



2022 Healthcare Hiring Trends

Drive Success in the New Year



For most healthcare employers, 2022 was a year of constant action. Managers personally drove staff members to work; workers slept in the break room to cover morning shifts; hiring managers frantically called past employees to cover just one more shift.

Finding a minute to step back and look at the big picture is tough. But we're dedicated to helping you reclaim your breathing room.

In this report, Apploi partners with industry leaders such as [Indeed](#), [myCNAjobs](#), [LinkedIn](#), and [Viventium](#) to review the greatest trends of 2022 and help you plan for the coming year.

VIVENTIUM

LinkedIn

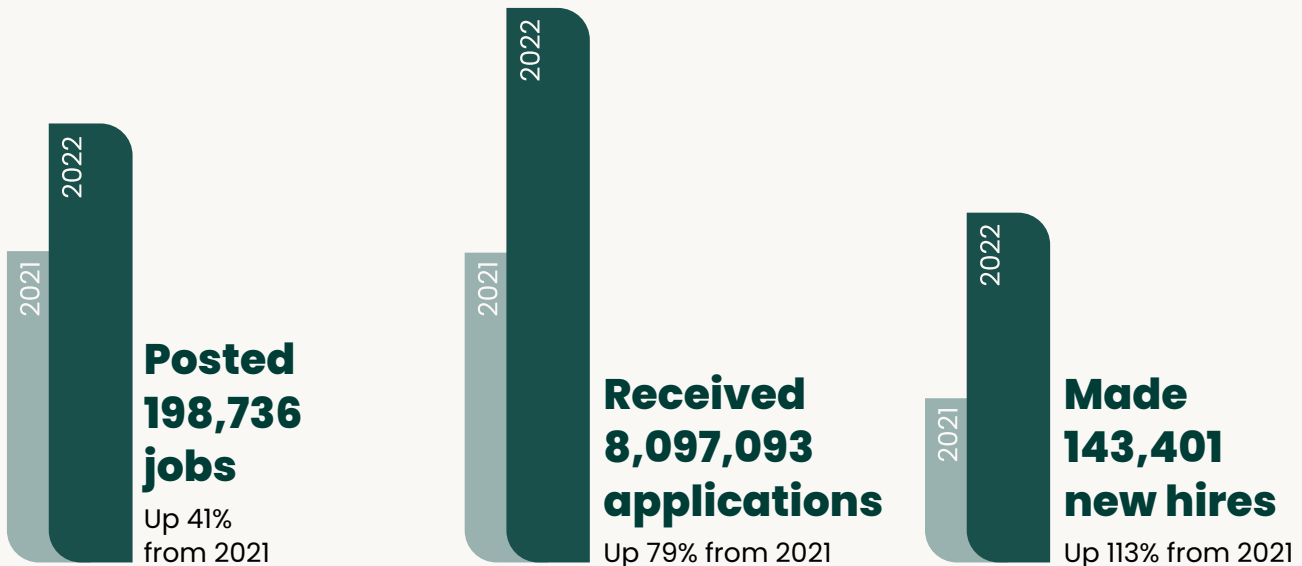
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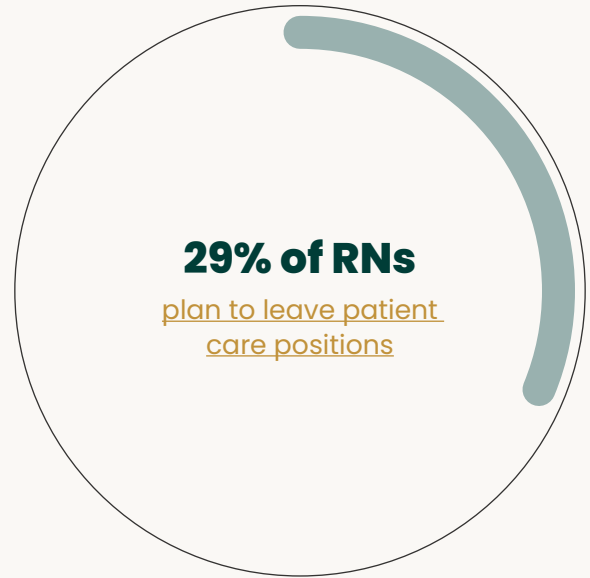
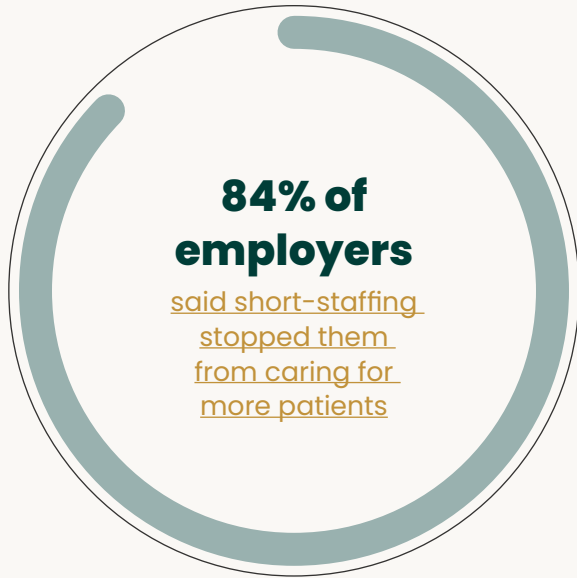
myCNAjobs

