The Future of Careers in Healthcare
Building Tomorrow's Workforce Today

Healthcare is one of the most complicated and important industries. One in seven Americans (20 million workers) works in healthcare[1], making it the largest industry in the U.S. However, demand for healthcare is increasing[2] while supply is shrinking. It's a perfect storm, and the pandemic turned it into a veritable hurricane. As more healthcare workers leave the profession (turnover increased by close to 10 percentage points and is now close to 30%)[3], those that stay become increasingly overloaded, and they therefore think about exiting the industry, too—a seemingly bottomless drain.

Addressing Strain on Healthcare Workers

Healthcare executives are under enormous pressure. When we interviewed more than 20 CHROs (chief human resource officers) of the largest healthcare systems, the message was loud and clear: "During the pandemic, our teams were the ones holding hands of New Yorkers—some who didn't make it. We're very, very proud of the work. But when people have just been personally challenged, this becomes part of the overarching problems," as the CHRO of one of the largest healthcare organizations serving the New York area put it.

The pandemic has taxed all healthcare workers in a dramatic way. Most of them report regularly feeling stress (91%), anxiety (83%), exhaustion/burnout (81%), and overwhelmed (77%), according to a recent mental health study by SEIU.[4] At the heart of this is the burden of a heavy workload.

To some executives, these challenges feel overwhelming. Yet, giving up is not an option. The economic and societal impact of the scarcity of healthcare workers is enormous, especially in an industry that's driven by an unwavering mission to do good, save lives, and care for others. This is particularly true in nursing roles that make up more than 50% of all roles in healthcare. Women make up more than 80% of these roles, bearing the brunt of caregiver duties for both children and aging parents, and many of

them see no other choice than to leave the profession altogether because there is no relief for their duties.[5] And with the mass exodus of nursing staff comes an even more challenging environment for those left behind, with high workloads and stress to care for patients. No wonder nurse turnover has increased by 10 percentage points in the last two years.

Massive Shortage of Clinical Professionals

We looked at the job roles, skills, clusters (families of jobs), and career pathways in healthcare and found two to three times as many job titles, skills, and career clusters compared to other industries.[6] This is because healthcare providers employ clinicians and researchers as well as operations, business, and facilities managers. As a result, the HR challenges in this industry are daunting. Healthcare providers (hospitals, clinics, healthcare delivery networks, and individual providers) must keep up to date on thousands of new diagnostics, tools, medicines, and procedures. And on top of that, they deal with daily life-and-death scenarios, so the stakes are incredibly high.

Not only is there a massive shortage of clinical professionals (more than 2.3 million in the U.S.[7] and 18 million worldwide[8]), but operational challenges are also highly complex. It takes many years to learn and become certified in clinical roles; the turnover rates are inordinately high (60% or more in some roles); and clinical and diagnostic jobs require constant training, science and technology updates, and redefinition.

What's the Solution?

This report dives into the significant reskilling opportunities in healthcare, and specifically into the future of careers. "No-cost" education that allows healthcare companies to build capacity not only contributes significantly to solving the clinical shortage but also democratizes careers and brings highly qualified jobs to populations that may never have had access. These career pathways are an amazing solution that can even help raise communities from poverty to higher levels, solve societal challenges, and create equity and sustainability. Everybody wins.

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1   U.S. Bureau of Labor Statistics database and The Josh Bersin Company, 2022.

2   Ibid.

3   *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

4   *The Mental Health of Healthcare Workers*, SEIU-UHW (seiu-uhw.org), 2022.

5   *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

6   Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022.

7   AHA Letter Re: Challenges Facing America's Health Care Workforce as the U.S. Enters Third Year of COVID-19 Pandemic, Stacey Hughes/American Hospital Association, March 1, 2022.

8   Health workforce: Overview, World Health Organization, accessed 2022.

But how can healthcare organizations identify the skills, capabilities, and career pathways needed for the future? What will work for employees to set out on an entirely new career trajectory? And how can technology and solution providers help make this a reality?

Based on millions of data points from Eightfold AI (a talent intelligence platform), our own proprietary data set of successful solutions based on working with thousands of companies, and many discussions with senior executives of the largest healthcare organizations in the U.S., we developed this comprehensive guide to career pathways in healthcare. This guide was developed in close partnership with EdAssist by Bright Horizons, a leader in educational assistance and career pathways solutions.

In this report, we provide strategies combined with systemic people solutions to recruit the right people, retain critical talent, reskill for new capabilities, and redesign the work itself with technology and team-based models. We explain these strategies in detail in our inaugural industry report of the Global Workforce Intelligence (GWI) Project.[9]

Leaders in healthcare can learn a lot from these insights. But even if you are not in healthcare, the thought process and methodology will apply to your company, because the talent shortage is not isolated to healthcare—it's an issue that plagues every organization today and will quickly become a crisis if left unaddressed.

The Complex Healthcare Environment

Our Global Workforce Intelligence (GWI) Project identifies that healthcare has become the most innovative industry, far exceeding others like technology or professional services. The unprecedented pressures on CHROs in healthcare over the past couple of years have compelled them to create

some of the most dynamic strategies for healthcare in HR today. CHROS are thinking like COOs, like "growth hackers," connecting people across the company and even across company borders, borrowing strategies from the gig economy and retail to redesign healthcare jobs and make them more engaging, flexible, and exciting.

The healthcare sector is also the country's largest industry, with more than 20 million people currently working in healthcare.[10] The Bureau of Labor Statistics (BLS) projects that employment in healthcare occupations will grow by 16% from 2020 to 2030, much faster than the average for all occupations, adding about 2.6 million new jobs to the market.[11]

Balancing Digital Transformation, Digital Disruption, and Industry Transformation

The healthcare market is experiencing digital transformation at scale. A profession that used to involve a phone call, appointment, and visit to the doctor is now filled with opportunities for self-diagnostics, digital scheduling of many services, integrated patient records, and digital delivery of nursing, surgery, and more. Ease of access, security, and data privacy are the three most crucial factors for patients who review healthcare options. Receiving personalized care, having proximity to care, affordable costs, and seamless coordination among people's multiple healthcare providers are also close to the top of their list.[12] Patients need to have it all, in a convenient, fast, modern, and economical manner. Connected health applications, digital health solutions, telemedicine, wearables, precision medicine, and robotics are the trends painting the rich picture of the tech-enabled future of healthcare.[13]

Through our GWI Project, we compared digital strategies in healthcare to those in banking, insurance, or manufacturing, and we found that healthcare requires more sophisticated approaches, mostly because the industry is so complex. Not only are the variations in care so broad but also the cost of a failed service is enormous. Yes, we need online banking

9   *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

10   "Health Care and Social Assistance: NAICS 62," U.S. Bureau of Labor Statistics, August 12, 2022.

11   "Occupational Outlook Handbook: Healthcare Occupations," U.S. Bureau of Labor Statistics, April 18, 2022.

12   "US Healthcare Industry in 2022: Analysis of the health sector, healthcare trends & future of digital health," Insider Intelligence, 2022.

13   GWI Project Healthcare research, The Josh Bersin Company, 2022.

transactions, but if they don't work properly the first time, nobody has to worry about mortality. The stakes are so much higher in healthcare, as life-and-death situations are literally everywhere.

Industry Convergence: Retail, Technology, Insurance

The healthcare industry is not only faced with digital disruption but also impacted by industry convergence. As we explain in detail in our GWI Project whitepaper, every industry is now merging with others, transforming, and being reinvented.[14] Several healthcare providers are becoming increasingly aware of the value of partnerships to address capability gaps, mitigate risks, and reduce costs. For consumers, this means that a person seeking care could visit an urgent care retail location, get a checkup at their local CVS health hub, or get vaccinated at Target—all while doing their shopping. KPMG reports that 52% of healthcare CEOs are now engaging in partnerships with telecommunication companies (for telemedicine offerings), 60% are partnering with health technology providers (for digital health solutions), and 84% partner with insurance companies in care delivery.[15] Still, the most prominent story in the healthcare industry's convergence with other parts of the market is retail, with "big retail" companies such as Amazon, Walmart, Walgreens, CVS, and Target swiftly moving into the healthcare ecosystem.[16]

Healthcare Professionals: Underpaid and Overstressed

Healthcare has always been a complex and heavily regulated market. But regulation is only a part of the challenge. In an industry that was already fraught with challenges of burn out, stress, and lower than average pay—especially for nurses and nursing professionals—the strain of the pandemic has been incredibly high. Both healthcare workers and respective HR professionals who are dealing with this reality are stretched.

"My team is at a point of exhaustion that I've never seen before," said one of the healthcare CHROs we interviewed.

Workforce Supply Shortage

The healthcare industry is also faced with a notable shortage of workforce supply.[17] Our interviews with executives from healthcare giants like AdventHealth, HCA, and Providence revealed the same story repeatedly: the nursing shortage is the most pressing problem of healthcare today, and not just for CHROs but also for other C-suite leaders. As one executive put it: "I can't run my hospitals on data scientists. It's the nurses that make or break healthcare."

