

Learning to Listen: the Great Reset in the Healthcare Frontline Experience



With employee turnover high even before the pandemic began, the healthcare industry is now facing a frontline turnover crisis. Millions of healthcare workers exited the field in the past two years—and recent research shows 30% of U.S. nurses want to leave their employer within the next three years.¹

Given the ongoing clinician shortage and the potential impact on patient care, the need for change is urgent. Now, healthcare leaders must focus on listening to—and delivering on—what their frontline workers need.



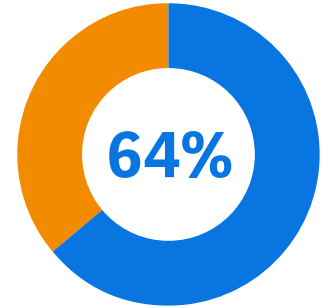
¹Nurse Salary Report 2022: nurse.com/blog/wp-content/uploads/2022/05/2022-Nurse-Salary-Research-Report-from-Nurse.com_.pdf

Learn what healthcare workers want.

We surveyed 504 senior executives, including 125 from the healthcare industry, who have oversight of and/or responsibility for decisions about their organization's frontline workforce (any employee who must be physically present to do their job).

The research showed that 64% of healthcare executives are experiencing turnover that is higher than the historical average—the highest level of reported turnover among the industries we surveyed.

“This is a unique time and it's clearly more than just the pandemic,” says David Morrell, director of benefits at the Albany Med Health System in New York. “It is this ‘Great Reset.’ People are taking the opportunity to reevaluate, and savvy employers are adapting their workforce policies accordingly.”



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Invest in the right data tools.

Healthcare leaders know how important the frontline experience is: of all the industries surveyed, they are the most likely to say frontline workers are as highly valued as “office workers” (in a healthcare context, this means non-patient-facing staff).

But healthcare executives are also the most likely to say that an inability to gather the right data to understand employee needs is a barrier to improving frontline experience (39% agree). This lack of actionable insight prevents them from making the changes they need to.

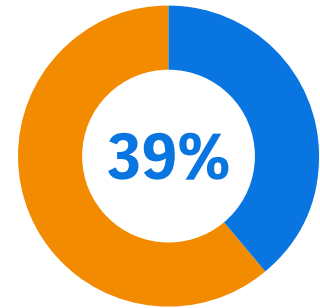
Now is the perfect time to invest in the technology needed to gain these crucial insights. Collecting timely data, more frequently, will help healthcare organizations better understand their employees’ needs and expectations. It will also enable them to be more responsive as these expectations continue to evolve—which could prove critical in the event of any future public health crises.

The time is right.

In today’s working world, flexibility is high on the employee agenda. Our research found a small cohort of organizations report lower than historical average turnover. These organizations—representing 11% of the total sample, and spanning all of the surveyed industries—are significantly more likely than other organizations to use employee-first scheduling tools with their frontline workforce (42% compared to 27% overall). They are also 10% more likely to have introduced greater scheduling control for the frontline in the past two years.

“Employee-first scheduling is one of the big things for us to focus on,” says Albany Med Health System’s Morrell. “Where I’ve brought it in in the past—including in hospitals—there have been stunningly low [levels of] problems. A lot of organizations have some fear and reluctance to do it but that is misplaced.”

Though it can be difficult to know where to start in creating a new employee experience strategy, the upheaval healthcare is currently experiencing offers the perfect opportunity to reassess investment priorities. Organizations that make changes now stand to reap the benefits of a loyal workforce—and a more attractive offering for new recruits, as the battle for talent continues.



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About the research.

The data in this report comes from a survey commissioned by Workday and conducted by Longitude, a *Financial Times* company, in March and April 2022. Respondents were 504 company leaders and senior executives with oversight and decision-making responsibility for their organization's frontline workforces. They were all based in North America and worked across retail (25%), manufacturing (25%), healthcare (25%), and hospitality (25%).

In addition to this quantitative research, in April 2022, Longitude carried out three in-depth qualitative interviews with senior leaders and frontline worker experts from Columbia Business School, Atrium Hospitality, and Albany Med Health System.



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