

MONSTER

# Healthcare Hiring Outlook

A Critical Need for Healthcare Talent



Monster has everything you need to source new talent,  
match candidates to opportunities and manage your workforce.

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Is there a doctor (or nurse, or...) in the house?

The healthcare worker shortage is real; unfortunately the crisis is likely to get worse before it gets better.

The recruiting need is being driven by a number of factors:

- An expanding population that is getting sicker
- A growing number of people over age 60
- 16 million+ Americans who signed on to the Affordable Care Act
- The attrition of aging healthcare workers

This *Healthcare Hiring Outlook* takes a close look at the resulting impact of these trends and identifies the healthcare jobs that are in greatest demand.

These insights will help your efforts to successfully meet these healthcare hiring needs.

## The Growing Need for Healthcare Workers

Demand for skilled healthcare workers stems from a confluence of factors. The [U.S. Census Bureau](#) projects the U.S. population will grow by 27%, from 314 million in 2012 to 400 million in 2050. Meanwhile, a large portion of the population is aging. Baby Boomers began to retire in 2011, a group that has included retiring nurses and other healthcare professionals.

Senior citizens will account for a disproportionate amount of healthcare needs. In 2010, senior citizens represented 13% of the U.S. population and 34% of healthcare spending, according to this [report](#) from the U.S. Centers for Medicare and Medicaid Services.

Compounding these healthcare challenges is the worsening health of many Americans. According to a [report](#) by the Agency for Healthcare Research and Quality, 86% of all 2010 healthcare spending included people with one or more chronic medical conditions.

These factors have put tremendous strain on healthcare support occupations and healthcare practitioners, who are projected to be the fastest-growing occupational segments according to the [Bureau of Labor Statistics \(BLS\)](#). Together, they are expected to add 2.3 million new jobs to the economy -- one in every four new jobs.

As demand for healthcare workers has ballooned, the supply of talent hasn't kept up; not enough qualified people are available to fill the vast number of healthcare roles, particularly in rural areas.

Today's healthcare candidates are pickier, too, says Sean De Vore, president of [De Vore Recruiting](#), which specializes in healthcare staffing. "When the economy is better, it's harder to fill healthcare roles," notes De Vore.

