

# 2015 Health Care Talent Acquisition Environmental Scan

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# Welcome to the Health Career Center Environmental Scan

Our annual snapshot of America's health care  
employment landscape



We've created this report to help you better understand the challenges and opportunities facing the field — how they've changed over the past year, and how you can expect them to change in the future. It is based on research and findings from some of our field's most trusted sources.

We hope it helps you make smart, informed decisions, and sets your organization up for success in 2015 and beyond. We welcome your feedback on health care talent acquisition challenges at [AHASmartMarket.com](http://AHASmartMarket.com).

# A Bird's Eye View: Where Health Care Is Headed Next

## **Patients will take more responsibility.**

Patients are recognizing that medical care is only one factor in health outcomes. More of them now realize that managing their own care is the key to maintaining and improving their health.<sup>1</sup>

## **Hospitals or health systems will move further toward a continuum of care.**

70% of people surveyed think that, by 2019, their hospital or health system will offer a complete continuum of care in their service area.<sup>2</sup> The CEOs among them believe their organizations will be non-controlling partners in a care continuum by that time.

## **IT will play a major role.**

More organizations are using data to provide evidence-based care, and adding new technologies to better predict health care outcomes and manage population health.<sup>1</sup>

## **Provider partnerships will increase.**

94% of people surveyed predict that, by 2019, their hospital or health system will partner with other providers or payer organizations, helping them boost efficiency and expand their services.<sup>2</sup>



# Trendwatch: Health Care Workforce

Developing trends and insights across the health care landscape that will affect workforce management and hiring practices in the near future.

## **Primary care in the United States is already struggling to meet patients' needs.<sup>1</sup>**

Many states have outdated regulations and barriers that prevent nurses from practicing to the full extent of their education and training. Solutions must enable nurses and other health professionals to practice to reach their potential in a team-based model of care delivery. In many settings, advanced practice registered nurses can be used to address the primary care staffing shortage, freeing up physicians to care for more complex cases.

## **High turnover, staff reductions and early retirements in the C-suite will continue.<sup>1</sup>**

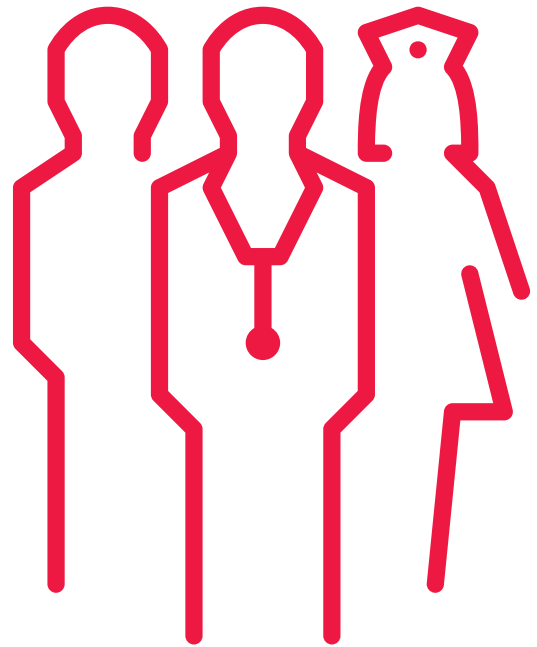
Competing interests among physicians and greater demand for fewer resources will heighten demands on the C-suite. Many CEOs recognize they will have to reduce the number of their own C-suite staff and restructure their organizations — and many are worn out from the stress of the past four years.

## **Nearly 30% of surveyed CEOs believe more clinical expertise belongs on the board.<sup>1</sup>**

As health care moves into the future, physician and nurse involvement on the board will be vital to the development and implementation of patient safety, as well as quality goals and strategies.

## **Interest in workplace disease prevention and wellness programs are growing.<sup>1</sup>**

For every dollar spent on wellness programs, medical costs fall by about \$3.27 and absenteeism costs fall by about \$2.73. Wider adoption of these programs not only benefits health outcomes, but budgets and productivity as well.



# Trendwatch: The Multigenerational Health Care Workforce

The age range of health care workers spans more than forty years, creating distinctive challenges and opportunities for both employers and employees.

