

# The Healthcare Employee



**A deeper look at what healthcare job seekers are looking for from employers —**

and what facilities can do to attract and retain the best

# 6 *Characteristics of Today's Healthcare Worker*



Today, it feels as though there are two conflicting job markets. On one hand is the tech space. Many businesses in this sector are facing revenue challenges due to inflation and over-hiring during the COVID-19 pandemic and thus are grappling with layoffs and hiring freezes. This has left the number of active job seekers in this sector outweighing the number of open jobs.

But like with other industries that employ hourly, essential workers, the health-care sector is facing a completely different reality. Facilities that offer long-term care, skilled nursing, and rehabilitation among other services struggle more with retention than any other type of employer. And given the continued shortage of active job seekers on the market, most are unable to build a pipeline of talent strong enough to quickly refill these roles.

What's causing the churn? In short, burnout. Nurses, CNAs, and other caregivers served long hours in-person and on the front lines during the peak of the pandemic, which deeply impacted both their mental and physical health. Now that the economy is back in full swing, many are choosing to pursue employment in other sectors that offer more flexibility with lower stress. Unfortunately for you, this leads to an inability to care for patients and fill beds which ultimately impacts the bottom line.

All this to say that building a solid pipeline of great talent and retaining the best is critical. But workers in this sector have the upper hand, forcing employers to adjust their offerings and processes to meet their needs or risk leaving critical patient-facing roles (and ultimately beds) unfilled. The key for healthcare facilities is to better understand the mindset of today's healthcare workers so you can adjust your offerings and processes to stand out.

In a recent Hireology survey of more than 675 job seekers in this sector, we set out to define the modern healthcare worker. This report outlines six common characteristics found in this group and what it means for you as an employer looking to fill open roles, provide the best guest experience possible, and maximize revenue for your organization.

# 1 *They're eager to work*

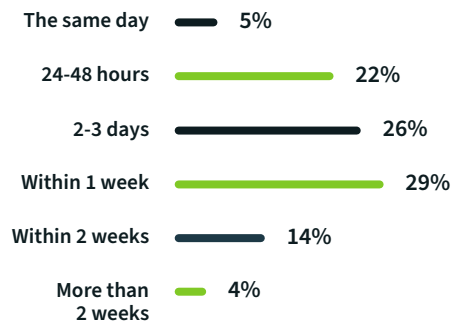


When it comes to today's worker shortage, it's easy to fall into an assumption that people just don't want to work. But the reality is quite the opposite. Today's active job seekers are eager to be employed.

Survey respondents said they expect near-immediate responses to their applications. When asked about their timing expectations after applying to a job, 27% of healthcare job seekers said they expect to be interviewed within 48 hours of applying. And 53% say they'd like to be interviewed within three days.

Further, 44% say they're likely to ghost (or drop out suddenly and without warning) if you don't meet these expectations for interview speed. If you consider that most healthcare job seekers are applying to at least 11 jobs (see characteristic 2), it's easy for them to hold you accountable to these timing expectations. They simply do not have to wait around for you.

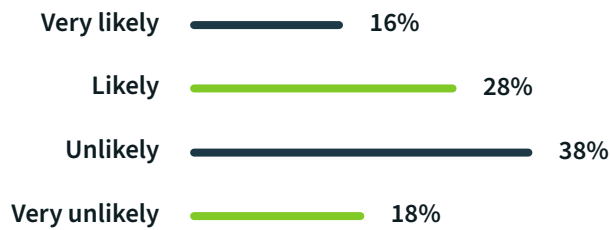
## How soon after applying to a job would you ideally like to be interviewed?



