



**Gallagher**

Insurance | Risk Management | Consulting

**DATA DRIVES DECISIONS™**

# HEALTHCARE

**— 2024 —  
WORKFORCE  
TRENDS  
REPORT  
SERIES**

Findings and insights from the 2024 Benefits Strategy & Benchmarking Survey

US EDITION



## TABLE OF CONTENTS

- 3** INTRODUCTION
- 5** KEY TAKEAWAYS FOR HEALTHCARE EMPLOYERS
- 6** ORGANIZATIONAL WELLBEING
- 8** PHYSICAL & EMOTIONAL WELLBEING
- 10** CAREER WELLBEING
- 12** FINANCIAL WELLBEING
- 14** FINAL REMARKS
- 15** ABOUT GALLAGHER



# Introduction

The US healthcare industry entered 2024 in a more stable and solvent position as persistent financial and staffing challenges related to the pandemic continued to ease. These issues are deeply interconnected. Gaps in the workforce can limit revenue growth, patient satisfaction, and care quality, while competition for talent forces healthcare organizations to consider a holistic overhaul to their total rewards strategies.

Wellbeing is at the center of **Gallagher Better Works<sup>SM</sup>**, our comprehensive approach that aligns your people strategy with your overall business goals. It focuses on the full spectrum of organizational wellbeing — taking a strategic approach to investing in employee wellbeing to support diverse workforce needs.

As part of our Workforce Trends Report Series, this addendum highlights key findings and implications based on 615 healthcare organizations that participated in our 2024 Benefits Strategy & Benchmarking Survey. From broad insights to specific findings, you'll gain a practical perspective on trends and best practices to help you face your future with confidence.



**Andy Davidson**

President, Healthcare Practice  
andrew\_davidson@ajg.com



**Kathleen Schulz**

Global Innovation Leader, Organizational Wellbeing  
kathleen\_schulz@ajg.com

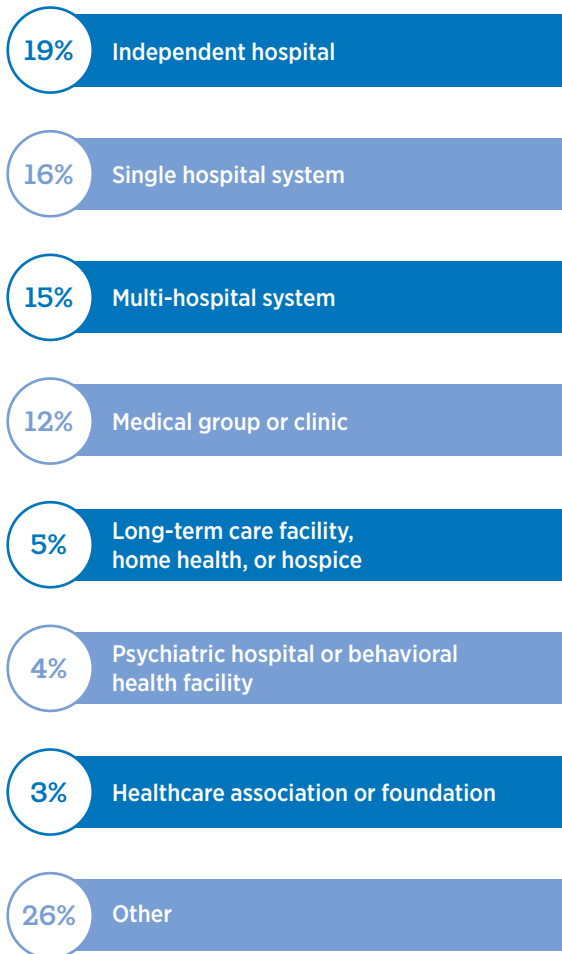
# Benefits Strategy & Benchmarking Survey Healthcare Participant Profile



