

2020 Vision: Working in the Future of Healthcare

What will workers expect in a new industry era?



This study examines the current state of digital transformation in healthcare and explores expectations for the future of work from the perspective of three different groups — registered nurses, human resources executives, and IT professionals — to reveal how hospitals, health systems, and other care facilities can emerge as an employer of choice.



NAVIGATE EXPECTATIONS

The future of healthcare demands flexibility and leadership for an unrivaled employee experience

The future of work is already here...

...yet a quarter of healthcare organizations haven't invested in — let alone discussed — the future of work in healthcare. Now more than ever, it's critical for leaders to understand how to be an employer of choice in a digitally enabled world.

STAYING AHEAD OF THE CURVE

Maintain an optimistic industry outlook

Lay the groundwork to drive the future of work in healthcare

By 2025, the vast majority of HR executives (93%), hospital IT staff (92%), and nurses (89%) expect the healthcare industry will have undergone substantive changes in how it is staffed. With big changes on the horizon, leaders must be ready to help employees navigate the future of work — particularly as strong leadership will be one of the biggest organizational advantages, according to 60% of healthcare employees.

Today, however, less than half of large (49%) and small and mid-sized (33%) health organizations have actually invested in future-of-work initiatives. And among organizations that have yet to take action, 32% of HR executives say their organization is actively talking about future of work initiatives — but only 20% of nurses are aware that these discussions are taking place.

Put simply, there is an enormous opportunity for HR and healthcare leaders to establish a more consistent approach to communicating the steps being taken that will better prepare organizations — and their people — for the future of work.

Create an engaging workplace culture built on employee preferences

Good pay may attract high performers and play a role in keeping them working for an organization — but healthcare professionals are working for more than just a paycheck. More than ever, today's workers have the freedom to be highly selective among a sea of organizations actively hiring for open roles.

In turn, HR executives at healthcare organizations are prioritizing competitive employee benefits (75%), work-life balance (74%), schedule flexibility (62%), professional development opportunities (59%), and investing in modern workplace technology (52%) in order to catch the attention of prospective employees.

- When seeking a new role at an employer of choice, healthcare professionals value different cultural and company benefits:
 - Nurses want good managers (68%), a positive workplace culture (66%), and competitive benefits (66%);
 - IT professionals want employer trust (76%), competitive benefits (68%), and work-life balance (65%); and
 - HR executives want work-life balance (70%), a strong leadership team (66%), and good managers (65%).

Remain an employer of choice by prioritizing the employee experience

Across the nation, there has been an incredible groundswell of investment in employee culture. As a result, about 9 in 10 HR executives (97%), IT professionals (93%), and nurses (90%) believe their organization is a great place to work.

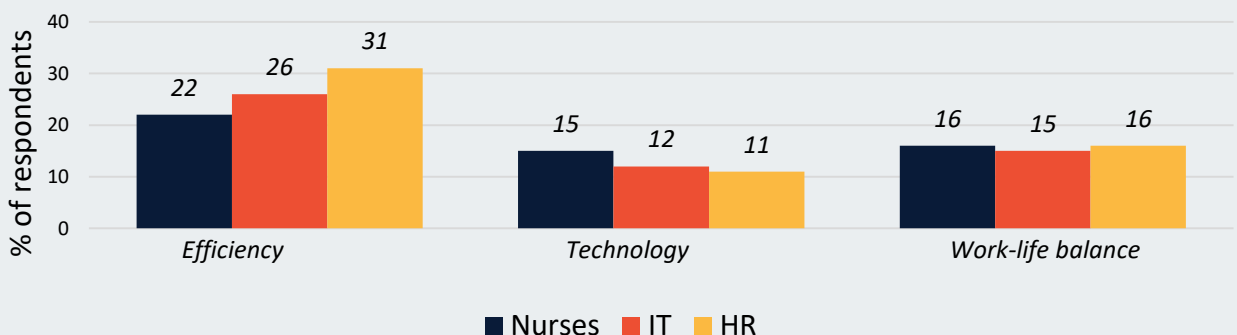
- For HR executives, 73% say employees in their organization are satisfied with flexibility in their schedules and 70% say they are satisfied with both professional development opportunities and human capital management (HCM) technology;
- For IT professionals, 80% believe managers are given the tools and information they need to make the most effective decisions, and 70% say their workplace uses cutting-edge, consumer-grade technologies to enhance processes and workflows; and
- For nurses, 78% say their employer helps them feel empowered at work, and nearly two-thirds (64%) trust that their leaders have their best interests in mind when implementing new work processes.

