



RUDISH HEALTH

SURVEY 2022



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We need to be able to offer full remote and recruit from all over the country to compete.

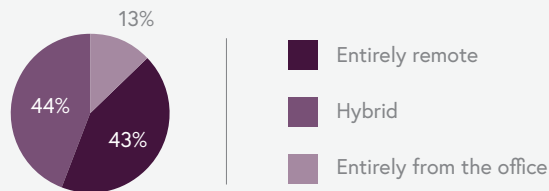
Rudish Health on the Future of Talent Leadership

The results of our first Rudish Health survey on the present and future of work were mostly confirmational. A new model of work arrangements has solidified itself across broad swathes of the workforce. There appears to be a begrudging acceptance that, while imperfect, these models are here to stay for at least the medium term; the new normal has arrived.

This new normal will directly impact the art of recruitment in the years ahead. Across the board we noticed many responses concerning "staff burnout," the difficulty of "staffing [consulting] engagements with vaccine requirements," and "overcoming old school philosophies." All these new search challenges will have to be overcome.



CURRENT WORKING ENVIRONMENT



Our survey found that respondents were almost evenly split between working entirely remote and hybrid, with 43% reporting the former and 44% the latter.



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Unsurprisingly, given their general pre-COVID schedules, consultants found it much easier to work in a hybrid or remote environment, with 96% reporting working either in a hybrid setting or entirely remote. Individuals at provider organizations, meanwhile, reported only 74% hybrid or remote model, while just over a quarter are working entirely from the office. This is unsurprising as care delivery is a hands-on profession.

WORK ENVIRONMENT BY SENIORITY



We also noticed slight variations in workplace choice based on seniority levels within organizations. Managers are nearly twice as likely to work exclusively remote compared to senior executives. This might be because executives recognize the importance of visible leadership during challenging times.

Entirely remote

Among respondents who reported working entirely remote, 90% chose the ability to work from anywhere as a key benefit of the model. "I'm more productive," one respondent said. Commute and work/life balance also scored highly with one consultant noting they "can spend more at home time with my son, not time in hotel rooms at night." Less than 50% chose a safer work environment as a compelling factor of working from home. The major challenge reported, unsurprisingly, was a lack of social interaction. One respondent told us, "I often feel isolated and out of the loop" while another missed "running into people from other teams." Still, the prevailing feeling seemed best captured in one reply: "I haven't been to an office in more than 2 years. Loving it!"



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Hybrid

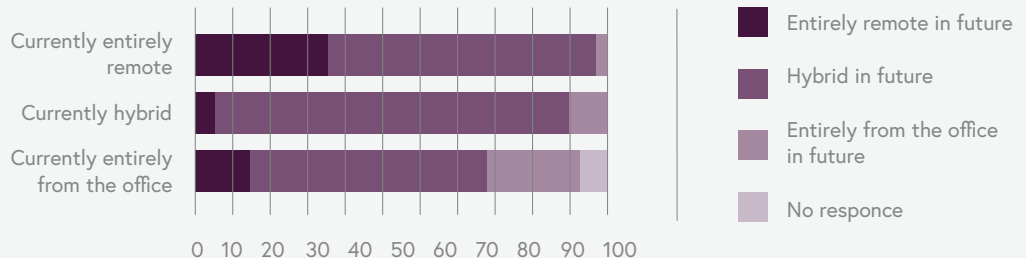
For those working hybrid, almost 80% chose both the flexibility of the model and work/life balance as benefits. As one responded noted, "there are...fewer useless meetings" in a hybrid model. A lack of social interaction was noted by a similar percentage of respondents as the major challenge of hybrid work. While a lack of productivity was only noted by 19% of hybrid respondents showing that many have become comfortable with the new model, "sales process and relationship building are more challenging." Crucially, however, the hybrid model is "tough on new hires," and makes it "harder to personally connect."

Entirely from the office

The small cohort working entirely from the office reported the social aspect and efficiency were the greatest benefits, at 69% and 61% respectively. We detected some grumbling from those who might have been unhappy working entirely from the office: 16% of those respondents noted no benefits from the work model. One respondent noted that, "even those in the office are in their offices on Zoom meetings with their doors closed. This does not help to promote group movement." Other challenges mentioned were commute and COVID-related restrictions or risks.



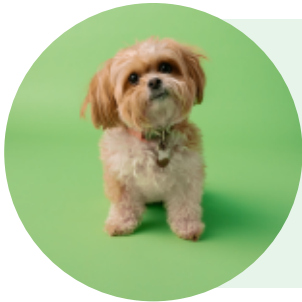
FUTURE WORK PREFERENCES



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Almost 70% of those working from the office full time want to shift to a hybrid or remote model, by far the highest percentage. For those working fully remote, 63% would like to shift to a hybrid model while 35% were happy working entirely remote. Only 2% wanted to return fully to the office. For those utilizing a hybrid model, the trends were similar, if slightly different: 85% of hybrid workers want to stay that way while 10% want to work entirely from office and only 5% want to go fully remote. Thus, while hybrid entails "much less face-to-face" interaction which has "negatively impacted working relationships...It is much more 'cold' than before," the message is the clear: the hybrid model is vastly preferred across all demographics surveyed.



And perhaps most importantly, 15% of respondents got a Pandemic Puppy. And 50% of those who did, unsurprisingly, are working entirely from home

Employers will have to work hard and devise new strategies to attract and retain the talent they need in this new world. As one respondent wrote, "the risks we avoided by taking a 'wait and see' approach are starting to be overshadowed by the risks of the top talent leaving." Going forward, leadership would be wise to encourage "unscripted, unplanned time together while still being remote," and enforcing "stronger personal/professional boundaries when at home" will be ever more important. Recruitment will have to occur nation-wide and offer flexible working models: as one health system leader said, "we need to be able to offer full remote and recruit from all over the country to compete." Still, the benefits of hybrid work are clear; as one respondent wrote, "loving doing Zoom meetings from my bed."

The talent management strategies of yesterday will not satisfy today's talent. It's critically important that senior executives and recruiters understand the new normal that we live in today. That way they'll be ready to meet the talent challenges and needs of tomorrow's talent leaders.

