

**AON**

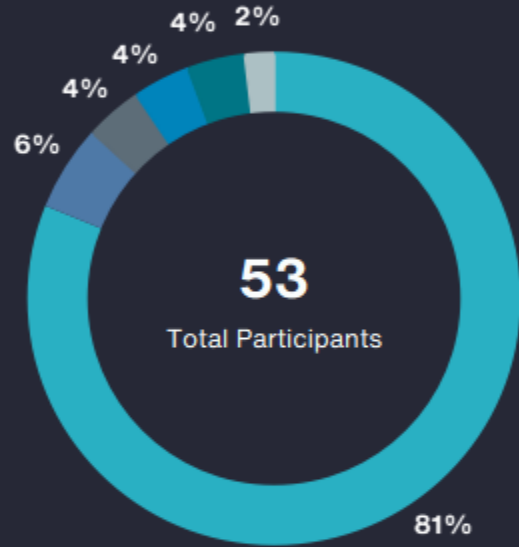
## **Aon | Attraction & Retention of Talent**

Pulse Survey for the  
Healthcare Industry



## Attraction & Retention of Talent Pulse Survey for the Healthcare Industry

Breakdown of participants per Sub-Industry



### Sub-Industry

- Hospital/Health System
- Assisted Living Facilities & Senior/Independent Living
- Health Plan/Health Insurance Company
- Home Health/Hospice
- Outpatient Facility
- Physician Group

### Study Contents (Click to navigate)

- Study Overview
- Participant Demographics
- Key Highlights
- Assessing Labor Shortages - The Concern
- Addressing Labor Shortages - Tactics and Solutions
- Additional Information

# Study Overview



Thank you for accessing Aon's Healthcare Industry Pulse Survey for Human Resources and Talent Acquisition executives.

This survey features submissions from over 50 participants, representing 1.1M+ employees covered nationally. It provides insight into what is driving turnover for various roles and tactics being deployed by healthcare employers to attract and retain talent while dealing with labor shortages.

Survey Opened  
November 15

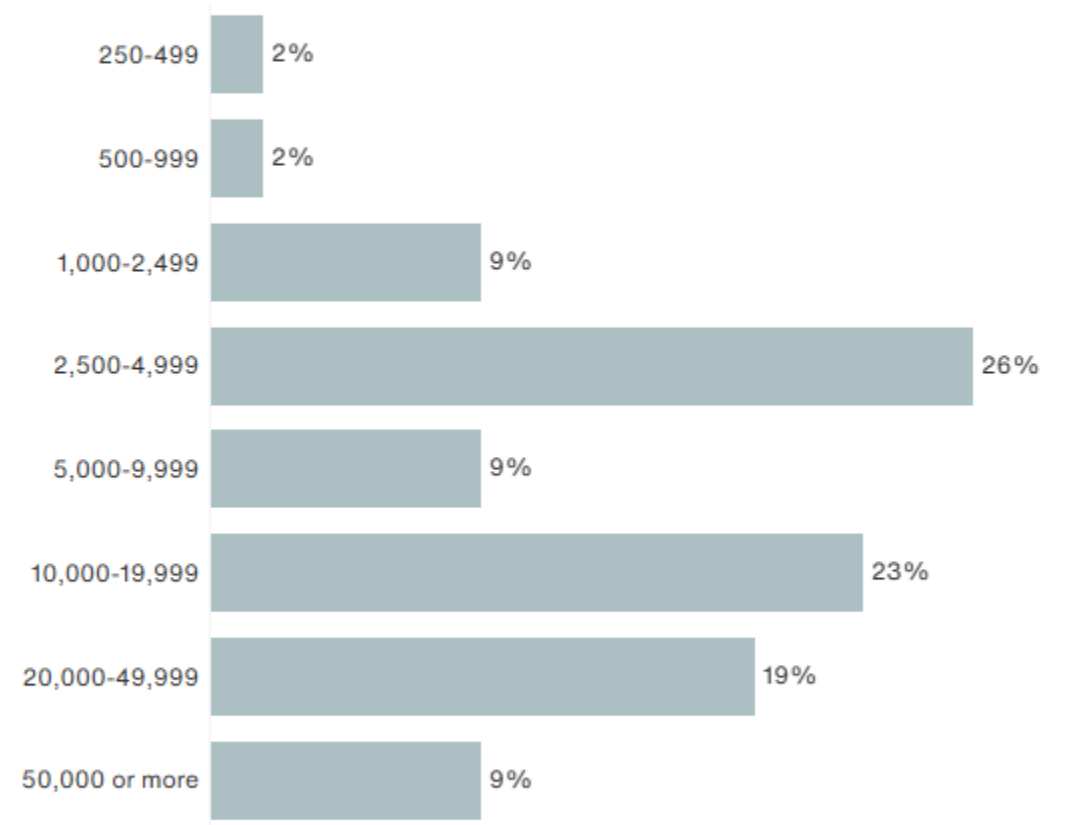
Survey Closed  
December 1

# Participant Demographics



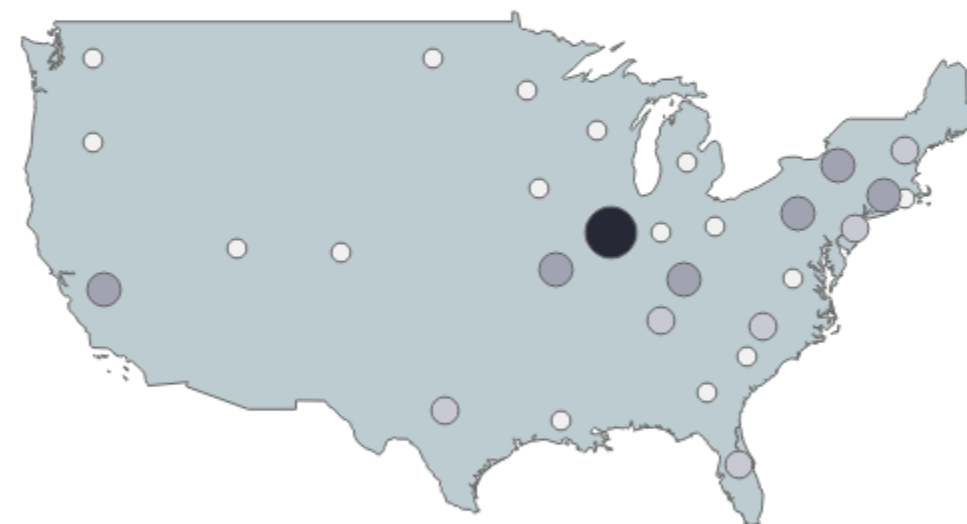
## Participants were asked how many employees are in their organization

Number of participants with range of employees (53 respondents)



## Participants were asked to provide their headquarter location (State)

Number of participants per state (53 respondents)



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No of Respondents  
1 7

# Key Highlights



**77%** of organizations are facing retention issues for Registered Nurses, the role that is also most difficult to recruit and impacting their ability to deliver services



**77%** of healthcare organizations are competing with private nursing/staffing organizations for talent



**62%** of organizations are dealing with issues around attracting employees providing indirect patient care (e.g., phlebotomist, medical technician, etc.)