Meanwhile, our own analysis partnering with Eightfold AI as part of our GWI Project shows that almost 42% of the current nursing workforce is at (or near) retirement age.[18] As one of our interviewed healthcare CHROs puts it, "Registered nurses are some of the core key specialty areas that we know are going to continue to be in very high demand and low supply." Considering the substantial amounts of nurses exiting the workforce for several reasons, our analysis as part of the GWI Project finds that by 2025 there will be a staggering shortage of 2.1 million nurses.[19]

Providing Systemic People Solutions (The Four Rs)

All the above forces healthcare organizations to revisit their ways of operating, review their delivery models, and deeply focus on supporting the workforce. Still, healthcare providers are often challenged with the adoption of innovative technology, and they lack the advanced architecture and data management systems needed to progress. Our comprehensive overview of the healthcare market concludes that the healthcare industry is ripe for transformation.

New solutions to the clinical shortage and other people issues are required. We call these practices the Systemic People Solutions Framework, or the Four Rs (see Figure 1 on the next page).

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14 *Redesigning Jobs, Organizations, and Work: The Greatest Business Challenge of Our Time,* Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

15 2021 Healthcare CEO Future Pulse: 10 actionable perspectives for healthcare leaders, Dr. Anna van Poucke and Randall Baran-Chong/KPMG, 2021.
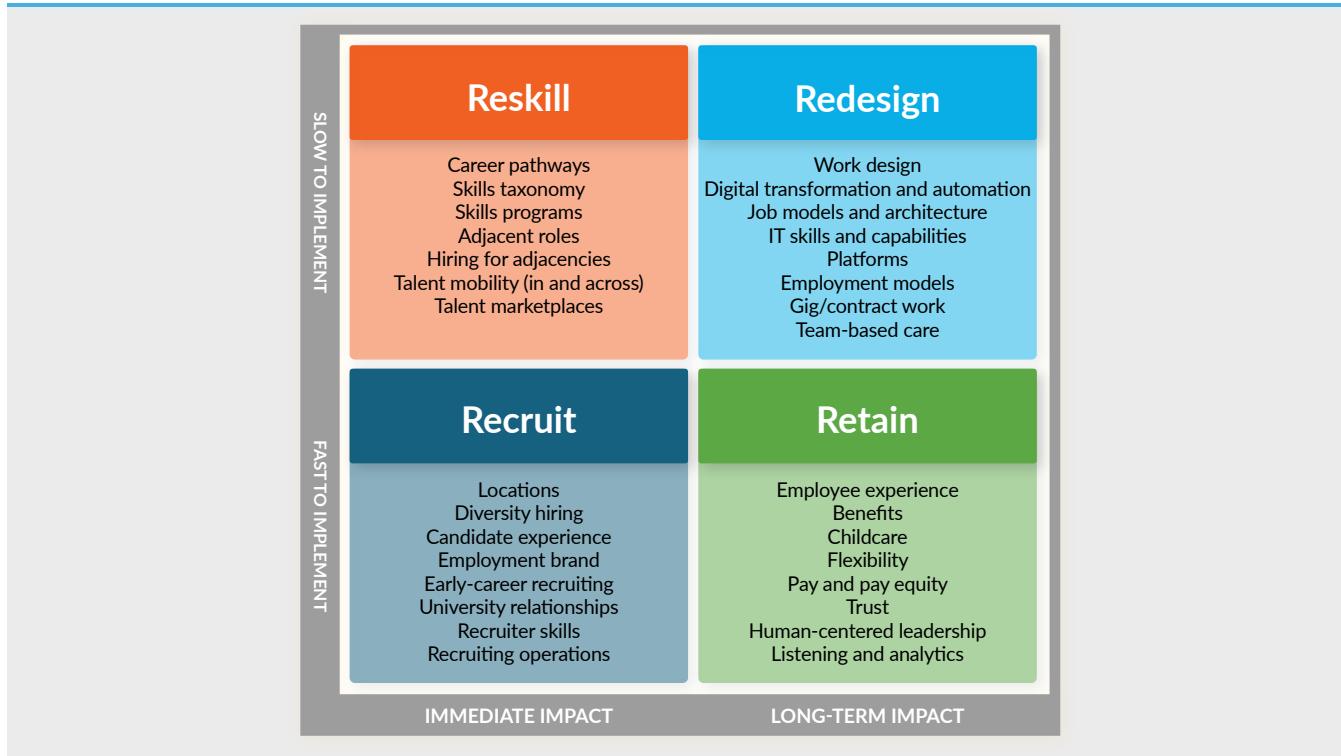
16 GWI Project Healthcare research, The Josh Bersin Company, 2022.

17 *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care,* Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

18 Ibid.

19 Ibid.

Figure 1: Systemic People Solutions Framework—The Four Rs

	Reskill	Redesign
SLOW TO IMPLEMENT	Career pathways Skills taxonomy Skills programs Adjacent roles Hiring for adjacencies Talent mobility (in and across) Talent marketplaces	Work design Digital transformation and automation Job models and architecture IT skills and capabilities Platforms Employment models Gig/contract work Team-based care
	Recruit	**Retain**
FAST TO IMPLEMENT	Locations Diversity hiring Candidate experience Employment brand Early-career recruiting University relationships Recruiter skills Recruiting operations	Employee experience Benefits Childcare Flexibility Pay and pay equity Trust Human-centered leadership Listening and analytics
	IMMEDIATE IMPACT	**LONG-TERM IMPACT**

Source: The Josh Bersin Company, 2022

The solutions fall into four key areas, with different time horizons and impact levels.

- **Recruit.** Using talent intelligence, increase geographic reach, rebalance locations, increase diversity of talent to broaden the pool, predict upcoming retirement, and then hire proactively. According to our Talent Acquisition research, solutions like location strategies, diversity recruitment, a focus on the candidate experience, and enhancing recruiter skills are relatively quick to implement and result in an immediate impact: hiring people into open positions, thereby easing the gap one person at a time.[20]

- **Retain.** Identify how to retain nurses in the workforce, stopping the drain out of the industry by supporting better work-life balance, increased staffing, more flexibility, better compensation, and an irresistible employee experience. Our Employee Experience research shows how a laser focus on making the workplace irresistible can create trust and, in turn, helps retain people in the company, with quick solutions that have a lasting impact.[21]

- **Reskill.** Hire for potential, create career pathways from other professions into nursing, support clinicals during work hours, and pay for nurses during their education. As we show in our Corporate Learning research, focusing on developing nurses and nurse pathways for many people who may not yet have access to this mission-driven, empowering profession is a longer-term, strategic play that can bring about immediate impact—placing these newly minted nurses in open nursing roles.[22]

- **Redesign.** Change roles and work to allow nurses to operate "top of license" (a concept that indicates a nurse works at the top of their capabilities most of the time), introduce team-based care models, drive clinical transformation, and use automation and augmentation. According to our Organization Design study, this approach to "work design" needs to be cross-functional in nature and involve nurses themselves, as well as partners from IT, facilities, operations, and business leadership, together with HR.[23] This long-term strategy

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20 *The Definitive Guide to Recruiting: Human-Centered Talent Acquisition,* Josh Bersin and Janet Mertens/The Josh Bersin Company, 2022.

21 *The Definitive Guide: Employee Experience,* Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

22 *The Definitive Guide to Corporate Learning: Growth in the Flow of Work,* Josh Bersin and Nehal Nangia, The Josh Bersin Company, 2022.

23 *The Definitive Guide to Organization Design: The Journey to Agile,* Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

can result in drastically decreasing the need for so many nurses, as work can be offloaded to machines, supported by better insights through big data, or performed by lower-level, nonclinical people, providing a longer-term impact with a strategic redesign effort.

Reskilling the Workforce

One of the transformational solutions lies in reskilling the workforce both from within healthcare and outside of the industry. In fact, according to our detailed analysis from our GWI Healthcare research, it is the most impactful strategy to increase the supply for nursing. It can account for up to a third of the needed nursing people (or as many as 700k nurses), much more than recruiting and retention solutions.[24]

The most innovative, impactful, and life-altering strategy in this solution set is what we define as "career pathways."

Career Pathways: From Jobs to Careers

A "career pathway" is a series of career steps, designed through skills adjacencies, which show an individual how to move to a more-valued, in-demand career. Through career pathways, organizations can unlock growth opportunities and support the development of new skills, helping individuals transition into credentialed new jobs or roles that offer better pay, growth potential, and business impact (see Figure 2).

Career pathways are different from "career paths," where people move within a cluster of jobs using their existing skills. Career pathways enable organizations to tap into diverse talent pools—such as frontline workers and underserved populations. And through reskilling and developing new skills, career pathways also unlock growth, future-proof jobs, and higher-pay levels.

Figure 2: Example of a Nursing Career Pathway

Source: EdAssist by Bright Horizons, 2022

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24   *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care,* Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

"We want our people to have a career for life at our organization. No matter where you enter the organization, or where you want to take your career, we will support you. An environmental service worker can become a chief nursing officer with us," as one CHRO of a large New York healthcare system explained.

Career pathways in healthcare are a critical building block to address the clinical talent shortage. These career pathways—sometimes administered by the corporate L&D department—are at the heart of what healthcare is about today and creating them is a C-suite issue.

The Role of No-Cost Education in Career Pathways

In healthcare, education and certification are critical elements to higher-paying, future-focused roles. And although 61% of healthcare organizations offer tuition reimbursement, only 11% have it widely used by their employees, and a mere 8% have most of their employees aware of these programs (see Figure 3).