State of the Healthcare Industry in 2022

Healthcare Hiring at a Glance

In 2022, Aploi Users...





Short-staffing

By 2025, [McKinsey](#) predicts a shortage of 200,000 to 450,000 direct care nurses

Turnover

Short-staffing was the [#1 reason](#) nurses quit

Workers who rated their companies [2 out of 5 stars](#) were twice as likely to look for a new job compared to workers who rated their companies 5 stars

Average Healthcare Hiring Speed

Original data from [Apploi](#)

37 days between application to hire

21 days from application to interview

6 days from interview to hire

56 days to fill an open position

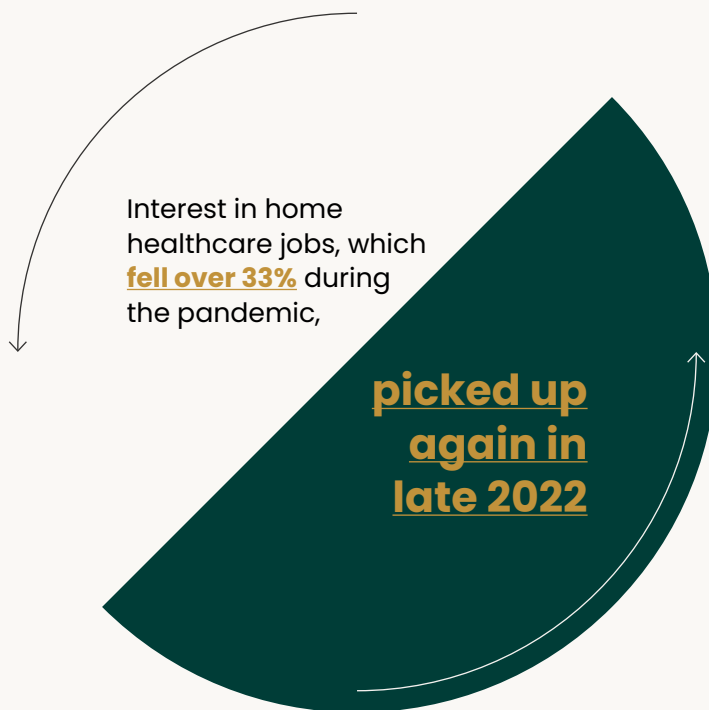
Where is healthcare growing?