## **The shift in patient and workforce demographics will force an organizational culture that develops willing and able employees to provide excellent patient care.<sup>6</sup>**

Over the next decade, many baby boomers, who are currently leading companies and managing different generations, will exit the workforce and utilize a large share of health care services as patients. After their departure, millennials will fill the majority of the labor gap, and some Generation Xers and even millennials will ascend to leadership roles.

## **Organizational hierarchies may be restructured as Gen Xers and millennials rise to leadership roles.<sup>6</sup>**

As Gen Xers and millennials become leaders, health care organizations may need to consider flattening their structure and removing departmental and management hierarchies. Gen Xers and millennials—future leaders and the bulk of the workforce—consider organizational hierarchies as barriers to creativity and innovation.

## **Health care organizations may need to modify job requirements to cater to new and emerging roles.<sup>6</sup>**

This includes adjusting competencies so that the workforce aligns with new population health needs. For example, some jobs will need to be redesigned as technology advances. As jobs are redefined, the workforce may transition and redeploy to different settings, roles and organizational structures.

## **New positions will be created, with new levels of flexibility.<sup>6</sup>**

Organizations can invent new roles to accommodate staff needs and meet work volume. For example, jobs that require one individual to perform today may require two individuals tomorrow, and vice versa. As more care is being delivered outside of such formal structures as acute care facilities, jobs will be performed in different settings and function differently.



# Trendwatch: The Impact of Diversity in Health Care

With changing demographics, communities are becoming increasingly diverse. The unique diversity of a community should be reflected in the leadership and staff of its hospitals and health care systems.

## **A leadership and governance team that reflects the community served encourages decision making that is conducive to best care practices.<sup>7</sup>**

Minorities represented 31% of patients nationally in 2013, up from 29% in 2011. However, minorities comprise only 14% of hospital board members, 12% of executive leadership positions, and 17% of first- and mid-level management positions.

## **Just over one-third of hospitals have goals to create board member diversity, and more than one-quarter have goals to create senior leadership diversity.<sup>7</sup>**

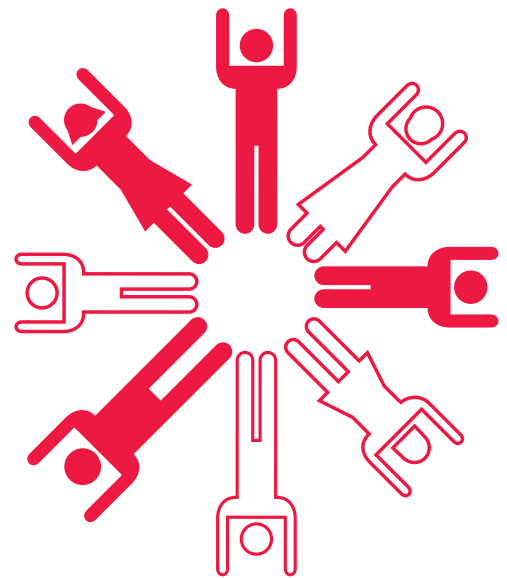
37% of hospital governing boards have set goals for creating diversity within their membership that reflects the diversity of the hospital's patient population. 27% of hospitals have a plan to specifically increase the number of ethnically, culturally, and racially diverse executives serving on their senior leadership team.

## **On the training front, most hospitals provide diversity education.<sup>7</sup>**

86% of survey respondents said their hospital educates all clinical staff during orientation about how to address the unique cultural and linguistic factors affecting the care of diverse patients and communities. And 65% of respondents said their hospital requires all employees to attend diversity training.

## **Diversity efforts in hospital recruitment and retention are lacking.<sup>7</sup>**

Just under half of respondents (48%) said their hospital has a documented plan to recruit and retain a diverse workforce that reflects the organization's patient population. Only 22% of hospital hiring managers have a diversity goal in their performance expectations.



# From The Candidate's Perspective: Recruitment Marketplace Overview

Observations and statistics on the state of the health care recruitment marketplace, derived from the 2015 Health Career Center Job Search Insights Survey.