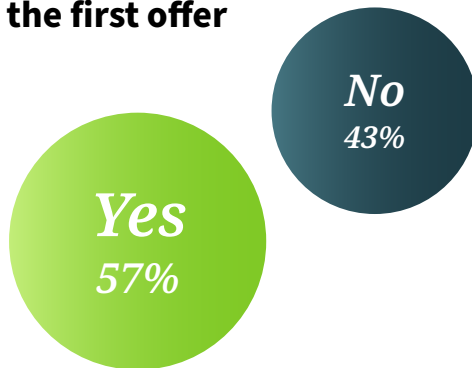
And finally, when searching for work 57% of healthcare job seekers say they accept the first offer they receive. Of those who didn't accept the first offer in their most recent search, about half (48%) accepted the second. Again, healthcare workers want to get on a payroll as fast as possible. And they plan to move fast on the first offer they receive in order to achieve this.

NOW HIRING

## If an employer does not meet your ideal response time, how likely are you to “ghost” that employer?



## In your most recent job search, did you accept the first offer you received?



## *Tips for healthcare facilities*

### Embrace automation

The right technology can significantly help you speed up your process without cutting corners. Look for hiring and HR platforms that automate traditionally manual steps in the process like screening applicants, scheduling interviews, or even communicating updates with candidates.

### Response time mandates

Some aspects of the hiring process simply cannot be automated. For anything that requires human interaction, implement timing mandates to ensure your process moves quickly. For example, maybe you require same-day follow ups after interviews with candidates. Keep in mind that you can't manage what you don't measure. Tracking metrics like time-to-fill and process adherence over time can help you identify bottlenecks and optimize your process accordingly.

# 2

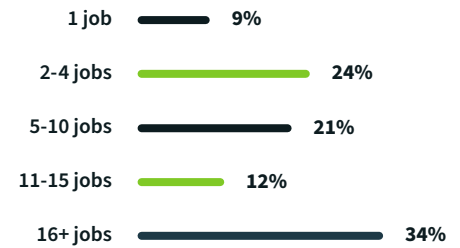
## They'll search for what's right



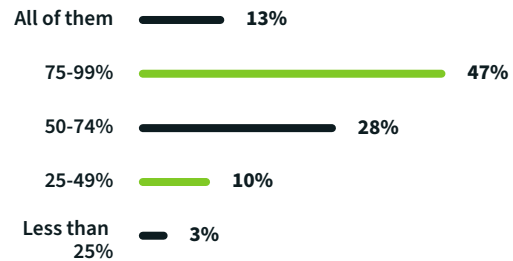
While healthcare job seekers today are eager to work, they aren't going to blindly apply to or accept jobs that don't meet their needs. Rather, they're going to cast a wide net in search for what's right. And given the number of open jobs per job seeker in the healthcare space, they can afford to be thorough in their search.

In fact, 46% of respondents applied to more than 11 jobs in their most recent search while 34% applied to more than 16. While this number is high, it is down from last year's study where 54% of respondents said they applied to more than 11 jobs. This might indicate that job seekers are becoming more particular about which jobs they even apply to. Supporting this theory, 60% of respondents say they will only apply to jobs if they are confident they meet 75% or more of the qualifications.

### How many jobs did you apply to in the last 6 months?



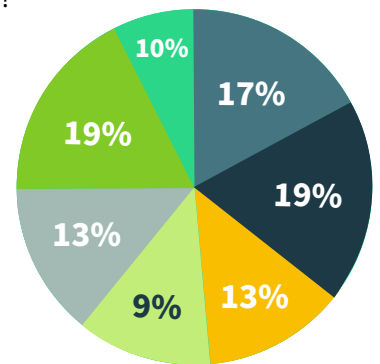
### How many of the job opening's qualifications do you feel you need to meet in order to apply?



### How long did your last job search take

(including researching companies, applying, interviewing and accepting an offer)?