**57%** of organizations attribute talent shortage to an aging/retiring workforce; **43%** are considering phased retirement approaches



**83%** of organizations attribute turnover to workforce burnout and/or mental health challenges, followed by lack of competitive pay at **60%**



**49%** of organizations are considering adopting student loan repayment programs to attract talent/retain talent and **36%** have already implemented



**92%** of organizations have made market pay adjustments to retain existing talent, while **88%** offered a stay bonus for at least one job role



**62%** of organizations are providing educational or cross-training opportunities to increase employee engagement



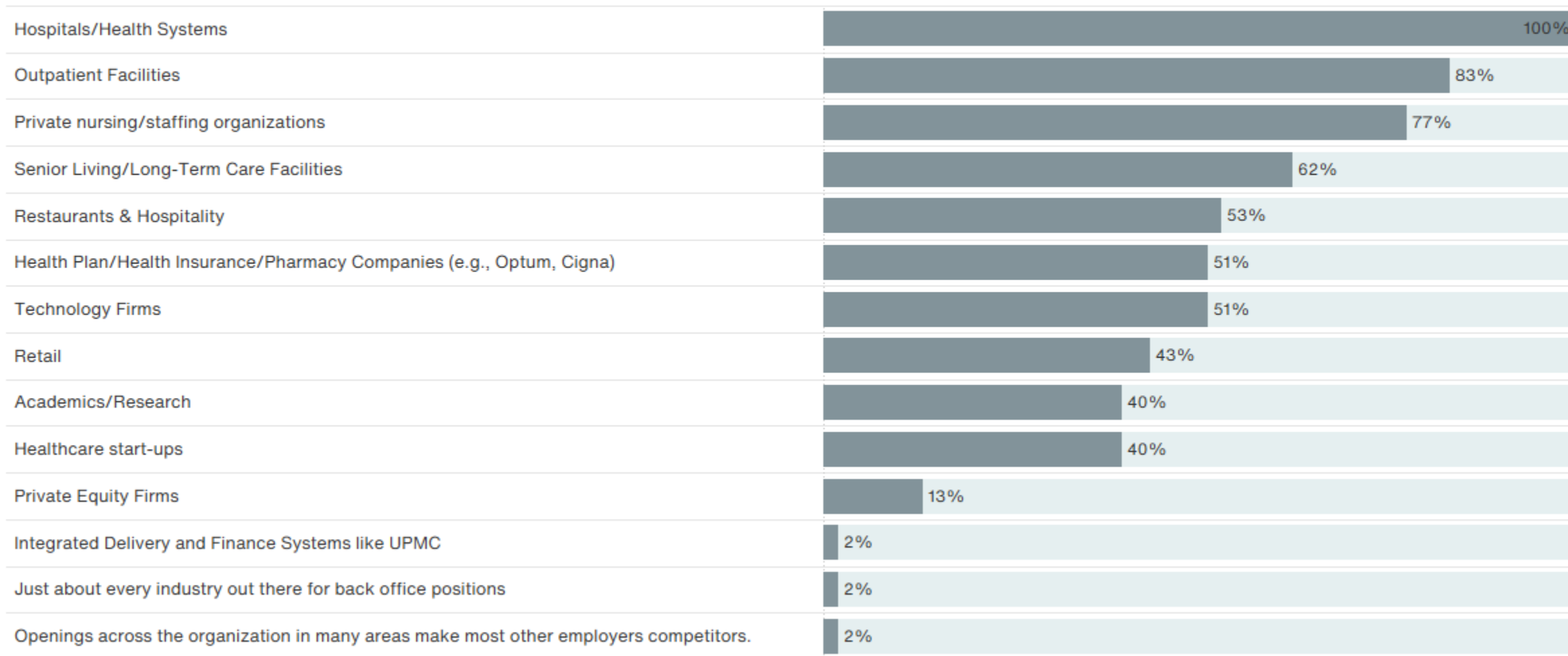
**62%** of organizations offer an emergency/catastrophic fund to support low-wage employees



# Assessing Labor Shortages - The Concern



Which types of industries does your organization compete with for talent? (53 respondents)



# Assessing Labor Shortages - The Concern



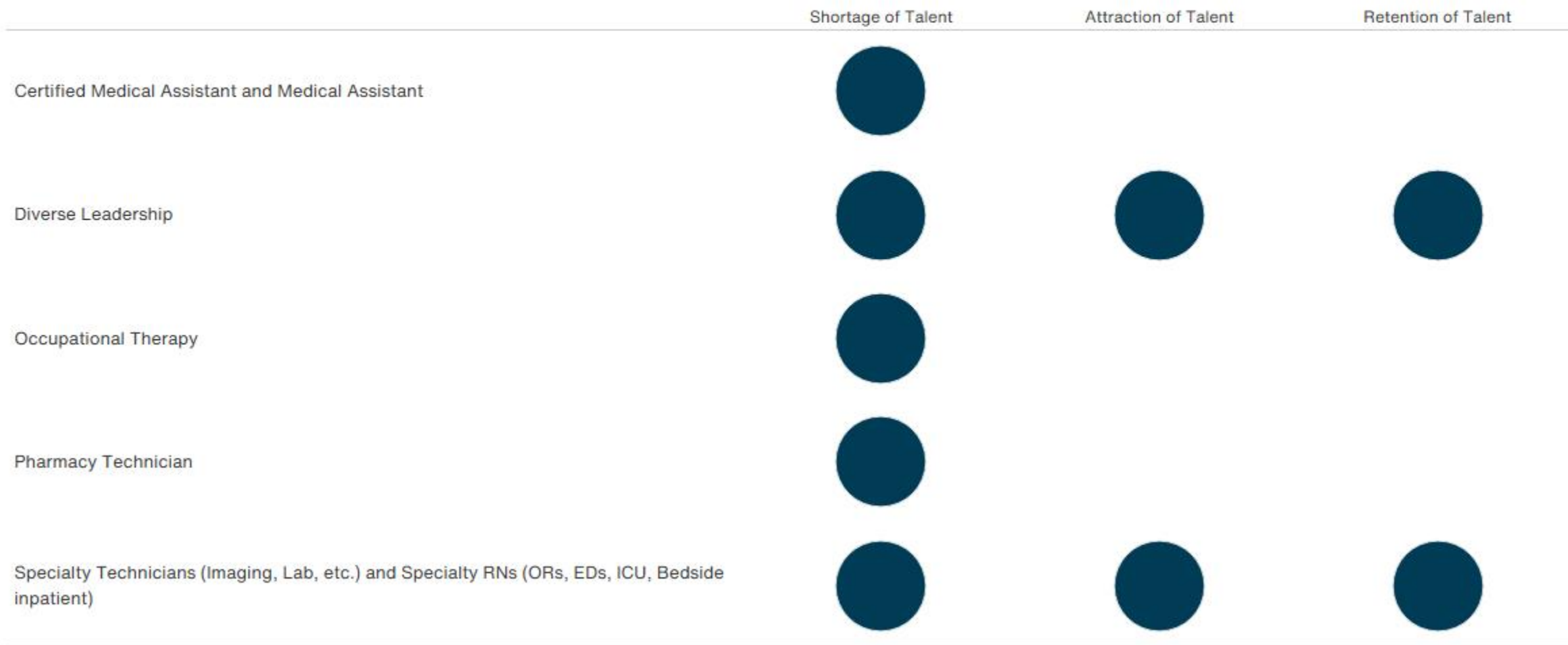
For which type of staff is your organization facing shortages or retention issues? (53 respondents)

