

# 2023 WORKFORCE TRENDS

A Pulse Survey with  
Healthcare Human Resource  
and Nursing Leaders



## TABLE OF CONTENTS

<b>HEALTHCARE LEADERS SHARE THEIR STRUGGLES AND STRATEGIES</b> .....	<b>03</b>
<b>SURVEY FINDINGS</b> .....	<b>04</b>
<b>Identifying Business Priorities</b> .....	<b>04</b>
Quality, Safety and Employee Retention Top the List .....	04
Leaders Lag in Attracting and Holding onto Staff .....	05
The Future of Nursing—A Profession in Crisis .....	06
Investments Center on the Workforce .....	07
<b>Clarifying HR Priorities</b> .....	<b>09</b>
Onboarding and Training Top the List .....	09
Staffing and Retention Are Best-Managed Tasks .....	10
HR Investments Focus on Recruitment .....	11
<b>Implementing Workforce Strategies and Plans</b> .....	<b>13</b>
Leaders Make Strides with New Staffing Models and Workforce Plans .....	13
Strong Interest in Workforce Planning .....	15
Confidence with Skills and Culture .....	15
Varying Optimism About the Workplace .....	16
<b>Changing Leadership Profiles</b> .....	<b>17</b>
Successful Leaders Today Require Different Skills .....	17
<b>Optimizing Technology</b> .....	<b>19</b>
Technology Ramps Up Efficiency.....	19
<b>Seeking Partnership</b> .....	<b>22</b>
You Don't Have to Go it Alone .....	22
<b>MAKING SUSTAINABLE WORKFORCE SOLUTIONS A REALITY</b> .....	<b>23</b>
<b>About Cross Country Healthcare</b> .....	<b>25</b>
<b>Appendix: Respondent Characteristics</b> .....	<b>25</b>

# Healthcare Leaders Share Their Struggles and Strategies

Healthcare human resources and nursing leaders face a paradigm shift of epic proportions, exacerbated by the COVID-19 pandemic but also drawing from deep-seated trends related to caregiver burnout, stressful working conditions, career changes and early retirements. Staffing deficiencies that have long plagued the industry need urgent solutions to bolster a workforce that feels overworked, underappreciated and with little incentive to remain in their profession. Healthcare leaders struggle to find sustainable solutions focusing on improving the caregiver experience without sacrificing quality and safety.

Cross Country Healthcare surveyed 122 US human resource (HR) leaders and chief nursing officers (CNOs) to understand the dynamics and trends impacting labor at healthcare institutions. We learned about their workforce pressure points and the strategies they are developing to invest in solutions. You can learn more about the respondent characteristics in the Appendix.



## READING THIS REPORT

- ▶ Statistical testing is done at the **95% confidence level**.
- ▶ A difference designated “**significant**” indicates a **true and meaningful difference**, not one attributable to sampling variation. Specifically, the term implies that the chances are 95 in 100 that a survey result would not vary if surveys were conducted with all persons in the universe represented by the sample.
- ▶ A **letter appearing next to a data point** indicates that there is a significant difference between that segment and other segments shown. These notations are placed next to the greater of the means or proportions.
- ▶ A **numbered circle** indicates that a percentage is first-, second- or third-highest in a column.

## SURVEY METHODOLOGY

- ▶ This Cross Country Healthcare survey was conducted with 122 HR and CNOs of healthcare businesses across the U.S. Specifically, 50 HR leaders and 72 CNOs were surveyed.
- ▶ From November 28, 2022, to January 7, 2023, the online interviews were conducted by Bredin, an independent market research company located in Boston, MA.
- ▶ If tables and charts don't add up to 100 percent, it is due to rounding. Or, if tables and charts add up to more than 100 percent, multiple responses were allowed.