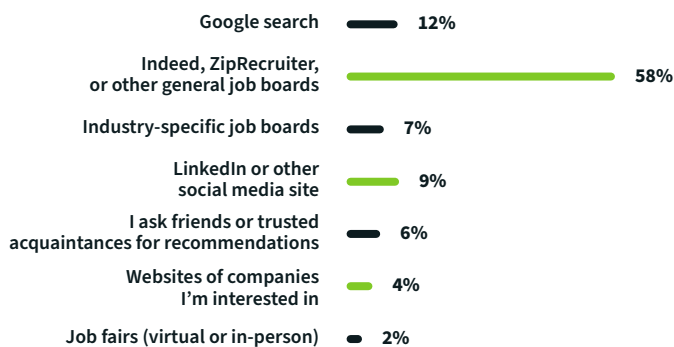
- Less than a week
- 1-2 weeks
- 2-3 weeks
- 3-4 weeks
- 1-2 months
- 2+ months
- I'm still looking



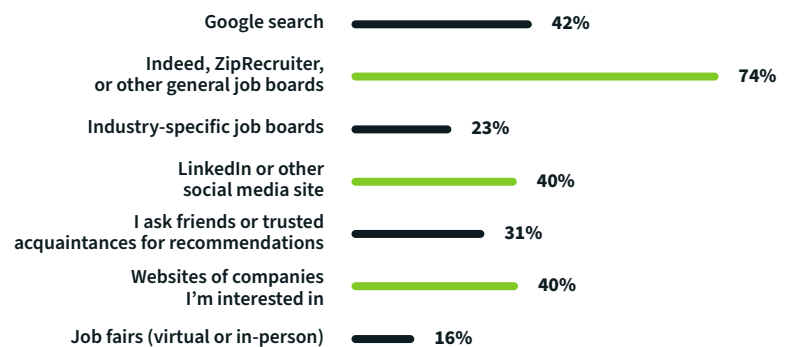
When asked how long their most recent job search took, about a quarter of respondents (27%) said the entire process took less than two weeks. This is also down from last year, indicating that job seekers are willing to put in the time for the right opportunity as long as you respond to them quickly and run an efficient hiring process.

As for where they go to search for jobs, healthcare job seekers today most often start with Indeed or another major job board. However, when it comes to the search as a whole, they're casting a wide net in search of the right opportunity. Most are searching pretty evenly among all major channels — including social media, career sites, and Google searches.

### The last time you started looking for a job, where did you start your search?



### Select all the channels you used in your most recent job search



## *Tips for healthcare facilities*

### Multi-channel sourcing

Given the sheer number of job seekers who start their search on Indeed, it's critical that you have a presence on this platform (whether organic or paid). But don't stop there. Job seekers are searching high and low for the perfect opportunity. Make sure you spend as much effort on LinkedIn, your career site, and with your employee referral program as you do on Indeed. Think about marketing your jobs like your facility and healthcare services — you want to reach as many patients as possible on as many channels as possible. Distributing your jobs is no different.

### Job descriptions

Your job descriptions dictate a job seeker's first impression of your organization. It's important that your descriptions don't focus solely on what you are getting from the candidate, but rather, what the candidate gets from you. List the perks of the role early on in the description and use language that sells what they're getting out of the job — whether that's good flexibility, great working culture, or learning opportunities. And of course, include a pay range when you can.



Having trouble writing quality job descriptions quickly? Hireology's AI-powered job description writer can deliver search-optimized job descriptions in seconds to help you get in front of top job seekers fast.

# 3 *They value more than just pay*

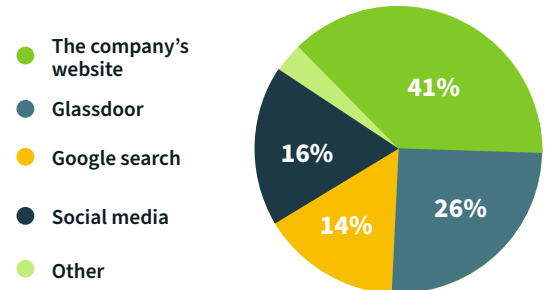


We know healthcare job seekers will leave no stones unturned in their search for what's right. But what does "right" mean? It's easy for facilities to assume that job seekers are simply holding out for the highest paying option, but the reality is that job seeker expectations are much more nuanced than that. Of course pay matters and it always will, but job seekers are willing to take lower paying jobs if the rest of their expectations are met. Let's take a look at those expectations.

