



The Loyal Healthcare Worker

*Embracing Technology to Hire Qualified
Long-Term Employees for Your Facility*



Introduction

As has been the case for the past several years, the job market continues to see ongoing shifts and disruption. Many businesses in the tech sector have continued to reduce or restructure their workforces as a result of over-hiring and inflation. Businesses across industries are also increasingly adopting artificial intelligence (AI). While many fear AI will lead to job loss, the latest technology also presents opportunities to drive efficiencies and create more jobs for workers with technical skills.

Another trend in the job market is that more employers are implementing return-to-office mandates following widespread remote work during the COVID-19 pandemic. Fully remote job openings are declining and some companies are requiring employees to return to the office full-time, while others are offering hybrid schedules with a mix of in-office and remote work.

The broader job market is showing signs of softening and coming into a closer power balance between job seekers and employers. However, hiring remains challenging for healthcare facilities. According to our [Future of Healthcare Hiring 2024](#) report, 94% of facilities reported that hiring is still somewhat or extremely challenging, with CNAS being the hardest role to fill amid an ongoing nursing shortage.

Understanding home healthcare job seeker perspectives and preferences is critical to standing out from other employers and building the best team. We recently conducted our annual survey of healthcare job seekers to understand what they're looking for during the application process and in their next role.

This report uncovers key insights among this group of job seekers, along with best practices to help your facility quickly fill roles, drive employee engagement, improve patient care, and maximize revenue.

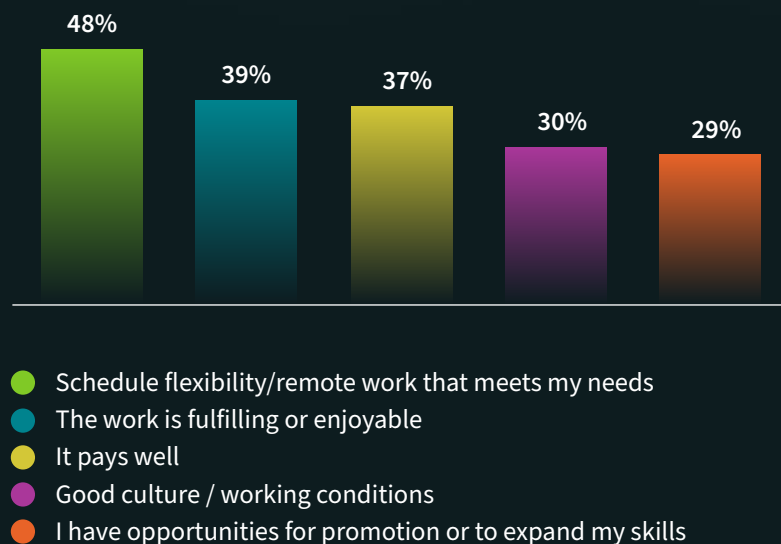
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Healthcare job seekers are loyal

The good news for healthcare is that if your facility already has top performing employees on your team, many employees are loyal to both their current employer and the healthcare industry as a whole. In fact, **95.5% of healthcare job applicants are very loyal or somewhat loyal to their current industry and 77% are loyal to their current employer**, an increase compared to 73% since our 2023 report.

However, because healthcare employees don't tend to be job hoppers, as you look to fill open roles, it may be challenging to capture their attention and encourage them to make the switch to your facility. The top three reasons healthcare workers are loyal to their current employers are schedule flexibility/remote work that meets my needs (48%), fulfilling and enjoyable work (39%), and pay (37%).

Why are you loyal to your current employer?



Among those who would be willing to leave their current job, the top factors impacting their decisions include to make more money (60%), for better career growth or skill development opportunities (46%), and for more schedule flexibility (29%). While pay will always be important, offering job seekers opportunities for career growth and flexibility can help you excite top talent about joining your team and remaining loyal.

+ Advice for healthcare facilities

Promote your jobs like you do your healthcare services

Highlight employee benefits and key differentiators of your employer brand in a similar way to how you promote healthcare services at your facility. Write engaging job descriptions and career site content just like you'd write advertising and website copy.

An integrated applicant tracking system and hiring platform like Hireology includes proven tools and templates to help make your career site content and job descriptions as engaging as possible. Also, advertise your open positions across social media and other channels to reach candidates where they're searching and excite them about joining your team.

Focus on retention

The data clearly shows that healthcare employees want to remain loyal to their employers. By understanding factors that support loyalty — such as pay, flexibility, fulfilling work, and opportunities to build skills — you can focus on meeting employees' expectations and driving retention.

If your facility is experiencing high turnover, review your hiring and talent management practices — including your hiring process, onboarding, and employee engagement efforts, among other processes — to identify areas for improvement and drive retention as a result.

