

2015 Healthcare Recruiting Trends Survey

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About this Survey

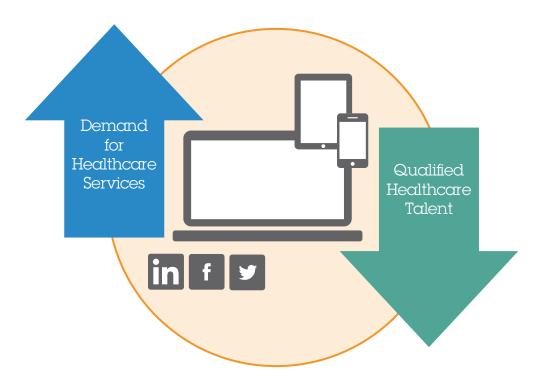
HEALTHe**CAREERS** Network connected with 565 healthcare employers in late 2014 and early January to find out how they plan to address their hiring challenges in 2015 and to gauge the top recruiting trends this year. Survey respondents are recruiters, hiring managers and human resource professionals from a wide spectrum of healthcare settings, including hospitals and hospital systems, single- and multi-practices and search firms of all sizes.

Key Findings

Demand for healthcare services is predicted to swell in the next ten years, driven by an aging baby boomer population and increased access to healthcare for all Americans through the Affordable Care Act. However, the supply of healthcare providers will simultaneously decrease, with shortages of qualified physicians and nurses predicted in the next ten years. This gap between supply and demand will create intense hiring challenges for healthcare employers and recruiters.

This new era will drive innovation in recruiting, with employers exploiting new technologies to find qualified job candidates. Digital marketing efforts will steadily increase, as will the use of social media.



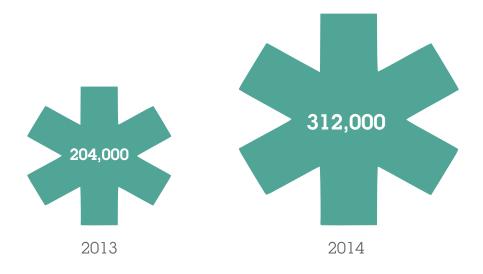


The Healthcare Employment Landscape

The U.S. healthcare jobs market is heating up.

In 2014, employment growth in healthcare averaged **26,000 jobs per month, as compared to 17,000 per month in 2013.**¹

Employment Growth in Healthcare Between 2013 & 2014



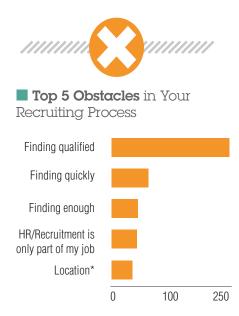
And strong growth is predicted to continue through 2015. This sector will be hiring at a faster pace this year as an expanding economy, aging baby boomers and a shrinking uninsured population spur an uptick in demand for routine and discretionary services.

The healthcare industry will produce **one in three of the new jobs** in the U.S. over the next decade and is projected to add about five million jobs overall by 2022.²

While the overall number of jobs will likely increase, the kinds of healthcare employment opportunities and where they arise may look different. According to a recent article in *Modern Healthcare*, hiring in home health, physician offices and ambulatory surgical centers is expected to expand as financial pressures push the focus of care from inpatient to outpatient settings. Hiring at hospitals, however, may slow.³

Recruiting Challenges

73% of the employers surveyed for this report expect that they will have the same or more job openings in 2015 than in 2014. With more positions to fill, employers will face obstacles in finding appropriate candidates. Almost half of those surveyed agree that **the most difficult part of their recruiting process is finding qualified candidates.**



*Local candidate supply/relocation needs/rural location

And this situation will only intensify. Employers have additional staffing concerns fueled by predictions of labor shortages in the physician and nursing arena, a high degree of worker turnover and challenges related to the continued rollout of the Affordable Care Act.



What is **your biggest concern** for hiring & recruiting in 2015?