**Online job boards and company websites are candidates' most-used job search resources.<sup>3</sup>**

**75%** of surveyed candidates use online job boards

**75%** use company websites

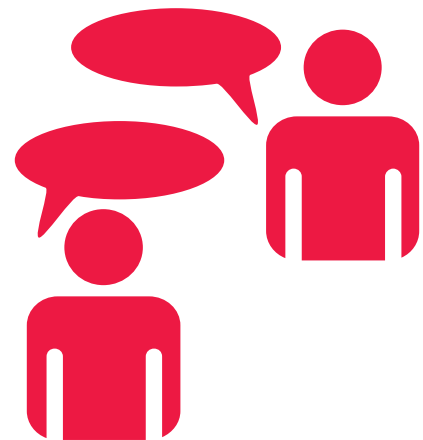
**68%** use family/friend connections

**Referrals are still an important tool for securing jobs.<sup>3</sup>**

**31%** of surveyed candidates found their current job through a referral

**20%** found jobs through online job boards

**17%** found jobs through a company website



**Candidates want to see as many details as possible in your job descriptions.<sup>3</sup>**

**79%** want information about employers and specific roles within your organization

**60%** want information about health care career paths/career development at your organization



**Face-to face networking is still the most effective way to develop relationships.<sup>3</sup>**

**23%** of surveyed candidates say keeping in touch with former colleagues is effective

**19%** say membership in professional societies and associations is effective

**17%** say conferences and seminars are the best networking method



**As for effective social channels for online job searches, LinkedIn ranks highest.<sup>3</sup>**

**52%** use LinkedIn, and only **4%** use Facebook.

However, **26%** don't use social channels at all.



**When evaluating a potential employer, these items carry the most weight...<sup>3</sup>**



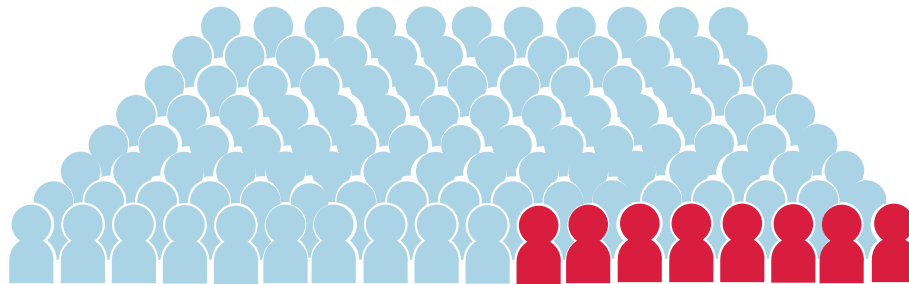
**74%** say competitive compensation

**64%** say great benefits - health insurance, vacation policy, etc.

**48%** say flexible hours/scheduling

# Health Care Workforce Overview

A by-the-numbers look at the state of health care hiring today, and how those trends change throughout the country.<sup>4</sup>



**147 million**

Total job candidates in the U.S.

**9.9%**

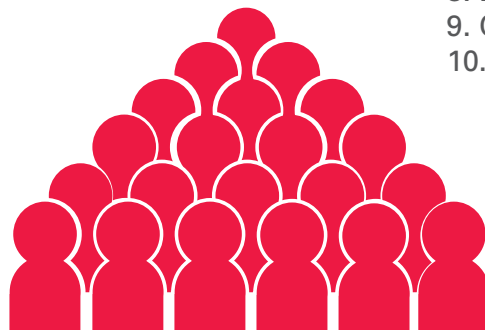
of total job candidates are in the health care field

## Top 10 most in-demand health care positions (past 4 years)

1. Registered Nurse
2. Physical Therapist
3. Occupational Therapist
4. Speech Language Pathologist
5. Registered Nurse Intensive Care Unit
6. Nurse Practitioner
7. Nurse
8. Pharmacist
9. Pharmacy Technician
10. Physician Assistant

## Top 10 most in-demand health care skills (past 4 years)

1. Pediatrics
2. Patient Electronic Medical Record (EMR)
3. Medical information
4. Geriatrics
5. Critical care
6. Quality Assurance (QA)
7. Behavioral health
8. Bilingual
9. Quality control
10. Emergency room