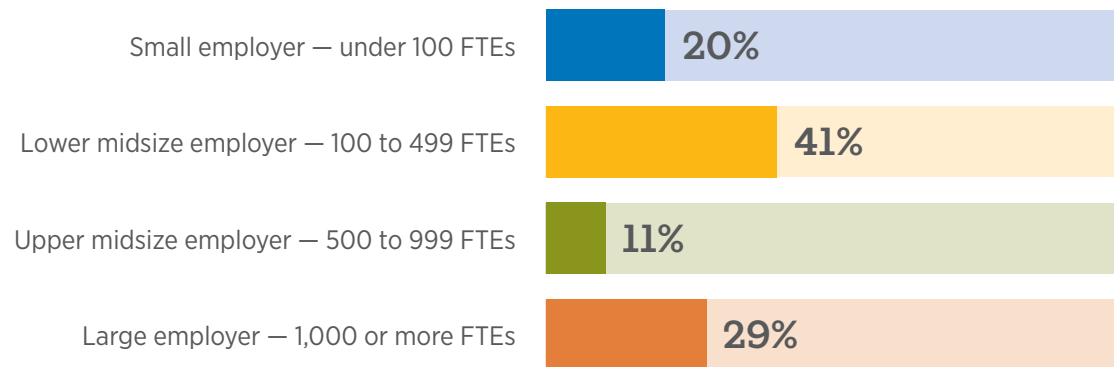
615

Healthcare organizations

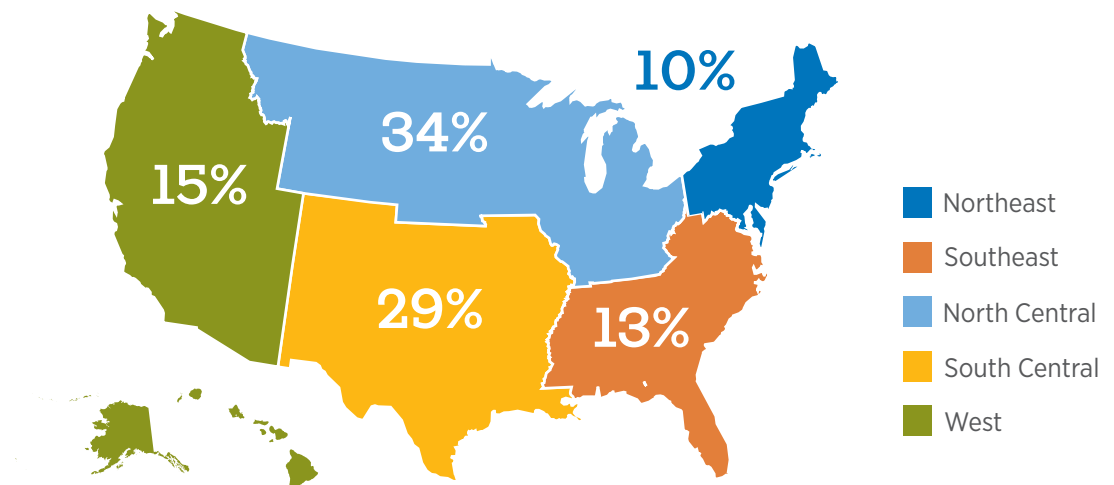
## Type of healthcare organization



## Workforce size — full-time equivalents (FTEs)



## Geography



# Key Takeaways for Healthcare Employers

## Organizational Wellbeing



Building a greater sense of community within the organization helps to address the root causes of employee burnout.

## Physical & Emotional Wellbeing



Flexible options that support mental health increase employee satisfaction and enhance organizational strength.

## Career Wellbeing



Creating more opportunities for professional development and advancement can strengthen employee engagement.

## Financial Wellbeing



Solutions for reducing daily financial stressors, such as emergency funds and student loan repayment, help improve the financial health of the workforce.

# Organizational Wellbeing

## A sense of community helps to address the root causes of employee burnout.

The focus on burnout is shifting from alleviating an individual employee's symptoms to addressing the root causes within the organization's culture. People want to feel like they're part of a community, and a sense of belonging is foundational to increasing their resiliency.

