

# A Focus on the Healthcare Workforce: Playing Catch-Up

## Findings from the *Healthcare @Work*™ Employee Commitment Research



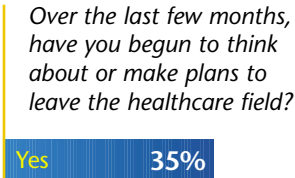
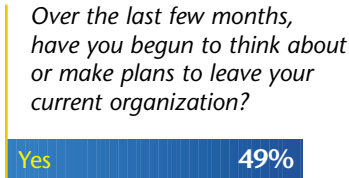
The healthcare field has recently been addressing large-scale technological, economic and social challenges. The impact of the ensuing changes on the healthcare workforce has been largely ignored, resulting in financial losses due to decreased retention rates, morale and productivity.

**A Serious Labor Shortage.** Healthcare organizations are faced with a dramatic challenge in the attraction, development and retention of talented caregivers. There is a serious labor shortage. The AHA Commission on Workforce for Hospitals and Health Systems reports that this shortage is not only immediate but also a long-term threat that is the most important issue facing healthcare (taken from the AHA report, *In Our Hands*).

**A Study of the Healthcare Workforce.** Aon Consulting, in partnership with ASHHRA and the AHA, has been conducting a long-term investigation of workforce commitment in healthcare – to define it, measure it and help organizations maximize it. The *Healthcare @Work* study provides us with the data to help individual healthcare organizations attract, develop and retain a committed workforce.

### Are you thinking about leaving your job?\*

Over the last few months, nearly half of healthcare employees have begun to think about or make plans to leave their current organization. One-third have thought about leaving the healthcare field altogether.



\* Taken from Aon Consulting's *Healthcare @Work* report.

### Improve Your Employee's Commitment

#### Aon Consulting Solutions

How can you determine if you have the work environment that attracts, develops and retains the best healthcare professionals? A custom employee assessment, based on the *Healthcare @Work* national study, co-sponsored by ASHHRA and customized for your organization by Aon Consulting's Loyalty Institute, can help you identify the workplace practices that will strengthen your employees' commitment.

Aon Consulting can also help you make the workplace changes that matter most to your employees: benefit plan design, compensation plan design, work/life harmony programs, clinical process design, training and HR strategy.

Aon Consulting:

- ◆ Employee Benefit Consulting
- ◆ Compensation Consulting
- ◆ Management Consulting
- ◆ Communication Consulting
- ◆ HR Outsourced Solutions

1.800.438.6487

www.aon.com

For more information about how to attract, retain and develop healthcare employees, ask for a copy of *Healthcare @Work* by calling 1.800.438.6487 or visit [www.aon.com](http://www.aon.com).

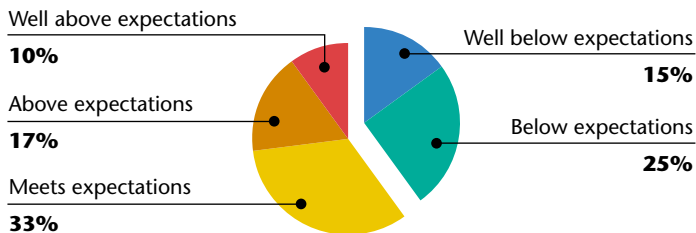
## Attract. Develop. Retain. Recommendations from *Healthcare @Work*

There is no other field in America where the ability to attract, develop and retain a talented, committed workforce is more critical or more complex than in healthcare. *Healthcare @Work* identifies the obstacles to building commitment. A custom employee study for your organization will identify solutions.

**Attract.** Over 55% of the *Healthcare @Work* respondents considered pursuing a job in the healthcare field prior to high school graduation, most citing a desire to help people. The passion to provide service, however, is soon overshadowed by the reality of administrative burdens and lack of resources. To attract new employees, healthcare organizations must reinvent the workplace and let caregivers answer their calling – caring for patients.

**Develop.** The AHA Commission on Workforce for Hospitals and Health Systems identified eleven key middle-management competencies in their report, *In Our Hands*. In *Healthcare @Work*, we found overall employee agreement that leaders do not exhibit those competencies. Healthcare organizations must develop leadership with the skills to motivate a workforce and manage the organization. For example, when respondents were asked to rate their supervisor on the key competency of Team Builder, 40% report that their supervisors are performing sub-par.

### Supervisor as Team Builder



**Retain.** Retention is the key to success in an environment riddled with shortages. To address the labor shortage in the short term, employers need to focus on the older worker – they account for the majority of the workforce and are most likely to leave. These employees must be shown a real commitment from the organization. To start, healthcare organizations must redesign the physically demanding healthcare process, making it possible for the older workers to be successful.

## Best Practice: Creating the Employee Commitment Advantage

An organization with 10,000 employees believed that high turnover was having a negative effect on productivity and service. Aon Consulting conducted an employee commitment study and, based on the results, developed a strategic Workforce Performance Plan designed to create the employee commitment advantage. The organization's leadership team implemented the plan. Productivity is up. Complaints are down. Turnover decreased by 11.3%, which will save the organization \$11.3M.

### Creating the Employee Commitment Advantage

Turnover **before** implementation of  
the Workforce Performance Plan

31.3%

20.0%

Turnover **after** implementation of  
the Workforce Performance Plan

**Turnover is down 11.3%, resulting  
in savings of \$11.3M annually**

*Aon Consulting can help your  
healthcare organization build  
a more committed workforce,  
improving retention, patient  
satisfaction and productivity.*

**AON**