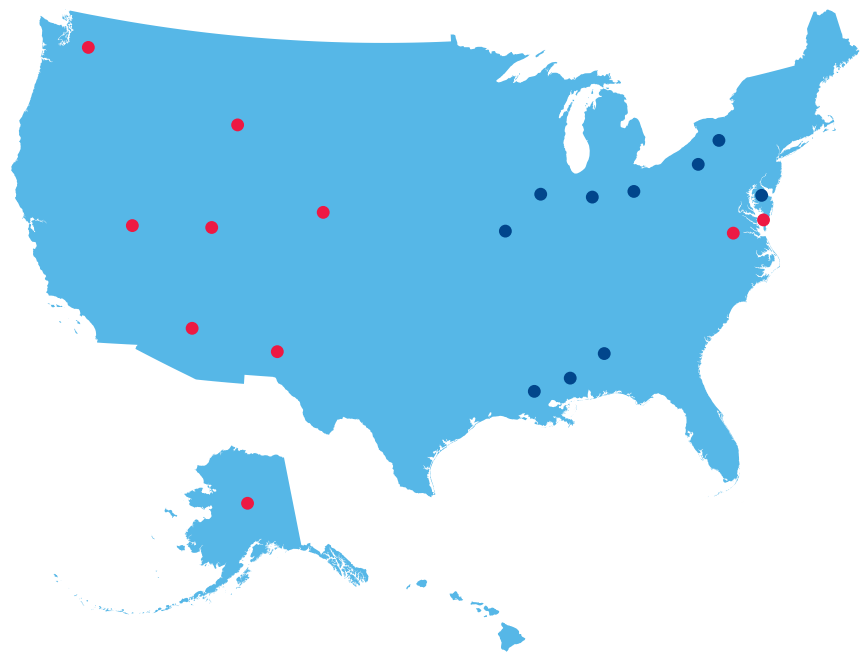
**21** The number of candidates per every health care job opening

# Health Care Hiring Demand\*

A by-the-numbers look at the state of health care hiring today, and how those trends change throughout the country.<sup>4</sup>

## States where it's easiest to fill health care positions

1. New Jersey
2. New York
3. Ohio
4. Indiana
5. Missouri
6. Pennsylvania
7. Illinois
8. Mississippi
9. Alabama
10. Louisiana



## States where it's hardest to fill health care positions

1. Alaska
2. Nevada
3. Utah
4. Colorado
5. Washington DC
6. New Mexico
7. Arizona
8. Washington
9. Wyoming
10. Virginia

\* Difficulty level of filling a position is based on:

- Supply (the number of candidates available)
- Demand (the number of open positions)
- Salary (published level of pay in a job ad)
- Average Posting Period (number of days a job ad is posted on an a job board)
- Job Board Source (free vs paid job postings, local/regional vs national)
- Unemployment Rates (updated monthly with most recent unemployment rates)

# Position Snapshot: Physicians

A brief look at key statistics behind the hiring landscape for Physicians, Physician Assistants, Internal Medicine Physicians, Family Practice Physicians, Hospitalists and more.<sup>4</sup>

## 754,000

Physician job candidates in the U.S.

## 5.2%

of total health care job candidates are physicians

## 20

The number of candidates per every physician job opening

## 73 days

How long the average physician job opening lasts before being filled



### Top 10 most in-demand physician skills

1. Pediatrics
2. Patient Electronic Medical Record (EMR)
3. Critical care
4. Geriatrics
5. Private practice
6. Behavioral health
7. Emergency room
8. Quality assurance (QA)
9. Epic software
10. Bilingual

