



Reviving Workforce Resilience:

2022 Healthcare Workforce Survey

EXECUTIVE SUMMARY

Overview

The past two years have taken an enormous toll on healthcare workers, and overwhelmingly, the response was clear: **99% of healthcare delivery organizations are experiencing staffing challenges today.** On average, organizations have tripled their agency spend from an average \$6.9 million in 2019 to nearly \$20 million today. Compounding the financial pressure, 83% of hospitals report that staffing constraints have placed increasing stress on margins and the ability to maintain services at prior levels.

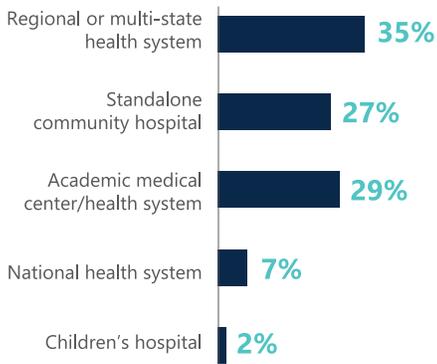
To maintain the workforce and ensure continued high-quality care, many organizations have committed to both short- and long-term financial incentives—and 79% of organizations that started paying higher base salaries reported a positive impact on retention. However, ever-rising salary levels and increased agency budgets are not financially sustainable.

While the outlook for healthcare staffing recovery from the pandemic is mixed—37% think it will improve, 33% think it will stay the same, and 30% think it will get worse—the recovery of the workforce may be more challenging than many anticipate.

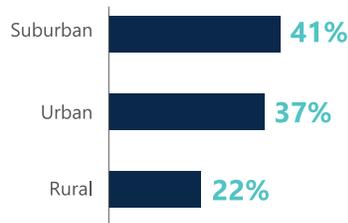
An overwhelming majority of survey respondents (83%) indicated that one of the top reasons for staff departures over the past year was directly related to pandemic burnout. While focusing on short-term financial incentives may help healthcare organizations right now, they need to commit to addressing the physical and emotional state of their workforce for lasting resilience. Those organizations that take care to balance short-term solutions with long-term support programs and investments will be more successful in building a sustainable, supportive culture for their teams, patients, and community.

Methodology: In March 2022, The Chartis Group surveyed 83 U.S. health system executives about the state of their workforce. Respondents represented a range of organization types, locations, and revenue sizes.

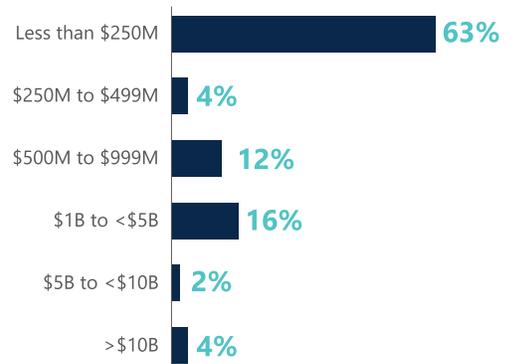
Organization Type



Location



Revenue



Key Takeaways

- 01** In the short term, organizations report that financial incentives are most effective in attracting and retaining their workforce.
- 02** Over the long term, organizations must address the lasting effects of the pandemic on their teams by investing in programs to support their recovery. Doing so will help create a workforce that's more resilient as well as build organizational capacity to support rapid change.
- 03** Optimizing staffing and driving operational efficiencies can help fund the investments needed to create a more supportive environment for staff retention and engagement.
- 04** Measuring progress can be challenging, but ultimately it can be the key to understanding the magnitude of the issue and the success of employee engagement and retention initiatives.

What is your outlook of staffing for the next 12 months?



What impact will staffing challenges have on your hospital?



Takeaway 1: In the short term, organizations report that financial incentives are most effective in attracting and retaining their workforce.