When forced to pick their number one priority when looking for a job, pay is the top answer — but only for 30% of respondents. That means for 70% of respondents, something other than pay (flexibility, career growth, etc) is the leading factor influencing which job to take.

And when presented with two options in a similar pay range, 91% of respondents say they would be open to taking the lower paying offer if the right benefits were offered. Which benefits would job seekers prioritize over pay? Schedule flexibility, career growth, fulfilling work, and good working culture top the list.

**What source/channel do you check first to determine if an employer's culture meets your needs / standards before applying to a job?**



While benefits like flexibility and career growth are fairly easy for employers to define and for job seekers to identify, culture is more murky. It's not always clear at face value what an employer's culture might look like. And from the employers' perspective, it's not obvious what job seekers are even looking for. When asked to define a great working culture in an open-ended question, many responses touched on the following themes:

- Well-defined core values
- Feedback forward
- Growth and training opportunities
- Diversity, equity, and inclusion
- Transparency
- Kindness and empathy

"Company culture is a shared set of workplace beliefs, values, attitudes, standards, purposes and behaviors. It reflects both the written and unwritten rules that people in an organization follow."

"Inclusive, kind and caring, open to accommodations, working on growth and reflection, care about its employees rather than seeing us as disposable."

When asked where they go to determine whether or not a potential employer's culture fits their definition, most healthcare job seekers (41%) say they start with the employer's website. Surprisingly this ranked higher than third-party review sites like Glassdoor which is the go-to starting point for 26% of respondents.

### What is most important to you when searching for a new job?



### If presented with two job offers that both meet your pay range needs, which of the following benefits would motivate you to choose the lower paying option?



"A good corporate culture fosters a positive work environment that values and supports employees, encourages innovation and collaboration, and upholds ethical and social responsibility."

"Supportive environment with enthusiastic leaders. Leaders with a vision which is clear, shared and the pathway forward is either well known or actively collaborated on with team members."

## *Tips for healthcare facilities*

### **Career site**

Once you have clearly defined your policies around key benefits (or maybe you already have these policies defined) take some time to rewrite your career site content. Make these benefits front and center and include visuals — whether that’s videos of employees explaining what they love about your culture or a career path chart. Make it easy for job seekers to grasp what you offer at a glance.

### **Job design**

While it’s not something that can happen overnight, it’s important to initiate conversations around your employee benefits beyond pay and health insurance. We know that benefits like flexible work schedules, clear career growth, and a positive culture can give you a competitive edge in the job market, so it’s absolutely worth taking the time to revamp your policies around these offerings — even if it takes some time to get organizational buy-in. Maybe you start to define core values or you begin conversations around expanding your flexibility offerings.

### **Employee referral programs**

Typically, caregivers trust their peers over the employer itself when it comes to more subjective factors like culture. That’s why effective employee referral programs are also an excellent way to recruit job seekers looking for culture. Incentivize and encourage your happiest employees to connect with their networks about open jobs or even simply to get people in the pipeline for future openings. You can do this by making it really easy for them to submit referrals and always following through on your word for bonus payouts and timing.

# 4 *They’re accustomed to immediate gratification*

As a society, we’ve become accustomed to convenience in all aspects of our lives — anything from ordering food to booking flights to scheduling appointments can be done almost instantly and on any device. The job search is no different. Most people expect applying to a job to be as easy as ordering a ride-share. And again, given the number of jobs they’re applying to, they’re not going to complete an application or a hiring process that’s overly complicated if they don’t have to.



So let’s look at the data.

