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HR Trends and Perspectives: Talent Acquisition and Retention in the Healthcare Sector

INDUSTRY REPORT

TRENDS AND HR PERSPECTIVES

Talent Acquisition and Retention in the Healthcare Sector

Recruiting and managing personnel to foster growth are priorities for companies in all sectors. In the healthcare field, an additional factor is the quality of care provided to patients. Regardless of their position or department, each employee has a direct impact on patients' experiences through the care and efforts they dedicate to their work. Faced with increased demand for healthcare services, this industry operates continuously under high pressure.

Burnout and talent shortages have reached alarming levels. HR professionals assert that their challenges have never been more critical. Let's explore them in this report and provide solutions to attract and retain medical staff.

I. Specific Challenges in the Healthcare Sector

Several elements distinguish the healthcare sector.

Characteristics of this Sector:

- » **Highly Human and Social Careers:** Healthcare is a fundamental need for every individual, making it a highly human and social sector, and consequently, sensitive. Decisions made have a direct impact on people's lives and well-being.
- » **Variety of Positions:** This sector encompasses a wide range of services and employs a variety of people ranging from nurses to doctors to medical technicians and support staff such as janitors, food service workers, financial, IT, and administrative personnel. This

varied staff is sought and recruited based on their expertise, skills, and willingness to provide exemplary services to ensure quality care for patients.

- » **Constant Innovation:** Medical research and technological advancements lead to new drugs, treatments, medical equipment, and surgical techniques to improve patient care and outcomes.
- » **Increased Demand for Healthcare Services:** With ever-growing medical advancements, innovative technologies, and an aging population, healthcare professionals are in high demand.



Main HR Challenges Facing this Sector:

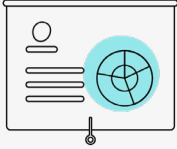
The healthcare sector must address several challenges in human resource management to ensure quality care and meet the growing needs of the population while maintaining the satisfaction and well-being of healthcare professionals.

- » **Shortage of Qualified Personnel:** In many countries, there is a chronic shortage of qualified healthcare professionals (doctors, nurses, medical technicians, etc.). The WHO (World Health Organization) estimates a shortfall of 10 million health workers by 2030. This shortage is exacerbated by factors such as an aging population, global health worker migration in search of better career opportunities abroad, and gaps in training and recruitment.
- » **Workload and Burnout:** Due to increased demand for care, healthcare staff often face high workloads, irregular schedules, and stressful situations. This can lead to burnout and high turnover rates, compromising the quality of care and job satisfaction.
- » **Continuous Training and Professional Development:** Continuous training and professional development are essential to keep healthcare professionals' skills and knowledge up to date. However, access to training and development opportunities may be limited due to financial constraints, lack of time, or insufficient resources.
- » **Inclusion Management:** Promote inclusion is a major challenge to ensure a respectful work environment that promotes effective communication among team members, better risk assessment, higher quality of care for patients, and increased financial performance of facilities. It is still often lacking.
- » **Technology Adoption and Digital Transformation:** Technology plays an increasingly important role in managing medical records, workflows, and telemedicine. Embracing it often requires training and adaptation time that healthcare personnel may not always have, as they are already heavily burdened.
- » **Remuneration and Working Conditions:** In this sector, achieving a work-life balance is rarely attained. To offset this imbalance, healthcare professionals value high salaries, job security, and the satisfaction of practicing a noble profession. Ensuring competitive compensation and satisfactory working conditions is essential.

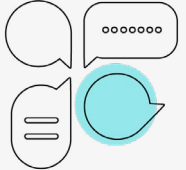
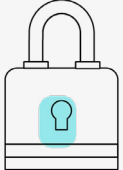
II. Solutions and Best Practices

Tips to Attract Healthcare Sector Talents

Here are some solutions to attract and retain talents in this sector:

- » Offer professional development opportunities, advancement and specialization possibilities, training programs, and consider hiring temporary staff to help free up time for these initiatives. 
- » Provide competitive salaries and attractive benefits: Give exceptional contributions (praise/recognition, promotions, bonuses) to acknowledge the work done and salute the relentless dedication of staff. For positions in rural areas, which are among the hardest to fill, look for individuals who grew up in the region and would like to return, as well as those who appreciate the idea of practicing in 

such an environment and establishing closer ties with patients, and offer them specific benefits such as free housing.

- » Ensure a work-life balance: Encourage flexible working conditions, reduce work hours, provide sufficient daily breaks and paid leave to prevent overwork. 
- » Foster an inclusive and respectful work environment: encourage collaboration, open communication, and provide emotional support to employees who often greatly need it. 
- » Ensure safe working conditions: Provide adequate protective equipment, safe working facilities, and infection prevention measures that healthcare professionals are constantly exposed to. 

Integrating Psychometric Assessments into Healthcare Talent Recruitment and Development

Psychometric assessments (personality inventories, cognitive ability tests) can help healthcare facilities conduct more fairer recruitment.

Listening to healthcare staff, who are often under pressure, is crucial in this sector. To promote transparent and open communication, give employees the opportunity to express their concerns and suggestions.

Tools such as 360-degree questionnaires or motivational and satisfaction questionnaires for the employee and/or the team allow for the consideration of employees' requests and ensure fair treatment of their specific needs.

Tools for measuring motivations, motivational satisfaction, and professional interests can also help healthcare facilities personalize career development and training programs for their staff to help them grow.

The COVID-19 pandemic that struck the world in 2020 put the spotlight on healthcare. It was seen and understood how healthcare personnel, on the front lines managing the health crisis, deployed unwavering and relentless energy to help an ever-growing number of patients. The demand for care continues to surge.

It is therefore the duty of medical establishments to retain their personnel, driven by this 100% service-oriented profession, motivated, committed, and invested. With the help of HR professionals, they have levers at their disposal to promote this and combat inequalities in treatment sometimes denounced by staff and

professional burnout. Psychometric tests can help in this regard in their talent acquisition and retention policy.



Evaluate the skills of your talents using Pearson TalentLens psychometric tests!

Unleash the full human potential of your company by refining your talent acquisition and retention approach.

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About TalentLens

TalentLens is a core component of Pearson's Workforce Skills division, a global leader in learning solutions and international assessment and support for individuals. The Workforce Skills division consists of Pearson TalentLens - a renowned publisher of psychometric tests in the professional environment, Faethm AI - the world's first company to rely on data to operationally project a company's future skills, and Credly - the global leader in certifying digital badges.

Drawing on over 70 years of research, our psychometric tests, such as the WATSON-GLASER™ III test, are used by hundreds of companies worldwide for recruiting and developing their employees' skills. As experts in the professional world, our primary goal is to help you assess your practices, understand and define your needs, and support you in choosing and using our assessment solutions.