"One of the barriers to education for our entry-level positions is that candidates couldn't see themselves paying up to $5,000 out of pocket and then waiting for six months after
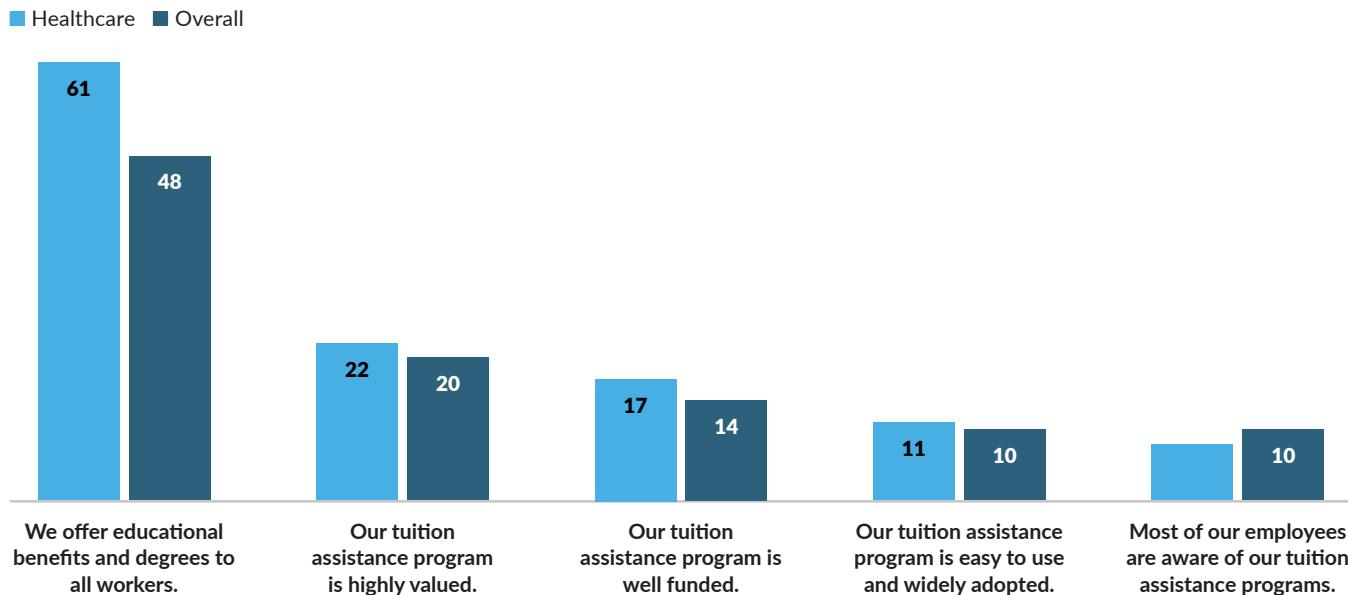
they finish the semester to be reimbursed," said Olesea Azevedo, CHRO of AdventHealth. Instead, AdventHealth and other forward-thinking healthcare organizations provide access to tuition assistance—prepaid tuition with no out-of-pocket amounts for employees.

Companies use partners like EdAssist to negotiate discounts at top educational institutions, develop pathways, and provide additional support for working learners to aid completion of their study programs.

> *What does it mean to offer a "no-cost" degree? Well, historically, companies often provided tuition reimbursement—payment after an employee completed their degree. But we're seeing a shift toward making sure employees don't pay any out-of-pocket costs whatsoever for books, tuition, or fees. This makes an enormous difference for employees who may otherwise not be able to invest the upfront resources necessary to pursue a degree.*
>
> **Jill Buban, Vice President and General Manager EdAssist by Bright Horizons**

Figure 3: Percentage of Surveyed Companies Adopting Practices for Educational Benefits

- Healthcare - Overall

	We offer educational benefits and degrees to all workers.	Our tuition assistance program is highly valued.	Our tuition assistance program is well funded.	Our tuition assistance program is easy to use and widely adopted.	Most of our employees are aware of our tuition assistance programs.
Healthcare	61	22	17	11	
Overall	48	20	14	10	10

Source: The Josh Bersin Company, 2022

The benefits of "no-cost" degrees go well beyond attracting and retaining talent. For employees, it can mean the difference between being stuck in a no-future, uninspiring job that is likely to be automated in the future and saving lives through patient care, making dreams of helping and supporting others come true. For families and communities, it can open a new world of increased wealth, education, and demonstrate that education is accessible to everybody. It's a massive mandate.

Talent Intelligence: A Cornerstone to Career Pathways

Building career pathways for your employees may seem straightforward, but it's quite challenging. Consider these questions:

- What current jobs do we have today? What jobs do we need tomorrow? What specific moves from legacy jobs to future-proof jobs do we want to empower?

- What skills adjacencies do we have today in these jobs? What transferable skills do we need?

- What educational requirements are needed to fulfill these future jobs? What schools should we partner with?

Talent intelligence—data about jobs, roles, and skills both internally and externally, identifying skills adjacencies, rising and declining skills, and tracking time series—is critical to make data-based decisions. (Our report on talent intelligence explains this in detail.[25]) Many platforms now use AI and machine learning to make sense of the vast amounts of data generated, inferring skills from backgrounds and connections, and identifying adjacent and transferable skills and roles. The Global Workforce Intelligence (GWI) Project leverages the Eightfold Talent Intelligence Platform to understand jobs, job trends and adjacencies, roles, role clusters, career pathways, and organizational solutions to determine industry insights.

Six Key Steps for Building Career Pathways

Based on our conversations with 20+ CHROs of the largest healthcare organizations and analyzing billions of data points on skills, roles, and careers in healthcare, we define six key steps healthcare organizations can take to build career pathways into their hard-to-fill clinical roles.

Step 1: Determine critical job clusters.

What jobs are rising in importance? What jobs are declining? To answer this question, we first clustered all jobs in healthcare into six key job clusters (see Figure 4).

**Figure 4:** Role Segmentation in Healthcare

Care Delivery				Business & Administrative Support	
Nursing	**Specialists & Physicicans**	**Medical Support**	**Diagnostic/ Testing**	**Tech & Business Management**	**Administration & Finance**
Registered nurse (RN)	Medical doctor	Medical assistant	Radiologic technologist	Project manager	Administrative assistant
Nurse practitioner	Pharmacist	Pharmacy technician	Medical technologist	Practice manager	Executive assistant
Critical care RN	Physical therapist	Patient care technician	Sonographer	Financial analyst	Supervisor
Licensed vocational nurse (LVN)	Clinical pharmacist	Phlebotomist	Clinical lab scientist	Business analyst	Receptionist
ER registered nurse	Respiratory therapist	Case manager	Technician	Consultant	CSR
Nurse manager	Occupational therapist	Cert. nursing assistant	MRI technologist	Program manager	Recruiter
Licensed practical nurse (LPN)	Pediatrician	Medical coder	CT technologist	Data analyst	Registrar
Nurse case manager	Clinical dietitian	Patient access rep.			Accountant
	Optometrist	Surgical technician			Systems analyst
	Speech language pathologist	Surgical technologist			Dept. administrator
	Psychologist				Project coordinator

Note: Roles are listed in order of prevalence.

Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

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25 *Understanding Talent Intelligence: A Primer,* Josh Bersin/The Josh Bersin Company, 2022.