However, it's important for healthcare organizations to recognize what's missing: Although the majority of healthcare employees feel content today, nearly all HR executives (97%), IT staff (96%), and nurses (95%) believe it's important for organizations to actively think about the digital experience it offers to employees.

In fact, while nearly all nurses (97%), HR executives (96%), and IT staff (92%) feel it's important to work for an employer of choice, just 41% of HR executives, 37% of IT staff, and 34% of nurses feel strongly that their organization currently provides tools and resources that empower them to perform to their fullest potential.

For healthcare employees, the future of work — and the digital employee experience specifically — means improved efficiency, increased use of technology, and an exceptional work-life balance.

Expectations in the future of healthcare work



The chart above details the three features that nurses, IT professionals, and HR executives expect to see most in the future of work — enhanced efficiency, technology, and work-life balance — and their biggest respective priorities.



RECRUIT, RETAIN, ENGAGE

Edge out competition by investing in work-life balance and workplace culture

Make employee satisfaction a priority

As talent in healthcare becomes increasingly selective, employers should focus on the benefits, development opportunities, and technologies that will keep employees engaged for the long haul.

GROWING THE WORKFORCE

Bolster the employee journey, from start to finish

Recruiting remains a major challenge

The recruitment of top talent across the healthcare industry — from good nurses to high-performing IT staff — has proved to be a challenge as well as a priority. This, for many, is where workplace technology is a critical piece of the puzzle.

The majority of HR executives turn to modern human capital management (HCM) technologies to help them better track employee skills, automate the recruiting process, and integrate payroll with HR and workforce management tools.

As a result, more than half of HR executives report that their organization streamlines the onboarding process for new hires (56%), yet less than half offer a simple mobile-enabled job application process (45%) and provide a clear path to promotion or cross-development (39%).



55% of hospital HR executives feel it's important for employers to offer schedule flexibility.



91% of hospital IT staff feel it's important for employers to offer schedule flexibility.

Boost retention with flexibility

Nearly all (94%) HR executives recognize that, aside from pay, schedule and shift flexibility is a top motivator in today's healthcare workplace and a highly valuable benefit for the multigenerational workforce — not to mention a key to retaining great employees. In fact, a staggering 99% of nurses and 91% of IT staff believe it's important for employers to allow for flexibility in schedules.

However, many organizations continue to play catch-up: Less than two-thirds (49%) of HR executives say their organization actually offers schedule flexibility, and less than half allow staff to pick up extra shifts on other units or in affiliated hospitals and community settings (48%), offer a float or resource pool (42%), or encourage employee input to create best-fit schedules (33%).



99% of nurses feel it's important for employers to offer schedule flexibility.

Don't skimp on career training and development

Almost all (96%) hospital HR executives say monitoring turnover and retention rates is essential to an organization, and 9 in 10 (91%) say it's more important to retain top performers than hire new ones. Yet it seems to be a case of best-laid plans gone awry: While two-thirds (66%) of hospital nurses say their organization is doing all it can to recruit good nurses, about half (57%) say the same about *retaining* good nurses.

There also seems to be a clear disconnect between the development opportunities healthcare professionals want and the opportunities their organization provides. The majority of nurses believe it's important for employers to:

1. Provide professional development opportunities (97%);
2. Provide opportunities to work at the top of their licensure (96%);
3. Redesign roles to allow for greater growth opportunity (95%); and
4. Allow for promotions and career development (94%).

Additionally, nearly two-thirds (63%) of IT staff agree that career development is "very important."

However, just 2 in 5 HR executives say their organization provides management mentoring (44%), outlines a clear path to promotion through career development opportunities such as job shadowing or mentorship (31%), or redesigns roles for greater growth opportunity (29%).

Healthcare employees, regardless of where they are in their career, are eager for opportunities for professional development. Organizations that establish professional growth opportunities and mentorship programs will be better positioned not only to attract the next-generation workforce, but also to retain and develop their existing, high-performing workforce.