Because every facility is different, reach out to your team on a regular basis with surveys, focus groups, and 1:1 conversations to collect and implement feedback. Also, consider asking departing employees why they're leaving by scheduling exit interviews, which can help you improve the employee experience in the future.



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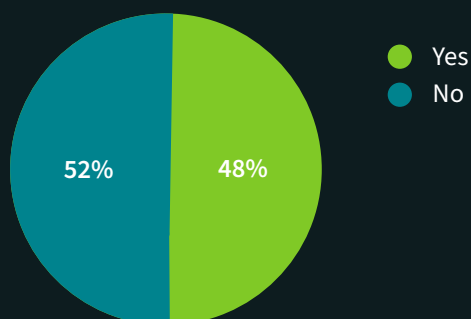
They're selective

Almost all healthcare job applicants surveyed (**89%**) **considered themselves active, rather than passive, job seekers** in their most recent or current job search. However, just because they're actively seeking their next opportunity doesn't mean they'll settle for any role or company. While 58% of respondents are applying to many positions, 31% are only applying to select opportunities, rather than casting a wide net.

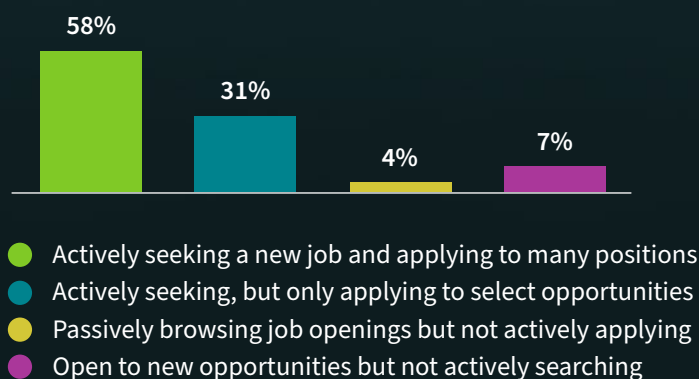
What are healthcare job seekers looking for in their next job opportunity as they're being selective? When asked about the most important factors when searching for a job, salary is the most important (28%), schedule flexibility is second (25%), and career growth opportunities are third (20%).

Another indicator that healthcare applicants are being more selective with their job searches is that only 48% of respondents accepted the first job offer they received, compared to 57% in 2023. Among those balancing multiple offers, the majority (67%) were deciding between two job offers.

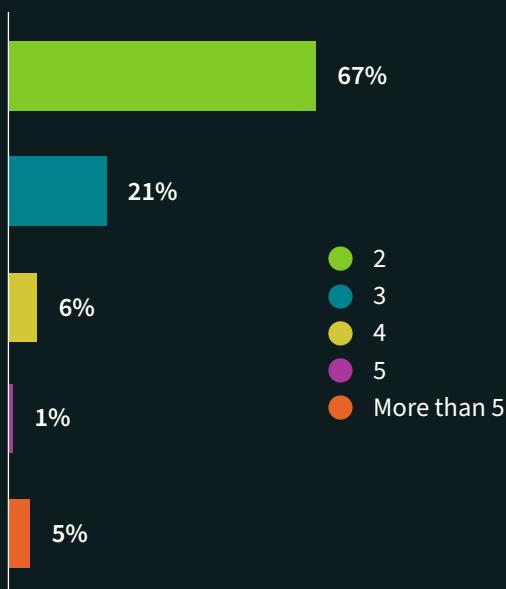
In your most recent job search, did you accept the first offer you received?



In your most recent job search, did you consider yourself an active (looking for a new job immediately) or passive (casually exploring/considering new opportunities) applicant?

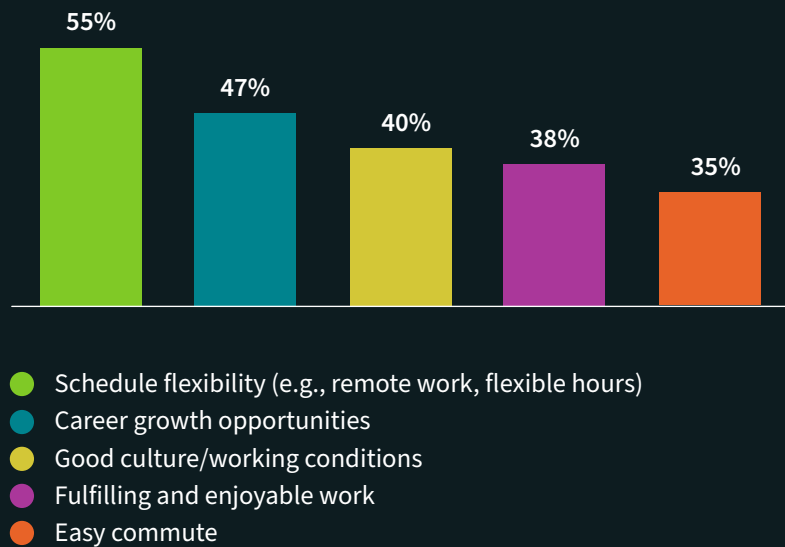


How many offers did you receive in your last job search before accepting one?