Figure 5: Prevalence of Role Segments in Healthcare
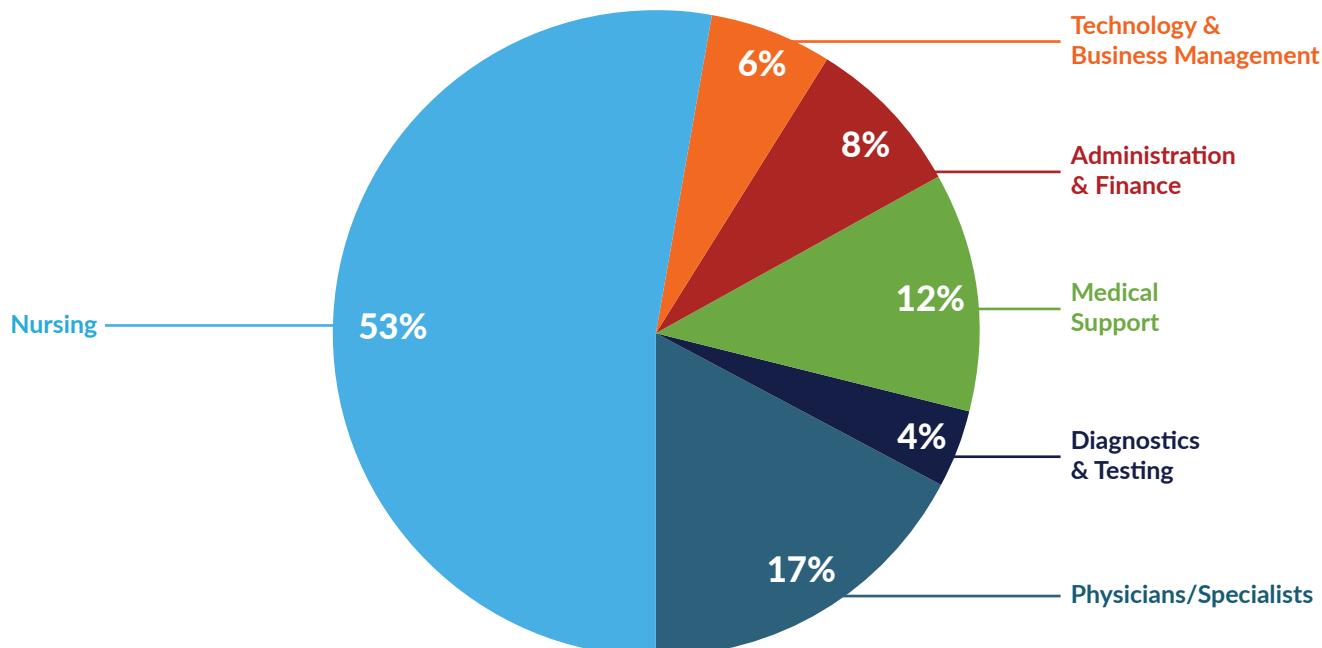
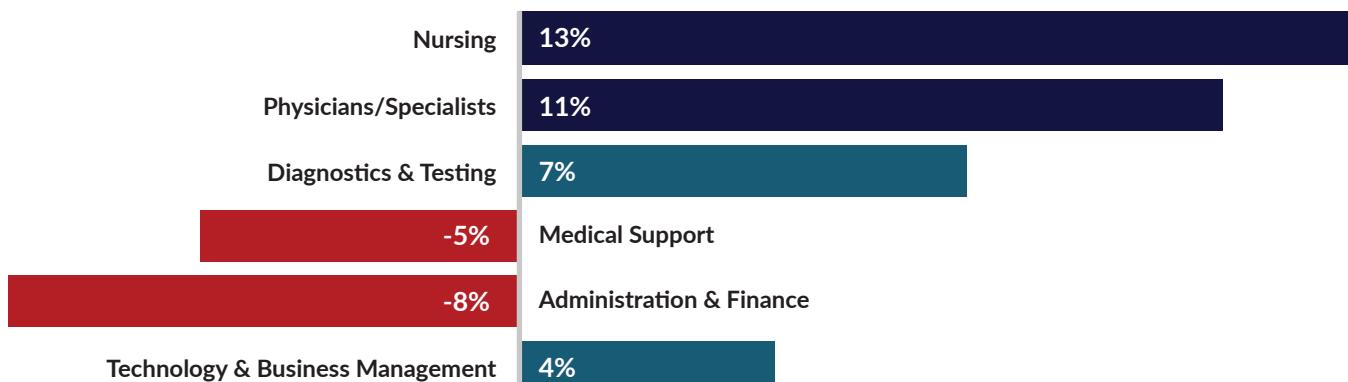*Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022*

Overall, *86% of the healthcare workforce is in care delivery roles.* Nursing roles make up more than 50% of all roles today (see Figure 5). Not surprisingly, healthcare is a high-touch, human-centered industry. "I can outsource the IT or administrative support functions of my business but not the care delivery function. Clinical people are critical," as one CHRO put it.

Understanding Role Growth and Decline Trends

In terms of growth or decline in roles, nursing and physician roles are growing rapidly, so the pressure of increasing demand and declining supply is getting even more severe. Meanwhile, administrative support roles are rapidly declining over the next few years, due to the impact of technology and patient experience considerations (see Figure 6).

Figure 6: Role Growth/Decline by 2025

Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

Why is this shift taking place? The aging population, an increase in chronic illnesses, and declining birth rates all put more pressure on finding clinical care people. Medical support and administrative roles, while important, are rapidly being automated. Receptionists, administrative assistants, or pharmacy technicians will be less important as patients check into their appointments online, get basic checkups like blood pressure measurements or weight automatically. This may seem like a perfect match to take some of the displaced medical and administrative support roles and move into nursing, but it's not an easy transition and requires a strategic approach, one we'll outline later in this report.

Using these insights, combined with interviews from more than 20 CHROs of the country's largest healthcare organizations, we determined that the role group to focus on was nursing.

> *We are facing shortages in the nonclinical workforce, but our revenue and our patient care is in the hands of our clinicians. We know that we need to think differently and put more into solving this. We are no longer going to be able to provide care for our communities if we don't think differently.*
>
> **Greg Till, Chief People Officer, Providence**

Segmenting Target Roles

Within the nursing profession, skills and education requirements vary widely, and so do compensation and work itself. We identified six nursing roles across healthcare (see Figure 7). Ordered from left to right, educational requirements increase, and so do pay levels.

Figure 7: Nursing Roles Segmentation

	Nursing Aid	LVN/LPN	RN	Nurse Supervisor	Nurse Case Manager	APRN
Description	• Assist other nurses and medical professionals • Perform routine tasks (e.g., checking vitals)	• Observe, monitor, document, and report patient's condition • Report to and assist more senior nurse(s)	• Assess patients • Implement and monitor treatment • Administer medication and draw samples	• Manage nurse schedules • Maintain documentation and client records	• Draft service plans • Review case progress	• Direct patient care and prescribe medicine • Develop, implement, and review healthcare plans
% of Nurses	25%	12%	53%		2%	8%
Most-Differentiating Skills	• Empathy and compassion • Basic ADLS observance	• Nursing AID skills • EMR • Medical terminology • Communication skills • Medication administration	• LVN/LPN skills • Vital signs • Delegation • Patient care • Sample extraction	• RN skills • Scheduling management • Documentation • Planning	• RN skills • Case management • Treatment plans • Utilization review • Medical records	• RN skills • Advanced medical (specialty skills) • Leadership skills • Analytical skills • Diagnostics
Education/ Certification	• CNA diploma	• VN or PN program • NCLEX-PN exam	• ADN or BSN degree • NCLEX-RN exam	• BSN degree (MSN preferred) • RN experience	• BSN/MSN degree • RN experience • Case management certification	• MSN/DNP degree • Clinical experience • National certification exam
Average Pay	$29,420	$48,070	$77,800		$88,479	$120,680

ADLS: Activities of daily living (ambulating, feeding, maintaining basic hygiene, toileting, bathing) | **LVN:** Licensed Vocational Nurse | **LPN:** Licensed Practical Nurse | **RN:** Registered Nurse | **APRN:** Advanced Practice Registered Nurse | **CNA Diploma:** Certified Nursing Assistant Diploma | **NCLEX-PN:** National Council Licensure Examination for Practical Nurses | **VN/PN Program:** Vocational or Practical Nurse program | **NCLEX-RN:** National Council Licensure Examination for Registered Nurses | **ADN:** Associate Degree in Nursing | **BSN:** Bachelor of Science in Nursing | **MSN:** Master of Science in Nursing

Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

Knowing these insights will help you define what your feeder roles are, and what expectations to set with people embarking on career pathways to the target roles.

Step 2: Define skills requirements for future roles.

Understanding the rising skills that will take your RNs into the future—and benchmarking your RN skills against these—will help you continuously develop these skills and build them into your career pathways efforts.

Identifying Skills Trends

For nursing staff, most skills have been stable but there are some notable shifts: skills that relate to patient safety, acute and home care, medical surgical nursing, healthcare IT and informatics, and EPIC Systems have been rising, and administrative skills like data entry, medical record-keeping, or MS Office are declining (see Figure 8).