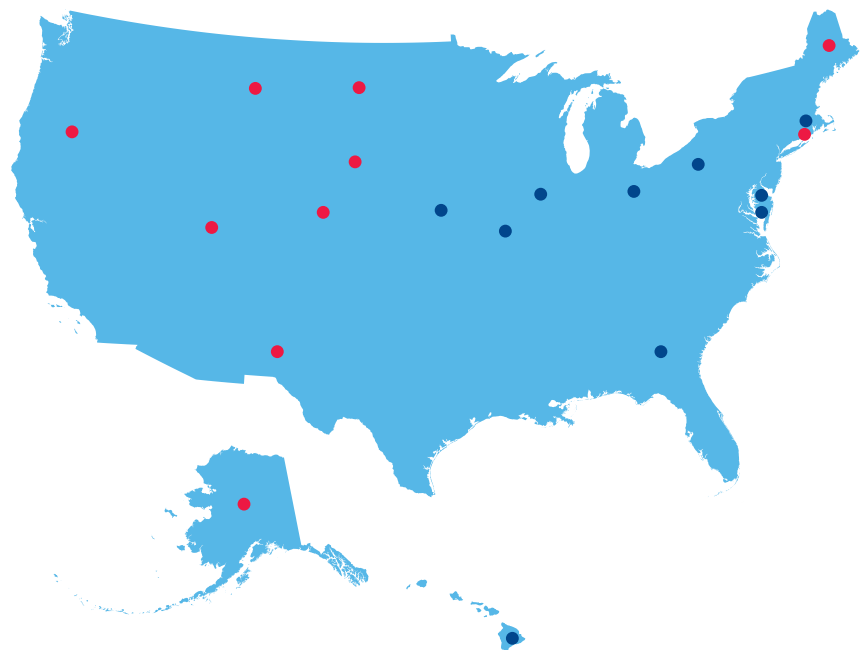
# Physicians: Hiring Demand\*

## States where it's easiest to fill physician positions

1. Hawaii
2. Ohio
3. Illinois
4. Missouri
5. Delaware
6. New Jersey
7. Pennsylvania
8. Massachusetts
9. Nebraska
10. Georgia

## States where it's hardest to fill physician positions

1. North Dakota
2. South Dakota
3. Montana
4. Alaska
5. Oregon
6. Rhode Island
7. New Mexico
8. Maine
9. Colorado
10. Utah



\* Difficulty level of filling a position is based on:

- Supply (the number of candidates available)
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# Physician employment by hospitals has risen by more than 54% since 2000.<sup>5</sup>

Over 244,000 physicians have found positions in hospitals, due to a variety of reasons: changes in lifestyle, decreased interest in owning a business, levels of regulation, and more. Meanwhile, hospitals are seeking out physicians as a way to increase coordination and manage costs.

## Hospitals reporting participation in a joint venture arrangement with a physician or physician group has increased from 19% in 2004 to 29% in 2013.<sup>5</sup>

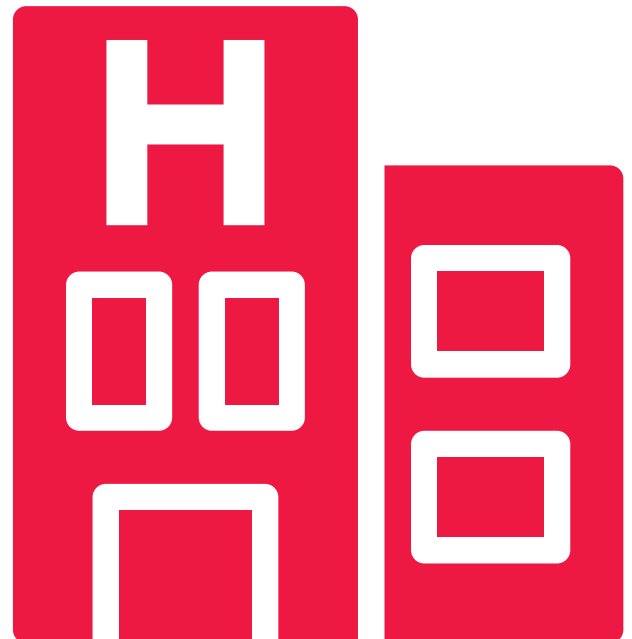
Physicians are not only being employed directly by hospitals, but they are working more closely than ever with their local hospitals to form joint ventures and other contractual arrangements to better serve their patients and communities.