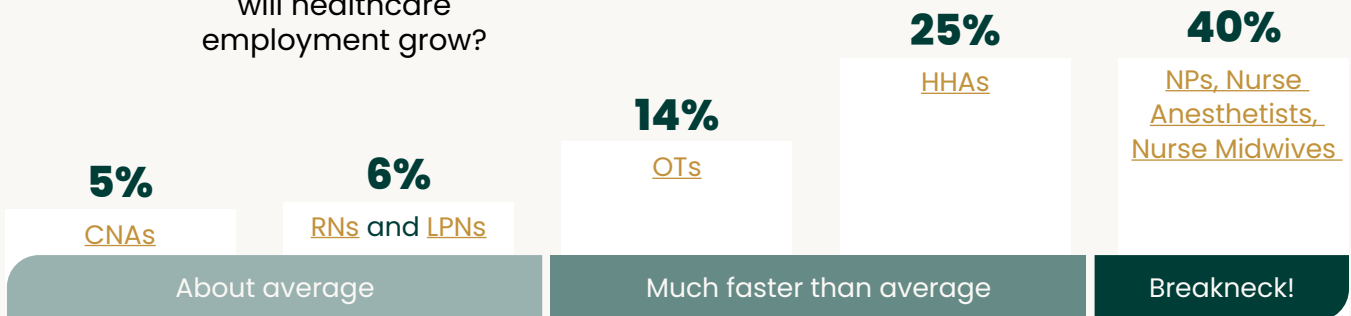
Demand for Workers

In August 2022, cross-industry hiring finally **rose 0.2% above pre-COVID levels.**

Over the summer, eight of the 20 metro areas monitored by [LinkedIn](#) experienced hiring levels greater than pre-COVID.



By 2031, how much will healthcare employment grow?



Struggles and Success Strategies From Healthcare Leaders

Where did healthcare leaders struggle in 2022—and how did they rise to the challenge?

We rounded up insight from leading employers. Learn what they're doing to succeed in 2023.



With overwhelming pressure on healthcare hiring, is it ever possible to cut down on recruitment costs?

From wasting money to promoting strategically



The problem

Many hiring managers faced a difficult choice this year. Either try to plug staffing gaps by substantially investing in recruiting—or rely on temporary workers as a pricy but surefire short-term bandage.

In 2022, healthcare leaders asked this question: is it possible to reduce recruiting spend and still get the candidates they need? And if high costs are simply the reality of recruiting, is there a way to calculate a return on investment?



The solution

Some leaders in the Aploi network, including [Yaakov Karsh of AA Healthcare](#), were surprised by what they found when they dove into their hiring data. Job promotions and sponsorships work—but there are many ways to allocate sponsorships, and the best strategy will be individual to specific businesses.

To make the most of job promotions, leaders need a way to monitor hiring analytics so they can understand what recruiting strategies actually work for their communities.

There are two main ways to gain this insight:

- » Dedicate a team member to track and monitor hiring analytics over time.
- » Invest in software that will monitor analytics automatically.

From there, leaders are empowered to redistribute their budget to suit the channels that are actually performing well for their organization.

If you are an Aploi user interested in optimizing your job sponsorships, reach out directly to your customer support representative for individualized guidance.

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Sign-on bonuses bring candidates in the door. But how do I encourage new workers to stick around?

2 **Turning sign-on bonuses into loyal workers**



The problem

In 2022, around **20% of all healthcare jobs** and **67% of hospitals** offered sign-on bonuses to new workers. Research from Apploi's strategic partner **Indeed** found that nursing jobs are more likely to come with sign-on bonuses than any other role. Of the eight sectors most likely to offer sign-on bonuses, six are within the healthcare and veterinary industries.

These bonuses have become a normalized part of recruitment—but it's tough to measure their long-term impact. After all, turnover is still high, even in many organizations that successfully use bonuses to recruit new workers.

Bonuses might get more candidates in the door, but they don't resolve the issues that drive turnover. Healthcare leaders are left asking: is there a way to turn sign-on bonuses into long-term hires?