While pay is a top factor for accepting one job over another, if presented with multiple offers that both meet pay range expectations, healthcare job seekers are motivated to accept offers that include schedule flexibility, career growth opportunities, fulfilling and enjoyable work, and a good culture/working conditions, among other benefits.

If presented with two job offers that both meet your pay range needs, which of the following benefits would motivate you to choose the lower paying option?



While job seekers continue to be selective, the survey data shows some signs that the labor market may be softening. Nearly three in five (59%) of healthcare job seekers applied to 16 or more jobs, compared to 28% as of our 2023 survey. And the job search is taking longer, with 34% of respondents still actively looking for a job since beginning their search, compared to 14% at the time when the survey was conducted in 2023.

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+ Advice for healthcare facilities

Review and update your employee benefits

Pay may be a top factor when searching for a new job but most of today's job seekers expect comprehensive benefits that go beyond pay and health insurance. Review your existing employee benefits and compare them against other employers to ensure the benefits you have to offer employees are competitive. Also, survey existing employees to better understand which benefits they're most interested in.

Based on the survey results, to attract selective healthcare job seekers, include benefits such as fulfilling work, a good culture and working conditions, career growth opportunities, and schedule flexibility. While flexibility for many job seekers often means remote work, this isn't possible for most healthcare roles. One way your facility can offer flexibility includes offering flexible schedules to pick up kids from school, care for a relative, or handle other personal matters. Other options may be allowing employees to share their input and preferences as part of the scheduling process and offering more paid sick days or personal time off.

Once you update your benefits, highlight what you have to offer in your job descriptions and on your career site so job seekers can see your latest offerings when they consider applying to your facility.



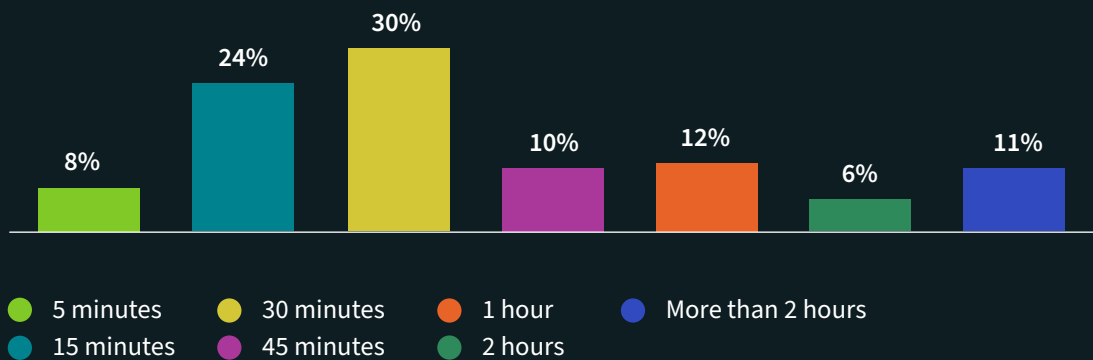
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Speed can make or break your chances of hiring the best candidates

Today's active healthcare job seekers are eager to apply to and start their next role. Given the competitive job market and job opportunities available, many job applicants aren't willing to spend time on lengthy job applications or wait around for drawn out hiring processes. The survey results show that **nearly one-third (30%) of healthcare job seekers said the entire hiring process took less than two weeks**, which is slightly higher than our 2023 survey (27%).

Almost two-thirds (65%) of healthcare job seekers have given up on an application because it took too long to complete and more than one-third (32%) would only spend up to 15 minutes on an application before giving up.

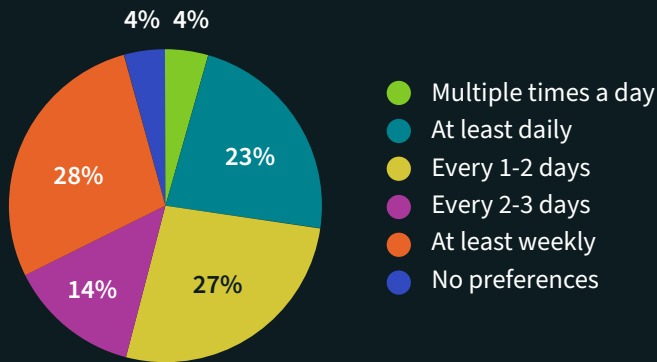
What is the maximum amount of time you would spend completing a job application before giving up?