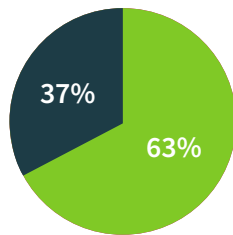
## Convenience when applying

Nearly three in four healthcare job seekers (72%) said they have given up on a job application because it took too long to complete. How long is too long? About a third (33%) said they'd never spend more than 15 minutes on an application, while 57% wouldn't spend more than 30 minutes.

Similarly, 63% said they have chosen not to apply to a job they were interested in because the application required repeating information that was on their resume, while 53% said the same about applications that required a cover letter.

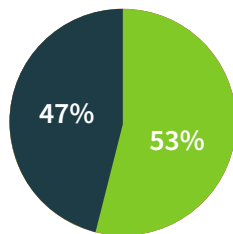
### Have you ever chosen not to apply to a job because the application required you to repeat information that was on your resume?

- Yes
- No



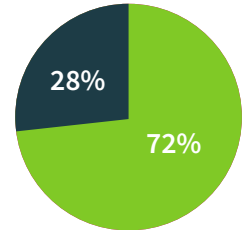
### Have you ever chosen not to apply to a job because it required a cover letter?

- Yes
- No



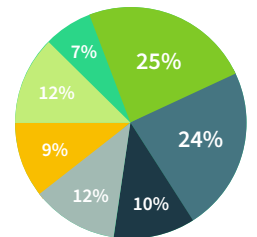
### Have you ever given up on a job application because it took too long to complete?

- Yes
- No



### What is the maximum amount of time you would spend completing a job application before giving up?

- 5 minutes
- 15 minutes
- 30 minutes
- 45 minutes
- 1 hour
- 2 hours
- More than 2 hours

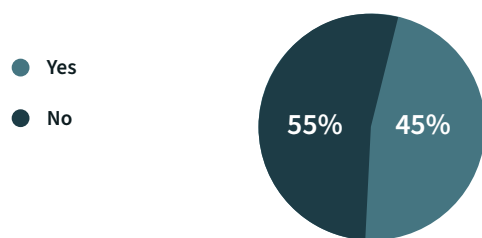


## Convenience during the interviewing/hiring process

Healthcare job seekers' expectations for ease don't let up after they've completed an application. In fact, 45% admitted to ghosting a potential employer at some point during the hiring and interviewing process. This number is up significantly from last year, where only 16% made the same confession.

Why are candidates ghosting so frequently? The number one reason for ghosting among healthcare candidates is a lack of communication from the employer followed by slow moving hiring processes. In other words, candidates want to move fast and they don't want it to be difficult to do so.

### Have you ever "ghosted" an employer you applied to or were interviewing with?



### Why have you "ghosted" an employer in the past?



### Candidate communication expectations



**27%**

of healthcare job seekers expect to hear from you at least once a day



**61%**

expect to hear from you at least every 2 days

## *Tips for healthcare facilities*

### Revamp your online applications

If you haven't touched your online applications in years, it's time to dust off the cobwebs. Look for hiring platforms that allow you to easily create user-friendly applications with five fields or less. Keep it short and sweet — name, contact information, and a simple resume attachment is plenty! Your recruiters can seek out the best of the best once applications come in. Also make sure you're using platforms that do not require candidates to create an account just to apply.

### Frequent communication

Job seekers want to hear from you more often than you think — especially in the healthcare space. Aim to connect with candidates you're interested in at least every other day — if not daily. These messages can just be a simple update as to what the next steps are or where your team is in the process. You want candidates to know that they are top of mind and that you haven't moved on without them.

# 5 They're on-the-go



Much like convenience, it should also go without saying that smartphones dominate our daily lives — they power everything from communication to paying rent to ordering almost anything we need. And again, applying to a job and moving through the hiring process is no different.

