

Eight Things to Know about “The Great Resignation” in Healthcare

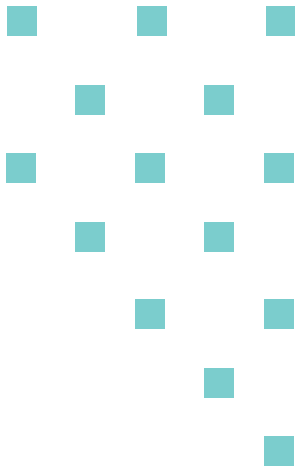
Data Spotlight

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In the last 18 months, there has been great upheaval in the world of work and the healthcare industry has been on the front lines of that disruption. ADP Research Institute has done extensive research on Engagement, trust, and employee's intent to leave, and we're able to spotlight the data we have from the healthcare industry to better understand how to create a safe and productive environment for healthcare workers.

Given their importance to our society, our intent is to highlight both the constants across all industries as well as the unique obstacles that the healthcare industry faces and how they can be overcome or improved. **Here are eight things that healthcare organizations need to know to keep their employees engaged, productive, and less likely to leave their current organization.**

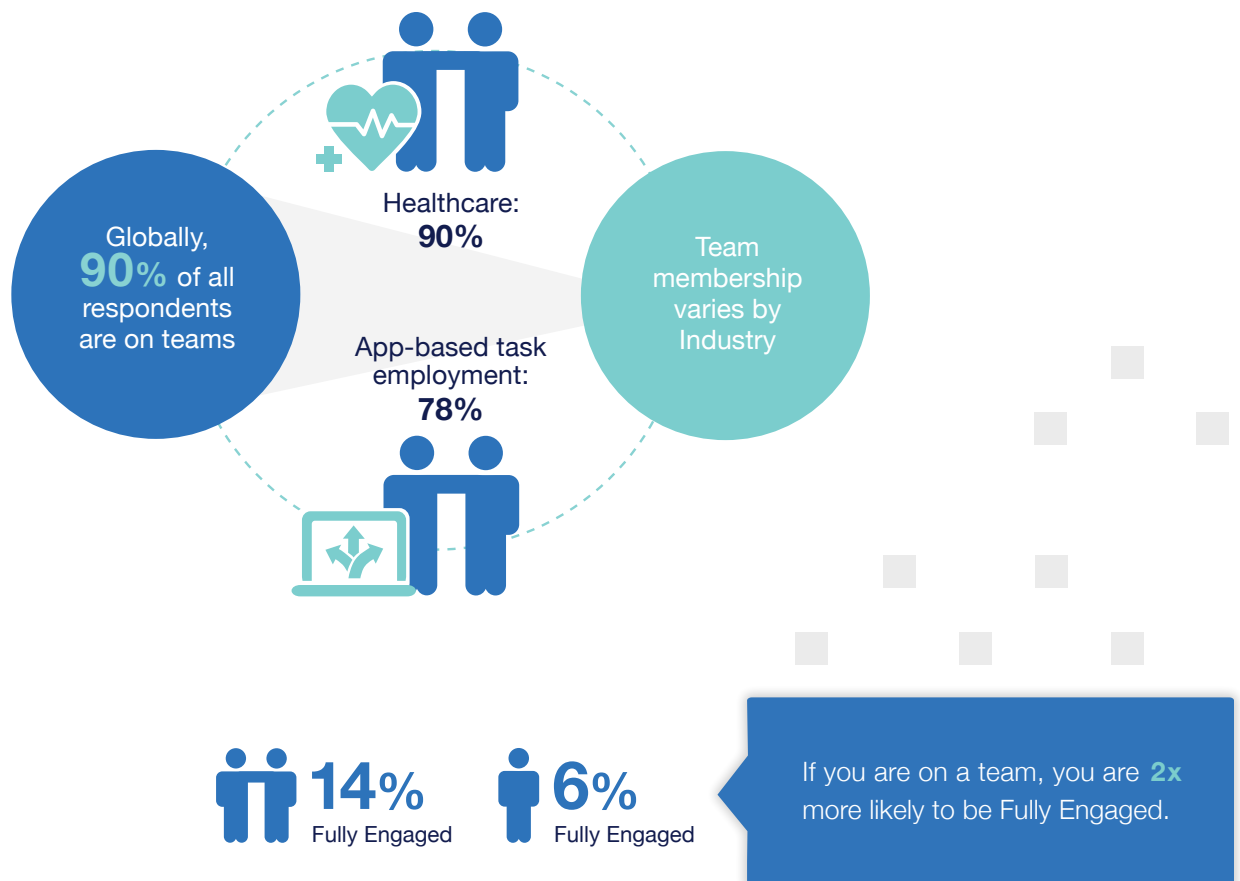


1

Team Membership Matters

Globally, most work gets done on teams. 90% of all 26,000 respondents from our 2020 Global Workplace Study reported being on a team, as well as 90% of all healthcare workers. This dynamic has remained constant despite the unique nature of the work.

If you are looking to decrease turnover and increase Engagement, one of the simplest places to start is with team membership. 14% of employees on teams are Fully Engaged, compared to 6% of employees who are not on teams.