	Shortage of Talent	Attraction of Talent	Retention of Talent	No Staffing Issues at This Time
Registered Nurse	89%	64%	77%	4%
Clinical - Indirect Patient Care (e.g. Phlebotomist, Medical Technician etc.)	85%	62%	66%	
Respiratory Therapists	70%	53%	62%	8%
Food & Nutrition Staff (e.g., culinary)	55%	51%	57%	11%
Administrative Staff (e.g., HR, IT, claims administration, etc.)	36%	51%	51%	25%
Maintenance/Security Staff	38%	45%	47%	17%
Licensed Practical Nurses	49%	42%	34%	15%
Social Workers	36%	38%	34%	32%
Physical Therapist	34%	38%	34%	26%
Physician Assistants	25%	30%	34%	40%
Nurse Practitioners	26%	34%	30%	36%
Pharmacists	28%	32%	32%	34%
Physicians (employed only)	26%	32%	21%	28%
Other	9%	4%	4%	

# Assessing Labor Shortages - The Concern



For which type of staff is your organization facing shortages or retention issues? (5 respondents who chose 'Other')

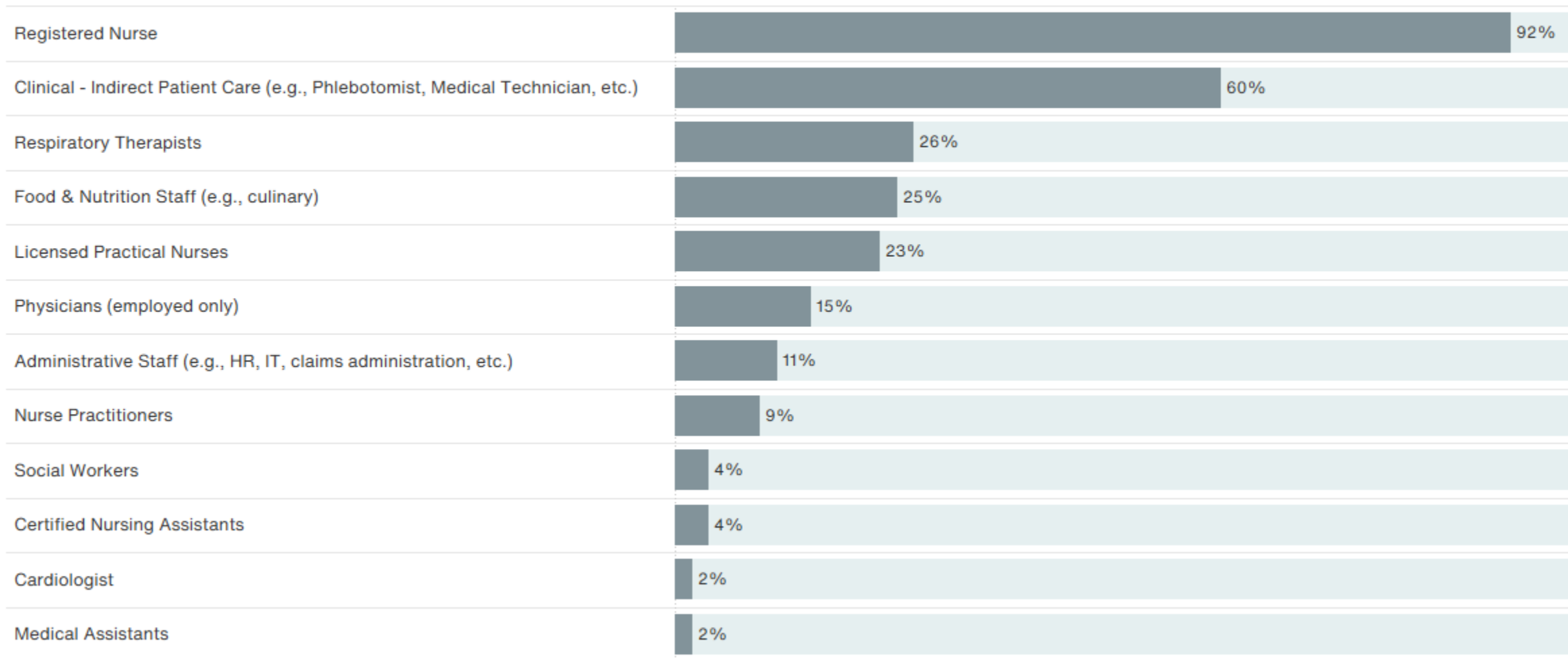




# Assessing Labor Shortages - The Concern



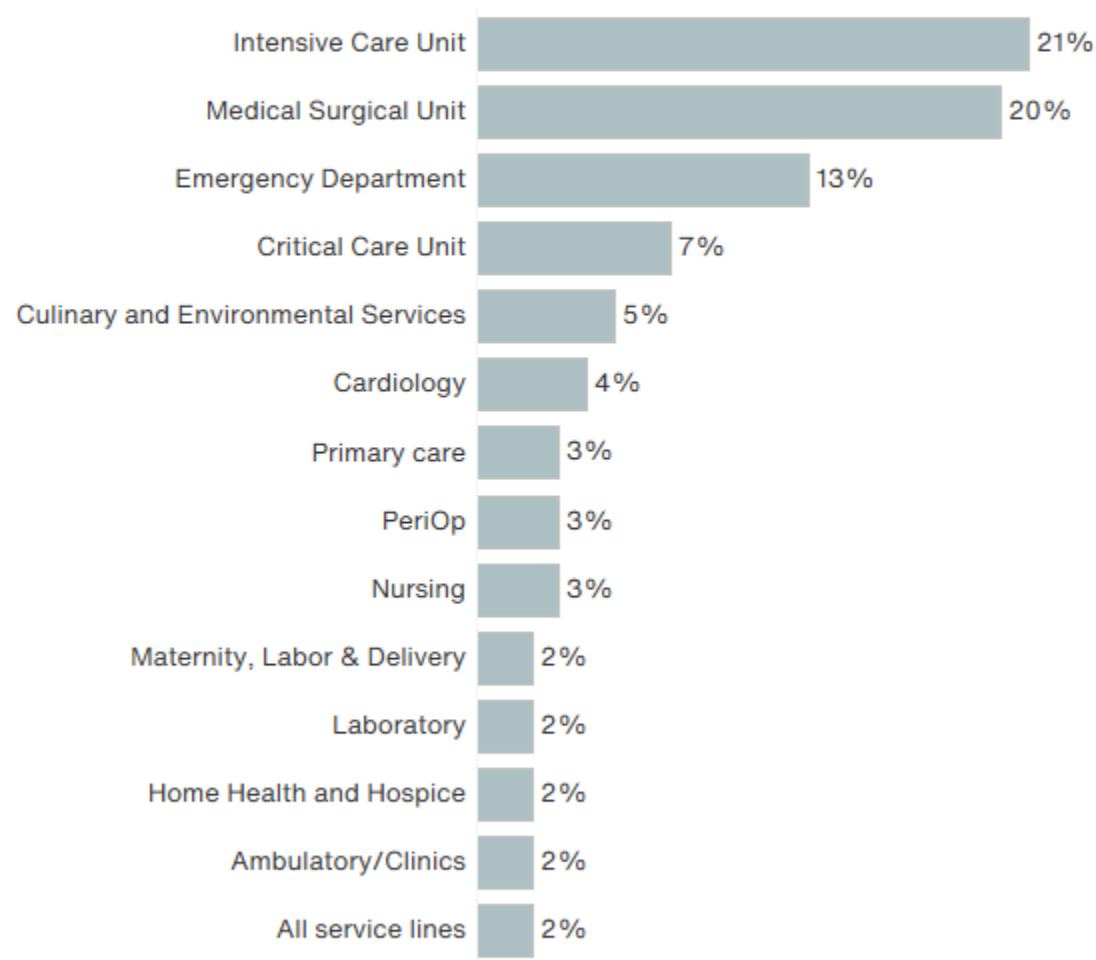
What roles are most impacting your organization's ability to deliver services? (53 respondents)



# Assessing Labor Shortages - The Concern



Which service lines are most impacting your organization's ability to deliver services? (46 respondents)



# Assessing Labor Shortages - The Concern



Please provide your historical voluntary turnover percentage in 2019, 2020, last 3 months.

Distribution of turnover percentages in each time period