The solution

First, healthcare leaders must recognize that clinical care workers have unique needs.

Compensation is extremely important for clinical workers, and low pay certainly drives turnover. But compensation is *not* the most common reason clinical care **workers quit** their jobs. There are other factors that also need to be addressed.

Why *do* clinical workers quit? The #1 reason is because **their communities are short-staffed**. Without adequate support, workers struggle to do their jobs while retaining control over their personal lives.

Short-staffing is an irritatingly cyclical problem. But employers who understand why their workers quit are better equipped to change their recruiting strategy—and to promote retention.

Industry leaders who used signing bonuses to the greatest effect followed these two golden rules:

1. Pay signing bonuses over a period of time to help promote retention.
2. Pair bonuses with concerted efforts to make the community a better place to work.

That second point is often tricky. But there are community-level strategies that employers can utilize to make a workplace more appealing.

86%

of workers say their mood at work trickles into their homelife

Strategies to Improve the Workplace in 2023

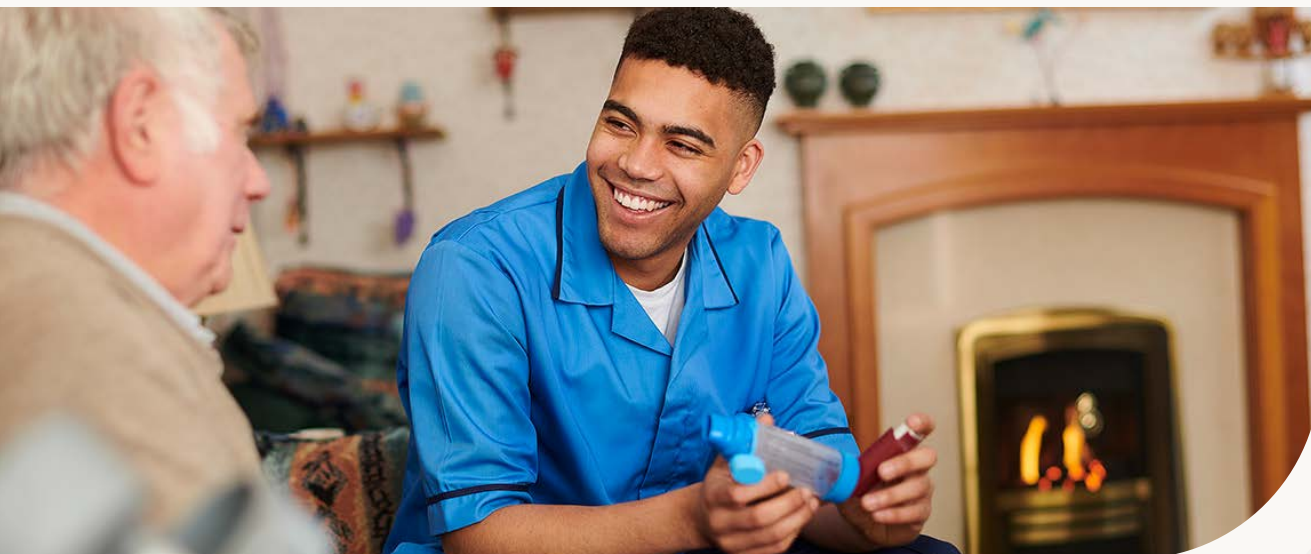
Placing workers in the right locations.

Coordinate with operators of individual locations to understand the work culture. It is rarely worth staffing against the grain. You're much more likely to create a harmonious workplace if you already have insight into social bonds that might form.

Adding benefits that make it easier for employees to come to work.

We'll just say what we mean: daycare and commuter reimbursement. No other two benefits make a greater impact in getting staff to work on a daily basis. Issues like family care and transportation can grind life to a halt, especially for workers such as CNAs—63% of whom have a net worth under \$24,999.