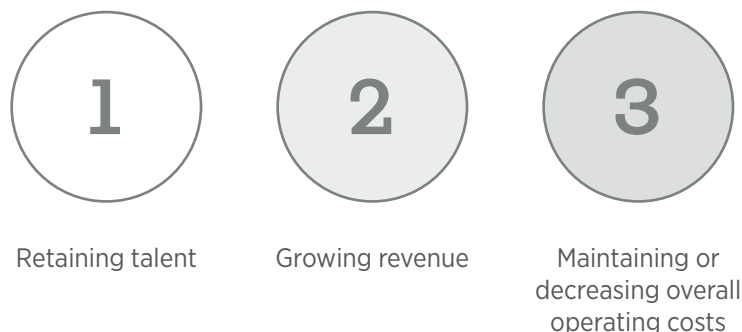
One approach that's taken hold is training managers to support connectedness within teams. Another key priority includes maximizing HR technology and other resources for help in navigating rising benefit costs and other complexities. Tech is at the forefront of efforts to improve the employee experience and create employer efficiencies.

Perceived equity gaps surfaced during the pandemic between onsite staff, often involved in care delivery, and remote staff, including administrators. In response, employers are raising senior executives' visibility through methods like better use of two-way communications with employees, wherever they're located. Many are also developing and updating flexible work schedules for those who must remain onsite.



**32%** Experienced higher turnover than expected in 2023

### Top operational priorities

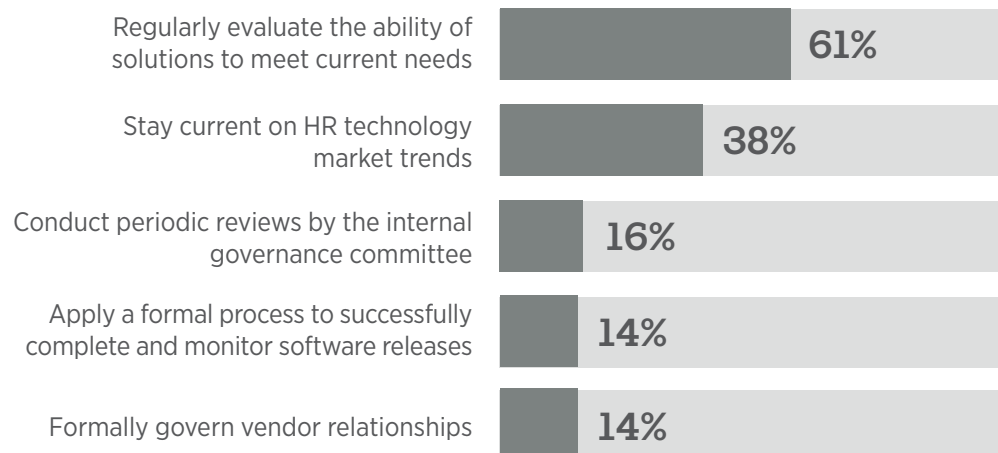


More than  
**1 in 3**  
Rank creating a strong culture as a top HR priority

More than  
**1 in 2**

Expect to add and/or upgrade their HR technology solutions by 2026

### Actions taken to optimize the organization's HR technology investment



**81%** Agree leaders are concerned about the impact of stress and burnout on the organization



# Physical & Emotional Wellbeing

**Focusing on mental health while providing more flexible support enhances organizational strength.**

Meeting the mental health and emotional wellbeing needs of employees is still a top priority. Besides better access to care, many employers emphasize the importance of recognizing employees' unmet mental health needs and encouraging treatment. They're also equipping frontline managers with the knowledge and skills to help the people they oversee.

Lifestyle spending accounts are one solution healthcare employers are deploying as they empower employees to determine the best way to use their funds based on their unique health priorities.

Increased domestic utilization is another important opportunity. In addition to controlling costs by keeping healthcare spending in-house, this strategy can incorporate population health management solutions to strengthen the organization's capabilities and credibility when marketing these solutions to other employers. Managing privacy concerns related to care for some employees could pose a challenge, so building a culture of trust may be a critical prerequisite.