Average Turnover % (No of respondents)

Last three months	<b>16%</b> (37)
2020	<b>15%</b> (42)
2019	<b>14%</b> (38)

Total respondents with higher turnover than previous period

Last 3 months > 2020	<b>69%</b>
2020 > 2019	<b>71%</b>

# Assessing Labor Shortages - The Concern



For the following roles, open job requisitions represent what percentage of total need for your organization? (50 respondents)

	Less than 5% or N/A	5%-10% of Total Need	20%-25% of Total Need	26% or Greater
Registered Nurse	6%	28%	34%	32%
Clinical - Indirect Patient Care (e.g. Phlebotomist, Medical Technician etc.)	20%	40%	22%	16%
Other	26%	6%	2%	2%
Food & Nutrition Staff (e.g., culinary)	38%	36%	18%	6%
Administrative Staff (e.g., HR, IT, claims administration, etc.)	40%	40%	12%	2%
Maintenance/Security Staff	48%	38%	6%	2%
Respiratory Therapists	58%	32%	6%	2%
Licensed Practical Nurses	64%	20%	8%	4%
Physicians (employed only)	66%	20%	8%	
Physician Assistants	78%	14%	4%	
Nurse Practitioners	78%	16%	2%	
Physical Therapist	80%	14%		2%
Social Workers	86%	10%	2%	
Pharmacists	86%	10%		

# Assessing Labor Shortages - The Concern



For the following roles, open job requisitions represent what percentage of total need for your organization? (5 respondents who chose 'Other')

5%-10% of Total Need

20%-25% of Total Need

26% or Greater

Certified Nursing Assistant and Medical Assistant



Radiology Positions



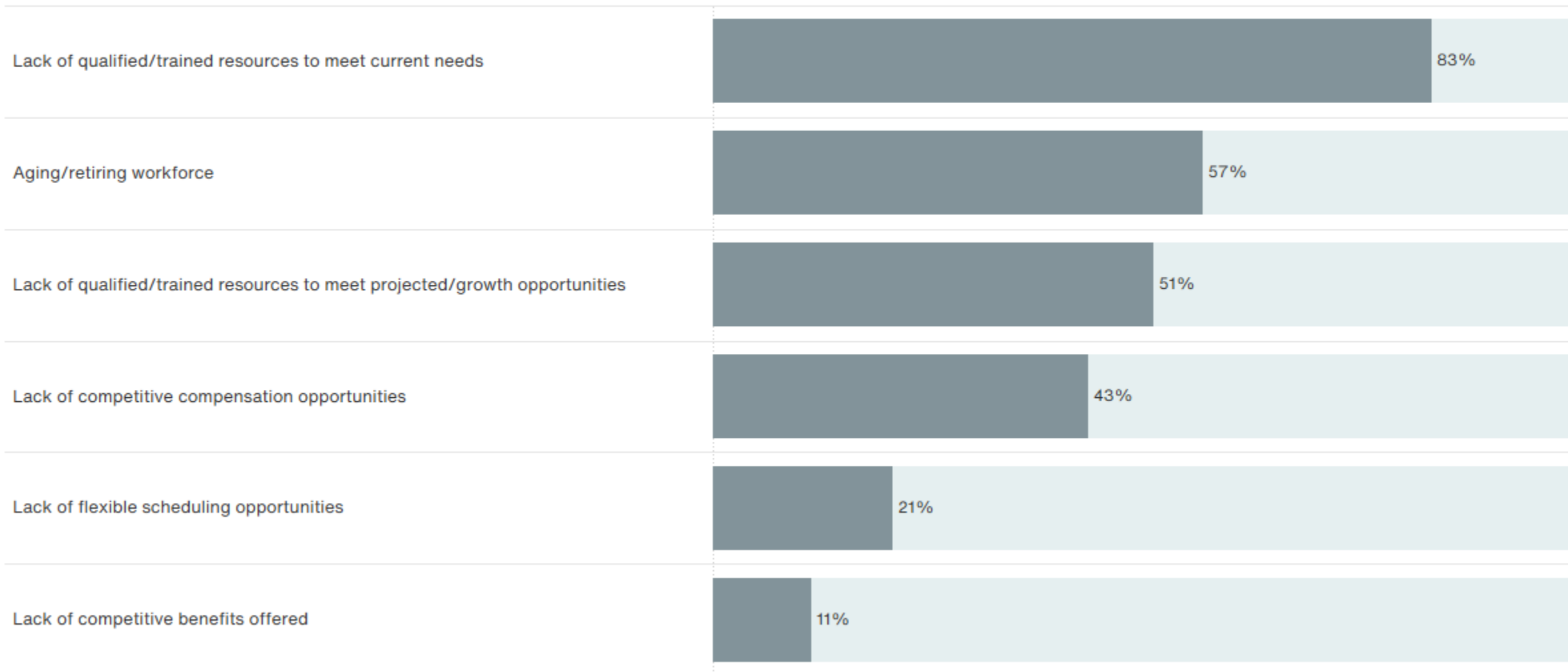
Specialty Areas (OR, ED, ICU, Bedside)