2 Trust in Team Leaders is Still the Foundation of Engagement

Another important place to invest is in building trust with team leaders. Employees who trust their leader are 14x more likely to be Fully Engaged than those who lack trust, and within healthcare that number rises to 16x more likely. A full 48% of those who strongly agree that they trust their team leader are Fully Engaged. When it comes to keeping your employees happy and productive, trust is paramount.

48% of those who strongly agree that they **trust their team leader** are Fully Engaged.



A worker is **14x** more likely to be Fully Engaged if he or she **trusts the team leader**.

Within Healthcare this effect intensifies to **16x** more likely to be Fully Engaged.



3

Trust and Team Membership are a powerful combination

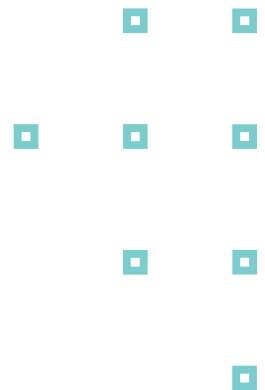
Taken together, there is an additive effect of being on a team and trusting the team leader. If healthcare employees have both, they are 25x more likely to be Fully Engaged than those who are not on a team and lack trust in their leader.

Trust and Team Membership

In healthcare, if you are part of a team and trust your leader you are **25x more likely** to be Fully Engaged than those not on a team and lack trust in their leader.



Taken together there is an additive effect of **being on a team** and **trusting the team leader**.