Less than  
**1 in 3**

Have a comprehensive wellbeing strategy focused on whole-employee health

### Components of emotional wellbeing initiatives



**57%**

Believe managers are well-equipped to refer employees to mental health support services

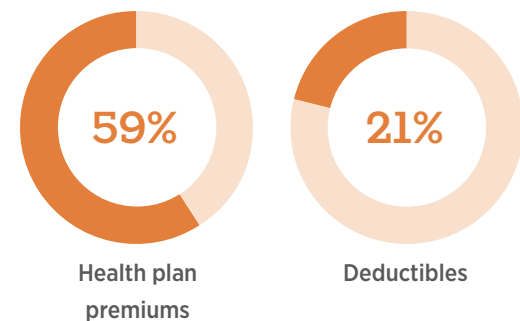
### Top healthcare cost-management challenges



**24%**

Provide employees with healthcare decision support

### Employee cost-sharing increases implemented at the most recent renewal



# Career Wellbeing

## Professional development and advancement opportunities strengthen engagement.

Supporting employees' career development pays near-term and long-term dividends for employers. Key to this investment is providing opportunities for enhancing professional skills and certifications. In addition to continuing education offered through tuition reimbursement programs, organizations sponsor a range of training programs for professional staff.

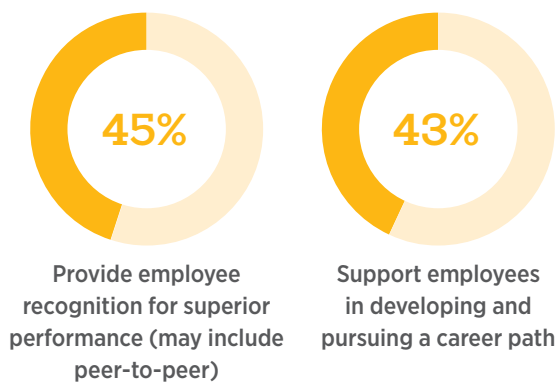
New ways of showing appreciation for healthcare employees and recognizing their contributions are drawing more interest. Many employers are also investing in programs that help develop and promote managerial talent from within.

Pullback from some diversity, equity, and inclusion (DEI) terminology and tactics has been evident. Nevertheless, most healthcare organizations adhere to the fundamental goals of DEI, which are especially important for those that serve diverse populations. Enhancing cultural competence will improve the patient experience.



**58%** Believe their workforce is highly engaged

### Tactics used to improve employee engagement



Nearly **2 in 3**

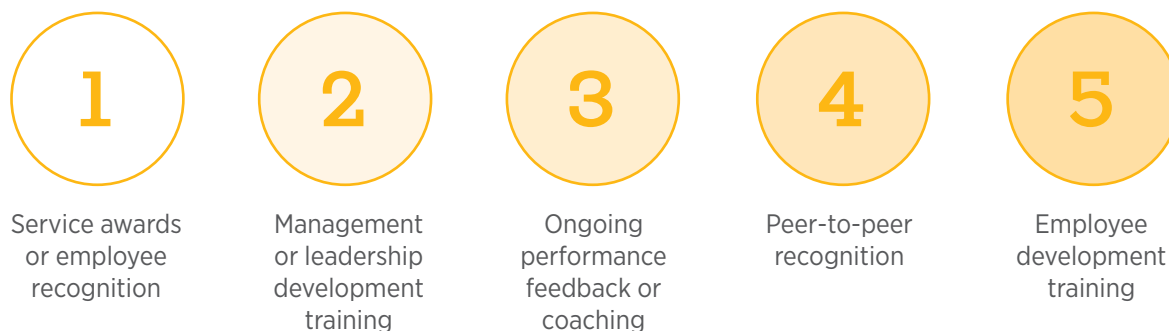
Have conducted a survey to measure employee engagement since 2022

**46%** Report that the key purpose of their current DEI initiatives or strategy is to align with the core values of the organization

### Functions and activities that have integrated DEI policies or practices



### Top components of career wellbeing initiatives





# Financial Wellbeing

## Benefits aimed at reducing daily financial stressors help build financial stability.

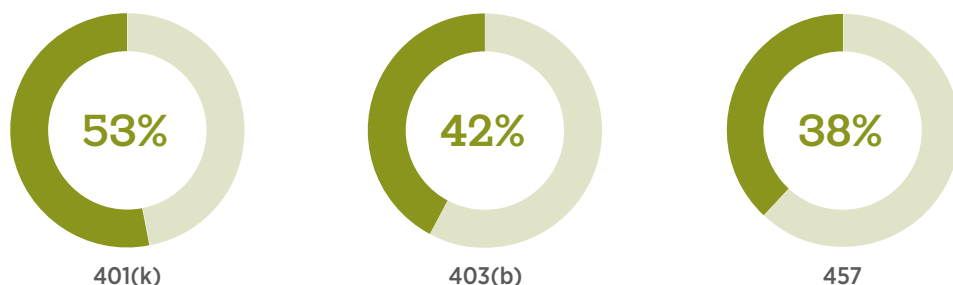
Price inflation combined with high interest rates has raised financial stress. Healthcare employers are responding by enhancing existing compensation structures and foundational benefits, such as health insurance. They're also taking other steps to help their employees gain financial confidence.