Figure 8: Nursing Skills Trends

■ Rising   ■ Stable to Slightly Rising   ■ Stable   ■ Stable to Slightly Declining   ■ Declining
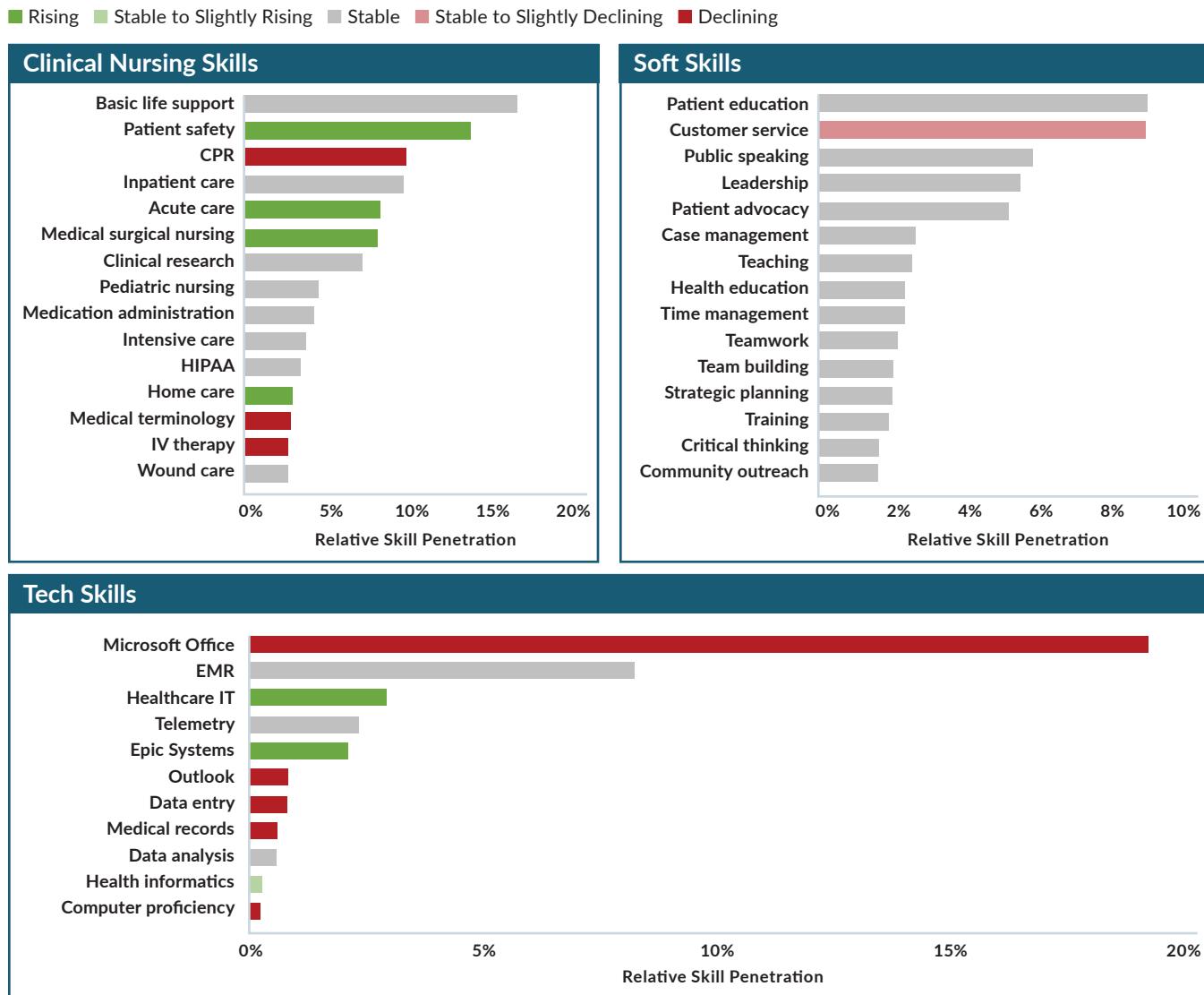
Note: "Relative skill penetration" is the percentage of the workforce segment that has a specific skill.

Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

Determining Differentiating Skills

Understanding what skills are in each of your key target roles (e.g., RN, LPN, LVN) are differentiating versus basic will help prioritize needs for skilling efforts and career pathways. We define **basic skills** as those functional job skills necessary to perform the job and **differentiating skills** as those that differentiate high-performing teams or organizations from their peers.

Using the Eightfold Talent Intelligence Platform in our GWI Project, we determined the profile of the future-ready RN (see Figure 9).

Beyond clinical capabilities, our insights show that the differentiating skills of RNs are in quality patient care, healthcare information and EPIC Systems, patient education, and patient advocacy. These skills will help use technology in new ways and empower patient-centered care and a great patient experience.

Knowing this skills profile is critical to hone in on more than the basic skills and continue to foster continuous development beyond degrees and certifications in career pathways, as well as build out differentiating skills critical for thriving in the RN role.

Benchmarking Your Workforce's Skills

Benchmarking your RN population against these skills, you can then identify skilling programs targeted at specific needs to only those RNs who need development. In a labor-constrained environment where the work of every RN is critical, this in turn preserves capacity. Many healthcare organizations struggle to pinpoint requirements and instead put all RNs through development programs further exacerbating the clinical capacity issue.

Relentlessly focusing on the patient experience across various sites of care (including home health and telehealth) is critical for current and future success of healthcare organizations. While healthcare initially resisted the digital revolution, today's patients demand a digital experience on par with other consumer experiences, so healthcare companies cannot afford to continue to lag. Therefore, companies like AdventHealth are doubling down on digital programs for their nurses, supporting them to learn new skills well beyond the EMR.

Kaiser Permanente (KP), for example, has been on a journey to balance care and service for better outcomes for the last 15 years, training nurses and other clinicians on patient experience and services, and a patient and family-first approach. As a result, patient satisfaction and retention has improved.

Figure 9: The Skills Profile of the Future-Ready RN
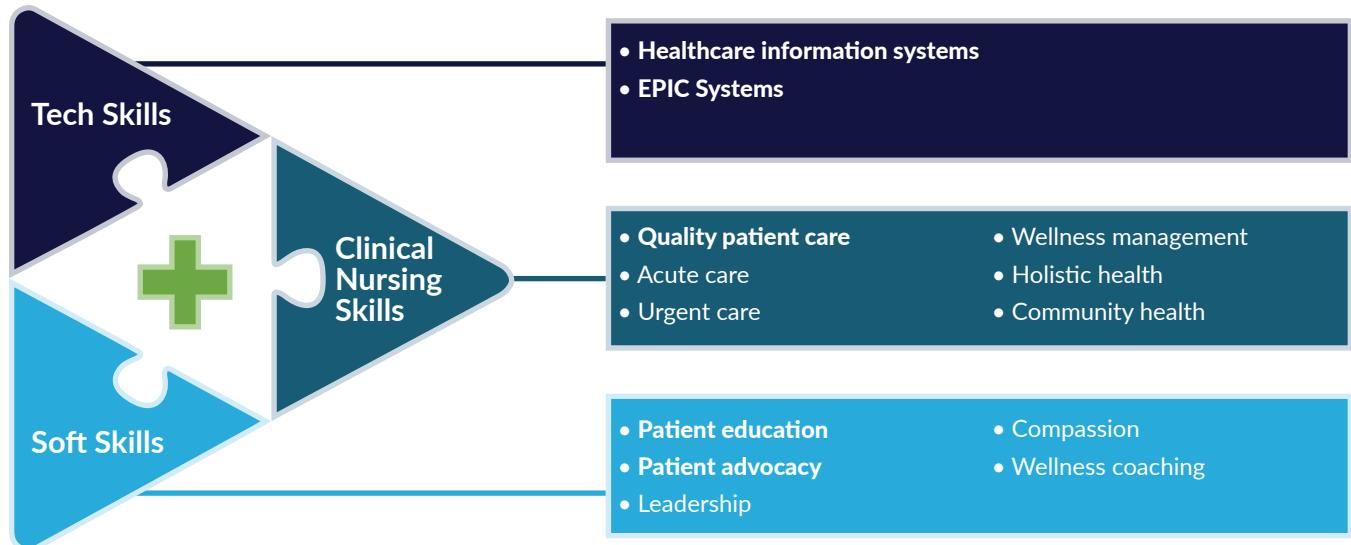
Note: Differentiated skills are represented in bold.

Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

With a focus on nurse education across all sites of care, online and in-person training programs, partnerships with educational institutions, and agile development centers (like KP's Innovation Center), healthcare organizations can build these skills for the future.

Nurses who have these 21st-century skills are not just more valuable for the organization but also stay longer, provide better results to patients, and generally also deliver better healthcare.

Step 3: Identify role and skills adjacencies.

Once you have identified your target role cluster (like nursing, for example), and understand skills trends, it's important to get insights into adjacent roles and skills—those that have the easiest pathway to an RN role, for instance.

Determining Adjacent Roles

Understanding role adjacencies means determining which of the lower-priority, feeder roles are "close" to target roles, for example in nursing. The closer these roles are to the target roles, the easier the transition will be using a career pathway.

For example, in our GWI Project, we identified the receptionist role as rapidly declining because of automated and technology-enabled check-in procedures in hospitals and medical offices.[26] Our analysis shows that this role is adjacent to a nursing aid role (see Figure 10). Thus, providing

career pathways for current receptionists and encouraging the uptake helps build talent into nursing aid positions that continue to be in high demand, and even supports people to eventually develop into RN positions if they are so inclined. This will not only support people with a higher paying, more meaningful work opportunity, it also increases the diversity of the nursing population as it is pulling from a much broader talent pool; it also helps the organization increase scarce nursing staff supply.

Determining Skills Adjacencies and Hiring for Potential, Then Reskilling

Using skills adjacency analysis, healthcare organizations can significantly increase the talent pool for their target roles in nursing (see Figure 11 on the next page).