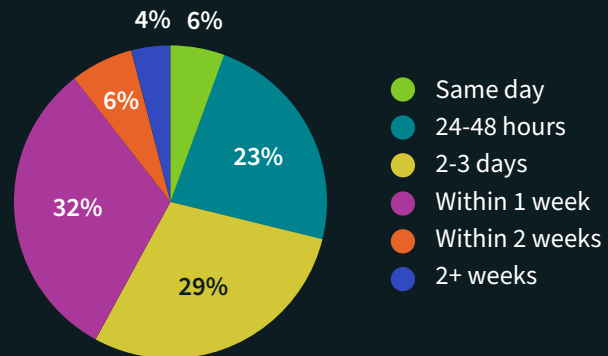
Additionally, nearly half (49%) of healthcare job seekers have also chosen not to apply to a job because it required them to repeat information from their resume, while 33% have chosen not to apply because it required a username or password.

After applying to jobs, healthcare applicants want the process to move forward swiftly. Ninety percent want to be interviewed within a week or less of applying, compared with 85% among all job seekers across industries. Additionally, 67% of respondents desire frequent communication from employers — at least every two to three days, if not sooner.

When you're a candidate for a job, how often would you like to hear status updates from the employer?



How soon after applying to a job would you ideally like to be interviewed?



If your healthcare facility doesn't have an efficient, engaging hiring process, job seekers won't hesitate to abandon the process. **Thirty-four percent of healthcare job seekers have ghosted an employer during the hiring process.**

Top reasons healthcare job seekers have ghosted an employer



Lack of communication and transparency from the company (41%)



I received another job offer (28%)



The recruiter didn't get back to my application fast enough (23%)

Advice for healthcare facilities

Simplify your online job applications

If you're not receiving many applicants for your open roles, you may need to revamp and simplify your job applications. Hiring platforms can help you create user-friendly job applications that only require a few fields — such as name, contact information, and a resume attachment. Avoid requiring applicants to repeat information from their resumes in other application fields and requiring a password or login to apply.

You may even want to consider making a resume optional, as not all applicants will have a formal resume. In place of requiring a resume, consider adding a few brief prescreening questions to the application or sending them as soon as applicants apply to weed out those who aren't a fit.

Identify hiring process bottlenecks

You may notice that some of your top candidates drop out at some point during the hiring process. Hiring analytics and insights can highlight data such as hiring velocity, process adherence, and time spent in each hiring step. This can help you identify potential bottlenecks, along with solutions to streamline the hiring process and drive candidate engagement. For example, if it takes hiring managers at your facility a week to review applicants, implement timing mandates, such as requiring applicant reviews every 24 hours.

Also, aim to connect with candidates at least every other day — if not daily. Messages can be a simple update about next steps to keep candidates engaged and excited about the possibility of joining your team.

Automate hiring steps

In addition to implementing timing mandates for human tasks, you can also leverage hiring technology to help you automate certain hiring steps. Look for hiring and HR platforms that automate routine, manual steps in the process like screening applicants, scheduling interviews, and administering reference and background checks.

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Frequent and fast mobile communication is table stakes

Mobile devices have significantly impacted the hiring process in recent years. Just as job seekers rely on their phones in their day-to-day lives and can hail Ubers or order packages on Amazon in one click, they expect to use their mobile devices to seamlessly apply to jobs and engage with hiring managers.

The survey results show that **58% of healthcare job seekers primarily use smartphones during the job search**, compared to 37% who use a laptop or desktop computer, 3% who use a tablet, and 2% who use none of these (they likely use another channel such as paper applications).

Mobile usage is higher among healthcare job applicants than all industries as a whole, in which 50% of applicants primarily use their smartphones during the job search.

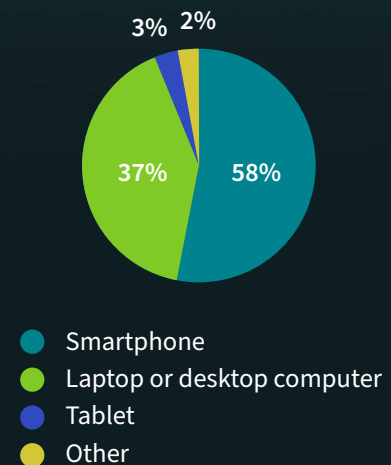
Mobile-friendly capabilities are particularly relevant when hiring for healthcare roles because many employees in this industry may be tending to patients in their day-to-day roles, rather than sitting in front of a computer, and want to quickly apply to a job or check on the status of an application during a break.

Three in five (**60%**) **healthcare job applicants agree or strongly agree that they check their text messages more often than their email**. Additionally, **58% of healthcare job applicants have given up on a job application** because it was too complicated to apply on mobile.