# Survey Findings

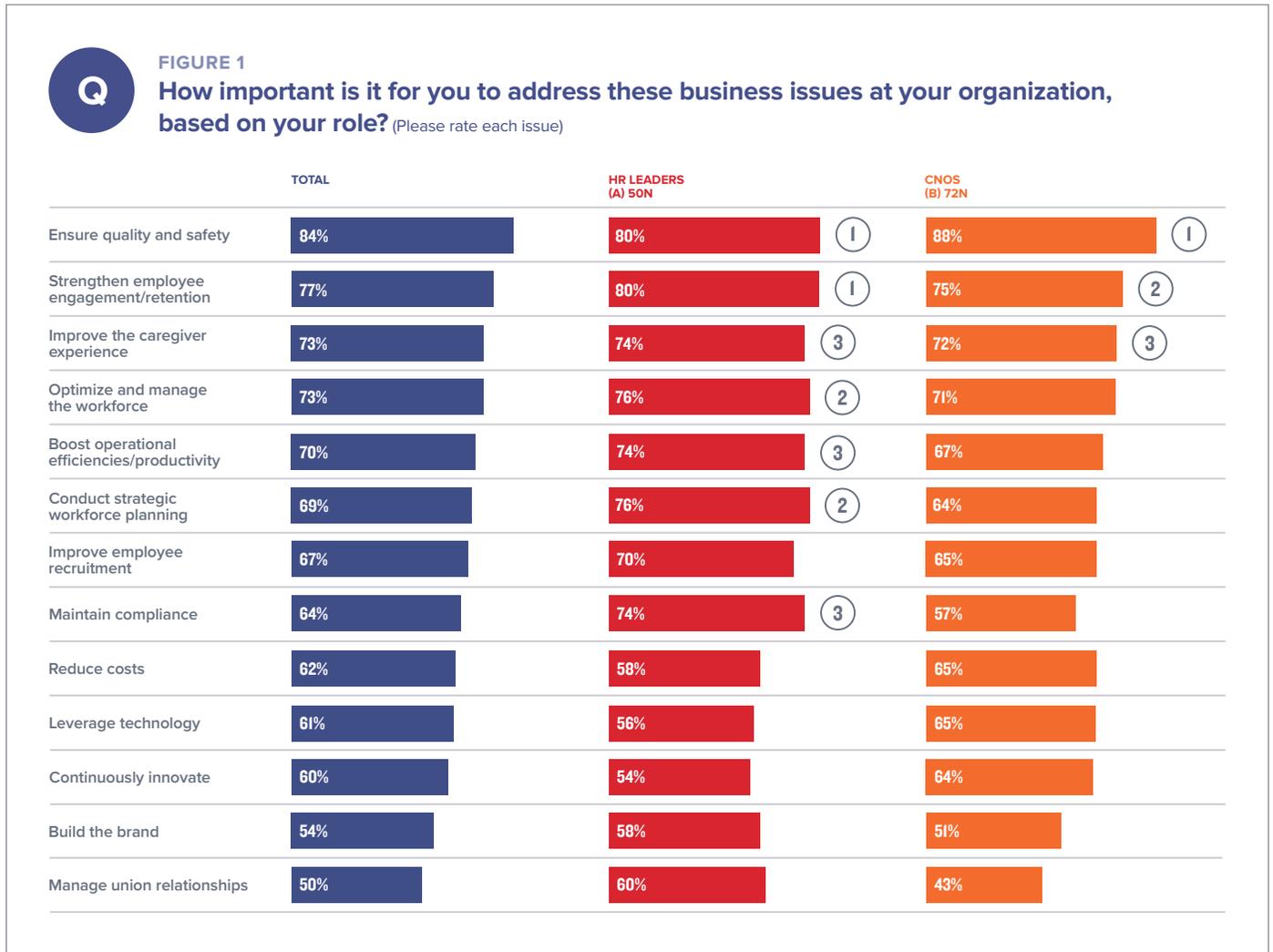
## IDENTIFYING BUSINESS PRIORITIES

### Quality, Safety and Employee Retention Top the List

HR leaders and CNOs rate quality and safety as the most critical issue to address in their organization, followed by strengthening employee engagement/retention and improving the caregiver experience. When asked the most important business issues to address at their organization, HR leaders rated ensuring quality and safety

and strengthening employee engagement/retention, as the most (and equally) important. CNOs rated ensuring quality and safety most important, followed by strengthening employee engagement/retention and improving the caregiver experience. Other people-centered priorities include optimizing the workforce, boosting productivity, conducting strategic workforce planning, and improving recruitment. Further down the list were maintaining compliance, reducing costs, leveraging technology, and building the brand.