# Assessing Labor Shortages - The Concern



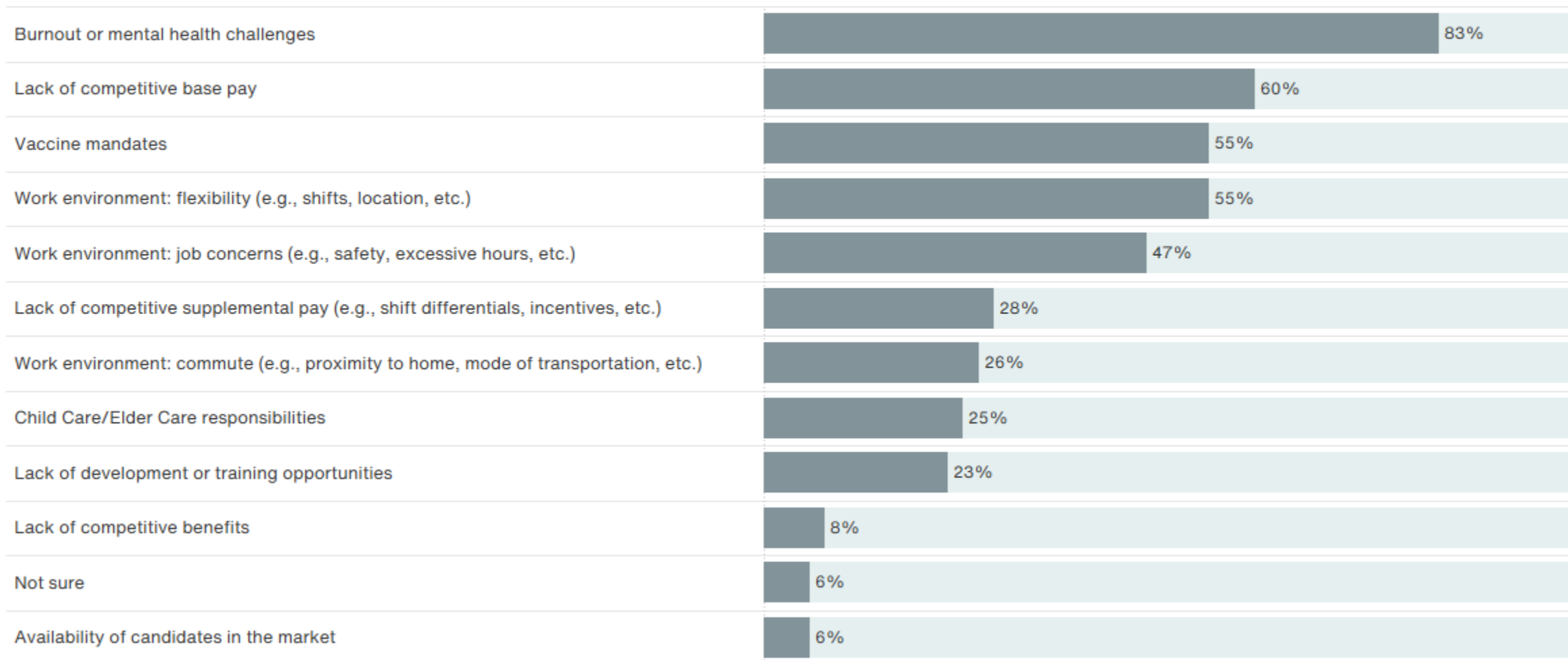
What do you generally attribute to your organization's talent shortage or ability to attract talent? (53 respondents)



# Assessing Labor Shortages - The Concern



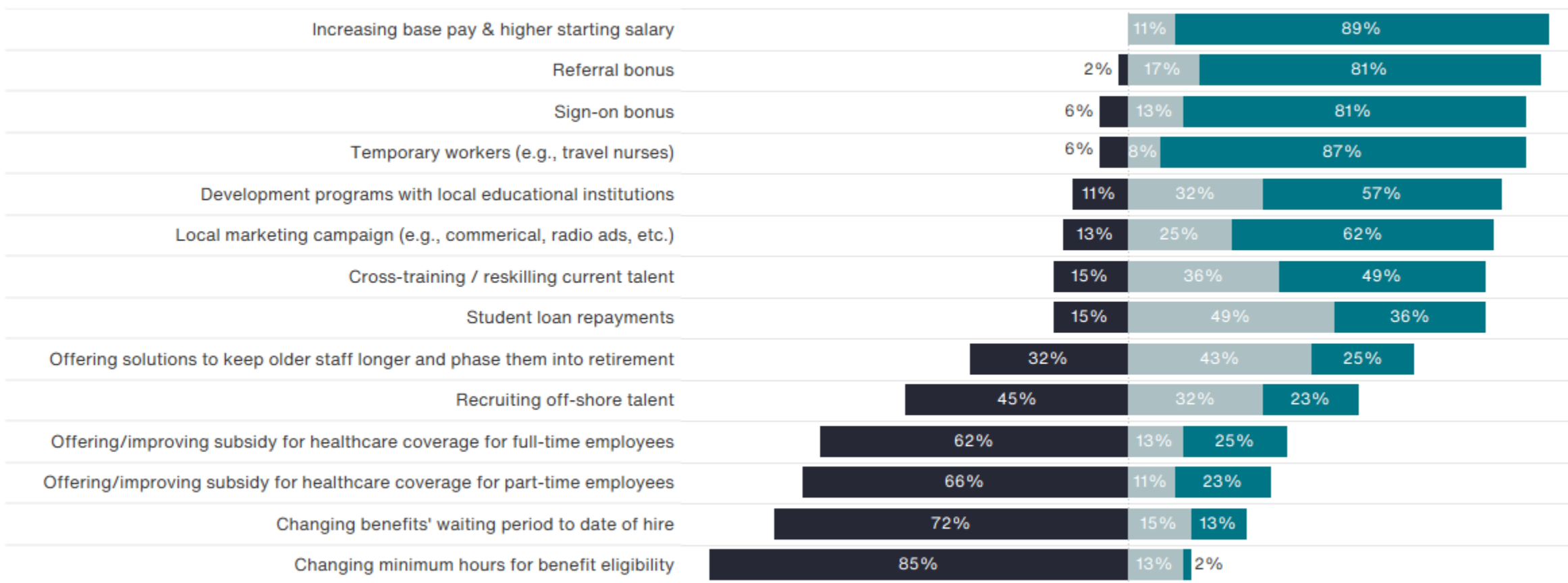
## What is driving turnover at your organization? (53 respondents)



# Addressing Labor Shortages - Tactics and Solutions



What is your organization doing to address labor shortages and to recruit talent? (53 respondents)



In addition **4%** indicated that they had 'Pay Practice enhancements, Thank you bonus to all staff, market adjustments and Virtual Recruitment Fairs' as a measure currently in place.