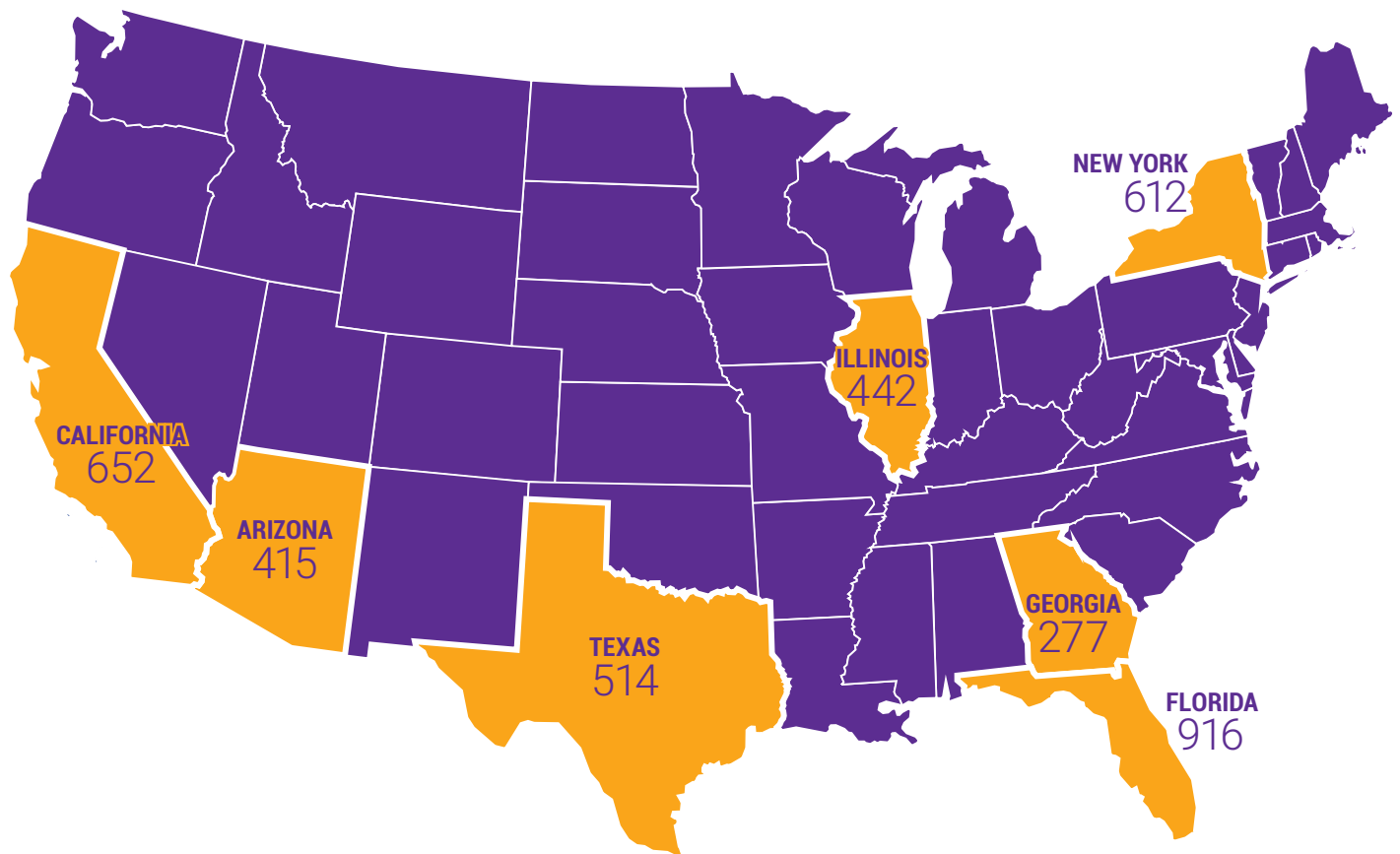
In some cases, insufficient growth in training programs is a significant roadblock. According to a [report by the American Association of Colleges of Nursing](#), U.S. nursing schools turned away 78,089 qualified applicants from undergraduate and graduate nursing programs in 2013 due to a shortage of faculty and facilities [learn how one nursing school is solving this challenge on [page 7](#).] Medical school enrollment is surging, yet there is a lack of residency programs.

In addition, mounting work pressures have led many healthcare practitioners to retire early, further straining worker supply. A lack of physicians is further complicated by this startling statistic: [one in three practicing physicians in the U.S. is over the age of 55](#). It is likely that a portion of these practitioners will retire early, often citing challenges such as heavy paperwork requirements and frustrations with electronic recordkeeping processes.



## A Primary Care Heat Map

According to a [Kaiser Family Foundation study](#) of health professional shortage areas (HPSAs), these states are slated to experience a shortage of primary care practitioners in order to achieve a satisfactory number of providers per capita.



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## REGISTERED NURSE

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**Function:** Registered nurses perform a range of roles, including administering physical exams and health histories as well as providing health promotion, counseling and education. RNs administer medications, provide wound care and handle other interventions. Additionally, RNs coordinate care with a wide array of healthcare professionals and direct and supervise care delivered by other healthcare personnel.

**Skill Set:** Registered nurses need critical thinking and observation skills to assess a patient's health as well as an ability to detect changes in symptoms, health or pain. Attention to detail, compassion and strong organizational and communication skills are also a must. Registered nurses need a bachelor's of science in nursing, an associate's degree in nursing, or a certificate from an accredited nursing program. State licensure and the National Council Licensure Examination are also required.

**Why They're in Demand:** Nurses are in need across specialties and practice areas, particularly in rural areas. [Projections](#) by the National Center for Health Workforce Analysis suggest that Arizona will have a shortage of 28,100 RNs by 2025. Colorado and North Carolina are also expected to see a nursing shortage of nearly 13,000 RNs.