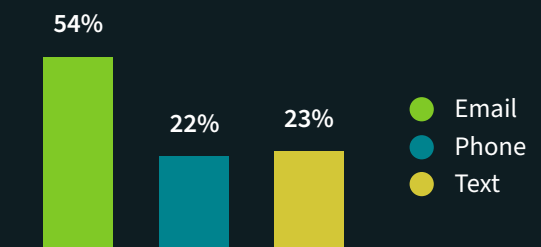
When it comes to preferences for communicating with hiring managers throughout the hiring process, 22% would prefer to communicate over the phone, 23% over text, and 54% over email.

Most healthcare job applicants (68%) would also be willing to apply to jobs via text message, compared to 66% of applicants across industries.

What do you use to search for jobs?



How would you prefer to communicate with recruiters when searching for a job?



+ Advice for healthcare facilities

Keep candidates engaged with text messages

Because healthcare job applicants check their text messages more often than their email, sending text messages can help you move the hiring process forward quickly and ensure important messages and status updates don't get overlooked. Text candidates to confirm you've received their applications, schedule interviews, or share updates about next steps.

Create mobile-friendly job applications

Today's job seekers expect the application experience to be similar to how they interact with companies in their day-to-day lives — seamless, instantaneous, and through their mobile devices. When you're in the process of refreshing and simplifying your job applications, also make sure they're mobile-friendly. This includes using responsive design to ensure applications are easy to complete on a small screen. A hiring platform that understands the mobile candidate experience can help you develop mobile-friendly applications.

Include an option for text-to-apply

A top channel for healthcare recruiting may be physical signage in your neighborhood or advertisements in local newspapers. Instead of directing potential applicants to your website, include a number to text or a QR code to make it easy for prospective employees to apply right away. Otherwise, they may think to check out your website application later and forget. The right hiring platforms will offer this feature — including giving you the option to create new phone numbers based on your location and generate custom QR codes for each job.



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Healthcare job seekers conduct research and cast wide nets in their job searches

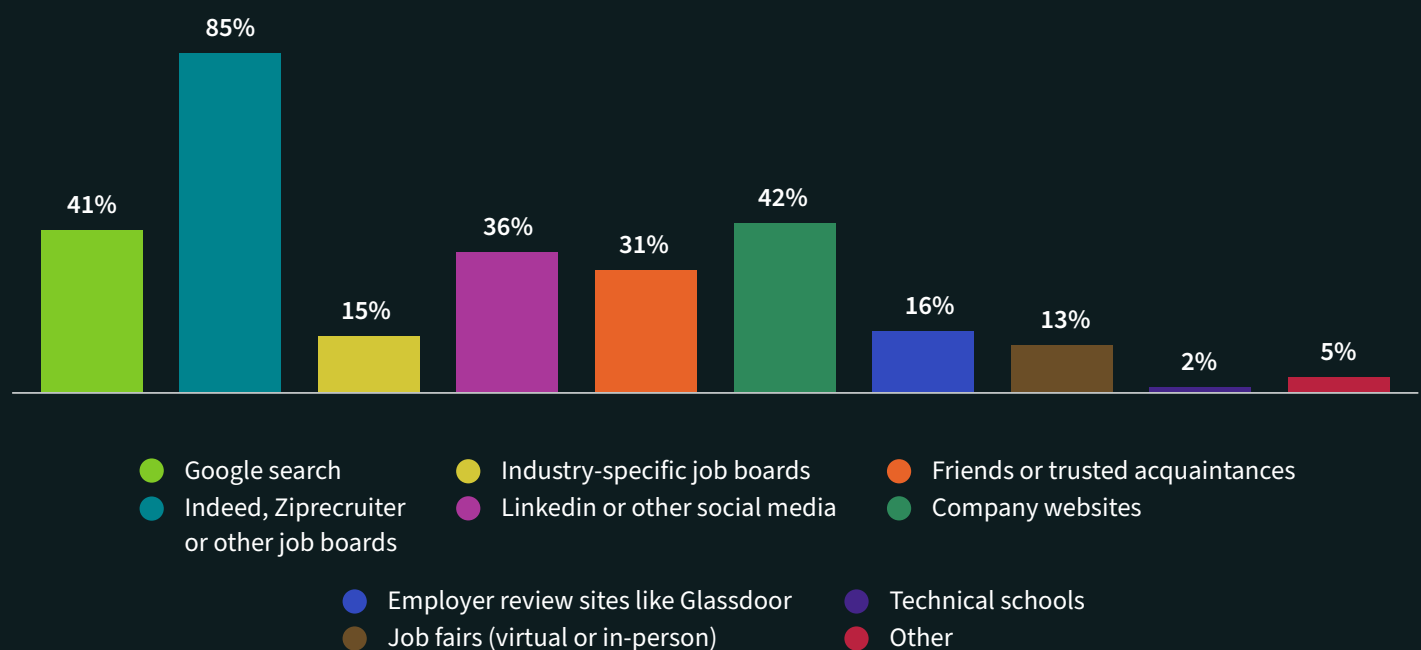
Reaching job seekers where they're searching for open roles is critical to building the best team at your facility. The survey results show that while job seekers use a variety of channels to research and apply for open roles, most rely on job boards for job search and application-related activities.