**84%**  
of respondents say it is critical to ensure quality and safety



## Leaders Lag in Attracting and Holding onto Staff

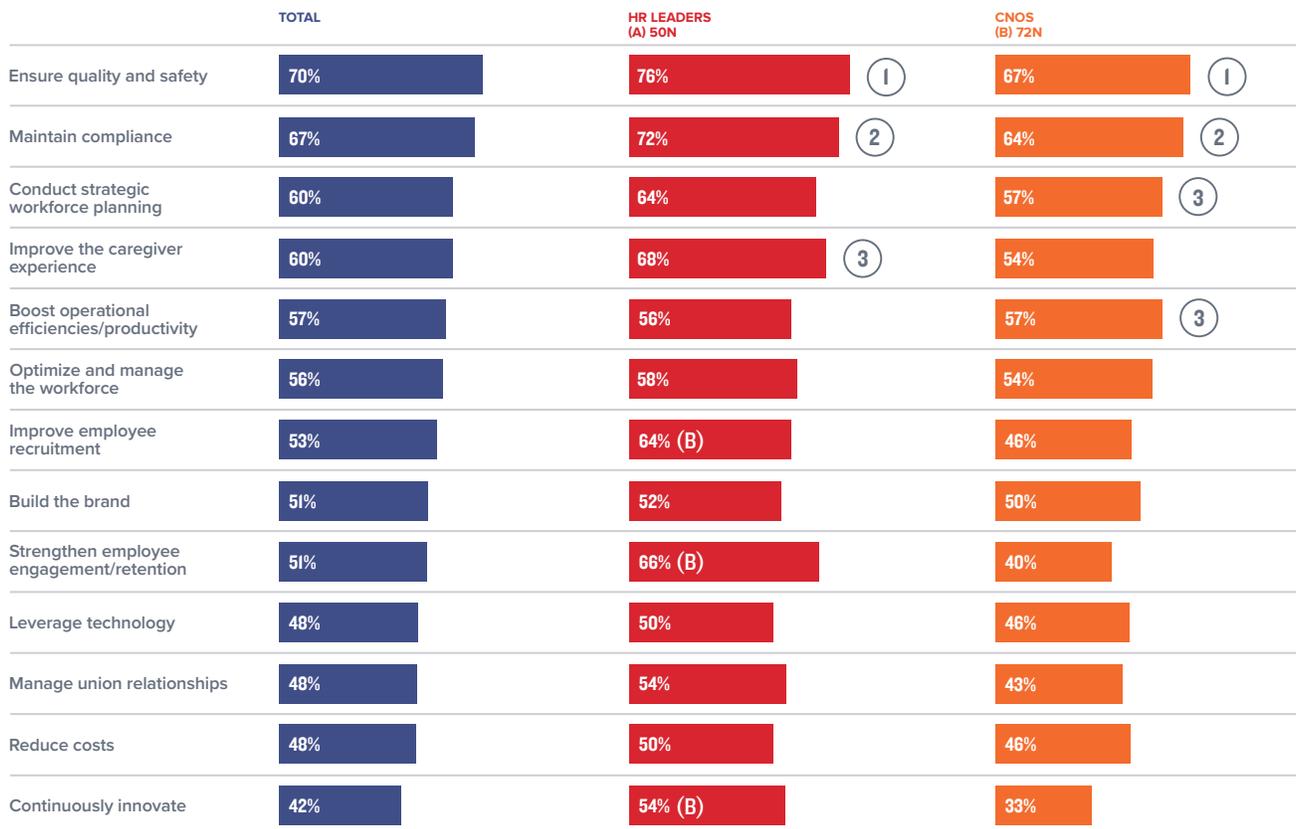
When asked how effectively they address these priorities, HR leaders and CNOs said their organization was most effective at addressing quality and safety, followed by addressing compliance. However, only one in two leaders believed their organization effectively improved employee recruitment (53%) or strengthened employee engagement/retention (51%).