Physician and nurse jobs most difficult to fill

By 2020, the nation will face a serious shortage of both primary care and specialist physicians to care for an aging and growing population. According to the AAMC's Center for Workforce Studies, there will be **45,000 too few primary care physicians—and a shortage of 46,000 surgeons and medical specialists**—in the next decade.⁴

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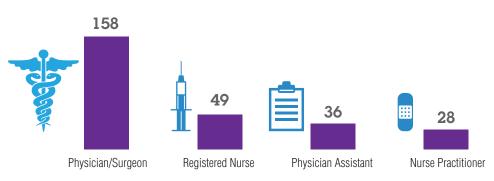
"Our country is aging fast," AAMC president Darrell G. Kirch observed last year. "The population of older Americans will double between 2000 and 2030. Baby boomers will turn 65 at a rate of 10,000 per day for the next 19 years, according to the Pew Research Center. This translates to a new Medicare beneficiary every eight seconds."⁵

Lack of nursing faculty will trigger nursing shortage

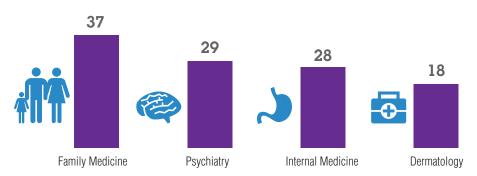
Experts are also predicting a new nursing shortage as several situations converge. As the economy improves, baby boomer nurses will finally retire, but at a time when their contemporaries are developing chronic health conditions and requiring more care. Leading up to this critical moment, nursing programs in the U.S. have been contracting for the past several years. According to a report by AACN on nursing program enrollment, U.S. nursing schools turned away 78,089 qualified applicants from baccalaureate and graduate nursing programs in 2013 due to an insufficient number of faculty, clinical sites, classroom space, clinical preceptors, and budget constraints.⁶

These shortage scenarios are directly reflected in the experience of surveyed employers. Respondents report that **they face the most difficulty hiring physicians, surgeons, registered nurses, physician assistants and nurse practitioners.**

Most Difficult Hiring Need by Job Type



Within the physician recruiting space specifically, employers note that they have the most difficulty hiring for family medicine, psychiatry, internal medicine and a variety of other specialties.



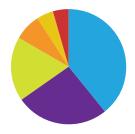
Most Difficult Hiring Need by Physician/Surgeon Specialty



Using Nurse Practitioners and Physician Assistants to meet staffing shortfalls

Mirroring a trend that's taking shape nationwide, almost onethird of survey respondents indicate that they **are considering practical nurses and physician assistants as alternate candidates for difficult-to-fill physician positions.**

Alternative Candidate Pools for Difficult-to-Fill Positions



- No, don't use 45.0%
- PAs or NPs to alleviate physician shortages 30.1%
- Travel or Per Diem staff 20.5%
- Recruiting retired or near-retired professionals 8.9%
- Sponsoring international healthcare workers 5.3%
- I don't know 5.0%

This strategy is supported by a 2013 study by the RAND group, which found that projected physician shortages might be effectively addressed with patient-centered, medical home care delivery models that envision greater reliance on nurse practitioners and physician assistants.⁷

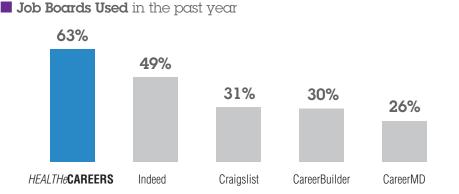
Recruiting Tools & Strategies

It's clear that healthcare hiring in 2015 will remain as challenging, if not more so, than in the past. This year's survey results show some important shifts in the way employers are finding and connecting with job candidates. New technological advancements have begun to influence the process, with digital marketing, social media, candidate data tracking and mobile strategies making it possible for recruiting professionals to access, segment and target job seekers in new and innovative ways.

Online job boards more effective than corporate sites

In *HEALTHe***CAREERS**' 2013 recruiting survey, respondents ranked their own websites as the most effective recruiting solution for most job categories. The picture shifted in 2014, with employers ranking **online job boards more effective than corporate websites** in filling the vast majority of their positions across the board—in 20 of 26 job categories.

Which job boards are most effective? When asked to identify which job boards they had used in the past year, more respondents (63%) had used *HEALTHe***CAREERS**—more than any other job board.



The factors that are most important to employers in choosing a job board are the quality of candidates, the total cost associated with advertising and the quantity of candidates.

Most Important Factors when choosing an Online Job Board



■ *HEALTHe***CAREERS ranks** #1 among all job boards in the survey for quality and volume of candidates.