Percentage of healthcare job seekers who use job boards for common job search activities:

- **85%** used Indeed, ZipRecruiter or other general job boards at some point during their search
- **69%** of healthcare job seekers began their last job search on general job boards
- **59%** found out about their most recent job from a general job board
- **64%** submitted their most recent job application on a general job board

Even given the preference for job boards, candidates also use a variety of other channels during their job search, including websites of companies they're interested in, Google search, LinkedIn or other social media sites, and recommendations from trusted friends or acquaintances, among other channels.

Select all of the channels you used in your most recent job search



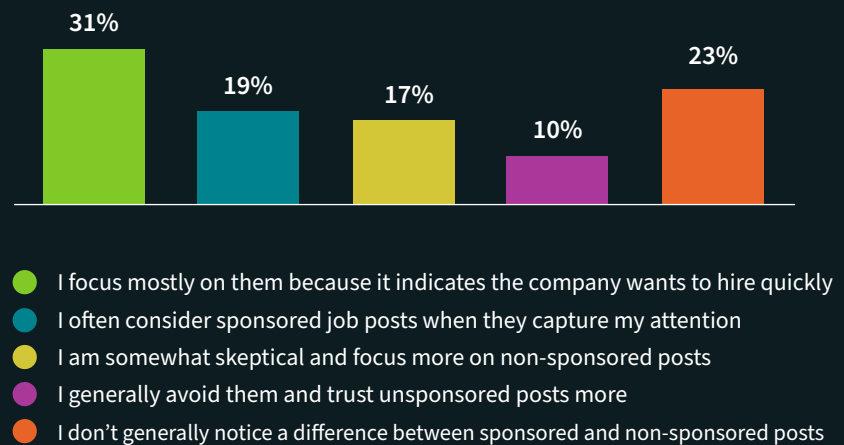
With so many job seekers searching for and applying for jobs on job boards, you may want to use sponsored job posts to help your facility's jobs stand out from other opportunities. Your applicant tracking system can help you make data-driven decisions to determine when and where to invest sponsored budget in job boards and increase awareness. According to the survey, half of healthcare job seekers (50%) perceive sponsored job posts in a positive light:

- 31% mostly focus on sponsored job posts because it indicates the company wants to hire quickly
- 19% often consider sponsored job posts because the posts capture their attention

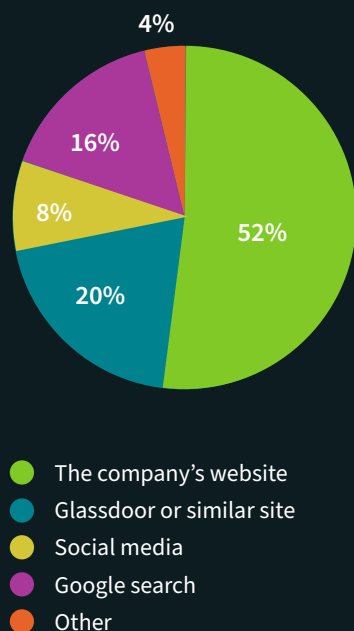
While a majority of healthcare job seekers research and apply for jobs on job boards, if they're looking to learn about a company's culture and benefits, more than half (52%) say the company's website is their top source of information.

Healthcare job seekers who conduct research on a company's career site are most eager to see clear job descriptions (74%), details about benefits and compensation (50%), and career growth opportunities (44.5%).