■ Not Considering    ■ Considering    ■ Currently In Place



# Addressing Labor Shortages - Tactics and Solutions



Indicate which roles are offered a sign-on bonus and the range for the amount. (43 respondents)

95% of respondents offered a sign-on bonus for at least one role

	\$1-\$5,000	\$5,001-\$10,000	\$10,001-\$20,000	\$20,001 or Greater	N/A
Registered Nurse	33%	35%	28%		5%
Clinical - Indirect Patient Care (e.g. Phlebotomist, Medical Technician, etc.)	47%	21%	5%		28%
Respiratory Therapists	35%	23%	7%		33%
Nurse Practitioners	14%	26%	14%	2%	42%
Licensed Practical Nurses	40%	12%			44%
Physicians (employed only)	5%	5%	19%	21%	47%
Physical Therapist	23%	14%	2%		56%
Physician Assistants	9%	21%	12%		56%
Food & Nutrition Staff (e.g., culinary)	35%	5%			58%
Pharmacists	21%	7%	5%		63%
Administrative Staff (e.g., HR, IT, claims administration, etc.)	19%	7%	2%		67%
Maintenance/Security Staff	26%				70%
Social Workers	16%	7%	2%		74%

# Addressing Labor Shortages - Tactics and Solutions



Indicate which roles are offered a referral bonus and the range for the amount. (43 respondents)

93% of respondents offered a referral bonus for at least one role

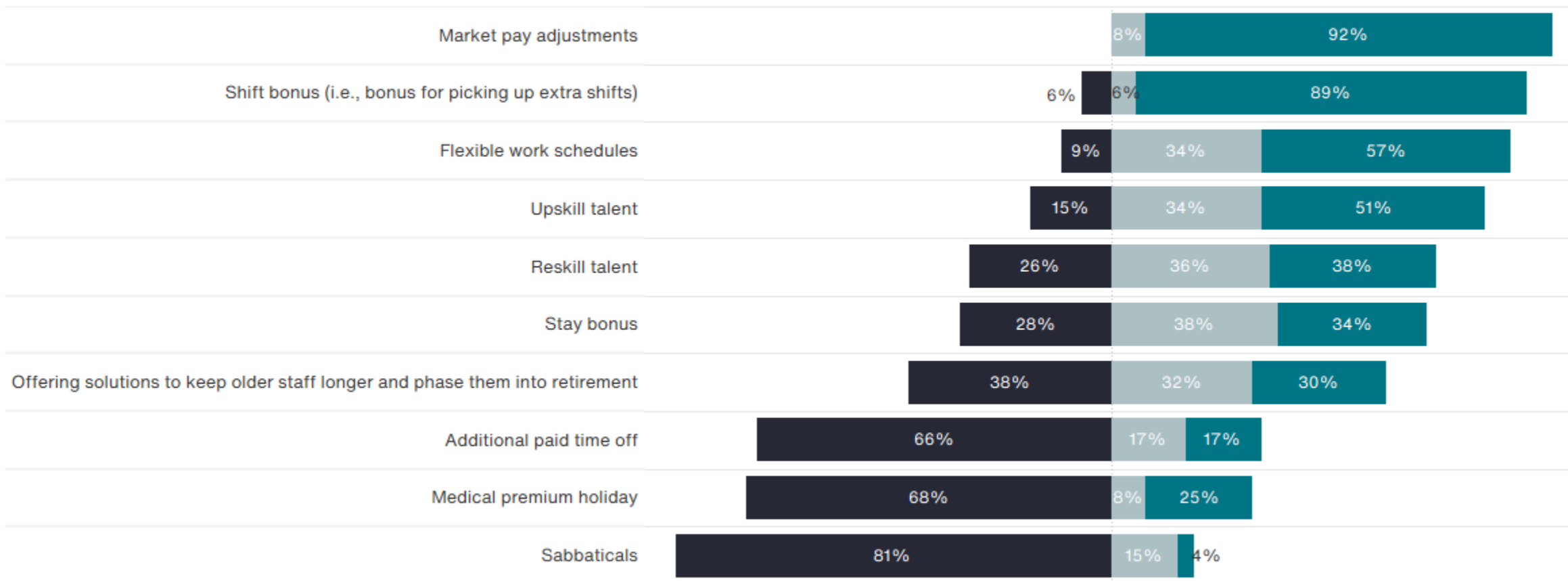
	\$1-\$5,000	\$5,001-\$10,000	\$10,001-\$20,000	\$20,001 or Greater	N/A
Registered Nurse	77%	12%	5%	2%	5%
Clinical - Indirect Patient Care (e.g. Phlebotomist, Medical Technician, etc.)	63%	5%			30%
Respiratory Therapists	53%	14%			33%
Licensed Practical Nurses	60%	2%			35%
Nurse Practitioners	47%	9%	2%		37%
Food & Nutrition Staff (e.g., culinary)	51%	5%			42%
Physical Therapist	44%	2%			51%
Physician Assistants	35%	9%	2%		51%
Physicians (employed only)	26%	9%	5%	2%	53%
Pharmacists	37%	5%			53%
Maintenance/Security Staff	44%				53%
Social Workers	37%	2%			56%
Administrative Staff (e.g., HR, IT, claims administration, etc.)	40%				58%

In addition, 5% of respondents indicated 'All Positions' and 2% indicated 'BHT, CNA, CMA, ED, Transporters' offered a referral bonus of \$1-\$5,000.