Commuter benefits are [gaining popularity](#), particularly within in-person industries, such as arts and entertainment, food services, retail, and hospitality. Another growing benefit is support for ongoing education. Indeed, 70% of caregivers are interested in gaining further education.



“Access to health coverage, time off with pay, and retirement plans are important to most job seekers. Thus, it’s not surprising that relative job-seeker interest has skewed toward higher-paying, more remote sectors where it’s assumed employers offer these benefits. The message? Employers in lowerpaying and in-person sectors will have to stretch if they want to attract job seekers in tomorrow’s labor market, and may need to get a little creative.”

Indeed and Glassdoor’s [Hiring and Workplace Trends Report 2023](#)

Materially supporting diversity, equity, and inclusion.

Most healthcare employers are familiar with DEI training sessions. But the most successful businesses go beyond lip service by actually investing in their staff. This may entail support such as career planning, mentorships, and structured appreciation for workers who are frequently overlooked.

“The majority of caregivers in the United States are Black, followed by Caucasian and Hispanic.”

The Direct Care Workforce,
myCNAjobs

In 2022, only [41% of Glassdoor benefit reviews](#) included information on diversity programs, compared to 48% in both the UK and Canada. Leaders should take note of this, as 72% of workers between the ages of 18 and 34 said they’d consider quitting or refusing a job offer if they didn’t believe their manager was committed to supporting workplace diversity.

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Payroll issues hurt loyalty and morale, making it difficult to attract and retain staff. How can I improve my payroll process?

3 **Making payroll work for your staff**



The problem

Payroll in healthcare is complicated. There are lots of details to address: multiple work locations, differing pay rates, missing punches, and varying overtime rates, just to name a few.

A clunky payroll system (or one that does not cater to your needs) is a citation risk—and errors with pay can lead to frustration and increased turnover.

Many healthcare employers who manage payroll manually or with general market payroll solutions struggle with accuracy, time management, regulatory compliance, and much more. It's a big job in the best of circumstances, and juggling the complexities can become unwieldy.



The solution

There are three key focus areas that can help to reduce payroll frustration for yourself and your staff: pay transparency, flexible payment options, and payroll accuracy.