91%

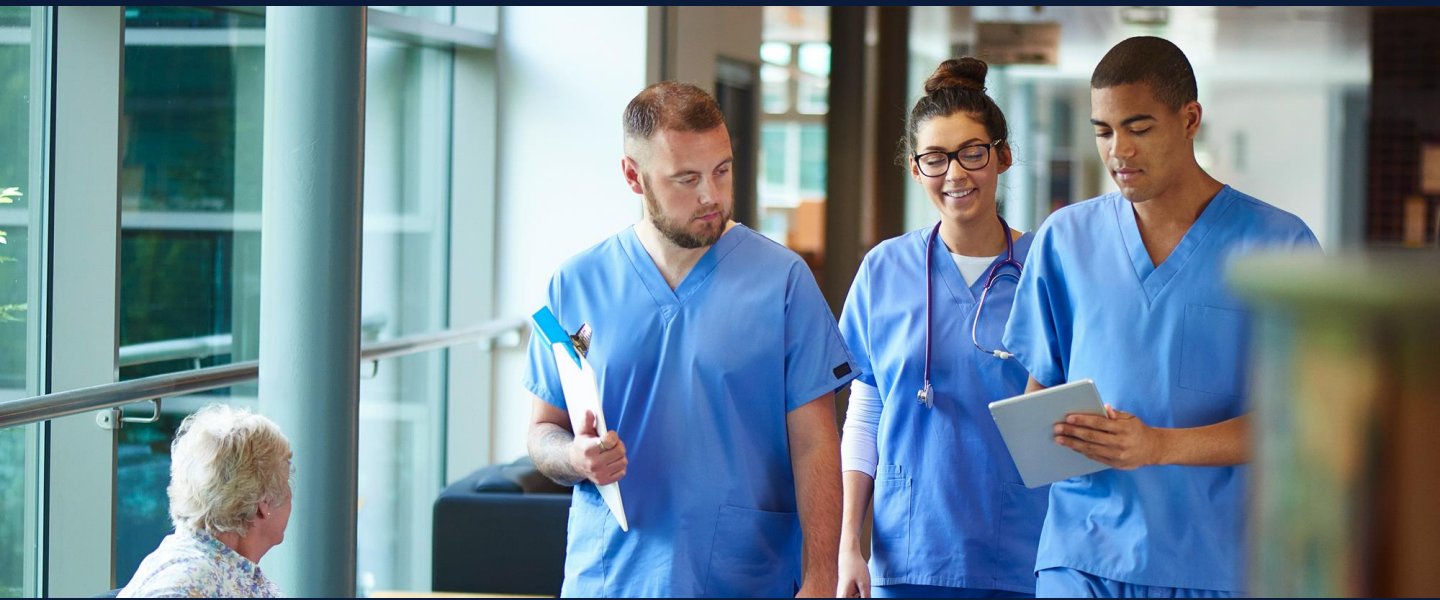
of all HR executives say monitoring turnover and retention rates is essential to an organization.

95%

of nurses believe it's important for employers to redesign roles for greater growth opportunity.

29%

of HR executives say their organization actually redesigns roles.



TAP INTO TECHNOLOGY

Adopt workplace technology to enhance engagement and improve outcomes

Embrace the advent of advanced tech

Just as healthcare organizations shouldn't hesitate to invest in superior technology for their patients, they should ensure their employees have the best-in-class solutions at their fingertips.

FINDING THE BALANCE

Use technology to streamline — not stress

The burden of technology turnover

Organizations are continuously implementing new technology — for better or worse for their employees. One-third of nurses (34%) believes new tech helps them better serve their patients. However, emotions around implementation are split, causing stress (24%) for some and excitement (14%) for others.

- Interestingly, nurses find implementing technology to be more stressful than their counterparts in IT (15%) and HR (13%).

65%

of nurses see increased productivity as a benefit of new technology.

As opposed to nurses and HR executives, IT workers are leading the charge of technology implementation. The good news? The perceived benefits for IT are immense, including increased productivity (85%), improved security (74%), organization competitiveness (66%), increased compliance (64%), and a better employee experience (50%).

With the influx of technology, almost all IT workers say it's important for employers to provide training (96%), empowering and engaging technical tools (95%), and change management support when rolling out new tools (94%).

Supporting employees through workplace tech

Consumer-grade technology that enables work-life balance is essential to retaining and engaging healthcare professionals.

