses on nine key behavioral competencies including work ethic, customer focus, teamwork, compassion, openness to learning, valuing diversity, energy, flexibility/adaptability, and multi-tasking. **Leadership Assessment** evaluates skills that are essential for effective leaders, such as achievement orientation, conscientiousness, emotional evenness, openness to change, self-confidence, innovative thinking, multi-tasking, self-development, customer orientation, and critical thinking. Dawn Rose agreed that talent management teams should examine all their processes to ensure that they are hiring the right people into the organization.

Employee education and training are essential. According to Rose, several studies have found close ties between **employee engagement and HCAHPS** scores. If an organization isn't confident that their workforce has the skills and competencies needed, there is an opportunity for the talent management team to step up and provide training and education.

A learning management system, such as **NetLearning**, makes it easy for employees to take the courses they need to perform on the job. Rather than developing courses in-house, many organizations rely on the HealthcareSource eLearning Library which offers thousands of courses from leading healthcare associations and educators. When employees deploy their knowledge, skills, and abilities, they give patients and residents a better experience and they help the organization accomplish its strategic mission.

Data suggests that demand for healthcare services will grow over the next decade, due to the aging population, larger numbers of insured individuals, and more. However, the **supply of physicians and nurses** is expected to fall short of demand.

7. How concerned are you about your organization competing with other healthcare providers for the same candidates?



Panel Commentary

The responses to this question are contradictory. Most respondents in the first survey question felt they had a somewhat effective recruiting solution and yet most are worried about competing for candidates. However, the concern isn't surprising. Demand is up for most clinical and non-clinical positions, while supply is down. "Organizations need to look at this issue in the short-term and long-term," noted David Szary. A job opening can create a void in another department when an employee transfers internally. "Transferring is good, but it creates a vacancy and you end up robbing Peter to pay Paul," said Szary.

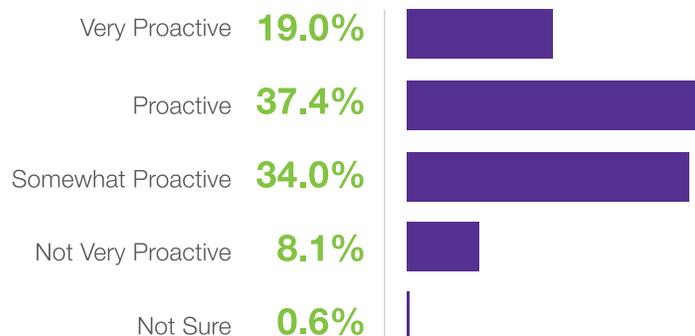
Healthcare organizations must look at long-term solutions because there will be long-term deficits in many job families. School to work programs are one solution. Berkshire Health Systems, for example, has established a pathway from associate degree to a bachelor's degree in nursing. It partnered with Elms College and has brought the university program to one of the [Berkshire Health System](#) campuses. However, as Szary noted, many managers are saying that they need people with experience, rather than new grads. It's a serious issue. As a result, organizations must take action today from a development perspective to bridge that gap.

Proactively Dealing with Trends

Most survey respondents (57.3%) felt that their organization was either "very proactive" or "proactive" at adapting to changes in healthcare due to the trends mentioned. Yet, more than half of respondents (55.7%) felt their workforce was either "somewhat proactive," "not very proactive," or "not sure" with regard to adapting to changes in healthcare due to the trends mentioned.

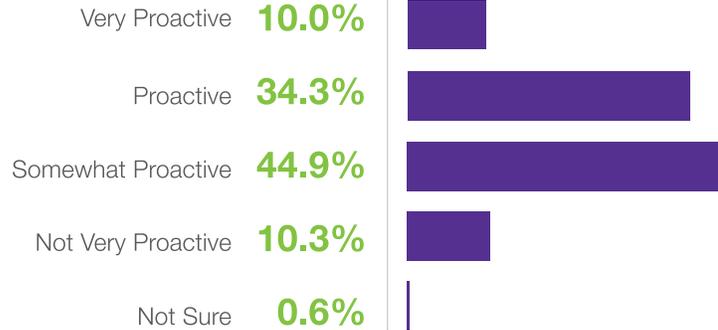
8.

How proactive is your organization at adapting to changes in healthcare due to the trends mentioned?



9.

How proactive is your workforce at adapting to changes in healthcare due to the trends mentioned?