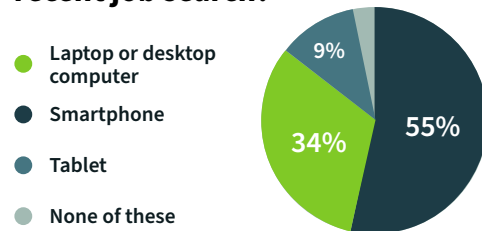
This is especially true for people who don't work at a desk on a computer all day. Nurses, CNAs, and other caregivers are in front of patients for long hours during the day with very little downtime, so they expect to be able to apply, communicate with recruiters, and complete other hiring-related tasks easily while on-the-go.

In fact, when asked what device they used for the majority of their most recent job search and hiring process, 55% of respondents said smartphone while only 34% used a desktop computer. And 58% of healthcare workers say they have actually given up on a job application because it was too difficult to complete on a mobile device.

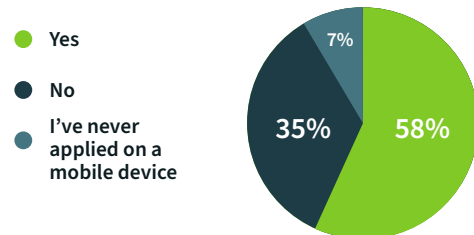
And while we all have access to email on our phones, the majority of respondents (58%) agreed that they typically check text messages before email and 56% agreed that responding to texts is easier than email. As such, 91% of respondents said they would be willing to communicate with recruiters via text message and 79% said they'd be open to applying to jobs via text.



## Which type of device did you use the most during your most recent job search?

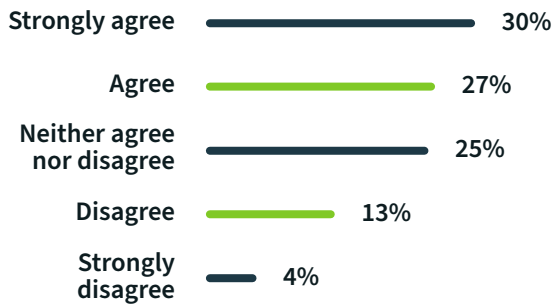


## Have you ever given up on a job application because it was too tough to complete on a mobile device?

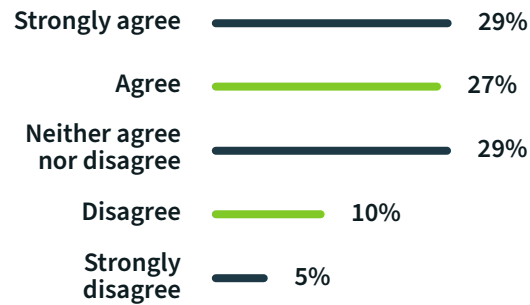


## How strongly do you agree with the following statement?

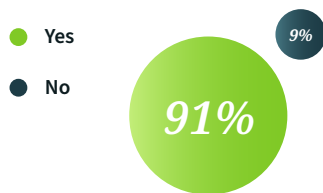
### I typically check my text messages more often than my email



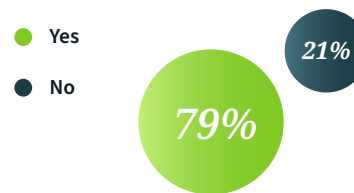
### Responding to text messages is easier than responding to emails



### Would you be willing to communicate with recruiters via text if it meant the hiring process would move faster?



### Would you be willing to apply to jobs via text message?



## *Tips for healthcare facilities*

### Mobile-friendly applications

In addition to building short and easy applications, it's also important that they're mobile-friendly — especially in the healthcare space. That means using responsive design so that applications are easy to navigate and complete on a smaller screen. And limit the drop down menus! Most often, this is easiest to do with a hiring platform that prioritizes the mobile experience for candidates.