Pay transparency

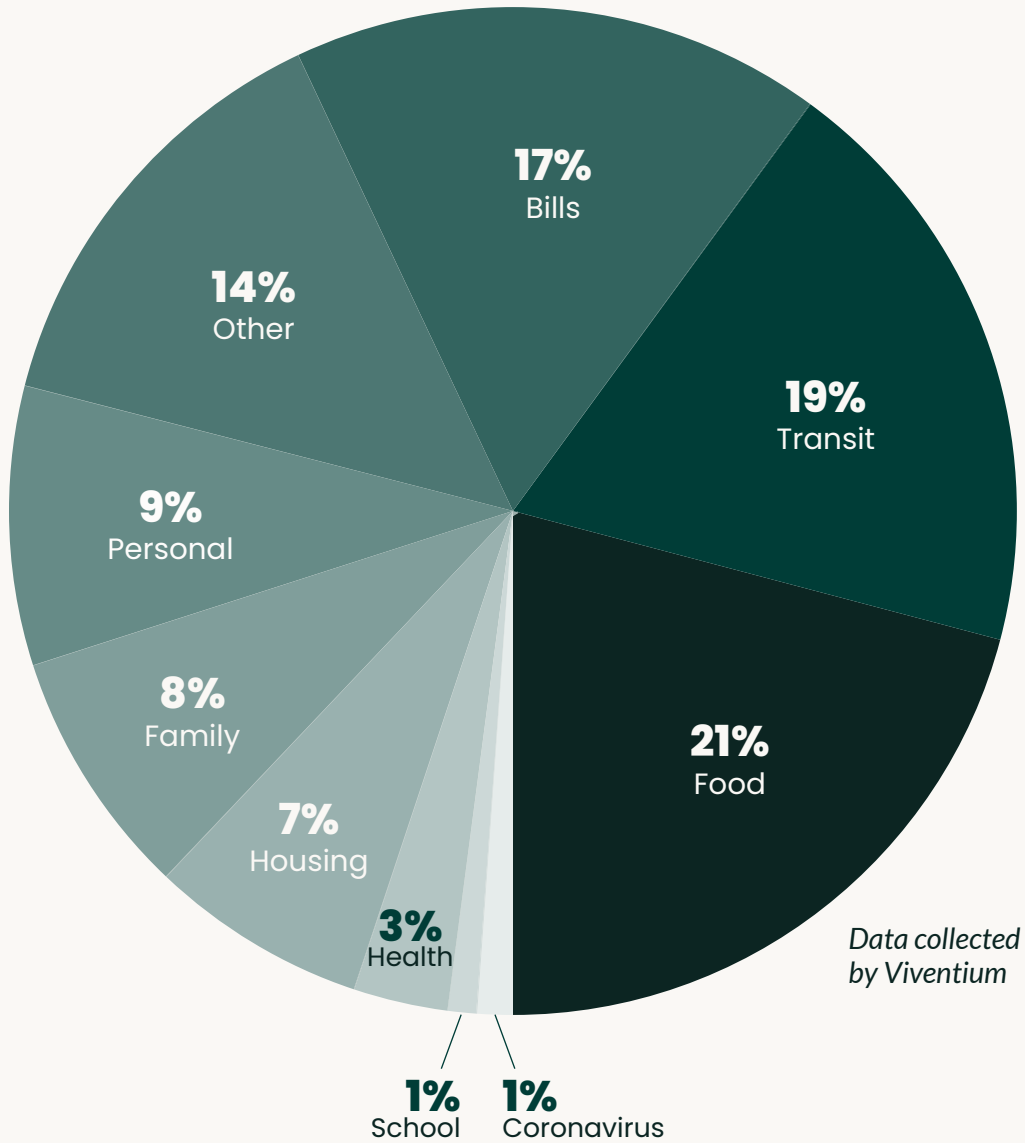
It's always best to be transparent about wages, but particularly in a complicated industry like healthcare. With high competition for talent, it's critical to not only have competitive wages, but also an open line of communication about pay calculations.

That's where the power of the pay stub comes in. To stay compliant, employers need to disclose all applicable rates on their employees' pay stubs—including blended rates used for overtime pay. But transparency isn't only a compliance issue. Fully transparent pay slips can also encourage loyalty and job satisfaction.

In fact, pay transparency was one of the most common and successful recruiting strategies Apploi users reported in 2022. Hiring managers went beyond posting basic pay rates to also break down bonuses, overtime rates, and all additional compensation.

A clunky payroll system is a citation risk—and errors with pay can lead to frustration and turnover.

Most common reasons healthcare workers request advance pay:



On-demand pay

At one time, on-demand pay (which allows employees to access a portion of their paycheck in advance of payday) was seen as a great perk. But as on-demand pay options grow in popularity, they're quickly becoming a near-requirement for employers.

Applio's payroll partner, [Viventium](#), found that healthcare workers using Viventium Pay, an on-demand pay solution powered by [DailyPay](#), request advance pay at about average rates. Healthcare workers, however, request higher dollar amounts—suggesting they're more likely to need help paying bills and unexpected expenses between paydays.

According to DailyPay, employers who offered on-demand pay reduced turnover by an average of 50%, filled open roles in half the time, and saw reduced absenteeism. Additionally, [74% of employees using DailyPay](#) reported that it helped them reduce their financial stress, leading to higher productivity at work.



Accurate and compliant payroll

Many healthcare employers run into issues staying compliant with ever-changing payroll rules and regulations. Here are some questions that payroll administrators should ask themselves to help avoid making mistakes:

- 1 Are there any regulatory changes that I'm aware of? Is it possible that I was unaware of the law before it was changed?
- 2 Do I know if a particular regulatory change affects my organization?
- 3 How does my organization deal with a change when it applies?