## Only 10% hospital senior leaders are physicians, according to most surveyed CEOs.<sup>1</sup>

This is due in part to the fact that most medical schools don't include formal business training on running a practice, much less a multimillion-dollar health system. With more than half of new physicians entering the field as salaried employees, the potential pool of physician leaders has grown exponentially larger. Soon, having physician leaders will not only will be important, but a mandate. It's critical that hospitals develop a new wave of physician leaders as business partners on the journey to becoming a successful accountable care organization.

## 70% of hospitals now have at least one hospitalist practice.<sup>5</sup>

Though the number of physicians in leadership positions remains low, hospitalist care, a term only coined 19 years ago, has nearly doubled. It is one of the fastest growing specialties, and we are now seeing them move beyond internal medicine to acute care surgery, OB, neurology, orthopedics and even dermatology.



# Position Snapshot: Registered Nurses (RNs)<sup>4</sup>

Important statistics regarding the employment prospects of RNs

**2.7 million**

RN job candidates in the U.S.

**18.6%**

of total health care job candidates are RNs

**14**

The number of candidates per every RN job opening

**50 days**

How long the average RN job opening lasts before being filled

## Top 10 most in-demand RN skills

1. Pediatrics
2. Critical care
3. Geriatrics
4. Patient Electronic Medical Record (EMR)
5. Behavioral health
6. Emergency room
7. Quality Assurance (QA)
8. Bilingual
9. Labor and Delivery
10. Hemodialysis



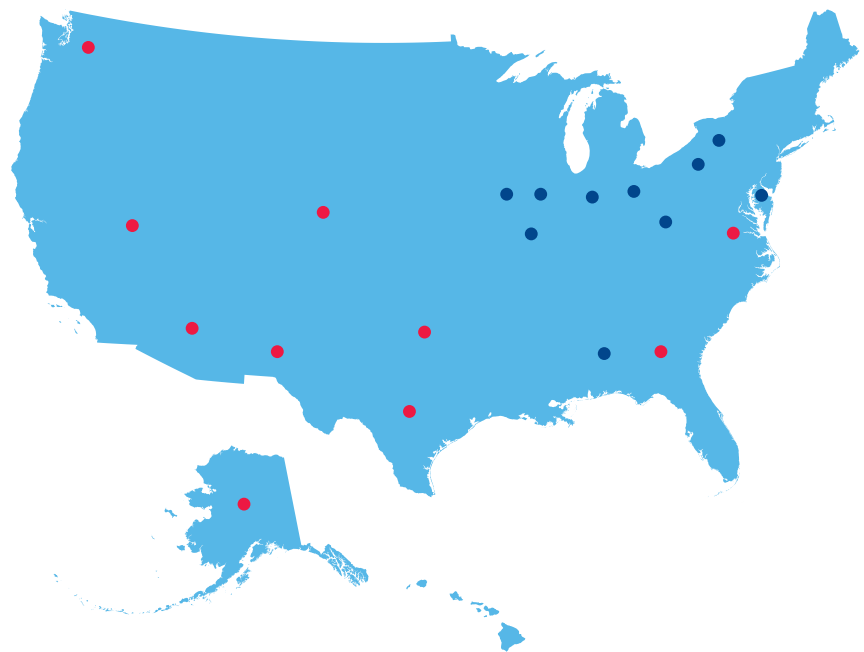
# Registered Nurses: Hiring Demand\*

## States where it's easiest to fill RN positions

1. New Jersey
2. West Virginia
3. Illinois
4. Pennsylvania
5. New York
6. Indiana
7. Ohio
8. Alabama
9. Missouri
10. Iowa

## States where it's hardest to fill RN positions

1. Nevada
2. Arizona
3. Alaska
4. Colorado
5. Oklahoma
6. Washington
7. New Mexico
8. Georgia
9. Texas
10. Virginia



\* Difficulty level of filling a position is based on:

- Supply (the number of candidates available)
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# The Experts Weigh In...