In particular, modern

scheduling policies can be a competitive advantage — and HR knows it: Nearly all (94%) recognize that schedule flexibility is a top motivator in today's workplace.

87%

of nurses feel it's very important that their employer offers flexible schedules.

Nurses say it's "very important" for employers to offer flexible schedules (87%), consider their preferences when building schedules (76%), proactively manage nurse fatigue (68%), enable shift swapping (68%), and allow them to view and manage their schedule from a mobile device (61%). Nurses also want to be able to pick up extra shifts (78%) and think employers should make scheduling easy (47%).

How HCM can change the game

The importance of human capital management (HCM) technology can't be overstated: Nine in 10 nurses (92%) believe cutting-edge, consumer-grade technologies can enable new ways of working today, and 89% believe modern HCM technologies have the potential to substantially impact how work is done in their industry.

97%

of IT professionals say innovation is one of the most important parts of being in healthcare IT.

In a world of burnout and fatigue, nurses especially are turning to workplace technology to help alleviate the heft of adminstrivia:

- 70% report that the HCM technology they use at work helps them accomplish their daily tasks;
- 65% credit mobile and modern HCM technologies with providing them greater

flexibility; and

- 61% report the HCM technology they use at work empowers them to perform to their greatest potential.

On the HR side, more than half of hospital executives turn to HCM solutions to help them track employee skills, certifications, and licensures (56%), automate the recruiting process (55%), and integrate payroll with HR and workforce management tools (54%).

Specifically, half of HR executives say these technologies make their job easier by:

- Helping them manage benefit compliance (50%);
- Enabling HR to quickly and easily set up, configure, modify, and manage multiple benefit plan types (50%); and
- Helping HR and talent acquisition teams proactively source candidates (49%).

74%

of HR executives are satisfied with their HCM technology — with only 21% very satisfied.

However, just 1 in 5 HR executives (21%) — and even fewer IT staff (12%) and nurses (11%) — report being “very satisfied” with the HCM technologies currently in place at their organization, feeling they could better streamline and enhance existing processes and workflows.

89%

of nurses believe HCM technology could substantially impact how work is done in healthcare.

Ultimately, regardless of the HCM solution in place, HR executives are more likely to say they're satisfied with their organization's current HCM technologies (74%) than IT professionals (63%) and nurses (62%).

This suggests there's still an opportunity to include more stakeholders in the discussion around tech and to improve change management processes across the organization.

ABOUT THIS REPORT

“2020 Vision: Working in the Future of Healthcare,” a study by The Workforce Institute and Regina Corso Consulting, examines the current state of digital transformation in healthcare and explores expectations for the future of work from the perspective of three different groups — registered nurses (RN), human resources (HR), and IT professionals — to reveal how hospitals, health systems, and other care facilities can emerge as an employer of choice.

THE WORKFORCE INSTITUTE AT KRONOS

The Workforce Institute at Kronos Incorporated is a think tank that helps organizations drive performance by addressing human capital management and workforce management issues that affect both hourly and salaried employees. Through education and research, The Workforce Institute empowers organizations with practical ideas for optimizing the 21st-century workplace. Board members and key stakeholders publish articles and insights through The Workforce Institute blog at www.workforceinstitute.org.

FOR MORE INFORMATION

For more on the research, please contact:

Tonya Eckert
Kronos Incorporated
1 978.947.1688
tonya.eckert@kronos.com

For more on how Kronos can help your organization address employee engagement and other key workforce management issues, please email Kronos at educate@kronos.com or visit www.kronos.com.

Survey Methodology

Kronos Incorporated commissioned Regina Corso Consulting to conduct a survey of registered nurses (RN), human resources executives (HR), and IT professionals (IT) who work in a healthcare setting to understand what their thoughts are around the future of work and being an employer of choice in healthcare. This survey is among 355 U.S. respondents in total with 152 who are a registered nurse, 101 who are an HR executive, and 102 who work in IT. All respondents work at either a hospital, large health system, or long-term care facility. This survey was conducted online in August 2019.

© 2019, Kronos Incorporated. Kronos and the Kronos logo are registered trademarks and Workforce Innovation That Works is a trademark of Kronos Incorporated or a related company. For a full list of Kronos trademarks, please visit the “trademarks” page at www.kronos.com. All other trademarks, if any, are property of their respective owners. All specifications are subject to change. All rights reserved. CV0634-USv1