**Where to Find Them:** Source the talent you need through local nursing training programs. If supply is short, you may need to be flexible about the level of nursing experience that you hire for your organization. Consider training both new nursing graduates as well as more experienced nurses who may lack a particular needed expertise.

Vincenza Giannini, director of nurse recruitment for [NorthShore University HealthSystem](#), which includes four hospitals in the Chicago metropolitan area, recommends being flexible in your recruitment strategy.

"If a job has been open for a long time and the talent doesn't exist in the marketplace, you need to move on Plan B," she says. This may mean taking "someone with the potential or skill set you need and making them into that operating room nurse you need." Plan to invest in additional training for that person, a dedicated preceptor and perhaps additional offsite training, advises Giannini.



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## NURSE PRACTITIONER

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**Function:** Nurse practitioners are registered nurses (and primary-care providers) whose medical authority varies depending on the state in which they practice.

In their role, nurse practitioners evaluate, diagnose, initiate and manage treatment of patients. In some states, they have full practice authority to prescribe medication under the exclusive licensure authority of the state board of nursing, without physician supervision. Other states permit reduced or restricted practice, requiring varying degrees of physician involvement.

**Skill Set:** Nurse practitioners require at least a master's level credential in nursing as well as state licensure. Their practice is largely regulated by individual states through licensure laws and licensing policy based on the scope of their practice and prescriptive authority.

**Why They're in Demand:** Nurse practitioners play an increasingly crucial role in making care more cost-effective, providing healthcare to a wider range of patients. This is a result of a number of trends, including insurance reimbursement from private health plans and employers as well as a shift toward value-based care away from a fee-for-service model, prompted by the government's Affordable Care Act.

**Where to Find Them:** Partner with area and regional nursing programs to recruit newly-graduating nurse practitioners whose ranks, fortunately, continue to grow. According to a [report](#) from the American Association of Colleges of Nursing and the National Organization of Nurse Practitioner Faculties, 14,400 nurse practitioners graduated in 2014, an increase of more than 800 graduates in 2013.

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## HOME HEALTH AIDE

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**Function:** Home health aides function as caregivers to the many people who are unable to live independently. Home health aides may check vital signs, administer medicines and help with daily tasks such as driving or shopping.

**Skill Set:** Home health aides tend not to have advanced degrees or special training; no credentials are required. The best caregivers are patient, empathic, flexible and enjoy befriending seniors and supporting them.

**Why They're in Demand:** Home healthcare employment is expected to grow by 38% by 2024, according to the [BLS](#). Wages are very low and the jobs can be difficult, which leads to high turnover and inconsistency of care – a challenge for those who need these services.

**Where to Find Them:** To source home healthcare talent, consider recruiting retirees, veterans, students, as well as Red Cross certification course graduates. Look for candidates with the ability to connect with seniors and who enjoy caregiving.

## PHYSICAL THERAPIST

**Function:** Physical therapists work with patients to restore physical function, improve mobility and relieve pain due to injury or disease. Physical therapists work in a range of settings including hospitals, post-acute care, outpatient clinics, skilled nursing centers, wellness centers and as part of home health services.

**Skill Set:** Physical therapists must interpret and evaluate information to diagnose patients and instruct them on proper exercise and other care regimens. They must provide hands-on manual therapy and guide patients in exercise programs and exhibit good interpersonal skills in patient interactions. Physical therapists need a postgraduate degree – a doctor of physical therapy (DPT) credential – from an accredited academic program in physical therapy, which typically takes three years.

**Why They're in Demand:** Both the aging U.S. population and increased lifespans add to the risks of mobility-related injuries and chronic diseases such as diabetes and obesity. These injuries and chronic issues are the sort of issues addressed by physical therapists. Physical therapist positions are projected to grow at a rate of 34% through 2024, according to the [BLS](#).