# Addressing Labor Shortages - Tactics and Solutions



What is being done to retain existing talent within your organization? (53 respondents)



In addition **2%** indicated that they are considering 'Standing up an Internal agency'

■ Not Considering   ■ Considering   ■ Currently In Place

# Addressing Labor Shortages - Tactics and Solutions



Indicate which roles are offered a stay bonus and the range for the amount. (18 respondents)

88% of respondents offered a stay bonus for at least one role

	\$1-\$5,000	\$5,001-\$10,000	\$10,001-\$20,000	\$20,001 or Greater	N/A
Registered Nurse	44%	28%	17%		6%
Licensed Practical Nurses	39%	17%			39%
Clinical - Indirect Patient Care (e.g. Phlebotomist, Medical Technician, etc.)	44%	17%			39%
Respiratory Therapists	28%	22%	6%		39%
Administrative Staff (e.g., HR, IT, claims administration, etc.)	33%	6%			56%
Nurse Practitioners	17%	11%	11%		56%
Physical Therapist	28%	6%			61%
Pharmacists	17%	11%		6%	61%
Physician Assistants	11%	6%	11%		67%
Food & Nutrition Staff (e.g., culinary)	33%				67%
Maintenance/Security Staff	22%				72%
Social Workers	22%	6%			72%
Physicians (employed only)			11%	6%	78%

# Addressing Labor Shortages - Tactics and Solutions



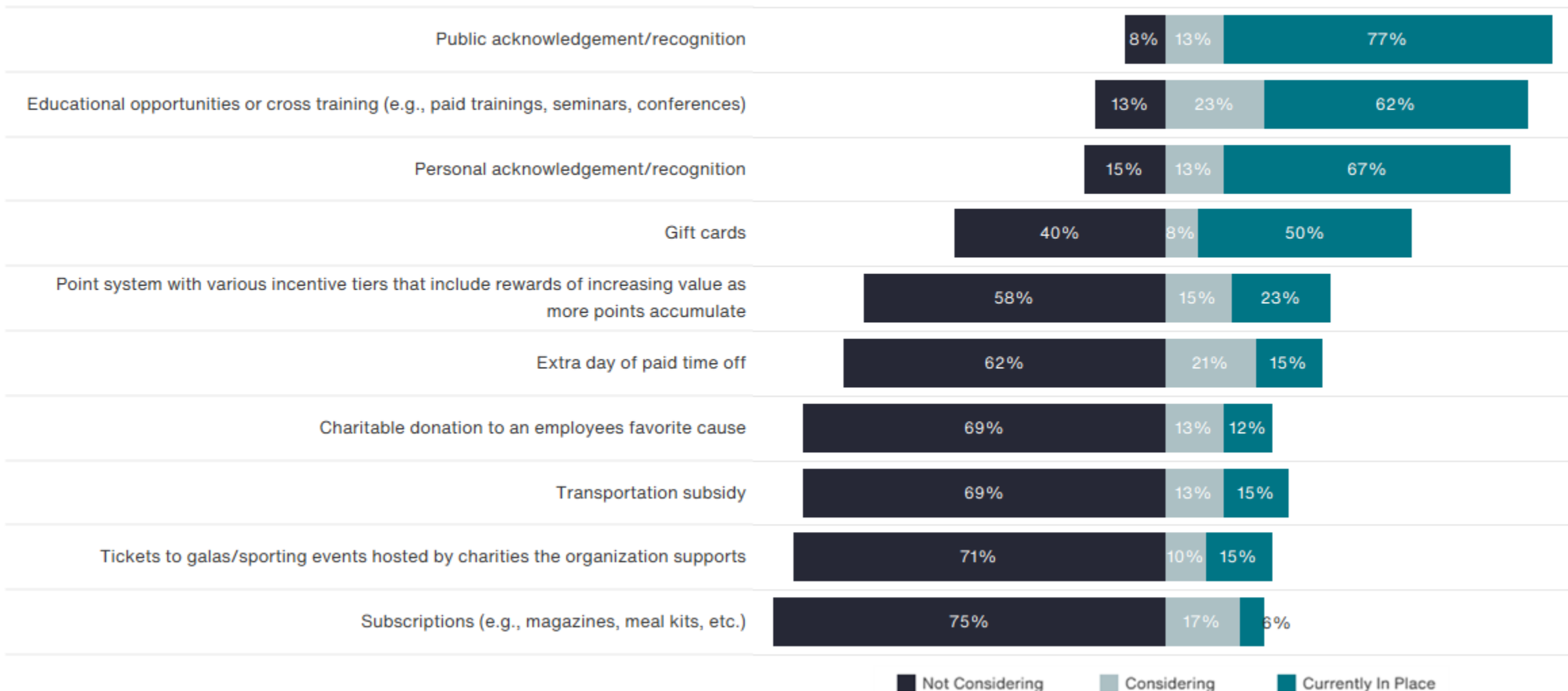
What benefits has your organization implemented to attract and retain talent? (53 respondents)

	Not Considering	Considering	Currently in Place - Subsidized	Currently in Place - Unsubsidized
Tuition reimbursement programs	2%	8%	79%	11%
Financial wellness/planning	2%	25%	57%	17%
Flexible work options (work from home, flexible hours during day)	6%	19%	42%	34%
Expand wellbeing offering	11%	34%	43%	11%
Student loan restructuring or repayment programs	21%	40%	26%	13%
Cash-out vacation/PTO	25%	11%	45%	19%
Joint development/technical training programs	30%	34%	26%	9%
Dependent care solutions (e.g., onsite day care, back up childcare, back up elder care)	40%	25%	23%	13%
Flex Accounts (e.g. Life Planning or Wellness Spending Accounts)	40%	13%	26%	21%
Family forming benefits (e.g., expanded fertility coverage, adoption benefit, surrogacy benefit)	45%	23%	28%	4%
Enhanced parental leave (beyond state/city mandates)	51%	17%	26%	6%
Voluntary products for non-benefit eligible employees	51%	17%	21%	11%
Commuter benefits	53%	8%	25%	15%
Time off for volunteering	53%	15%	15%	17%
Gender affirming benefits (e.g. surgery, counseling, hormone therapy)	60%	6%	30%	4%
Enhanced caregiver leave	64%	17%	11%	8%
On-site concierge services	66%	28%	2%	4%
Sabbaticals	81%	11%		8%
Reduce hours definition for benefits eligibility	85%	8%	8%	

# Addressing Labor Shortages - Tactics and Solutions



What are the non-monetary tactics that your organization has implemented for employee recognition and engagement? (52 respondents)