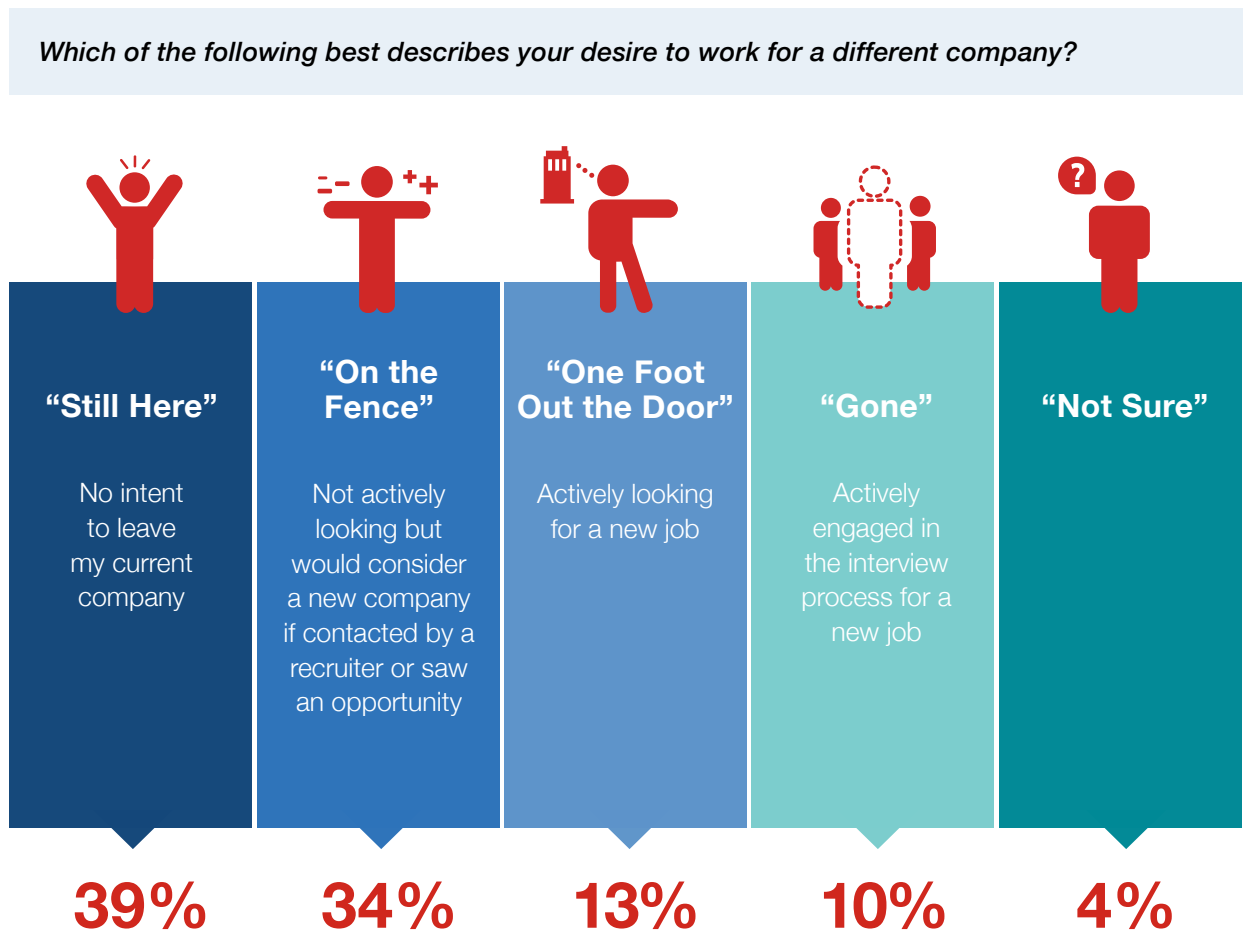


4

Intent to Leave Globally

ADP Research Institute recently completed another survey of 25 countries, with over 25,000 participants (including 3,462 participants in healthcare) to better understand what's being called "The Great Resignation". In looking at employees' intent to leave, we were able to divide employees into five categories as defined in the bar chart below.