**Where to Find Them:** To successfully source physical therapists, partner with local physical therapy schools for opportunities to meet new and eventual graduates. It's also important to regularly network within the rehabilitation community.

As a healthcare provider, stay active and visible as an industry leader through social media and speaking engagements to help increase your organization's brand awareness. Stay in touch with students who may be graduating in another year or two to help build your future talent pipeline.

## OTHER HIGH-DEMAND HEALTHCARE ROLES

**Mental health professionals,  
especially psychiatrists:**

*Federal health authorities have designated about 4,000 areas in the U.S. as having a shortage of mental health professionals -- areas with more than 30,000 people per psychiatrist.*

**Data analysts:**

*Health systems increasingly are transitioning to new payment system known as value-based reimbursement. This payment method rewards healthcare providers to measure data related to healthcare quality and efficiency. To successfully track this data, health systems will need data analysts who can aggregate and analyze the massive amounts of generated healthcare data.*

**Geriatricians:**

*The American Geriatrics Society reports that the geriatrician supply in the United States is declining considerably. The number of geriatricians has shrunk since 2000; demand is likely to skyrocket as the population ages (to 36,000 by 2030).*



# Healthcare Recruitment Strategies

Despite the obstacles in sourcing healthcare candidates, a variety of recruiting best practices can attract and retain fresh talent. The following hiring strategies will help.

## Build and Nurture your Talent Pipeline Early

To ensure that the healthcare industry will have the talent it needs, the talent pipeline must be filled well in advance of expected openings.

"Healthcare organizations should be keeping a steady flow of candidates throughout the year," says Sean De Vore, president of [De Vore Recruiting](#). De Vore advises healthcare organizations to stay abreast of candidates by budgeting for talent acquisition year round. "It makes recruitment a smoother and less stressful process."

Beyond providers filling their own pipelines, the industry as a whole needs to fill its talent pipeline by inspiring young people to pursue healthcare careers at all levels of credentials. This will require outreach with middle and high school students as well as with parents and educators to help drive interest in both local and national healthcare opportunities.

According to Lynn Brooks, president of the [Health Professions Network](#), "We need to inspire young people to take an interest in healthcare in their communities." Brooks explains that this burgeoning interest may start with a part-time job in high school at a retirement home in their community. "Then, once that student arrives, he decides he likes the work and wants to become a physical therapy assistant, so he attends a community college."

Following this experience, "that student may decide to become a licensed physical therapist. That retirement home will often provide a scholarship for some portion of the tuition," says Brooks. This early interest can lead to satisfying long-term careers in healthcare that also meet community healthcare needs, he explains.



## Tap Healthcare Career Resources

Many cities and states have excellent programs that help foster an early interest in healthcare careers by offering experiential career learning for students.

A few examples include:

- [Make Yourself](#), a Peoria, Ill.-based program, includes an online career exploration resource that promotes healthcare careers as well as STEM and manufacturing skills with direct links to internships and job shadow experiences.
- [Prep2practice](#) matches high schools students with opportunities to meet healthcare professionals and learn about their careers.
- [Club Scrub](#), sponsored by the Wisconsin Office of Rural Health and the Rural WI Health Cooperative, exposes youth to a variety of healthcare careers.

Another group that helps students get excited about healthcare careers is [HOSA - Future Health Professionals](#), the largest international organization for middle school, high school, and postsecondary/collegiate students with an interest in health professions.

HOSA has 200,000 members in over 4,000 chapters across the U.S., Canada, Mexico, American Samoa, Puerto Rico as well as at Department of Defense Education Activity schools on some U.S. military bases in Europe.

## Create Career Pathways for Employees

Successful healthcare recruitment, much like other industries, isn't just about getting enough people in the door. Often the bigger challenge can be to retain workers.

Across healthcare roles, employee retention is a growing issue. One way to minimize turnover is to create compelling career pathways for professionals at all levels.

Lynn Brooks, president of the Health Professions Network, notes that healthcare providers must partner with employees to develop their health careers. Brooks has found that some employers do an outstanding job at this, while others have ample room for improvement.