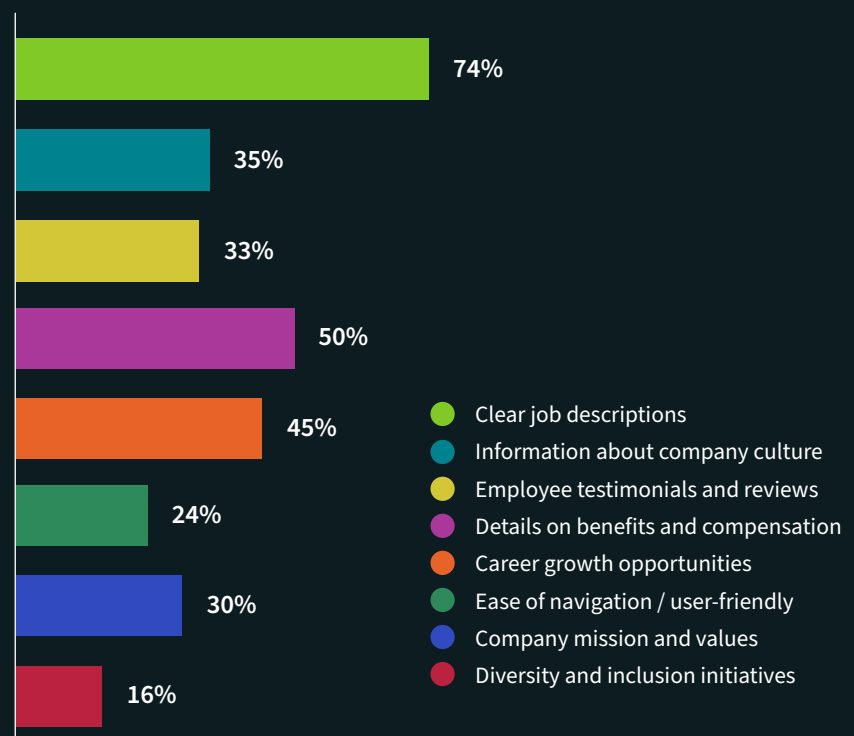
How do you perceive sponsored job posts when searching for job opportunities?



What source/channel do you check first to determine if an employer's culture meets your needs/standards before applying to a job?



When researching a company's career site, which three factors are most important to you?



Advice for healthcare facilities

Develop a multi-channel sourcing strategy

Because such a high proportion of healthcare job seekers start their job search and submit applications on general job boards, posting your ads on these platforms (whether sponsored or organic) is essential — or you may miss out on the majority of job seekers. However, avoid putting all your eggs in one basket when it comes to attracting job applicants.

Make sure you also invest time and resources in your career site, healthcare industry-specific job boards, LinkedIn, and other social media channels to help you reach as many interested job seekers as possible.

Enhance your career site

Motivated job seekers are likely to visit your career site to learn more about why your healthcare facility may be the right fit for them. In addition to listing your open jobs, make sure to include engaging content to entice job seekers to apply.

Share information about your facility's mission and core values, a comprehensive overview of your employee benefits, visuals highlighting career paths, and employee success stories and testimonials, among other details. This can help job seekers understand what you have to offer and imagine what it would be like to join your team.

With a comprehensive hiring platform like Hireology, you can access everything you need to captivate talent with an effective career site, including integrated templates, search engine optimization (SEO), and mobile optimization, among other features.

Include an option for text-to-apply

Continually evaluate which channels your applicants and eventual hires are coming from, along with the recruitment marketing messaging you're using on each channel. This can help you determine which channels are reaching the most qualified candidates and understand which messages are resonating most with healthcare job seekers.

Also, continually track the effectiveness of your sponsored job postings. If one job post isn't delivering many applicants or qualified candidates, you may want to consider reinvesting your paid advertising budget in another channel. An advanced hiring platform will include insights about your top performing sourcing channels to help you optimize your budget.

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Referrals and candidate networks are effective applicant sources

While your facility likely invests a significant amount of time and effort into external applicant channels, in many cases, your current employees — as well as past employees and applicants — can be a top source of talent.

Most healthcare job seekers are open to both referring their friends and family to past employers and receiving recommendations from their family and friends:

- 93% would refer a friend/family member to a company they previously worked for if their experience was positive
- 93% agree or strongly agree that they'd be more likely to apply a job offer if a trusted friend/acquaintance vouched for the company

Additionally, just because an applicant didn't receive an offer when they initially applied or an employee has left your facility, this doesn't mean the door is completely closed on the worker joining — or rejoining — your team in the future.

Among healthcare job seekers:



93% would consider working for a company for which they previously applied but didn't receive an offer and **88%** would be willing to work for a different location



90% would be interested in staying in touch with an organization they applied to in the past



91% are interested in recruiters proactively reaching out



80% would consider returning to an organization they previously worked for

Advice for healthcare facilities

Develop an employee referral program

Job seekers often trust their friends and family over an employer when it comes to learning about what it's really like to work for a company. Your existing employees are also likely to refer qualified talent to your open jobs because they want to work with others who will help drive positive results. Referrals can also help you save time with initial recruiting steps because they're recommendations from trusted employees. This is why employee referral programs are an effective channel to recruit qualified talent.

Develop a formal referral program to simplify the process of your existing employees recommending qualified talent for your open positions. Offer referral bonuses or incentives to encourage employees to introduce friends, family members, or top performing colleagues they've worked with in the past. An effective hiring platform and applicant tracking system will include capabilities to seamlessly track and manage employee referrals.