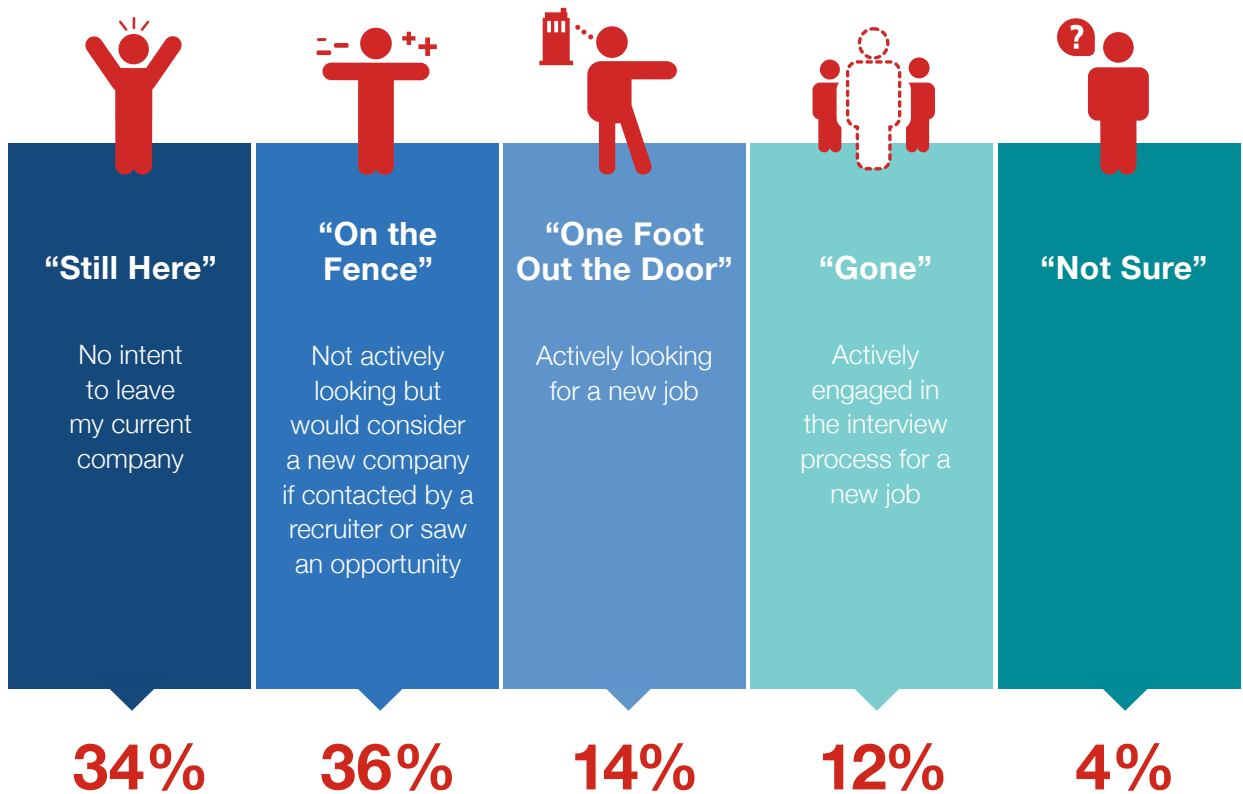
Approximately, only 39% of all workers have no intent to leave their current organizations. Within the global results from our 2021 study, approximately 34% of workers could be tempted to leave. However, 13% of global workers are actively looking for a new job and 10% are already engaged in the interview process for a new job.



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Intent to Leave in Healthcare