Many now offer a wider variety of educational resources for building emergency savings and improving financial stability. Strategies that address savings and investments complement guidance on managing near-term spending. Together, they support more informed decisions.

Alongside tuition reimbursement, employers are considering student loan repayment programs. Most loan programs have been limited to physicians in the past. But that's changing as organizations seek parity for nurses and other professionals who graduate from school with a substantial financial burden.

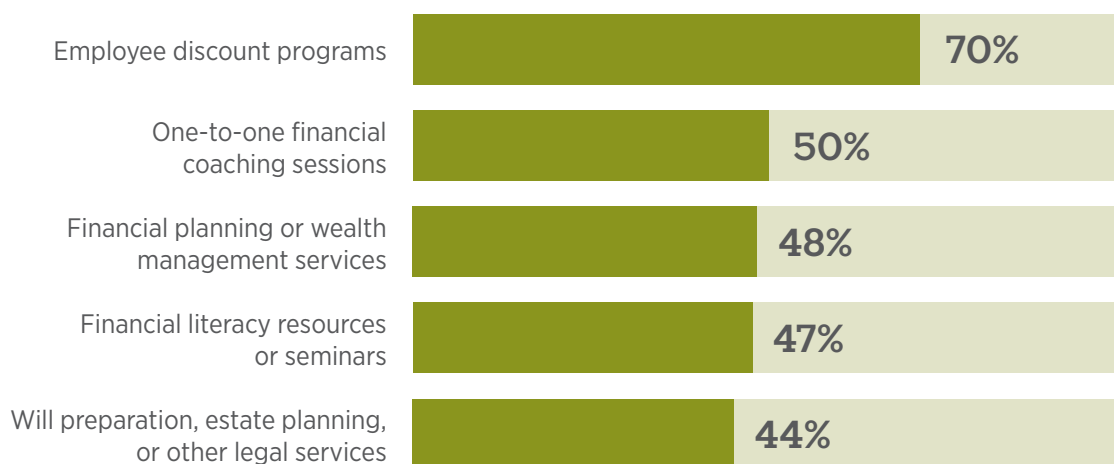


### Most common active retirement plans offered



**77%** Offer tuition assistance

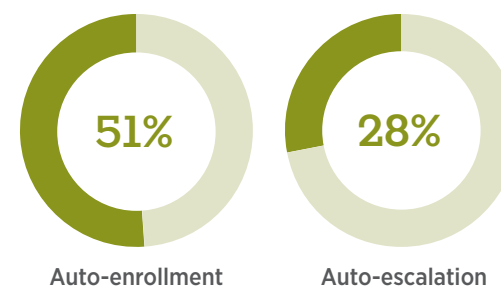
### Top components of financial wellbeing initiatives



**93%** Have a retirement program

More than  
**4 in 5**  
Match employee contributions

### Methods used to promote better savings habits



# Final Remarks

---

A focus on strengthening workforce engagement and resilience continues as healthcare employers face a highly competitive market for talent. Their top reason for promoting wellbeing is to increase job satisfaction, which is essential to engagement, followed by attraction and retention, and lowering the risk of burnout.

Efforts to better support employee needs through improved work flexibility have intensified. As a cultural enabler, more employers are embedding organizational values into their wellbeing initiatives. They're also building trust by enhancing manager effectiveness, preparing future leaders, and boosting internal communications.

Strategies for maximizing employee and organizational wellbeing are interconnected. So are their outcomes. When staff members feel appreciated and recognized, they're likely to be more loyal, productive, and resilient. By investing in HR technology, healthcare organizations can lower their HR administrative costs while further facilitating and fortifying employee satisfaction, cohesiveness, and productivity — which often translates to higher engagement levels and lower burnout rates.

