

## **2010 Annual Hiring Survey - ANALYSIS**

Overall, compared to last year, our survey respondents are seeing a large increase in the number of open positions. This is mostly due to expansion or opening of new departments. Resignations are also on the rise, as an overwhelming 88% of respondents say resignations were either equal to or higher than this time last year.

Of the 663 hiring managers who participated in our survey, the top reason they say they are given for employees leaving their organization is lack of a competitive salary, followed closely by increasing stress in their current position.

With resignations on the rise, it is no surprise to find that “Retaining Current Staff” came in as the number one issue facing the participants of our survey. That being said, it was surprising to find that only 38% of our participating hospitals have any sort of formal retention program, and less than half (48%) have a formal on-boarding program for newly hired employees.

Of the openings that our clients anticipate, Surgical Services leaders seem to be the most difficult to find and attract, while O.B./Women’s Services/L&D openings were the easiest for our participants to fill. Also ranking near the top of the list of hard to fill positions were allied positions such as Pharmacists and Therapists.

When faced with the task of finding new talent, Human Resources was the number one way our survey respondents went about filling current openings. Other avenues such as internal referrals and job boards seemed to be highly utilized and fairly successful, while our participants found job fairs and print advertising the least effective. Contingency and Retained recruitment firms seem to be evenly utilized for the more difficult to fill positions, with retained firms being slightly more successful in the eyes of our respondents.

An ongoing trend across our respondents was the use of Interim personnel. 26% of our respondents report to be currently using an interim professional in some aspect, (up from 16% last year) while an additional 38% say they like the idea for the right situation.

## **2010 Annual Hiring Survey Results:**

(663 respondents)

1) When it comes to staffing, what is your number one concern that keeps you up at night?

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Retaining current staff	47%
b. Recruiting new talent	22%
c. Succession planning	22%
d. Keeping my job	7%

2) Over the next 9 months, do you anticipate your hiring:

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Increasing(If an increase why?) A)new position B)anticipating retirements C)anticipating resignations--Please enter in comment field	39%
b. Decreasing	12%
c. Staying the same	49%

3) In the past 6 months, have you noticed current staff resignations:

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Increasing	29%
b. Decreasing	12%
c. Staying the same	59%

4) Please mark the top 3 reasons people give when leaving your organization:

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Didn't get along with boss	7%
b. Salary wasn't competitive	23%
c. Too many hours	8%
d. Too high stress position	22%
e. Retirement	17%
g. Terminated	20%

5) Does your current organization have a formal retention strategy?

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Yes	38%
b. No	61%

6) Does your current organization have a formal on boarding program?

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Yes	47%
b. No	52%

7) If your answer to #6 was "yes"-is it:

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Less than 30 days	29%
b. 30-60 days	15%
c. 60-90days	36%
d. 90-180 days	14%
e. 180 days +	3%

8) How many Leadership positions (VP, Director, Manager titles) do you anticipate filling over the next 12 months:

<b>RowChoice</b>	<b>ResponsePercent</b>
a. 0-1	45%
b. 2-4	41%
c. 5-8	12%
d. 8+	2%

9) Which Service line is most difficult to find qualified leadership candidates for?

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Emergency Services/Trauma	14%
b. Surgical Service/Perioperative	23%
c. Intensive Care/Critical Care	13%
d. Med/Surgical, Telemetry	12%
e. OB, Women's, L&D	9%
f. Other* (Please enter in comment section)	27%

\* Leading Titles given under "other" option: Pharmacists- 49%, Therapists 22%

10) What avenues will you utilize to fill upcoming positions? Please mark all that apply.

<b>RowChoice</b>	<b>ResponsePercent</b>
a. HR	26%
b. Job Boards	15%
c. Internal referrals	19%
d. Job Fair	9%
e. Newspaper	10%
f. Contingency Recruiter	11%
g. Retained search firm	11%

11) What are the top 2 avenues you find most successful in filling your critical leadership vacancies?

<b>RowChoice</b>	<b>ResponsePercent</b>
a. HR	25%
b. Job Boards	14%
c. Internal referrals	22%
d. Job Fair	3%
e. Newspaper	9%
f. Contingency Recruiter	12%
g. Retained search firm	15%

12) What are your current thoughts on utilizing an Interim candidate?