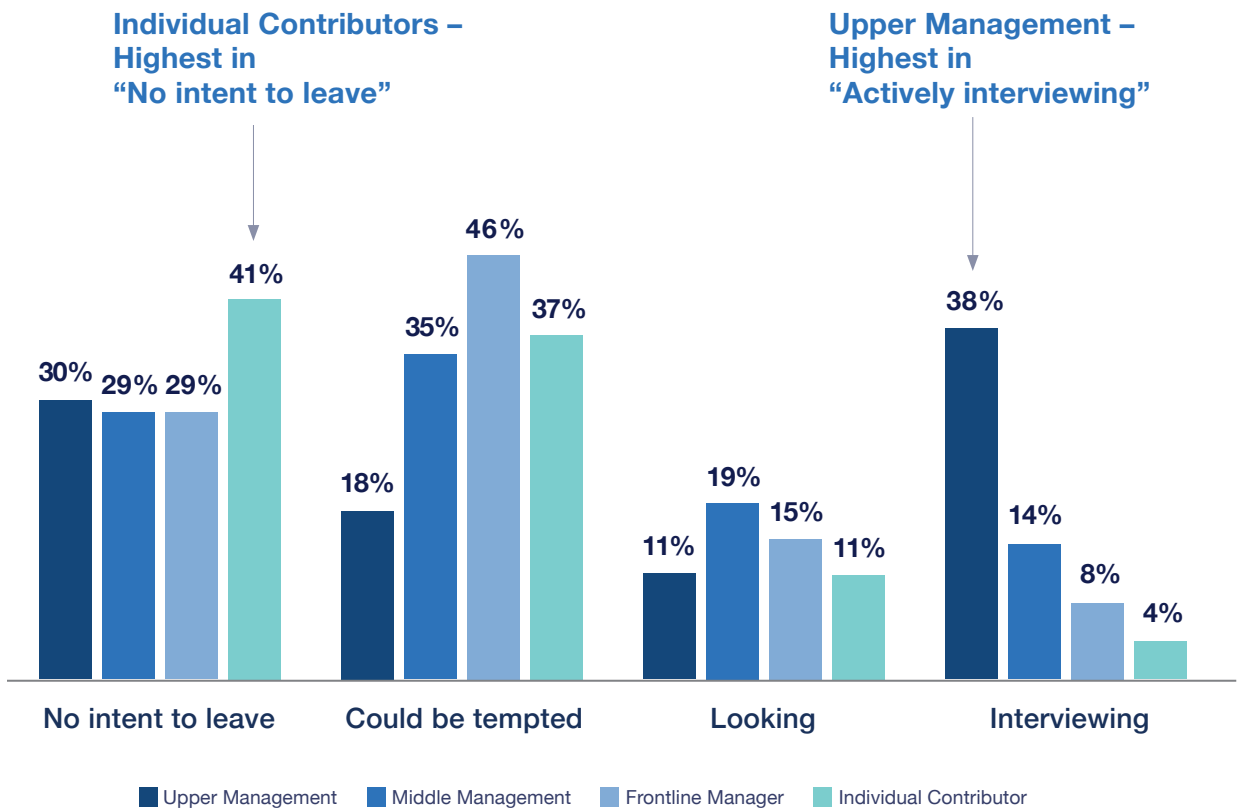
Which of the following best describes your desire to work for a different company?



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Intent to Leave by Level in Healthcare

Individual Contributors in healthcare have the highest likelihood of staying in their current organizations, with 41% responding that they have no intent to leave. Upper Management in healthcare have the highest percentage of actively interviewing, at 38%.