Hiring for adjacent skills and then focusing on creating career pathways can help close the gap in clinical capacity significantly. But talent intelligence is required to determine skills adjacencies. For example, if people have customer experience skills, they will likely be able to pick up patient experience skills much more quickly, and the talent pool for customer experience skills is larger— pulling from retail, service centers, hospitality, and other adjacent industries. In labor-compressed roles like RNs or other clinical roles, this expansion can result in massive opportunities.
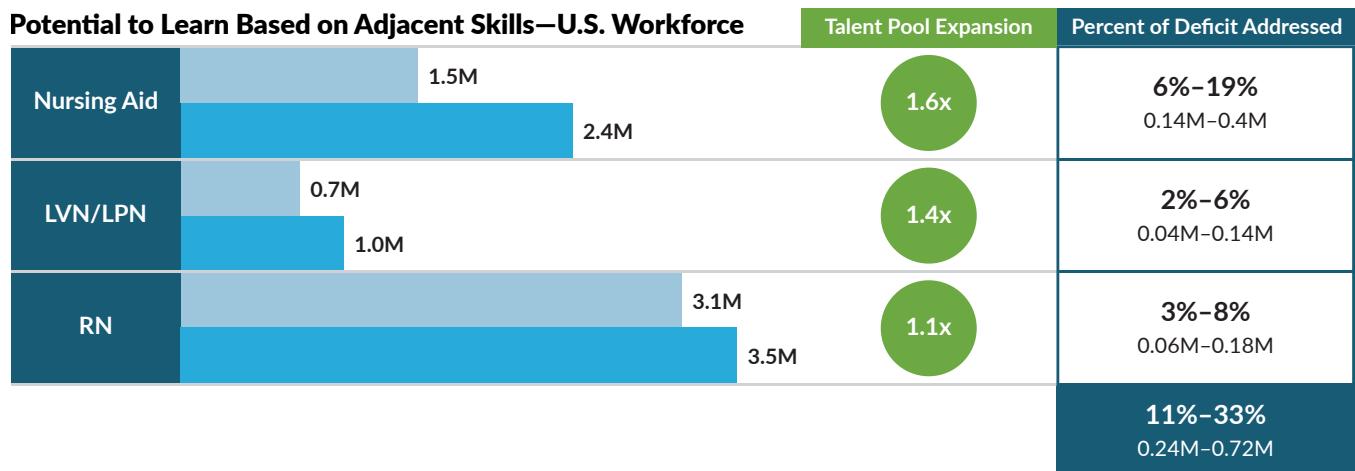
Figure 10: Nursing Role Adjacencies

	Adjacent roles				
Nursing Aid	Physical training instructor	Customer service associate	House-keeper	Receptionist	Waitress
LVN/LPN	Phlebotomist	Counselor	Physical therapist	—	—
RN	Paramedic	Lab technician	Pharmacist	Wellness coach	—

Source: Eightfold Talent Intelligence Platform and the Josh Bersin Company, 2022

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26   *Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022.*

■ Knows Skill ■ Potential to Learn Skill

Potential to Learn Based on Adjacent Skills—U.S. Workforce

		Talent Pool Expansion	Percent of Deficit Addressed
Nursing Aid	1.5M / 2.4M	1.6x	**6%–19%** 0.14M–0.4M
LVN/LPN	0.7M / 1.0M	1.4x	**2%–6%** 0.04M–0.14M
RN	3.1M / 3.5M	1.1x	**3%–8%** 0.06M–0.18M
			11%–33% 0.24M–0.72M

Note: Assumed 5%–15% hiring from the potential talent pool available.

Source: Eightfold Talent Intelligence Platform and the Josh Bersin Company, 2022

Step 4: Define career pathways.

Career pathways are the most significant, strategic, and forward-looking ways to build workforce capacity for priority roles and skills. Considering the target roles, skills requirements, and the roles that will be deprioritized helps make this a business-driven opportunity.

Mapping out Career Pathways for Target Roles

Data-informed career pathways—like the ones AdventHealth or Providence build to develop more clinical staff—help bring nonclinical people into nursing positions (see Figure 12).

HCA, AdventHealth, and New York-Presbyterian, for example, have career pathways programs in place, supporting people

Figure 12: Examples of Career Pathways to RN

Current Role	New Role Requirements		Future Role
Paramedic	Hospital management	Accelerated bridge program NCLEX-RN exam	
			Registered Nurse
Lab Technician	Patient safety EMR Wound care Vital signs	NCLEX-RN exam	
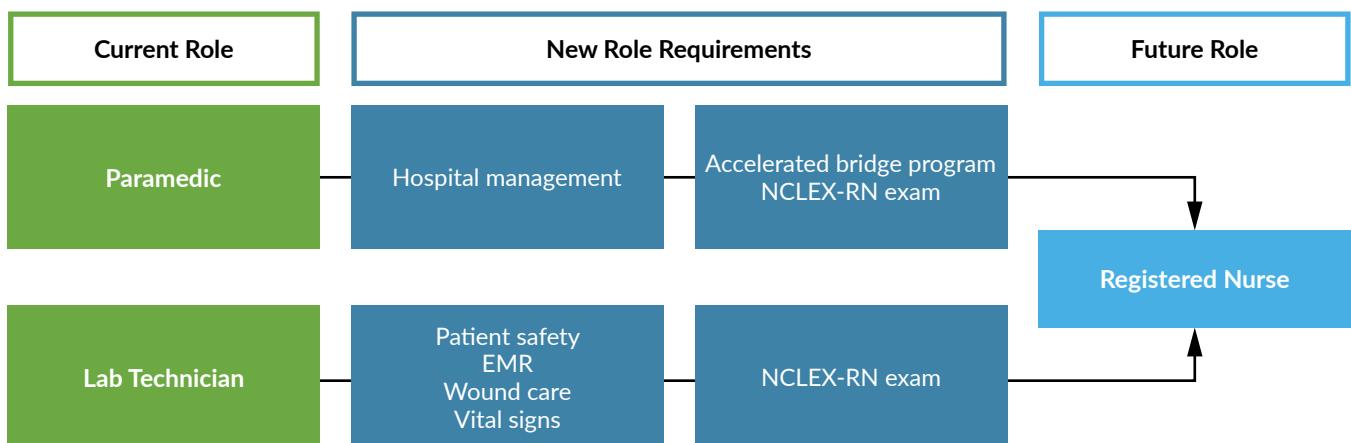
Source: Eightfold Talent Intelligence Platform and The Josh Bersin Company, 2022

from lower-skilled, lower-income jobs like janitorial or environmental services to develop into the medical field, with debt-free education. Companies in other industries with a lot of frontline workers—retail companies like The Home Depot, financial services firms like Bank of America, or telecommunications companies like Verizon—have similar programs in place.

> " *The key is to direct people into the right jobs—from jobs with no future to those where we will have a significant supply gap.*
> **Healthcare CHRO**

Broadening the Aperture Beyond Your Organization
Providence even goes further, bursting through company and industry walls. Working together with Amazon, they create career pathways into nursing roles for soon-to-be displaced warehouse workers. Amazon's Career Choice program has been in place since 2012, using predictions of jobs that will be obsolete soon because of impending automation. Rather than laying off thousands of workers, they provide no-cost, on-site education and skilling for five different key jobs. Most lead into Amazon, but the clinical one goes beyond the giant—and partnering with Providence, new nursing professionals can be immediately placed into jobs.

It's a triple win. Amazon wins because they don't have to lay off people en masse, Providence gets a lot of motivated people in nursing roles ready to start, and of course the people themselves win because they have a dream job ready to start and paid by Amazon.[27]

Revisiting Degree Requirements
An important consideration is to revisit the need for degrees. Finding fully licensed nursing staff is an almost unobtainable goal. Simply put, there are just not enough in the market, and those who are there sometimes choose a different profession because of the various stresses of the pandemic and beyond.

Broaden the search to other adjacent skills and roles, and the talent market becomes much bigger. Coupled with a less strict policy around degrees, this strategy can yield many nurses rather quickly.

> " *We are now revisiting the degrees for every role. In times when there were plenty of nurses, it was easy to demand a four-year degree across the board. But today we need to think about it differently.*
> **Greg Till, CHRO, Providence.[28]**

As part of their job architecture review program, AdventHealth is also revisiting degrees and identifying where certificates would be sufficient. This in turn creates more equity for people, democratizing the dream of a nursing profession (read more about it in our separate case study on AdventHealth). Partnering with education providers across the country, the organization scales this approach geographically.[29]

Step 5: Choose your education partner.
Career pathways in healthcare depend on finding the right reskilling and education partners. Rather than doing it all alone, companies like Providence, Mercy, or New York-Presbyterian partner with EdAssist to choose the top institutions in the country for building specific skill sets, build those career pathways, and deliver support services to help healthcare workers complete their education.

Looking for All-Around Care
Healthcare workers face significant barriers when choosing an education program: time, money, stress, and family responsibilities. Thus, they need all-around care—from career and life coaching to financial support and help with childcare.

This is truer in healthcare than in any other industry because healthcare workers are already highly stressed, overworked, and can't work remotely. Your education partner needs to

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27 *Providence Transforms Healthcare for the Future*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

28 Ibid.

29 *AdventHealth Taps into Caregiver Education to Enable Whole-Person Care*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

understand and address all these barriers holistically: support with coaching, free degrees, flexible learning options, and additional services such as childcare, adult tutoring, pet care, senior care, part-time care, back-up care (when caregiving falls through at home). Thus, you can focus on providing an ecosystem to support working learners.

New York-Presbyterian, Mercy, and HCA, for example, are all focused on this. Childcare is a tough nut to crack, even without the added time commitment to study for a new career.

"People shouldn't have to choose between their children and following their calling in the medical field," an executive told us. In the early days of the pandemic, when patient-facing caregivers couldn't even see their families for fear of infecting them, Bright Horizons pivoted quickly to bring on-site childcare for organizations like New York-Presbyterian in Covid-stricken New York City.

Easing the burden from your hard-working medical workers helps them destress and bring their best selves to patients who need them. "In the height of the pandemic, when we were literally drowning, agility and a deep focus on support for our caregivers was critical. Having on-site childcare provided by Bright Horizons helped us continue to care for patients, without having to worry about children being left home alone," as one leader put it.

Accessing Deep Industry Insights
Healthcare requirements for education and certification are unique and complex. As healthcare has such specific requirements in terms of certifications, skilling, and education, bringing in industry expertise is critical.