"The provider can help with continuing education and tuition reimbursement to help the healthcare professional develop additional skill sets and credentials. This locks in the employee in for higher-paying openings as they become available." This investment in the bottom line thus pays off at the top of the recruitment funnel, says Brooks.

## Highlight Cultural Fit and Employer Brand

When it comes to recruiting, your employer brand and the culture of your organization are key factors for job candidates. In fact, nearly eight out of ten employers in the [HealthCareers 2015 survey](#) said their brand and culture are a primary focus in recruiting for their organizations.

Given the intense competition for qualified talent, the better job your organization can do to accurately represent its culture throughout the recruiting process will more likely result in hiring workers who are the right fit. Moreover, candidates who fit within the culture and appreciate their employer brand are more likely to succeed and remain with the organization.

Additionally, when recruiting, be aware of the priorities of the talent pool you're trying to reach. For example, Millennial nurses tend to value flexible scheduling, explains NorthShore Health System's Giannini.

As a result, she says the company offers a variety of different schedule options. In addition, "We allow them opportunities to be on committees and task forces that promote their professional growth and also offers them journal clubs." These professional groups facilitate discussions about new research and its implications for clinical practice.

"We also offer community involvement opportunities, since many Millennials want to give back," Giannini says.

## Take a Long-Term View of Workforce Planning

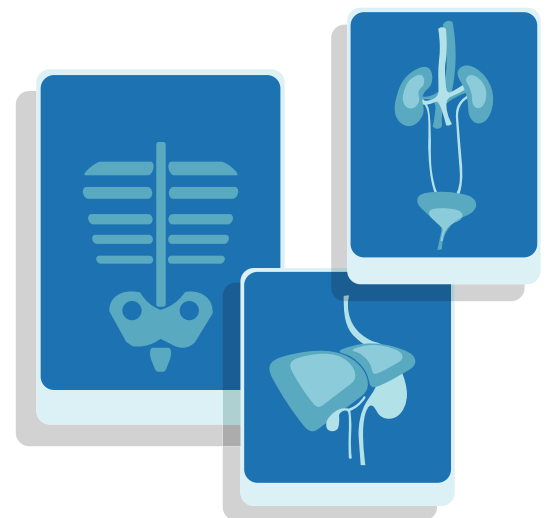
Given the significant changes taking place in healthcare, it's important to be forward-looking with your workforce planning.

Consider how traditional healthcare models are shifting and innovating as these changes will alter the healthcare workforce considerably.

Trends such as telehealth and the movement toward universally accessible electronic health records will alter the landscape and call for a new sets of skills, such as data analysis and healthcare IT.

Meanwhile, demand for other healthcare skills may shrink as a result of upcoming trends, including acute care provision.

To successfully recruit healthcare talent, be sure to monitor the changing healthcare landscape and plan as far ahead as possible for shifting skills and new jobs.



## HEALTHCARE INSTITUTION PROFILE

# Lienhard School of Nursing at Pace University



The [Lienhard School of Nursing](#) has addressed the need for nursing faculty by offering ongoing support to candidates through every phase of the process.

While recruiting experienced nurses for clinical positions is difficult, recruiting nursing school teachers is harder still, says Harriet Feldman, PhD, RN, dean of the Lienhard School of Nursing and the College of Health Professions at Pace University in New York. In fact, faculty staffing is a fundamental constraint for the school.

"This year we have one of the largest classes we've had for our four-year nursing program," says Feldman. "But we still can't serve all qualified applicants because of limited availability of nursing faculty and clinical sites. We don't have enough doctorally prepared nurses to go around."

Nurses are who are interested in teaching and potentially qualified to do so are in great demand and are likely to be wooed by three or four employers, says Feldman.

Lienhard's solution is to appeal to nurses who feel a calling to teach and then offer rigorous, systematic and humane support throughout the long process of becoming an instructor or professor.