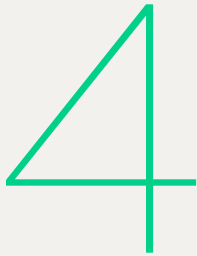
Improper pay is a surefire way to start the year off on the wrong foot. Here are a few types of calculations to look out for:

- » Retroactive pay
- » FLSA overtime and blended rates
- » 13-hour rule and 7th day overtime rule (New York)
- » Misclassification of employees (exempt versus nonexempt)

To make sure payroll stays compliant and accurate, look for a system with the following features:

- » Industry-specificity, ensuring the system is equipped to meet healthcare's unique challenges
- » Fiduciary responsibility
- » SSAE16 certification
- » API connectivity that allows information to flow between systems
- » Compliance with state-specific requirements
- » Reporting and analytics tools

Too many candidates never show up—to the interview, or to the first day of work. How can I keep job seekers engaged?



No more no-shows



The problem

Application drop-offs and candidate ghosting were major issues for healthcare employers in the past year. Candidates ghosted at every stage of the hiring process. They never finished applications; stopped responding to messages; missed interviews; or accepted job offers, and then didn't come to work.

But throughout the year, we heard stories from leaders who had found ways to reduce no-shows and keep candidates engaged. Their success sheds light on why candidate ghosting happens, and how to prevent it.



The solution

There are many factors that might influence a candidate to no-show. But there are a few main strategies that kept candidates engaged more effectively than any other.

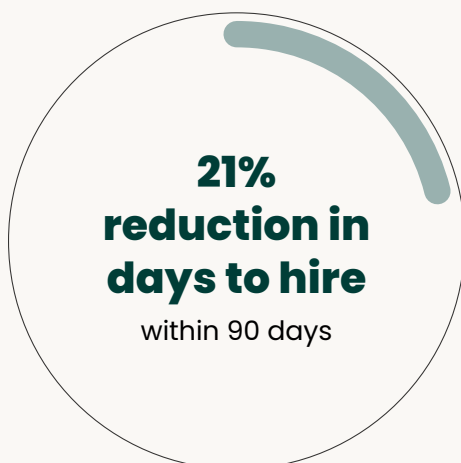
Faster offers

Quite simply, the most common reason healthcare candidates ghost is because they receive another offer. Candidates are in extreme demand. If another community makes a faster or more enticing offer, there's no reason for a job seeker to refuse.

Not all healthcare employers are able to compete in terms of salary and benefits packages. But focusing on being the first employer to make an offer can be a more realistic goal—and it can have a major effect on the number of candidates that accept an offer.

The single most effective way to speed up hiring is by using software to automate hiring. If that's not possible, employers can also decrease time-to-hire by prompting applicants to answer prescreening questions in the job application, hosting open interview events, and setting a simple rubric of qualifications that should result in an instant hire.

Apploi customers see an average



Optimized communication

Leaders in the Apploi network have reported tremendous success after updating their standard communications.

These best practices radically increased candidate engagement in 2022.

- » Keep email and text communications as short as possible while retaining meaning and a friendly tone.
- » Communicate via both email and text messaging. Note where candidates respond.
- » Send reminders prior to important events, such as interviews or start dates.
- » Automate communications when possible, but make sure there is a real person overseeing messages who can respond to candidates' questions.
- » Include a clear call to action in all recruiting communications.

“Replacing workers with machines has been controversial since the debate over automation decades ago. Data shows, though, that technological advances can boost productivity without pushing up joblessness. For example, in the US, thanks to online booking, ticket and reservation agents represent much smaller shares of airline employment than they did five decades ago, while the share of customer service employees in the industry has climbed more than tenfold. Machines—and digital technology in its ever-expanding range of applications—can actually help fill gaps in the labor supply.”