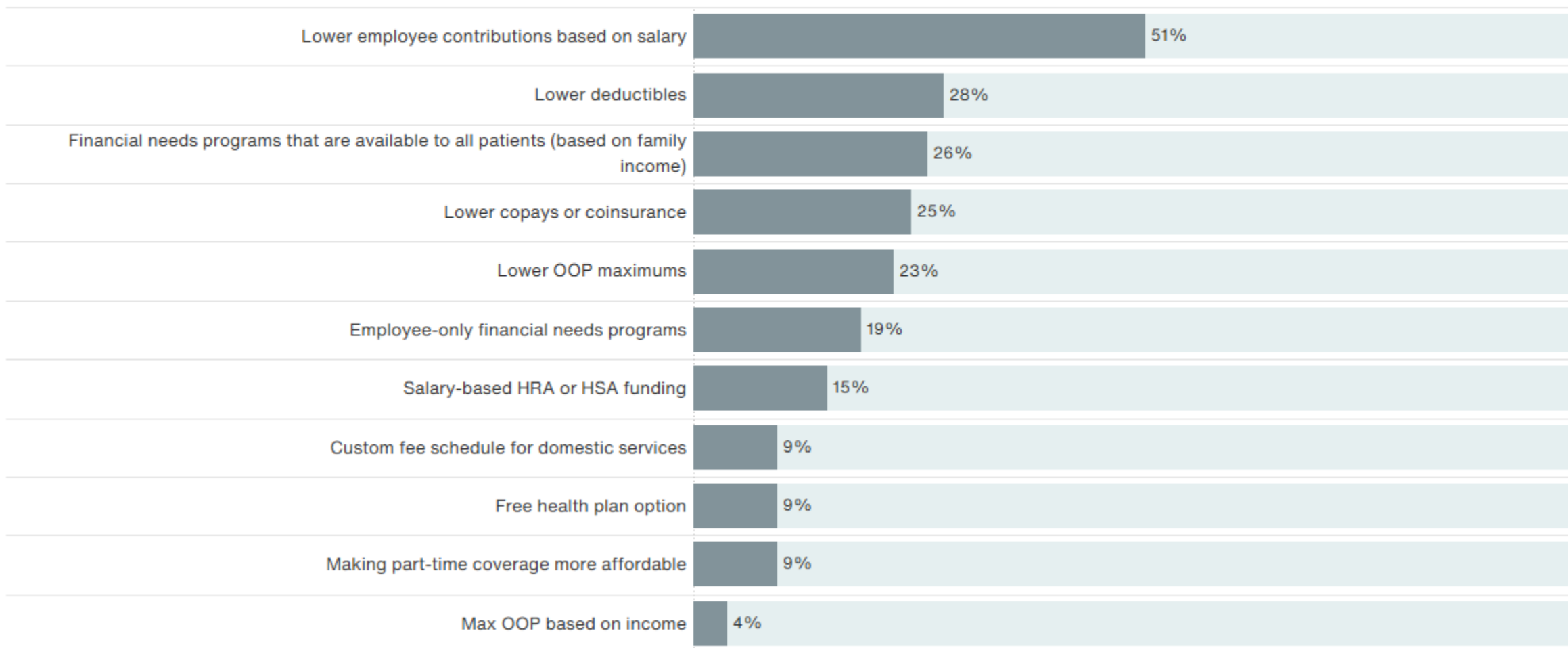


# Addressing Labor Shortages - Tactics and Solutions



What cost-sharing strategies does your organization use to keep healthcare affordable for low wage earners?

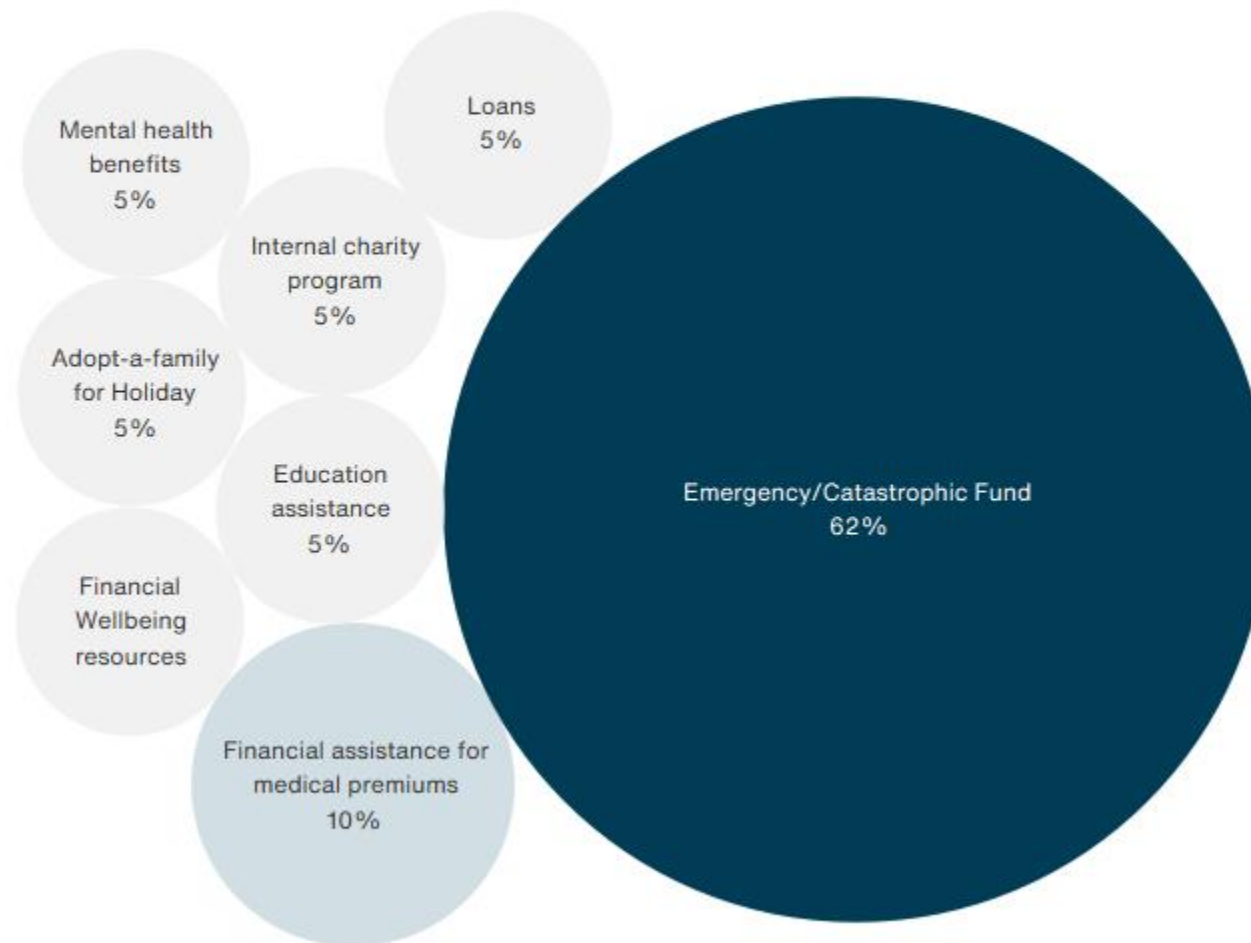
For the purposes of this question, please consider the staff above ACA income limits, but still at lower wage levels. (53 respondents)



# Addressing Labor Shortages - Tactics and Solutions



What additional benefits or services does your organization currently provide to support for low wage earners? (21 respondents)





# Contact our Healthcare Industry Vertical Team



If you have any questions about this survey or want to speak to a member of our team about developing human capital or benefits strategies to attract and retain talent, please contact us below.

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