For additional insights and custom benchmarking on the latest trends impacting healthcare employers, contact your local Gallagher consultant or visit [AJG.com/healthcare-consulting](https://www.gallagherhr.com/healthcare-consulting).



# About Gallagher

## Your people are your organization's greatest asset.

But daily hardships — like economic uncertainty, personal and family health concerns, and insufficient resources or staffing at work — can take a toll on your people and leave your business struggling with hindered productivity, heightened disengagement, and strained retention.

That's why every aspect of your benefits and compensation program needs to work in concert to promote overall employee wellbeing. Offering robust medical coverage and a competitive retirement plan isn't enough in today's hyper-competitive labor market.

As employees across all geographies, industries, and employer types navigate the ever-changing world, organizations must critically evaluate their people's experience in the workplace — finding unique ways to engage teams, establish authentic connections, and support employee wellbeing overall.

Doing so can help your business attract top talent, motivate employees, and shift the organizational culture so employees feel differently about their work. When organizations find ways to reduce burnout and increase productivity among their people, business performance can soar.

This is why employee wellbeing is at the center of Gallagher Better Works<sup>SM</sup> — a comprehensive approach for strategically investing in benefits, compensation, retirement, employee communication, and workplace culture so you can support your people's physical and emotional health, financial confidence, and career growth at the right cost structures.

From evaluating the demographics of your workforce to surveying and analyzing competitor trends, Gallagher offers you data-driven insights — allowing you to make the most of your investment in talent, deliver a better people experience, and reduce organizational risk.

Even in times of uncertainty, Gallagher's consultants are here to help you optimize your profitability with a strategy rooted in the wellbeing of your people — so you can face the future with confidence.



# TERMS OF USE

The intent of this Survey is to provide you with general information regarding current practice within the employee benefits environment. The data does not constitute recommendations or other advice regarding employee benefit programs, and the user is in no way obligated to accept or implement any information for use within their organization(s). The decision to utilize any information provided rests solely with the user, and application of the data contained does not guarantee compliance with applicable laws or regulations regarding employee benefits. Information provided by the Survey, even if generally applicable, cannot possibly take into account all of the various factors that may affect a specific individual or situation. Additionally, practices described within the Survey should not be construed as, nor are they intended to provide, legal advice.

The Website and the Content do not constitute accounting, consulting, investment, insurance, legal, tax or any other type of professional advice, and should be used only in conjunction with the services of a Gallagher consultant and any other appropriate professional advisors who have full knowledge of the user's situation.

Gallagher does not represent or warrant that the Content will be correct, accurate, timely or otherwise reliable. Gallagher may make changes to the Content at any time. Gallagher assumes no responsibility of any kind, oral or written, express or implied, including but not limited to fitness for a particular purpose, accuracy, omissions and completeness of information. Gallagher shall in no event whatsoever be liable to licensee or any other party for any indirect, special, consequential, incidental, or similar damages, including damages for lost data or economic loss, even if Gallagher has been notified of the possibility of such loss. For the purposes of this section the term "Gallagher" shall be construed so as to include Gallagher Surveys as a marketing division and/or Gallagher Benefit Services, Inc. and its affiliates.

**Gallagher Fiduciary Advisors, LLC ("GFA")** is an SEC Registered Investment Advisor that provides retirement, investment advisory, discretionary/named and independent fiduciary services. **GFA** is a limited liability company with Gallagher Benefit Services, Inc. as its single member. **GFA** may pay referral fees or other remuneration to employees of AJG or its affiliates or to independent contractors; such payments do not change our fee. Neither Arthur J. Gallagher & Co., **GFA**, their affiliates nor representatives provide accounting, legal or tax advice.

Securities offered through **Osaic Wealth, Inc.** member FINRA/SIPC. **Osaic Wealth** is separately owned and other entities and/or marketing names, products or services referenced here are independent of **Osaic Wealth**. Neither **Osaic Wealth** nor their affiliates provide accounting, legal or tax advice. **GFA/Osaic** CD (6658214)(exp052026).

For institutional use only. Not for public distribution. All rights reserved. No part of this book, including the text, data, graphics, interior design and cover design may be reproduced or transmitted in any form, without explicit consent from Arthur J. Gallagher & Co.