Indeed and Glassdoor's [Hiring and Workplace Trends Report 2023](#)



Compensation clarity

Salary transparency is a powerful tool for engaging candidates. Members of the Apploi community found that automated communications were especially successful when they included clear breakdowns of salary. These breakdowns covered base pay, bonuses, and payment schedules.

Research from Apploi's strategic partner [myCNAjobs](#) found that caregivers are seven times more likely to live in the poorest income category compared to the average American. Among home healthcare workers, 54% rely on public assistance to make ends meet. For CNAs, that number is 36%.

Compensation isn't the only reason healthcare candidates accept offers or leave jobs (stress and support level are also extremely important). But for lower-paid and higher-demand positions, this information can help you stand out—and help candidates decide immediately if they would accept a role in your community.

This year, our judges received a record-breaking number of nominations highlighting extraordinary healthcare workers from across the country. It was incredibly difficult to narrow down the list of nominees—but we are delighted to share the winners.



Celebrating the Top Healthcare Workers of 2022

Apploi's annual Top Healthcare Worker Awards celebrate the people making a difference in their communities, workplaces, and industries.

Meet five healthcare workers who shone in 2022.

Above & Beyond

Jennifer Parker

CNA Scheduler, Pinnacle Health & Rehab at Sanford



“Our resident was distraught over his wife’s passing but did not want to go to her funeral, stating he did not want to be a burden or embarrass his family as he needs assistance to use the bathroom. Jennifer took the time to talk to our resident and encourage him to go. She took all the barriers he presented and came up with solutions and actually transported and consoled him during the service. Our resident was so grateful and so are we to have such a compassionate and loving employee.”

Emerging Leader

Steven Brick

Administrator, Family of Caring Tenafly



“With exemplary leadership, Steven has been able to boost morale by showing the line staff that he cares about them, maintaining an open door policy, knowing all employees on a first name basis, and implementing and \$8 hourly wage increases for the CNAs. Steven is truly a leader among his peers and continues to create a positive atmosphere.”

Impact

Demita Hyatt

Receptionist, Grant Healthcare & Rehab

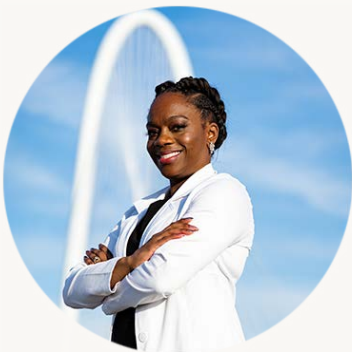


“Demita offers a tremendous amount of compassion, guidance, support, and empathy to everyone she comes into contact with, whether it be at work or in the community. She respects the values, culture, choices and decisions of every resident and will always do her best to make sure that everyone is accepting and respectful to the resident’s choices, especially when it comes to their care. She shows so much love and compassion that residents and visitors call and stop in to see her after they or their loved ones leave.”

Innovation

Dr. Essence Johnson

*Chief Visionary Officer,
Black EyeCare Perspective*



“Dr. Johnson’s work with Black EyeCare Perspective is redefining the color of the eyecare industry. In just two years they have been able to affect change in their industry, as evident in the 1% increase in Black students entering optometry school last year. Dr. Johnson and her team have helped over 60 students gain acceptances into optometry programs and have engaged hundreds more students at HBCUs through virtual events, on-campus speaking engagements, and by bringing a mobile clinic on campuses—not only promoting optometry as a career choice, but also ensuring college students have access to eyecare and eyewear.”

Team Player

Michael Paehlig

*Maintenance Director,
Autumnwood of Deckerville*



“Mike has been a crucial team player for the past 19 years. During the COVID-19 pandemic, Mike was a critical asset, maintaining both the maintenance and housekeeping departments. He worked hard to make sure that shifts were covered, supplies were ordered, and everything needed was kept in stock. He works odd hours and is on call at night and on weekends. Just like many facilities, his department was understaffed, and he was more than willing to cover gaps in the schedule or employees’ time off.”



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apploi.com/demo