Build relationships with past applicants and employees

Maintaining a list or database of qualified talent can help your facility reduce hiring time and costs when you have open roles in the future. Centralizing details about past applicants and employees using an applicant tracking system or hiring platform makes it easy to search through past talent and share relevant open roles.

In addition to maintaining details about talent in your ATS, you can also proactively nurture relationships with prospective candidates and past employees. Include an option to join your talent network or community on your career site. Regularly share updates with your talent network, such as workplace awards, team member spotlights, open roles, and upcoming recruitment events. Support a positive experience for both applicants and employees so they'll be willing to reconnect with your facility about future opportunities.

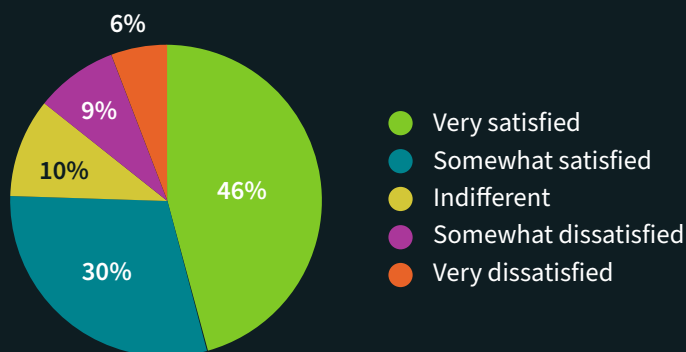
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Retention starts with onboarding

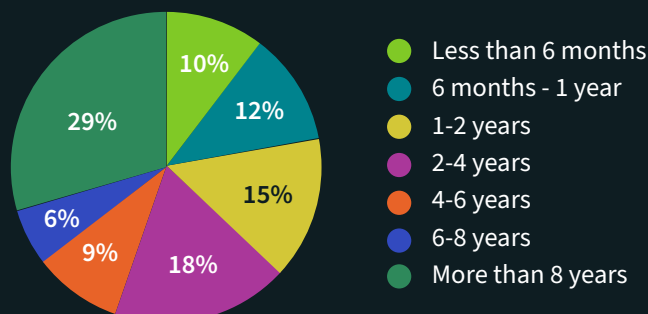
Your facility's onboarding program and process offers you the opportunity to make a positive first impression on new employees. The good news is that **75% of healthcare job applicants are satisfied or very satisfied with the onboarding experience at their most recent job.**

Because hiring, onboarding, and training new employees can be costly and time-consuming, once you have new team members on board, you'll want to retain them for the long haul. In more positive news for healthcare facilities, the survey results showed that the highest percentage of respondents (29%) expect to stay in their current job (or at their next job if they're actively looking) for more than eight years.

How would you describe your satisfaction with the onboarding experience (e.g., training and orientation that happens in the first few weeks on the job) at your most recent job?



How long do you expect to stay at your current job (or at your next job if you're actively looking)?



This data aligns with the findings at the beginning of the survey that healthcare employees are loyal to their employers and the industry as a whole.

+ Advice for healthcare facilities

Continually improve your onboarding program

How well you train, welcome, and integrate new employees into your facility can have a significant impact on your long-term relationship with them and overall retention rates. Whether or not you currently have a formal, standardized onboarding program in place, there's always room for improvement.

Starting with the first day, offer employees an engaging onboarding process that includes more than simply signing paperwork. Effective onboarding also includes scheduled and on-demand training sessions, opportunities for team building, and more. With the right hiring and HR software, you can seamlessly transfer applicant details to scheduling, payroll, and HRIS systems instantly, simplifying onboarding as a result.





Looking ahead for healthcare facilities

As healthcare facilities continue to face challenges with hiring qualified talent, gaining a firsthand perspective of job seeker preferences and motivators can help your facility reach and engage skilled employees for your team.

Today's healthcare job seekers are loyal, tech savvy, and eager to quickly find their next job — whether on a job board, career site or through a referral — but won't settle for a job that isn't the right fit or doesn't offer the benefits they're looking for. Finally, once you hire qualified workers, supporting a positive, engaging employee experience starting with onboarding is essential.

By understanding the key findings and applying the advice and best practices highlighted in this report, you can hire top performing healthcare employees who will have a positive impact on your bottom line and patient satisfaction.



Hireology is the leading provider of hiring software for healthcare organizations, including assisted living facilities, skilled nursing centers, and other facilities-based care providers. Our platform equips HR and business leaders with the support and tools they need to attract higher quality talent, fill open roles faster, and make data-driven hiring decisions. Hireology is listed among the top 50 HR products on G2's 2024 list.

More than 10,000 businesses in industries like retail automotive, healthcare, and hospitality rely on Hireology to hire the skilled workers they need to build better teams and create a competitive advantage. For more information, visit www.hireology.com.

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