

State of work in healthcare

Video transcript

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ASHLEY EDWARDS:

I saw that we just recently released the State of Work in America survey, and I have a meeting with a healthcare client next week and would love to share some of this information with them. Kim, I know you were a huge part of the development of the survey. Do you have any key information that I could share with them?

KIM JACOBY:

I have a lot. So, let's start with mental and emotional stress. That was found to be the top cause of burnout among healthcare workers. We also found that their mental and emotional stress has actually gotten worse in the past 12 months.

ASHLEY EDWARDS:

I have heard a lot of my healthcare clients actually offer new and unique benefit offerings, including an enhanced employee assistance program, where they'll actually have counselors and therapists on-site to help employees before and after their shifts. Also, a huge rollout of the financial wellness program so, that way, employees can learn how to do an everyday budget and help with their long-term financial goals.

KIM JACOBY:

Those are great examples, and they tie really well into another question we asked on the survey, which is around what would cause employees to leave their organization. The top two items for healthcare workers were that they don't feel valued and that wages aren't keeping up with inflation. And we saw that many employees on the survey do not feel that they're fairly paid for the contributions that they're making to

the organization's success, and that they don't feel like their pay is linked to their performance.

ASHLEY EDWARDS:

That is really interesting. I know nearly every healthcare organization during the pandemic had to use contract labor and travel nurses, and a lot of the travel nurses were actually receiving two to three times the pay of employees at that organization.

SHARON WHITTLE:

You know, Ashley, with some of my clients, what I've really seen is a shift in how they think about pay. So, a lot of healthcare systems used a traditional merit-based system, and they're beginning to make movements towards a pay-for-performance system like Kim discussed. And a lot of the reasoning behind that is the shortage is causing people to have to work more than their job. They may have to work someone else's job, too, for a while or pick up part of someone else's job. And so, they don't feel, many times, fairly compensated when they're having to put in more hours and more effort. So, a pay-for-performance system really attempts to recognize that additional contribution the employees are making.

ASHLEY EDWARDS: Wow.

KIM JACOBY:

That came out very clearly in the survey as well. So, people shortages were the number one stressor among healthcare employees. And further, they said that they don't feel like the organization is adequately staffed to meet the needs of the business.

ASHLEY EDWARDS:

I have seen a lot of new and innovative compensation programs that have come out, especially with different positions and departments where maybe they're having a hard time attracting those individuals or retaining them. And so operating room technicians, for example, are actually having really unique programs that are being offered. And even for non-clinical healthcare workers, they're actually leaving the

healthcare industry and moving to non-healthcare where they can have better pay, better benefits, and a very less stressful work environment.

SHARON WHITTLE:

Yeah, the shortage is really for real in healthcare, and the pipeline is going to need, really, a long-term fix. Some of my clients have really given a lot of good thought to that, and they've implemented programs to begin an educational process sooner in a young adult's life. And so, what they're really attempting to do is get into the high school environment and educate high schoolers on, "What does it mean to work for a healthcare system? What does it mean to have a clinical caregiving position? What types of positions are available, and what's the educational path to get to those positions?" And so, I think that's really going to be a key to filling those positions where we've got more open positions than available talent in the workforce.

ASHLEY EDWARDS:

That is a very innovative approach. Thank you so much. I can't wait to share this information with my client next week.

KIM JACOBY:

You're so welcome. Have a great meeting and let me know if you need any other survey data.