Panel Commentary

An organization is its people—it doesn't exist in the absence of employees. If an organization is adaptable and proactive, it is because the employees make that possible. "If healthcare institutions feel like they have problems with their people, the organizations probably also have some challenges in terms of adaptation," noted Morgeson.

Clearly communicate objectives to frontline staff. Part of the problem may be that organizations aren't articulating their objectives down to the frontline. "The frontline is not only managing their day-to-day responsibilities, but they are also responsible for integrating all these new changes that the organization is implementing. Yet, they don't always know exactly why they are doing certain things," said Dawn Rose. If employees don't understand the issues and what the organization is trying to achieve, it's hard to be proactive. According to Rose, this is another opportunity for the talent management team to step in and to be a strategic contributor to the organization's overall success by bridging the communication gap.

Align organizational objectives with employee goals. One effective way to accomplish this goal is to develop employee goals as part of the performance management process that align with strategic organizational objectives. When these goals are recorded in a performance management system, it increases the likelihood that employees understand how their work fits into the bigger picture, while supporting **continuous feedback and coaching**. At Union Hospital, for example, employee goals are aligned with the overall hospital goals and new employees have a 120-day evaluation that assesses their performance relative to the organizational mission.

Millennials and Healthcare— A Match Made in Heaven?

Talent management teams across industries are paying attention to millennials, since they are the largest generation in the workforce today. According to the [Pew Research Center](#), people born between 1980 and 2000 now account for about one-third (34%) of the American workforce. The good news is that millennials have a strong interest in healthcare careers. A recent survey of millennials found that healthcare organizations represented seven out of the top 25 organizations cited as the most sought after employers.

To recruit and retain millennials, healthcare organizations must pay attention to this generation's unique characteristics:

- 1. Millennials are looking for purposeful work and are passionate about helping others.** Healthcare organizations should highlight how their services help others and discuss the importance of patient and resident-centered care during the recruiting process.
- 2. Millennials value continual learning and career advancement.** Once Millennials are on the job, it's important to provide them with professional development opportunities. Online and blended learning courses are a great way to engage with millennials. Defined career paths and easy access to the education needed to follow those paths are also attractive to younger workers.
- 3. Millennials want frequent feedback on their performance.** It's essential for healthcare organizations to have both formal and informal employee recognition programs in place. It's also valuable to have a [performance management system](#) where recognition can be documented for each employee and revisited at evaluation time.
- 4. Millennials value coaching and mentoring opportunities.** Pairing millennial employees with more senior staff for career coaching is a great way to keep young employees engaged. Since millennials are so comfortable with technology, they are willing to reverse mentor older employees on how to use new workplace technologies.

Transitioning to the New Healthcare Environment

When asked to rank which talent management practices would help their organizations transition to the new healthcare environment, most respondents (49%) indicated that the most important practice was hiring frontline employees and leaders who will support the organization's culture, mission, and values. The next most important practice, identified by 22% of respondents, was improving the organizational culture.

10.

Rank the talent management best practices that will help your organization transition to the new healthcare environment in order from most important (1) to least important (7) to you.



Panel Commentary

The panelists believe that talent management professionals have the power to influence hiring and retention more.

Publicize career paths to candidates and employees alike. David Szary recommends discussing career paths and upward mobility during the recruiting process. This helps get the best people into the organization. Once quality talent is on-board, [succession planning and career pathing](#) can help keep employees engaged and moving up in the organization.

Don't forget the importance of employee recognition. Employees appreciate being recognized among their peers and among leadership. Recognition can be as simple and complimenting a colleague on his or her work. "Think about the millions of dollars that just walked out the door simply because no one heard, 'Hey, great job. I liked what I saw when you were with that patient or resident,'" said Ursula Pawlowski. Healthcare organizations have had success using [employee rounding](#), employee reward and recognition teams, and strengths-based coaching as means to acknowledge employee contributions.