1. HEALTHeCAREERS

- 2. Indeed
- 3. CareerBuilder
- 4. Craigslist
- 5. PracticeLink



1. HEALTHeCAREERS

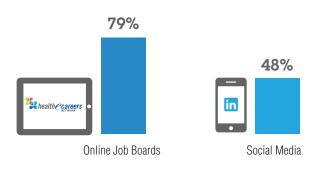
- 2. Indeed
- 3. Craigslist
- 4. CareerBuilder
- 5. PracticeLink

Employers primarily use general healthcare job boards to post available positions, but they also utilize candidate resume search services. While branding and email marketing services are not widely used by employers, there is one exception. Email marketing is popular for physician recruiting. 30% of respondents who utilize physician-specific job boards made use of email blast services, as compared to 4.4% within the general healthcare or non-healthcare specific sites.

Social media use on the rise

While online job boards lead the pack in recruiting strategies, **more employers are turning to social media to connect and engage prospects**. Social professional networks are the fastest-growing source of quality hires globally, increasing 73% over the past four years according to a 2015 Recruiting Trends Report published by LinkedIn.⁸

Healthcare Employers are Using Social Media Often



Almost half of employers surveyed for this report used LinkedIn as part of their recruiting strategy, while 28% utilized Facebook and 12% used Twitter.



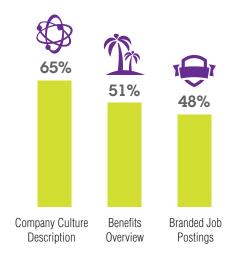
Most used these sites to advertise jobs, promote their employer brand and search for job candidates.

Increasing influence of brand and culture on hiring

Healthcare recruiting leaders agree that brand (i.e. what candidates think, feel and share about an organization as a place to work) is a priority that impacts their ability to hire top candidates. When asked, 79% of employers say that their brand and culture are a primary focus in their organizations. When asked what cultural improvements their companies offer, top responses include competitive salary, vacation and time off, retirement planning and savings, treating employees with respect and recognizing/ rewarding outstanding effort.

Employers report using a variety of methods to promote their brand via their job opportunities.

Brand & Culture Promotion in Job Postings





When asked, in their own words, why they used branded job postings, representative responses include:

"Because people are proud to work for our health system"

"Company culture and reputation help to sell the position"

"Improve name recognition"

"So that potential applicants can get a sense if they would be a cultural fit with our company"

Importance of Applicant Tracking Systems (ATS)

An applicant tracking system (ATS) is a software application solution that employers use to electronically manage their recruitment activities. Almost all recruiting firms and most corporations with an in-house recruitment function use some form of ATS to handle their job postings, applicants, resumes and interviews. While 86.6% of employers in this survey report that they either have an ATS or will be implementing one in 2015, less than a third (27%) believe that their ATS is very accurate in its ability to correctly track applicant sources. In fact, about 60% of respondents use a selfselect applicant drop-down box to identify application sources, which has limited reliability.



- We don't track
- Referral site cookies for the last site visited
- Referral site cookies for the last site visited and additional influencer sites

Only about 2% have implemented referral site cookies for the last site visited plus additional influencer sites. This method provides a more complete and nuanced picture of an applicant's search journey.

Emerging emphasis on mobile

It's well established that job candidates' mobile searching behaviors are increasing. Last year, job seekers reported increasing their awareness of opportunities using mobile devices by 90% over 2013 levels, and increased their application for jobs on mobile by 28%.⁸

But while the vast majority of employers surveyed here (83%) believe that it's important to have a mobile-friendly career page and application process, many do not. Only 33% report actually having a mobile-optimized career page, while 27% report a mobile optimized application process.

Conclusion

As demand for healthcare services mushroom, successful recruiting will depend on how employers mind the gap between employment opportunities and a shrinking pool of available talent. The recruiting leaders in healthcare surveyed here believe that digital marketing, social and professional networks, and employer brand are essential and long-lasting trends in recruiting.

Survey Methodology:

Responses for the *HEALTHe***CAREERS** 2015 Recruiting Trends report were collected between December 8, 2014 and January 16, 2015. 565 customers of *HEALTHe***CAREERS** participated in the survey. Professional roles included Physician Recruiters (19%), Human Resources Managers (12%), Office and Practice Managers (11%), Practice Executive or Owner (11%) and Hospital Administrator or Director (11%).

Sources

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