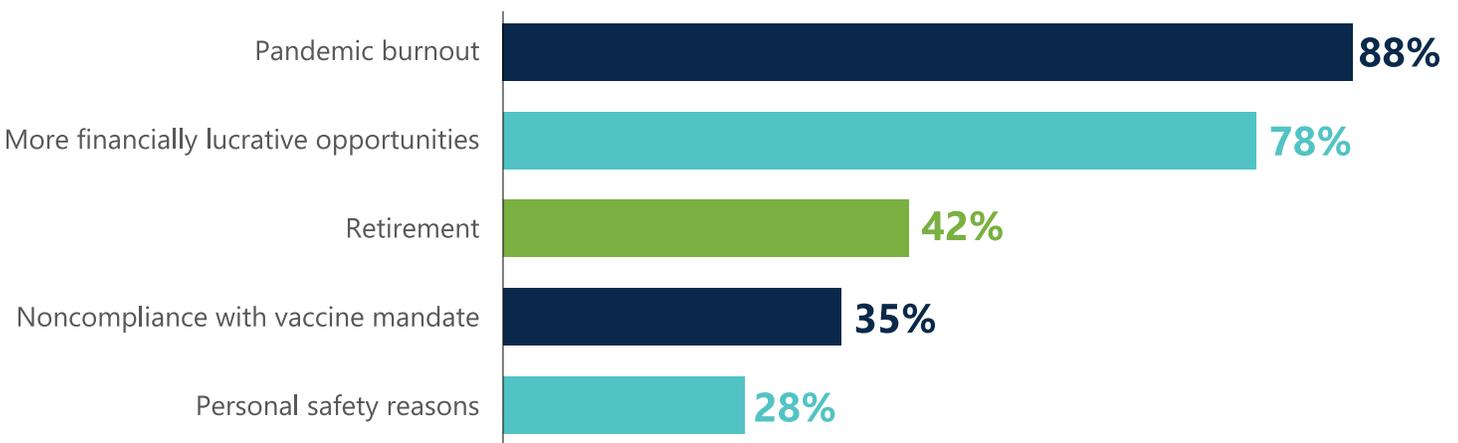
It’s no secret that healthcare workers are leaving their roles, and many are leaving for either more financially lucrative opportunities or less stressful roles (or both). When asked to rank the reasons for staff departures in 2022, the two most cited reasons were pandemic burnout (88%) and more financially lucrative opportunities (78%). And for staff who left to pursue other opportunities, the top-ranked career moves include joining a temporary staffing agency (69%) and moving to another care setting that is not a hospital (57%).

Not surprisingly, healthcare organizations have found the most effective ways to attract and retain their workforce in the short term are financial tactics. The most implemented tactics were also the most successful —82% of organizations that refined their incentive and supplemental pay practices said it was successful, 77% said increasing base wages was successful, and 76% said delivering bonuses was successful.

Most successful tactics to attract and retain staff:



Top reasons for staff departure in 2022



Takeaway 2: Over the long term, organizations must address the lasting effects the pandemic has had on their teams by investing in programs to support their recovery. Doing so will help create a workforce that’s more resilient as well as build organizational capacity to support rapid change.

With the outlook for the end of the pandemic mixed, improving retention solely through increased payment strategies will be unsustainable. Organizations that address the more fundamental engagement challenges will be able to differentiate themselves on something other than pay and improve retention for the long term.

Organizations must start investing in infrastructure to support both their front-line workforce and leadership to create a supportive, transparent culture. The most successful tactics for supporting workforce goals and leadership were dedicated HR staff to support leaders and managers (83%), regular communication around staff retention (79%), and enhanced tools to monitor vacancies (74%).

The most successful tools to support leadership and workforce goals:

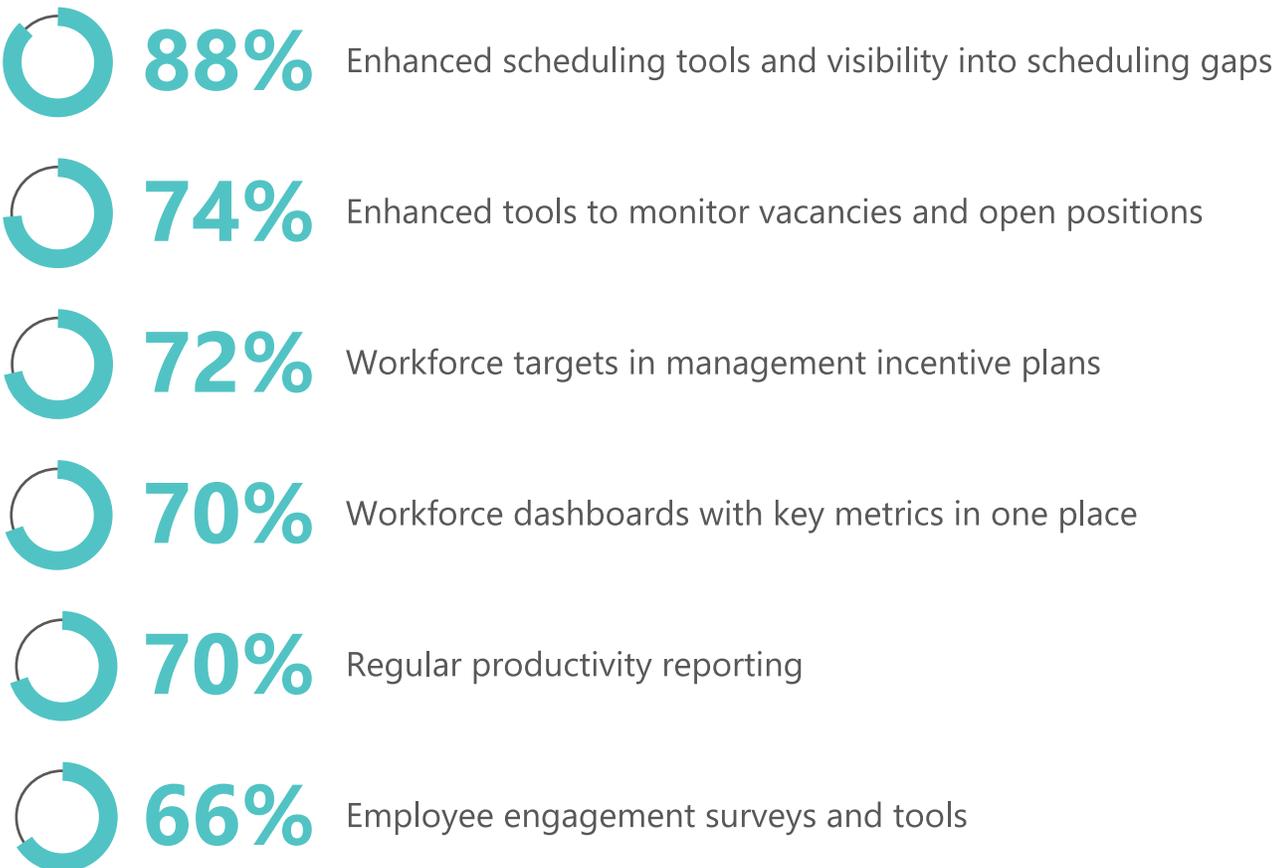


Takeaway 3: Optimizing staffing and driving operational efficiencies can help fund the investments needed to create a more supportive environment for staff retention and engagement.

Freed-up margin often is used to bolster bottom lines, but now it needs to be used to stabilize the workforce. Finding the funds to support workforce needs can be challenging, and organizations should explore all possibilities to reduce expenses and increase revenue to support their initiatives. This includes exploring all opportunities to optimize their operating model, such as proactive scheduling tools that align staff levels to expected volumes, utilizing technology and changing roles and care models, and monthly operating reviews to understand trends and discuss performance.

The most successful tools to streamline operations include enhanced scheduling tools and visibility into scheduling gaps (88%), enhanced tools to monitor vacancies and open positions (74%), inclusion of workforce targets in management incentive plans (72%), and cascading workforce dashboards with key metrics in one place (70%).

The most successful tools to support workforce goals:



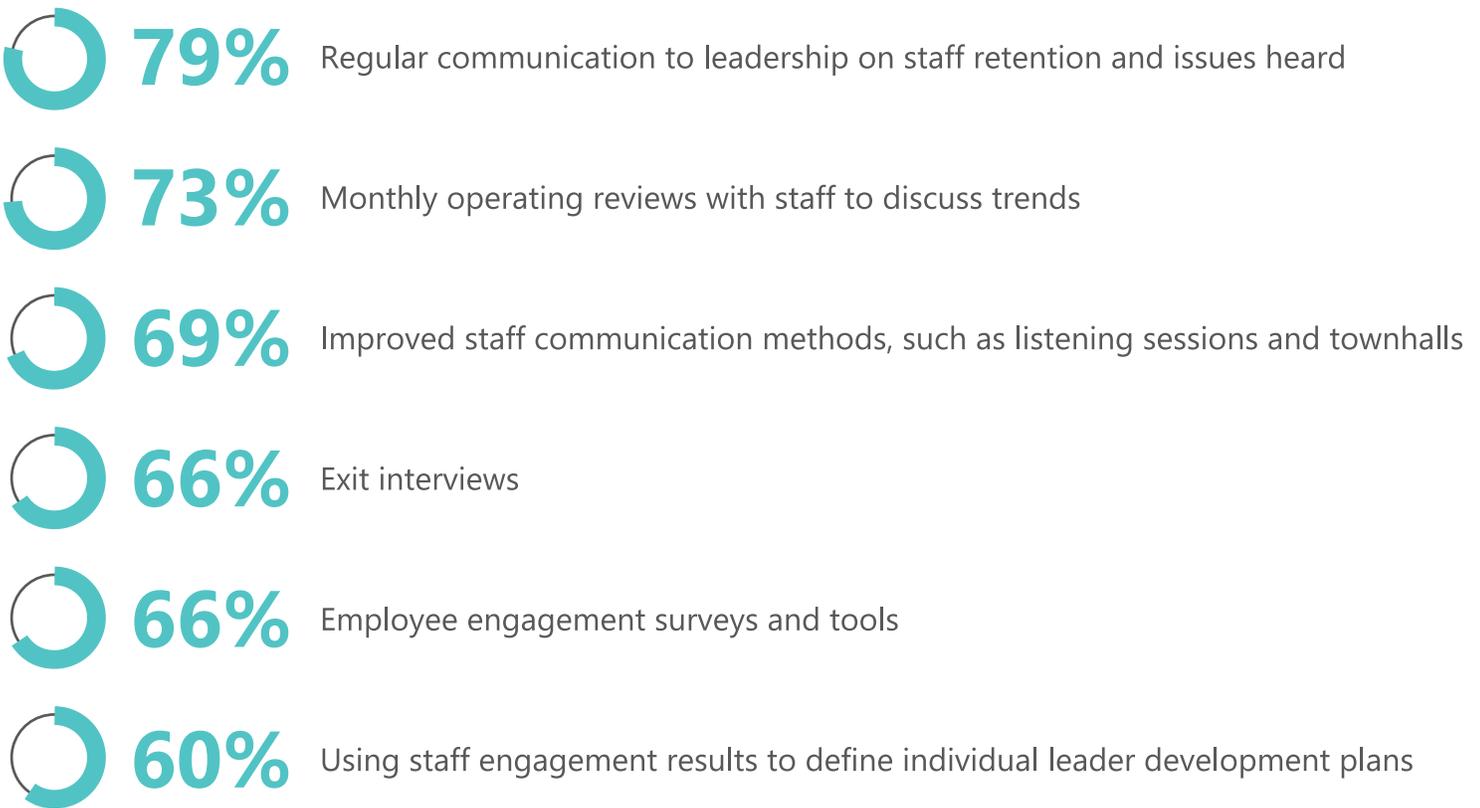
Takeaway 4: Measuring progress can be challenging, but ultimately it can be the key to understanding the magnitude of the issue and the success of employee engagement and retention initiatives.

Measuring the current state, as well as the success of short- and long-term strategies, will require a renewed commitment to gathering feedback, both formally and informally, followed by a relentless focus on follow-up and decisive action.

Some of the most effective tactics to support leadership and workforce goals centered around communication, including regular communication to leadership on team member retention and issues heard (79%), monthly operating reviews to discuss trends with teams (73%), and improved communication methods with teams such as dedicated listening sessions and townhalls (69%).

In addition to collecting the information with greater frequency and through different channels, standardizing the review and dissemination of information—like the systems in place to monitor financial, quality, and patient satisfaction results—will be essential to raise the visibility and effectiveness of any ongoing engagement and retention initiatives, reinforce leadership’s commitment to creating a distinctly positive work environment, and achieve or maintain the market-leading role as employer of choice.

The most successful tactics to support leadership and workforce goals:



Implications & Opportunities

Workforce challenges have wide-reaching implications within every organization, and for many, they are likely to persist for the next few years. Addressing the physical and emotional needs of employees is key to creating a resilient workforce and differentiating as the employer of choice in any market.

Healthcare organizations must double down on each dimension of workforce leading practices to create a stable and fulfilling day-to-day experience for team members and to recruit, engage, and retain both workforce and leadership.



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