<b>RowChoice</b>	<b>ResponsePercent</b>
a. Currently use, like the idea	22%
b. Currently use, dislike the idea	4%
c. Not currently using, but like the idea	38%
d. Not currently using, and don't like the idea	32%
e. Unsure what it is	4%

## **2010 Annual Hiring Survey – ANALYSIS (with commentary)**

Overall, compared to last year, our survey respondents are seeing a large increase in the number of open positions. This is mostly due to expansion or opening of new departments. Resignations are also on the rise, as an overwhelming 88% of respondents say resignations were either equal to or higher than this time last year.

(With some may hires put on hold in 2009, many facilities have been given the green light to not only staff their current departments back to 2008 levels, but also go ahead with new projects which include expansion, construction, and renovation of their departments. Many respondents mentioned new service lines being added within the next 12 months. According to the Wall Street Journal, more and more Americans, across all industries, are quitting their current jobs. (click on the link to see the article published May 25<sup>th</sup>, 2010 [http://online.wsj.com/article/SB10001424052748704113504575264432377146698.html?mod=WSJ\\_article\\_MoreIn](http://online.wsj.com/article/SB10001424052748704113504575264432377146698.html?mod=WSJ_article_MoreIn))

Of the 663 hiring managers who participated in our survey, the top reason they say they are given for employees leaving their organization is lack of a competitive salary, followed closely by increasing stress in their current position.

(This is no surprise as many organizations have cut their headcount over the last 12 months, but the workload remains the same. This means that Managers and/or Directors who once oversaw one unit are now being asked to take responsibility for 2 or even 3 departments, often with no additional compensation. We constantly hear of leaders working 14-16 hours days, 5 days a week just to keep up. As their peers were being laid off, these workers were initially happy and thankful to still be employed, even if it meant additional work. But that time has come to pass, these same workers are now becoming resentful, feeling as if they are being taken advantage of. As the job market continues to loosen, these are the first people who will be looking to jump ship!)

With resignations on the rise, it is no surprise to find that “Retaining Current Staff” came in as the number one issue facing the participants of our survey. That being said, it was surprising to find that only 38% of our participating hospitals have any sort of formal retention program, and less than half (48%) had a formal on-boarding program for newly hired employees.

(The HealthCare Initiative is currently engaged with several clients to help not only find and attract talent, but also to retain the very people the fight so hard to get in the first place. So far our studies have found that respect in the workplace, collaborative working relationships, autonomy, a challenge and a focus on patient care are at the top of the list. While a competitive salary and benefits package are important, notice they weren't among the top 5 items listed by candidates we have interviewed.)

Of the openings that our clients anticipate, Surgical Services leaders seem to be the most difficult to find and attract, while O.B./Women's Services/L&D openings were the easiest for our participants to fill. Allied positions such as Pharmacists and Therapists also ranked as difficult to find qualified candidates for.

When faced with the task of finding new talent, Human Resources was the number one way our survey respondents went about filling current openings. Other avenues such as internal referrals and job boards seemed to be highly utilized and fairly successful, while our participants found job fairs and print advertising the least effective. Contingency and Retained recruitment firms seem to be evenly utilized for the more difficult to fill positions, with retained firms being slightly more successful in the eyes of our respondents.

(The more specific and specialized a position is, the more difficult it is to fill. While placing an advertisement may work for basic level positions, a more elaborate recruiting campaign is needed to not only identify the candidate pool but also to attract, qualify and deliver those individuals. Healthcare organizations must come to the realization that there is a very high level of competition for top talent- especially in specialty areas such as Pharmacy and Surgical Service. The interview is now a two way street, while the organization is evaluating the individual, the individual is equally evaluating the organization. Employers who realize the need to "sell" not only their position and opportunity but also their facility, location and upper management will continue to have a leg up on their competition who still treats potential employees as a typical "interviewee".)

An ongoing trend across our respondents was the use of Interim personnel. 26% of our respondents report to be currently using an interim professional in some aspect, (up from 16% last year) while an additional 38% say they like the idea for the right situation.

(As the American workforce population continues to age there is a new pool of individuals being formed who don't necessarily have the desire to work full time, but certainly have the experience and expertise to lend to an organization. Currently we are seeing Interims being used when a critical leadership opening simply can no longer remain vacant, or when they need a real subject matter expert to come in for a finite amount of time to either act as a "change agent" or simply consult on how to get the unit back on track. Other clients like an "outside" set of eyes to come in and look at their current challenges. This solution has been an enormous WIN/WIN for both our clients who need an immediate fix and our candidates that have legitimate experience and credentials, but aren't necessarily looking for a 3 or 5 year commitment.)