An education partner who provides not only generic career pathways but focuses on connecting leaders with other healthcare executives to build community and solve industry challenges together can elevate strategies and solutions. This is more critical in healthcare than other industries because of the complex nature of the work and the many different requirements from patients, the workforce, legislators, and payors—and the life-and-death nature of decisions.

Marketing and Communicating Career Pathways
The best career pathways are not worth much if nobody knows about them. The best healthcare organizations tie communication and marketing of their career pathways into the mission of the organization, using a "head and heart" approach. Highlighting additional earning potential or a future-proof career is important, but so is appealing to the desire to help and make a positive impact that healthcare workers always share.

Your education partner can support you with marketing support tailored to the specific needs and populations of the organization.

Since only 8% of healthcare organizations' programs like this are widely known by most of their employees,[30] this is a critical opportunity to make an impact that matters. Tailored marketing campaigns that work for your organization, your unique cultural requirements, and specific employee needs can increase adoption of your career pathways significantly (see Figure 13 on the next page).

Step 6: Drive adoption of programs.
Program adoption can be measured and evaluated in several ways. Increasing participation rates in target populations (especially people in the roles that are declining in needs) is an important measure, but the ultimate test is how many people are placed in their new careers.

Increasing Participation through Storytelling
When people see others in their cohort groups participate and understand the benefits of their career growth, they will be much more likely to follow along. Successful healthcare companies are driving participation through highlighting individual success stories of people moving from declining jobs into their dream careers.

Simplifying Placement of People into New Careers
Once people are ready with their education and practical experience, it should be a straight and easy path to getting a new role in this field. Rather than focusing scarce recruiting

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30 Corporate Learning research, The Josh Bersin Company, 2022.

Source: EdAssist by Bright Horizons, 2022

resources on placement of people into these new roles, or wasting managers' time on interviewing internal candidates, forward-looking healthcare organizations create a direct placement option instead, with no need to apply for a job or be interviewed for it.

For example, Mercy is now piloting centralized interviewing. "Part of the challenge with a high-turnover nursing workforce is that nurse managers are spending extraordinary amounts of time interviewing," said Tracey Grimshaw, Chief Organizational Effectiveness Officer of Mercy. "So, we're doing proof of concepts on centralized interviewers and centralized onboarding staff who can do the work for the nurse managers so they can in turn manage their teams and this new, changing workforce."[31]

Other healthcare organizations go a step further, placing people directly into their new careers once they are qualified

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31 *Mercy Uberizes Nursing for the Future of Work*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

for it, further streamlining the process, and saving precious recruiting and hiring manager resources. This also helps candidates understand that it is a true pathway to a new career, not just an education program—which in turn helps with attracting and retaining people.

Measuring and Increasing the ROI

"Developing people is a much more cost-effective way to get clinicians into the jobs than hiring, and the ROI on career pathways is an order of magnitude right out of the gate," one CHRO told us, quoting internal studies that showed development can be up to six times more cost effective than hiring.

And retention of talent increases significantly, too. Studies show that the retention rates can increase by more than 15 percentage points when people participate in career pathways programs, essentially reversing the massive exodus of people from healthcare over the last two years.[32]

HR in healthcare is leading the way in terms of innovating on traditional HR.

Conclusion

In our discussions, we have found that many healthcare executives take a surgical approach to job tasks, skills, and responsibilities. In many ways, these HR executives are thinking like COOs, working cross-functionally, and advocating for roles in IT/security, data analytics, and automation. This enables them to scale the talent they have, allowing new talent to enter into future-proof, meaningful careers, and therefore making an impact to society and communities.

Many of these innovators come from other industries like energy and resources, manufacturing, retail, and even technology. If they expected to enter a backward-looking, stale function, they were in for a positive surprise. Innovation in people practices abounds, with practices ranging from internal gig work to technology transformation, team-based work models, video visits and telemedicine, patient experience focus, and a hyperfocus on the mission. Every industry and every company will be on the same path as the talent shortage gets more acute.

Driven by necessity, healthcare CHROs are at the forefront of it all, and HR in healthcare is leading the way in terms of innovating on traditional HR. It is branching out beyond the industry—recruiting leaders from high tech, retail, and supply chain—to lead innovation.

Building career pathways with cost-free education provides a strategic avenue for healthcare CHROs to impact individuals to further their careers while also solving critical talent shortages— and thus making a massive contribution to one of the biggest problems in society today.

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32   EdAssist by Bright Horizons study, 2022.

AdventHealth Creates Career Pathways for "Top of License" Work

AdventHealth is one of the largest healthcare providers in the U.S., with more than 80,000 employees across more than 50 hospital campuses and hundreds of care sites in Florida, Illinois, Texas, Kansas, Wisconsin, Georgia, North Carolina, Kentucky, and Colorado.

The first step toward an innovative approach to talent acquisition, talent reskilling, and talent retention for AdventHealth was going through the job architecture and identifying not only the mission critical roles within the organization but also the career pathways leading to these key roles. For example, if a patient care technician wants to become a nurse, the employee will be able to follow a career pathway from their entry-level support position to a higher-level nursing position through clearly defined steps. "You might need a two-year nursing degree, and then a four-year degree, and we say, 'Okay, here are the tools,'" said Olesea Azevedo., Senior Vice President, Chief Human Resources Officer. "We're making it very easy."

AdventHealth began its new career pathway process by gaining deep understanding of current caregivers' responsibilities and scope, and then identifying what it would take to advance to the next step. Mapping out what education is needed can help guide employees toward advanced positions.

Next, the company took a closer look at its own university, AdventHealth University, to see how a closer partnership—involving curriculum planning and degrees—could anticipate the future needs of its employees as they advance in their careers. "We are working very closely with them to set targets for education and workforce development that are aligned to industry needs," said Azevedo. "So, for example, we're partnering with AdventHealth University to triple the number of nursing graduates they produce every year."

"Reaching such a high goal is achievable," said Azevedo, because of additional support through their educational vendor partnership, which offers:

- Debt-free educational assistance
- Student loan coaching
- Student loan repayment for eligible employees
- FastTrack education access

Through AdventHealth's educational partner, all benefits-eligible employees now have access to expanded educational assistance—including no out-of-pocket costs for many programs. AdventHealth employees also have access to education coaching and direct-pay tuition options.

Thanks to these partnerships, AdventHealth has been able to tap into a wider network of education possibilities. As Azevedo said, they've identified a "tier one" network of colleges to provide debt-free tuition. "One of the barriers to education for our entry-level positions is that candidates couldn't see themselves paying up to $5,000 out of pocket and then waiting for six months after they finish the semester to be reimbursed," said Azevedo.

By working with a coach, employees can now explore their career pathways, and once they have identified their desired profession, are directed to in-network schools that offer the program with zero out-of-pocket costs.

Creative educational partnerships also mean that AdventHealth can bolster its whole-person care approach. Part of this approach is enabling nurses to work at the top of their licenses—doing work they are uniquely qualified to do—by expanding the roles of patient care technicians to support other tasks. They can now perform some of the less complex duties so that nurses can focus on complex clinical issues and caring for patients.[33]

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33 *AdventHealth Taps into Caregiver Education to Enable Whole-Person Care*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

Mercy "Uberizes" Nursing with "Mercy Works on Demand"

Mercy is one of the 25 largest U.S. health systems, with 900 physician practices and outpatient facilities, 3,400 Mercy Clinic physicians and advanced practitioners, as well as more than 40,000 additional employees (known as "co-workers") serving patients and families across Arkansas, Kansas, Missouri, and Oklahoma. Mercy also has clinics, outpatient services, and outreach ministries in Arkansas, Louisiana, Mississippi, and Texas.

As Tracey Grimshaw, Chief Organizational Effectiveness Officer of Mercy, reported, one of the biggest challenges facing healthcare systems is the high turnover of nursing staff.

"We anticipated for years that we would start to see fewer RNs, and that we might have more LPNs [licensed practical nurses], but we're starting to see a shortage across the board," said Grimshaw. "We're also seeing that those who are staying in the profession are looking for more flexible options."

In late 2021, Mercy redesigned its staffing system with the intent to fill shifts left empty by a significant turnover of nursing staff in large part due to the COVID-19 pandemic with gig workers who want to determine their own schedule. As Grimshaw explained, if a core co-worker opts out of a shift, the organization will offer it to gig workers "who like the Uberization of nursing," she said. These nurses are excited by the prospect of being a gig-employed co-worker at Mercy, not having to work every day and having the ability to pick up shifts via a custom app. They can work at other hospitals or other jobs, and the program is based on when they want to work and whom they want to work with.

Such innovative approaches offer new ways of thinking about their workforce with different hours. Shorter shifts are especially appealing to working parents who have caregiving responsibilities and would prefer not to work a typical, 12-hour nursing shift. Instead, they might work a 9 AM to 2 PM shift or an 8 AM to 12 PM shift or a 10 AM to 2 PM shift, allowing

them to drop their kids off at the bus and be home when they get back from school.

In today's gig-based economy, Grimshaw explained, the organization's HR department had been worried about further loss of nurses. By creating an app to engage flexibility-seeking people, however, Mercy has reversed the trend. This app and online platform are called "Mercy Works on Demand."