## Amy Barry

Senior Vice President  
and Chief Human Resources Officer  
Lakeland Regional Health



### **What hiring trends are you seeing given the transformation in the health care delivery system and/or the demographic shifts?**

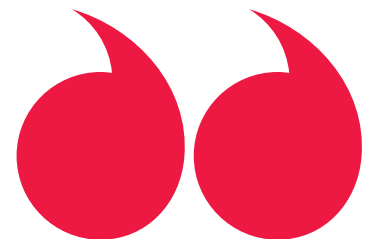
Overall, a new skill level and focus in health care is needed due to these trends:

- Professional/clinical turnover is on the rise. There is a lack of experienced team members with the increase in baby boomers retiring. In specialty areas like lab, information technology and others, it is very difficult to find replacement staffing as well.
- Management turnover is an issue. There is a need in the health care field to find and attract out of industry and non-traditional leaders with strong analytical and critical thinking skills. Health care needs a new, innovative attraction strategy to achieve that mix of new talent.
- Plug-and-play team members are needed. Versatile skills to move around organizations to help with performance improvement efforts and internal interactive integrators to help shift thinking and advance performance are in demand.
- Service support is increasingly important. There is a tremendous need for high customer service skills: think hospitality-minded members.

We are trying to work with workforce boards and schools to prepare for a better fit for health care for our future.

### **What new roles are you seeing emerge in your organization?**

Performance improvement, innovation, data scientist, communications analyst and business partner roles for all segments are emerging. These roles aim to advance the horizontal management structure and collapse silos into neighborhoods of health teams and analysts (an internal consulting practice model) to help shape a new way of doing work: transparent, collaborative, measurable and inspirational.



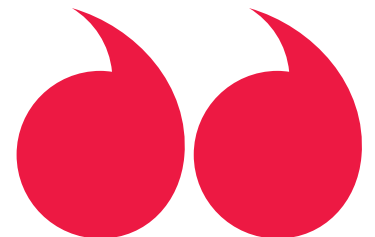
# The Experts Weigh In...



## What talent gaps do you see in health care?

In general in our field, there is a lack of change management skills and a lack of ability to think from the customer perspective – retail and hospitality-minded individuals are few and far between. Specifically, many health care professionals are:

- Still focused on expertise.
- Used to systems thinking. They're still very people-centric without strong standard work-systems of discipline skills.
- Local minded versus global minded.
- Fearful of the mobile world. They see mobile/tech as removing value versus its ability to add value (for example, working paperless is a new way for shared virtual decision making).
- Still sick minded versus health and well-being minded. The model of investing in healthy enterprise opens up new opportunities for talent, but health care still looks at talent too traditionally.



## Amy Barry

Senior Vice President  
and Chief Human Resources Officer  
Lakeland Regional Health

# The Experts Weigh In...

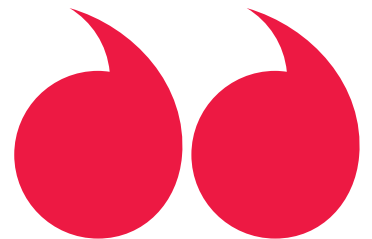
## Laura Beeth

System Director Talent Acquisition,  
Human Resources  
Fairview Health Services



### What hiring trends are you seeing given the transformation in the health care delivery system and/or the demographic shifts?

- There's a need for more providers, especially primary care providers. We've been hiring more advanced practice providers, NPs and PAs, to work with our physicians. There are opportunities for our advanced practice providers to have their own patient panels working in team-based clinics, they can work as hospitalists in our hospitals, or they can work as providers in our urgent care settings.
- There will be a need for more clinicians in the future. We are devoting more time to clinical education through centralization of this important work. For advanced practice providers, we desire longitudinal placements, so the provider students can go through all their clinical rotations within our health system and they are able to transition to practice more quickly upon graduation.  
To date, we have centralized clinical experiences for pre-licensure nursing, nurse practitioners, nurse midwives, CRNAs, CNS, physician assistants, medical assistants and medical students. There are many reasons to centralize this work including risk mitigation, expertise, efficiencies, ability to track and report GME/MERC, community benefit reporting, dashboard data, conversion to hire data, and workforce recruitment. We are moving to a One Stop System Clinical Coordination Model.
- There's a need for our employees to mirror the populations we serve; therefore, another area of focus is our anchor organization work in key neighborhoods. We are working hard to offer opportunities for our nurses to go back to school to obtain BSNs and graduate nursing degrees, in alignment with IOM Goals. This work includes partnerships with our accredited education partners, tuition reimbursement, tuition discounts, scholarship incentives, competitive scholarship awards, onsite/cohort student groups (if desired), onsite education fairs for nurses to gather necessary information, and comprehensive guides we've put together on all the approved education programs, costs and aligned incentives. Our clinicians even work as adjunct professors with some of our partner institutions.
- There's a need for our employees to mirror the populations we serve; therefore, another area of focus is our anchor organization work in key neighborhoods. We've linked and designed career pathways starting with youth programs, Scrubs camps, summer internships, community college programs at no cost for specific populations, community college fellows program (aligning students with entry level jobs in our organization while they obtain their education), and education partners that have articulations in place for seamless education.