There is a payoff for those who heed the call: About 90 percent of full-time faculty report that they are satisfied with their jobs, versus 81 percent of nurses overall, according to a [report](#) from the Department of Health and Human Services.

Most full-time faculty members have a master's or doctorate degree in nursing, so "part of the challenge of embarking on a teaching career is that the training is pretty costly," says Feldman. Furthermore, nurses with advanced degrees typically receive higher pay in practice settings than they can in teaching.

## PACE UNIVERSITY

### LIENHARD SCHOOL OF NURSING

In response, Lienhard offers advice and assistance with federal, state and private grant and loan forgiveness programs that can help nurses and nursing students envision a financially viable path to teaching.

"We work to generate interest in teaching among our own undergraduate nursing students," says Feldman. When it comes to sourcing for faculty jobs, "a lot of it is word of mouth."

Lienhard is also pioneering a long term recruitment pipeline with [Grow Our Own](#), a 32-step program for developing nurses into doctorate-prepared faculty. The program includes a contract between student and school, as well as mentoring and meetings with the dean.

"Mentoring appeals to the Millennial generation. Within our school, the faculty is nurturing and supportive. For those who are interested, we offer scholarships to develop teaching skills; we mentor faculty in training on classroom strategies, how to connect with students, and so on."

The nursing school has been very successful in recruiting a diverse faculty. "In the fall of 2016, close to 40 percent of faculty will be from under-represented groups, which is unheard of," says Feldman. "Some faculty members are attracted here because we have a diverse student body; they want to be role models."

Lienhard's student body was recently reported as 17 percent African-American, 11 percent Hispanic and 9 percent Asian.

Lienhard and rival nursing schools will need to keep innovating in order to successfully meet the faculty recruitment challenge. This is especially important given the age distribution of teachers: approximately 60 percent of them are over age 50, according to the HHS report.

## HEALTHCARE INSTITUTION PROFILE

# Sharp Healthcare



With a workforce of 17,000, including more than 5,000 nurses, Sharp Healthcare in San Diego is tasked with a gargantuan and complex recruitment undertaking. The key is to take on one big challenge at a time, says Elmerissa Sheets, director of recruitment.

"We have no problems getting new grads," says Sheets. "The challenge right now is to find nurses with one to five years of experience. It's especially difficult in the ICU, the emergency department, labor and delivery." Sharp must fill hundreds of nursing openings per year.

To staff those and thousands of other positions, Sharp uses a full range of sourcing channels. "We do pretty much everything," says Sheets. "We do social media, job boards, career fairs, conferences and email blasts to association lists." Sharp is investing big in social media, while tracking the results to keep a critical eye on ROI. "When I talk to Millennials, they say they just do a Google search on employers."

Sharp's own career site gets a lot of traffic that is seeking opportunities for physician assistants, RNs, nursing assistants, medical assistants and medical secretaries, among other clinical and allied health occupations. "We also get a substantial number of applications via Google paid clicks," Sheets says.

To stock its recruitment pipeline, Sharp maintains relationships with a number of educational institutions. "We do college recruitment for nurses and physical therapists, even if we aren't likely to hire them straight out of school," says Sheets. "We even do some outreach to high schools."

More than any of these tactics, it is Sharp's employer brand that keeps the recruitment engine stoked. "We've built a very good brand in the San Diego market," says Sheets. Sharp publicizes its status as a nursing magnet hospital and does branding with everything from quick pop-up ads to multi-channel campaigns that feature tag lines like, "Do what you love."



Candidate experience is also key to Sharp's employer branding. "Job search has become so automated; without the personal touch, candidates sometimes feel a disconnect," says Sheets. "A lot of Millennials prefer face-to-face and phone contact. We reach out as much as we can, but it's a big challenge with the number of candidates that come through. So we're also working to improve the messaging in automatic responses from our ATS."

Finally, Sharp's mentoring program for nurses is a big draw. "Our very robust mentorship program, which is a one-year residency for new RNs, gets thousands of applications," Sheets says.

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Be prepared to use “every means necessary.”

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