"Our biggest concern when offering a new way of working was that we would lose core nurses to gig—with so many healthcare organizations losing core nurses to travel, we thought, 'We're going to lose them to gig.' But we have not found that. A small number of our in-scope population chose to move to gig."

The company's HR department found that those who were thinking about leaving to go travel decided, "'Hey, I don't have to, I can stay at Mercy and take a gig,'" reported Grimshaw. "We also brought people back who left us, into gig positions." Gig work has been a significant retention lever for the organization.

Gig workers go through the same interview process that a full-time Mercy co-worker does to make sure they're a fit for the organization. Grimshaw compared a nursing team to any sports team—it's great when it's stable; and the players know each other and how to work together; and they build relationships, they understand each other's strengths. Bringing gig workers to the team creates a different combination of players on the field, but Mercy's innovative approach and the "Mercy Works on Demand" platform leverages strengths among the permanent and transient workforce.

"We've invested in teaching our nurse leaders—how to lead the workforce differently," said Grimshaw. Offering greater flexibility and skill mix creates some complexity for nurse managers. However, the benefits of an agile, engaged workforce pays off both for the employee and the patients they serve.[34] ■

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34 *Mercy Uberizes Nursing for the Future of Work*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

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Providence Works Across the Ecosystem to Diversify Talent

Providence Health & Services, one of the largest health systems in the United States, is a nonprofit Catholic healthcare system that operates multiple hospitals across seven states. Headquartered in Renton, Washington, Providence includes 52 hospitals and more than 1,000 outpatient facilities in California, Oregon, Washington, Alaska, New Mexico, and California. The organization employs approximately 120,000 caregivers.

Like all healthcare organizations, Providence is currently facing critical workforce challenges. Over the past 10 years, gaps in the supply and demand of clinical talent have been growing as the population ages. This growing shortage was significantly exacerbated by the pandemic, which simultaneously increased the country's need for healthcare talent and saw a sizable portion of clinicians leave the workforce. In all, almost 20% of healthcare workers in the U.S. left their jobs over the past two years. In addition to the supply issues, regulatory compliance, state differences in employment laws, and union partnerships add even more complexity.

Greg Till, Providence's Chief People Officer, knows he and other senior leaders must keep their eyes on the road ahead. A growing population of older citizens, a continually shrinking labor pool, and the continued advancements in medicine and technology dictate a sooner-than-later workforce transformation.

While nurses are in greatest demand, medical assistants, certified nursing assistants, and respiratory and pharmaceutical technicians are also in short supply, as are nonclinical workers. As Till pointed out, retention and recruiting have become more difficult across the spectrum. In entry-level roles, wages have become incredibly competitive.

"We're not going to spend another minute trying to convince ourselves that we're going to be able to keep doing business the same way we as we always have. If we don't think differently, we're not going to be able to provide care for our communities," declared Till. Therefore, he identifies the fourth prong in the organization's talent strategy, transformation, as the most exciting and important. The actions in this category are what will build the workforce for the future of healthcare.

As part of this, Providence employs the 4Ds of workforce transformation:

- Deconstruction of work
- Diversifying sources of talent
- Deploying employees more efficiently
- Digitization of work

Career pathways fit into the diversification of talent. Recruiters are looking to new sources of talent in different geographic regions and even in different populations, such as students who have not yet even graduated from high school, using labor market input and talent intelligence to make data-based decisions.

One avenue to workforce diversification is partnering with other companies who might be looking to give their employees better career pathways. For example, like many other healthcare organizations, Providence needs more medical assistants (MAs) and certified nursing associates (CNAs). These positions can supplement nursing staffs, and the required training is much less rigorous than for RNs. The company is currently partnering with Amazon in Seattle to retrain warehouse workers for MA and CNA jobs with Providence. Through its Career Choice program, Amazon is paying for retraining to give employees whose jobs may be phased out in the future a better career trajectory. And the company benefits by increasing brand loyalty and tax write-offs.

According to Till, the Providence senior executive team, many of whom come from companies such as Amazon, Microsoft, and Visa, are actively looking to leverage their networks to establish other types of partnerships to help the company find new sources of talent.[35] ■

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35 *Providence Transforms Healthcare for the Future*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

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Appendix

The Global Workforce Intelligence (GWI) Project uses the world's largest "real workforce" database of workforce job role, skills, career pathways, and HR program maturity in the world. Unlike most workforce data, which comes from either payroll data (a limited set), surveys (a limited set), or job postings (only future-looking), the GWI Project uses the Eightfold Talent Intelligence Platform and The Josh Bersin Company's proprietary data to understand jobs, roles, skills, career pathways, and organizational solutions. This means our data represents the real workforce and real HR practices in use among tens of thousands of companies around the world.

For this analysis, we used several main sources of input:

Eightfold Talent Intelligence Platform

The Eightfold Talent Intelligence Platform is a vast set of employee profiles, enriched by public professional data and company public data, arranged in a time series format. Using Eightfold AI's proprietary AI algorithms, we look at all the employees in each set of companies over a given set of time, and then use deep learning to infer the job skills, job clusters (job families), levels, and career pathways.

For example, as we studied the roles, skills, and career pathways in healthcare, we looked at the top 100 to 200 healthcare companies in the U.S., selecting all the employees who are or were employed by these companies in a given period of time. From this data set we looked at the current job titles, skills, and clusters (job families) and went back in time to see how they've changed in the prior year or over previous years. We then looked at this data by company, location, organization size, and wide variety of factors to find relationships. Salary data is being added for future analysis.

This analysis tells us many things. For example, we can see the general benchmarking makeup of an industry (what percent of employees are clinicians, doctors, administrators, IT professionals, etc.) and how this job cluster distribution varies across companies. We can look inside this data to look at skills that are increasing in prevalence (as a percentage of the population) and skills that are declining in prevalence (as a percentage of the population), telling us what business capabilities are growing and shrinking. We can look at skills

distribution between companies to show, for example, that a healthcare company is more sophisticated at IT and business transformation skills than the industry overall (we discuss this in Finding 4 in our study).

Using the time series nature of the data we can snapshot this data from today into the past, seeing how certain roles, skills, or clusters are growing or shrinking—in the entire industry or in a subset of companies. We could show a single company how their skills are either ahead or behind their competition.

Using regressions and other statistical approaches, we can also predict the future based on past trends (as we do in our role trend analysis).

We also look at career pathways. By matching job titles to skills, we can see (among more than a million job titles) how some jobs and job clusters are "adjacent" to others, giving our clients' information on how to develop and promote people into more high-demand roles. This data can be matched against O*NET and other industry taxonomies as well as Lightcast data (job postings) to show companies how they should develop their people to move into more high-demand roles.

The Josh Bersin Company Database of HR Practices

We use The Josh Bersin Company database of HR practices and maturity by industry, coupled with C-level conversations with hundreds of executives, to see how companies in this industry are advanced or behind in addressing these challenges. Using this data, we can tell clients, for example, that a given company's recruiting process (using more than 80 individual subprocesses) is ahead or behind other companies in their industry group.

We also use this data to find major gaps in the workforce. For example, we can statistically compute the supply/demand for nurses and other clinical workers in the coming years. We took this data set and "rolled it backward" to see how various nursing roles are growing or shrinking in the workforce. We determined that this workforce segment will be dramatically short in the next three years, and we can see what potential roles could be trained to fill this gap. This data is especially useful for policymakers as well as individual companies and consultants.

Qualitative Research

We interviewed 20+ CHROs and other leaders of the biggest healthcare organizations to identify their stories, understand what they are doing to address people-related challenges, and determine what specific practices and strategies they deploy to address these challenges. These interviews and discussions also served to validate the quantitative insights we gained from our data analysis.

Open Sources

We also used publicly available data sources like the Bureau of Labor Statistics (BLS) and healthcare specific sources to understand the details of the healthcare industry, including compensation/pay insights and other information not easily extracted from the above data sources, to determine cost and benefit analysis.

Through this analysis, we also gain a strong overall understanding of the overlap and subdomains of companies in one industry versus those in another industry. For example, we can see how large nonprofit healthcare companies compare to for-profit companies. We can see how healthcare roles in retail delivery companies (e.g., CVS, Walmart, Walgreens) compare with traditional service providers. And we can see across hundreds of healthcare companies what the "most advanced" (i.e., most employee-efficient) look like versus the laggards.

We believe this is the largest and most "real workforce" dataset ever used for this kind of analysis. And, in addition to doing this analysis for the industry as a whole, we can help any individual company, government agency, or policymaker do this analysis for their respective markets, benchmarking them against the best companies to create insights to determine the organizational solutions most relevant for them.

About the Authors

Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the "home for HR." In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review, HR Executive, The Wall Street Journal, and CLO Magazine.* He is a popular blogger and has more than 800,000 followers on LinkedIn.

Kathi Enderes, PhD

Kathi is the senior vice president of research at The Josh Bersin Company, leading and developing research-based insights for all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years' global experience, from management consulting with IBM, PwC, and EY and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader.

Originally from Austria, Kathi has worked in Vienna, London, and Spain and now lives in San Francisco. Her passion is to make work better and more meaningful. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna.

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

For more details, contact us at info@bersinpartners.com.