These strategies strengthen our communities by providing education and jobs to diverse populations. Developing career pathway programs for our city residents allows opportunities to provide employment to diverse individuals who speak many languages and come from numerous cultures that mirror our patient population.

# The Experts Weigh In...



- Another strategy we are implementing includes a partnership with our contingent workforce. With great planning, we've formed a partnership with a vendor management system that's vendor neutral for our clinical, non-clinical, and temp/travelers, contingent workforce needs. We have 36 vendors in our program. We are compliant for all regulatory needs, have market-driven pricing, and are able to track all activity with robust reports. We have a streamlined temp-to-hire process which is aiding us with short- and long-term recruitment needs. It's difficult to fill positions in a timely manner; we need a reliable contingent workforce.
- We also work closely with our local government, non-profits, workforce centers, funders, secondary, and post-secondary institutions for pipeline recruitment.

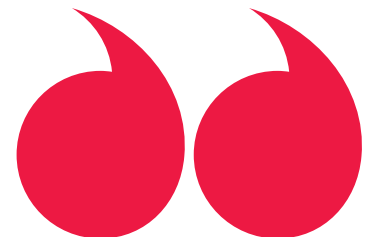
## What new roles are you seeing emerge in your organization?

More physician assistants continue to be hired. More medical assistants are still in demand.

## What talent gaps do you see in health care?

As the number of degrees increase in certain fields like Doctor of Physical Therapy (DPTs), PharmD, and Rehab, there seems to be a large gap between the entry-level pharmacy tech and pharmacist, physical therapy assistant and physical therapist. There's always a need for behavioral health providers, especially psychiatrists.

In addition, home care staff is another area where there's a talent gap. It continues to be challenging to find enough qualified help (nurses, physical therapists) to meet home care needs. With the aging population, patient demand will continue to grow.



### Laura Beeth

System Director Talent Acquisition,  
Human Resources  
Fairview Health Services

# Sources

- <sup>1</sup> “2014 Environmental Scan,” American Hospital Association, January 2014.
- <sup>2</sup> “Futurescan 2014: Healthcare Trends and Implications,” Society for Healthcare Strategy & Market Development of the American Hospital Association, American College of Healthcare Executives, 2014.
- <sup>3</sup> “2015 Health Career Center Job Search Insights Survey,” HealthCareerCenter.com, conducted November-December 2014.
- <sup>4</sup> Wanted Analytics, data accessed January 8, 2015.
- <sup>5</sup> Health Forum, AHA Annual Survey of Hospitals 1998-2013
- <sup>6</sup> “Managing an Intergenerational Workforce: Strategies for Healthcare Transformation,” American Hospital Association Committee on Performance Improvement, January 2014.
- <sup>7</sup> “Diversity and Disparities: A Benchmark Study of U.S. Hospitals in 2013,” Institute for Diversity in Health Management and Health Research & Educational Trust, 2014.

# About Us

Health Career Center is brought to you by the American Hospital Association to connect health care employers and top talent in all disciplines through its online job board network.

**Employers:** Broaden your job posting reach through a gateway to 2.7 million members of more than 300 prestigious health care professional associations and societies.

**Health care professionals:** Access thousands of job opportunities from high-quality employers and benefit from career development tools and resources.

**Contact us at [careercenter@aha.org](mailto:careercenter@aha.org) or 800.242.4677.**