### Text-to-apply

For many healthcare employers, one of the best channels for recruiting is via physical signage at local tech schools or universities, career fairs, or even in your neighborhood. But rather than directing people to a website, give them a number to text (or better yet, a QR code!) that makes it easy for people to apply on-the-go. The best hiring platforms will offer this functionality — including the option to create new phone numbers based on your location and generate custom QR codes.

### Candidate texting

Based on the data, it's clear that communicating with candidates via text will not only ensure that your messages are read sooner but that the candidate replies faster. You can use text for steps like responding to an application, scheduling an interview, conducting reference checks, or simply keeping candidates up-to-date frequently. Hireology customers using our in-app texting feature cut an average of four days off the hiring process!

# 6 They're loyal

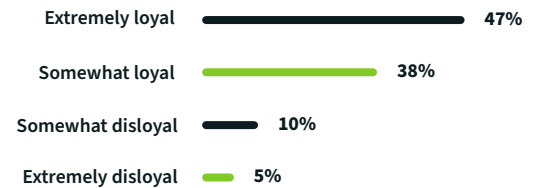


Now that we've outlined everything job seekers expect throughout the application and hiring process, what happens when you get it all right? Let's say you make a great hire because your process was easy and the job you offered met their needs. Now what? Well, for most healthcare facilities the reward is loyalty — which ultimately means you prevent turnover and add to the bottom line.

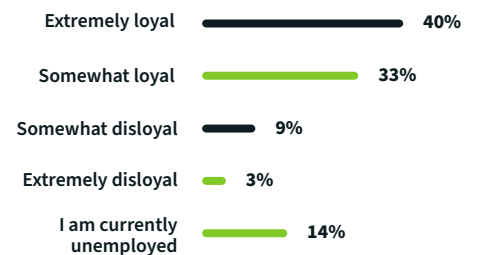
In fact, 73% of healthcare workers say they are loyal to their current employer — this number was higher among healthcare respondents than any other industry. Top reasons for loyalty include: flexibility and fulfilling work. Pay doesn't even top the list — indicating that simply hiking wages isn't necessarily the only answer to recruiting and retaining top talent. Healthcare workers' values are more nuanced.

Another factor influencing loyalty is onboarding. How well you train, welcome, and integrate a new employee into your organization can make or break your long-term relationship with them. In fact, 81% of respondents who reported a positive onboarding experience said they are loyal to their current employer compared to 53% of those who reported a negative onboarding experience.

## How loyal are you to the industry you currently work in?



## How loyal are you to your current employer?



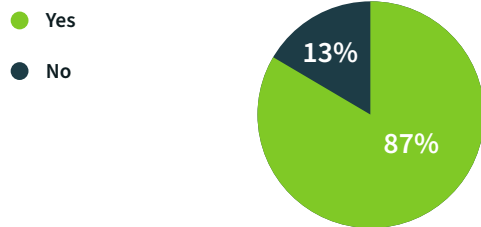
*Healthcare workers who reported a positive onboarding experience are significantly more likely to say they are loyal to their current employer*



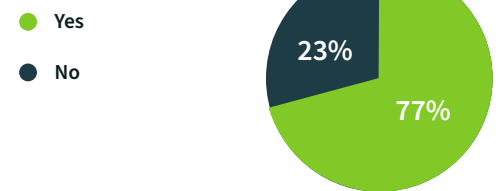
This loyalty extends even after folks choose to leave your organization. Three in four caregivers (77%) say they would be willing to return to an organization they previously worked for. And healthcare job seekers were more likely than respondents in other industries to say the same about an organization they've applied to in the past but didn't get the job (88%). Further, 87% said they would refer a friend to a previous employer if the experience there was positive.

All this to say, truly listening to job seekers, providing a positive hiring and onboarding experience, and offering the benefits people need can have a ripple effect when it comes to your ability to attract and retain top talent.