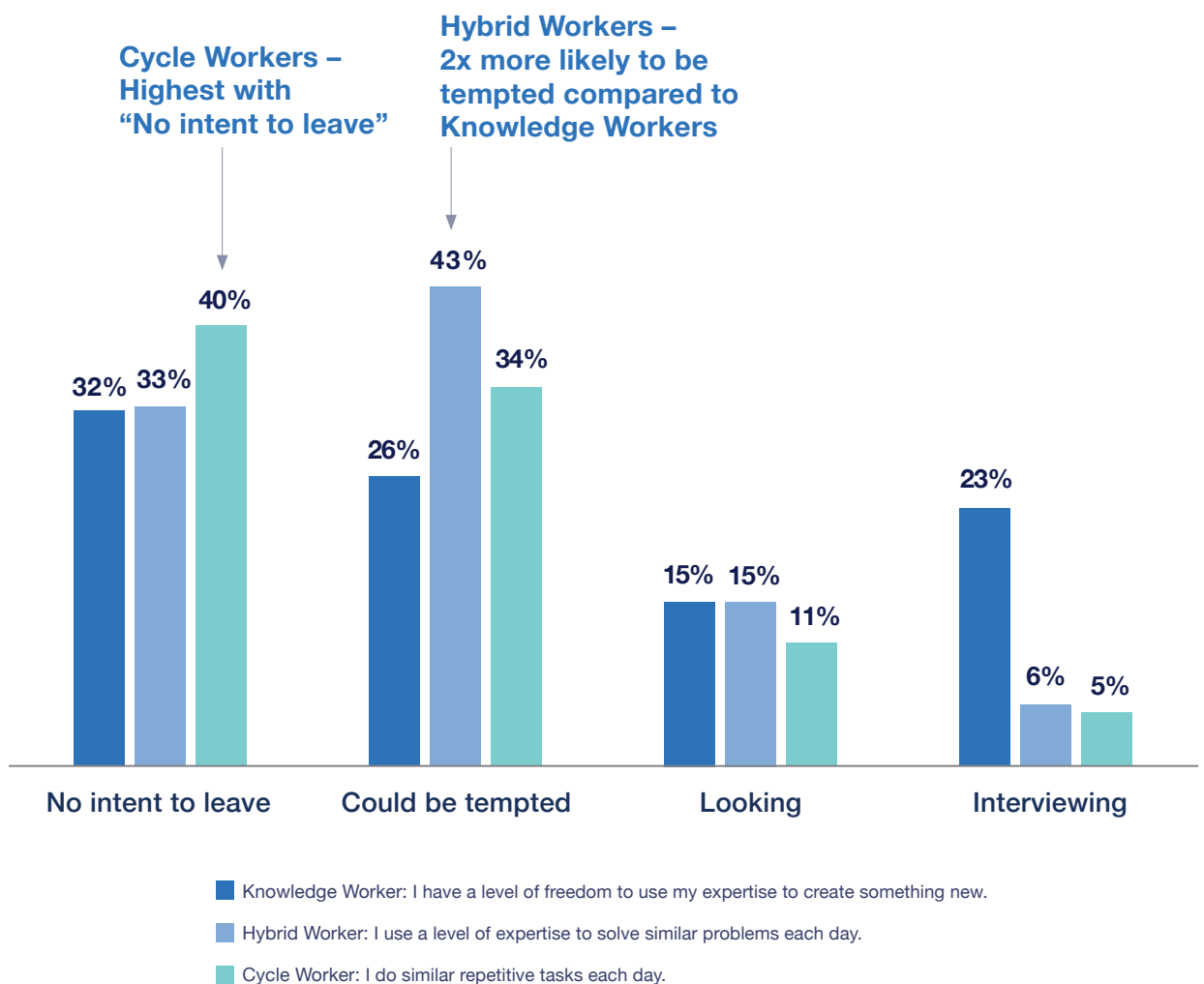


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Intent to Leave by Type of Work

21% of Cycle Workers (who do similar repetitive tasks each day) are actively interviewing, compared to 25% of Hybrid Workers (who use a level of expertise to solve similar problems each day) and 44% of Knowledge Workers (who have a level of freedom to use their expertise to create something new).

That means that Knowledge Workers are 5x more likely to be actively interviewing compared to Cycle Workers.



8

Trust Plays a Role in Intent to Leave



Those who have full trust in their leader are **2x** more likely to have no intent to leave.



Those who have full trust in their leader are **2x** less likely to be on the fence about leaving.



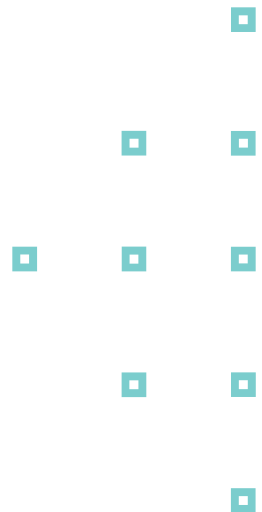
Conclusion

As we study the world of work and the impact that conditions such as trust, resilience, and Engagement have on employee behaviors; we find factors that seem to be consistent across demographics, industries, and geographies. The fact that these remain constant is a valuable source of insight for us as we seek to understand how to curate environments that are conducive to better Talent outcomes at work. When we spotlight the healthcare industry, we find that the characteristics that drive Engagement and retention globally are often even more impactful within healthcare.

While this industry may be more severely impacted by the challenges posed to the workplace over the past two years, the prescriptions that we've discovered across our prior studies regarding the importance of team membership, role of the team leader, and trust are even more critical as HR professionals seek to provide a safe and productive environment for those that care for us.

More Information:

For more information on the first study mentioned in this paper, please refer to the [2020 Global Workplace Study](#).





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