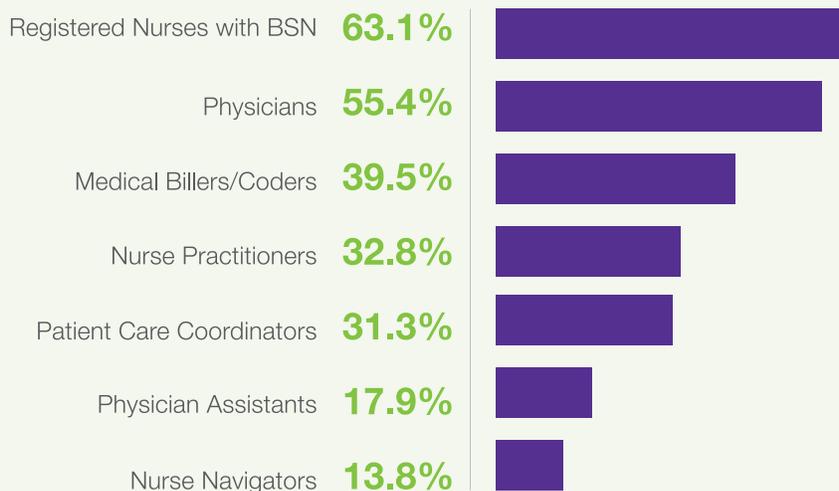
Engaged Employees Stick Around, Even When the Competition Comes Knocking

In the new healthcare environment, competition for top talent is growing. [SHRM](#) recently reported that several factors are driving healthcare talent shortages, including the surge of newly insured patients thanks to the Affordable Care Act, growing numbers of baby boomers, a lack of nursing faculty, and more.

Reinforcing this trend, our survey respondents indicated that they were most concerned about recruiting and retaining registered nurses with a bachelor's degree in nursing (BSN), physicians, and medical billers/coders.

11.

Select the top three job functions that you're most concerned about recruiting and retaining in the new healthcare environment.



As Ursula Pawlowski, MSHR, SPHR, SHRM-SCP, HR Concierge for ASHHRA noted, demand for nurses with a BSN has increased as more hospitals have applied for Magnet status. Hospitals seeking or renewing [ANCC Magnet Recognition®](#) after January 2013 have been required to demonstrate that 100% of their nurse managers have a bachelor's or master's degree in nursing. There simply aren't enough post-secondary institutions to educate nurses, so healthcare organizations must think about how they can meet that need. "One possibility is to partner with universities and offer onsite education for nurses. These programs improve workforce retention because employees feel needed, valued, and appreciated. To have an investment in education, while continuing work is powerful," said Pawlowski.

Conclusion

The 2015 Healthcare Workforce Executive Insights Survey highlights how talent management teams must broaden their definition of effective recruitment to ensure that healthcare organizations are equipped to address industry changes affecting both the acute care and post-acute care environments. Industry changes bring the need to change how talent is managed. Healthcare organizations that apply innovative talent management practices find that they are better able to adapt to changes and to become providers of choice in the overly competitive market.



Interested in Learning More?

[Watch Webinar Replay](#)



HealthcareSource®

Quality Talent. Quality Care.

HealthcareSource

100 Sylvan Road, Suite 100
Woburn, MA 01801

800.869.5200

solutions@healthcaresource.com
www.healthcaresource.com



About HealthcareSource

With more than 2,500 healthcare clients, HealthcareSource is the leading provider of talent management solutions for the healthcare industry. The HealthcareSource Quality Talent Suite™ helps healthcare organizations recruit, develop, and retain the best workforce possible in order to improve the patient and resident experience. The company's cloud-based talent management solutions include applicant tracking, behavioral assessments, reference checking, employee performance, compensation, competency and learning management, and eLearning courseware. A private company focused exclusively on the healthcare industry, HealthcareSource consistently earns high marks for client satisfaction and retention. HealthcareSource has been regularly ranked as a leader by KLAS Research for Talent Management, in addition to recognition in Healthcare Informatics 100, Modern Healthcare's "Healthcare's Hottest," Inc. 500|5000, Deloitte Technology Fast 500, and Becker's "150 Great Places to Work in Healthcare" list.



THE HUMAN SIDE OF HEALTHCARE

American Society for Healthcare Human Resources Administration (ASHHRA)

155 North Wacker, Suite 400
Chicago, IL 60606

312.422.3720

ashhra@aha.org
www.ashhra.org

About ASHHRA

Founded in 1964, the American Society for Healthcare Human Resources Administration (ASHHRA) is a personal membership group of the American Hospital Association (AHA) and has more than 3,100 members nationwide. ASHHRA leads the way for members to become more effective, valued, and credible leaders in healthcare human resources. As the foremost authority in healthcare human resources, ASHHRA provides timely and critical support through research, learning and knowledge sharing, professional development, products and resources, and provides opportunities for networking and collaboration. ASHHRA offers the Certified in Healthcare Human Resources (CHHR), the only certification distinguishing healthcare human resource professionals. For more information about ASHHRA or the CHHR, visit www.ashhra.org.