



Best Workplaces in Health Care: Navigating Complexity with Agility

Health care has been the largest source of jobs in the U.S. since 2017 and the industry is continuing to grow and change rapidly, thanks to an aging population, new drugs and technology launching every day and better access to care than ever before. According to the U.S. Bureau of Labor Statistics, health care occupations are projected to grow by 18 percent, or 2.4 million jobs, from 2016 to 2026, with eight of the top-20 fastest-growing professions in the health care sector. This means that health care professionals will have more career opportunities than job seekers in other industries.

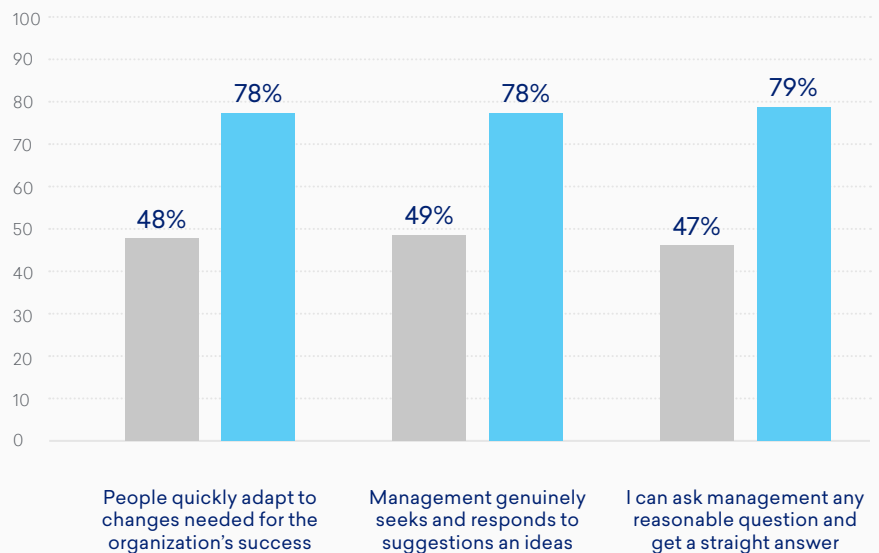


Today's health care companies feel very different and more complex than those of the past due to layers of variance in all parts of the industry. Navigating within the system is challenging for both patients and caregivers. As a result, health care workers feel tremendous pressure and have high burnout and turnover rates. In fact, burnout rates among clinical professionals can be as high as 50% in some specialties.

What does our research say separates the Best Workplaces in Health care from the average U.S. health care workforce? For the third year running, we find consistent qualities unite the best. First, the companies are agile. Second, and closely related, the companies have made themselves change-ready by fostering supportive work environments. Finally, they support their employees' professional development.

2018 Best Workplaces in Health Care versus the Average U.S. Health Care Workforce

■ 2018 Best Workplaces in Healthcare
■ U.S. Healthcare Workforce



Agility

Having an agile workplace means that leaders can implement necessary changes and transformations much more quickly and with less resistance compared to companies with lower agility scores. Not surprisingly, the Agility Index for the top quartile companies in health care is 21% higher in comparison to the bottom quartile (81% vs. 60%).

In agile workplaces, leaders are trustworthy, transparent and collaborative. At the same time, employees feel informed, know that it's safe to experiment and ask questions, and feel the support of leaders. Their comfort with leaders and co-workers is what allows employees to be comfortable with change.

Agile companies realize great business benefits. When health care employees perceive their workplaces to be agile, they are 37 times more likely to say their company is a psychologically/ emotionally healthy place to work, 13 times more likely to think their company is a great workplace and 12 times more likely to look forward to coming to work

Employees at Agile Health Care companies are 37 times more likely to say their company is a psychologically/emotionally healthy place to work.

Change Readiness

Unlike average workplaces, Best Workplaces in health care foster 'change-ready' behavior, meaning that employees continuously initiate and respond to change in ways that create advantage, minimize risk, and improve performance. In a constantly evolving industry, it's easy to see why this is important.

According to the data, companies achieve change-ready behavior by fostering supportive work environments where employees can count on each other and on dependable managers to lead them in the right direction. Employees who are proud of their workplace are more eager to adapt to changes and are 9 times more likely to say the people they work with are adaptable. In addition, in workplaces where people are perceived to care about each other, employees are 7 times more likely to say people are adaptable. As health care companies continue to merge and change, the ability for employees to weather the storm by being change-ready is going to be critical to their success.

Professional Development

Employees of the Best Workplaces in Health Care are more likely to report higher access to training and professional development opportunities than the U.S. workforce. Leading health care organizations see the link between consistent training and employees' professional well-being. They also make the effort to provide flexible educational opportunities that work with professionals' schedules – such as e-learning libraries, alternatives to classroom training and tuition reimbursement.

Professional development comes with additional business benefits. Employees at health care companies who report consistent access to professional development are three times more likely to look forward to coming to work, two times more likely to say that people are willing to give extra to get the job done and two times more likely to tell others they are proud of where they work.

Conclusion

As our ongoing research into Best Workplaces in Health Care prove, building better health care workplaces can have a profound impact on the many professionals who work there, as well as the patients whose lives are in their hands every day. By fostering agility and supportive work environments and providing access to professional development opportunities, health care companies can keep their employees more engaged, proud and willing to go the extra mile for patients. Change will continue to impact this industry but when organizations focus on creating great workplaces for all, they will be well-positioned to succeed.



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