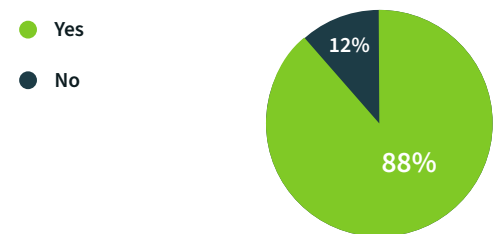
**Would you ever refer a friend or acquaintance to an organization you worked for in the past if your experience was positive there?**



**Would you ever consider returning to an organization you previously worked for?**



**Would you be open to working at an organization you applied to in the past but weren't hired?**



## *Tips for healthcare facilities*

### **Expand your definition of referrals**

The concept of referrals provides so many opportunities beyond the traditional definition of an employee referral program. Of course tapping into your existing team's network of peers is critical; equal opportunities lie with reaching out to former employees (either to refer their networks or return) and to former candidates who might be a good fit for new roles that have since opened up.

## **Build a retention strategy**

Employees want to stick around and remain loyal to you. You just need to understand what they want and meet them where they are. Of course, we know that by and large, healthcare workers want flexibility, growth, and meaningful work — but every workforce is different. Reach out to your team regularly with surveys, focus groups, or 1:1 conversations to better understand the needs of your unique team and make a promise to act on the feedback you receive.



# *What's next for employers of the modern healthcare worker?*



Job seekers in the healthcare sector want to work, but they can afford to be selective about the opportunities they choose to pursue. So as a facilities-based healthcare provider looking to better care for patients and impact the bottom line, you can capture your fair share of qualified workers by aligning your jobs and processes according to what we know they want.

The survey results tell us that healthcare job seekers want more than just work in exchange for pay. They want work/life balance, career growth, and a positive work culture. They also want it to be easier to apply to jobs and get hired. And when you can meet these needs the reward is employee loyalty that deeply impacts your recruiting and retention efforts long-term. The tactics outlined in this report for adjusting your jobs and processes to meet job seeker needs can be summarized into three categories:



## **QUALITY**

Ten quality candidates are better than 100 poor-quality candidates. Aim for quality over quantity by first building jobs that top talent in the healthcare sector actually wants. The best of the best have dozens of options for work, so you need to offer what they're looking for — whether that's flexibility, culture, or growth. Reaching quality candidates also means diversifying your sourcing channels. Reimagined employee referral programs, content-rich career sites, and a presence on leading job boards can help you cast a net that reaches the very best.



## **SPEED**

We also know from the data that top healthcare talent gets hired fast. Optimize your processes so that you can not only capture the best job seekers the moment they apply but also quickly move them through a fast vetting and selection process. That means exploring mandates for response times and embracing tools that allow you to automate manual work and more efficiently communicate with candidates.



## INTELLIGENCE

And finally, much of the quality and speed-related tactics discussed are difficult without a baseline knowledge of what's working and what isn't. Track key metrics in your hiring process such as sourcing efficiency (which channels are driving the most hires?) and process adherence (how fast is your team able to react to key milestones in the hiring process?). From there, you can identify bottlenecks and opportunities for improvement and adjust your efforts accordingly.

Facilities-based healthcare services will always be in demand — but even more so in the next decade as the Baby Boomer generation ages. But to build an organization that is equipped to thrive during a time of higher demand, you need to hire and retain the right people. So for those that are able to prioritize speed, quality, and intelligence when it comes to hiring the best is yet to come.



Hireology is an all-in-one recruiting, hiring, and employee management platform that empowers decentralized businesses to build their best teams. The company equips HR and business leaders with the support and tools needed to manage the full employee lifecycle — from pre- to post-hire — in one seamless platform. Hireology was rated number eight on G2's 2023 list of 50 Best HR Products.

With focused expertise across several industries — including retail automotive, healthcare, professional and consumer services, and hospitality — more than 10,000 businesses rely on Hireology for their hiring, HR, and payroll needs, putting people at the center of their organizations.

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