FIGURE 2

### How effective is your organization at addressing these business issues?

(Please rate each issue)





## THE FUTURE OF NURSING

# A PROFESSION IN CRISIS

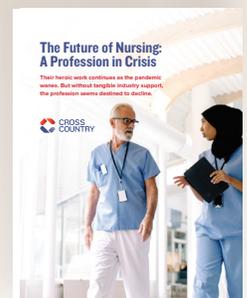
Long before the COVID-19 pandemic wreaked havoc on the healthcare industry, a nursing shortage challenging hospitals and healthcare facilities nationwide was annually predicted to worsen. The industry was all too aware that nurses were retiring faster than they could be replenished by nursing school graduates, and that demand was projected to outpace supply in the coming years, if not decades. Additionally, an increasingly aged population was further burdening a workforce whose patients were living longer, often with multiple chronic illnesses that required increased care.

The pandemic certainly exacerbated these issues, but more than that, they shined a light on deep-seated grievances nurses and other healthcare professionals could no longer suppress. Nurses, overwhelmed by witnessing elevated levels of

illness and death, coupled with long hours and little appreciation – if not outright hostility – for their trouble, had reached a breaking point. Retirements skyrocketed, and many working-age nurses simply decided to leave the profession altogether, if only temporarily.

It's a long time past the needed reform for this profession. Healthcare industry leaders require a foundational change to refresh and salvage this essential workforce. We have ideas on how the healthcare sector can play an active role in turning this profession around. Read our report on *The Future of Nursing: A Profession in Crisis*.

Get the Report 



## Investments Center on the Workforce

Overall, the leaders are focused on monitoring quality and safety, maintaining compliance, and improving the caregiver experience. However, leaders are actively investing in solutions to enhance employee recruitment, heighten the caregiver experience, and optimize and manage the workforce—the latter is the top priority for the leaders developing a strategy.



“Healthcare institutions are facing monumental challenges due to talent shortages and stressful working conditions that were enhanced by the COVID-19 pandemic,” said John Martins, President, and Chief Executive Officer of Cross Country Healthcare. “Although many leaders are actively investing in solutions to enhance employee recruitment, heighten the caregiver experience, and optimize and manage the workforce, fundamental changes are needed. There are sustainable and proven solutions that can help institutions invest in their employees from the ground up, curating a positive and safe experience for patients—the number one goal and priority.”

John Martins, President and Chief Executive Officer, Cross Country Healthcare



FIGURE 3

### What is your organization doing to address each of these business issues

(Please select at least one response option for each issue)

	MAINTAINING THE STATUS QUO/MONITORING	DEVELOPING A STRATEGY	INVESTING IN SOLUTIONS	NOTHING/NOT APPLICABLE
Ensure quality and safety	52%	43%	43%	2%
Maintain compliance	48%	39%	33%	4%
Improve the caregiver experience	47%	43%	50%	2%
Boost operational efficiencies/productivity	41%	53%	34%	4%
Manage union relationships	41%	35%	33%	16%
Reduce costs	41%	55%	42%	1%
Leverage technology	30%	47%	46%	4%
Optimize and manage the workforce	37%	61%	48%	0%
Strengthen employee engagement/retention	36%	59%	46%	1%
Conduct strategic workforce planning	34%	56%	38%	2%
Build the brand	34%	55%	43%	2%
Improve employee recruitment	28%	50%	54%	1%
Continuously innovate	27%	60%	43%	3%

# TOP 3

## SOLUTIONS IN WHICH LEADERS ARE INVESTING

### HR LEADERS

- 1 Improve the caregiver experience
- 2 Improve employee recruitment
- 3 Leverage technology

### CNOs

- 1 Improve employee recruitment
- 2 Optimize and manage the workforce
- 3 Improve the caregiver experience, strengthen employee engagement/retention, and ensure quality and safety (tie)



“Between mass talent shortages, burnout and resignations, health leaders are aware that they must adapt to a changing workforce landscape,” said Hank Drummond,

Chief Nursing Officer of Cross Country Healthcare.

“Prioritizing work-life balance, mental health and appropriate staffing is critical to ensuring that healthcare workers have the support they need to provide care to their patients. Staff wellness trickles down into the quality of patient care, and this needs to be a priority for healthcare leaders to address.”

Hank Drummond, Chief Nursing Officer,  
Cross Country Healthcare



## CLARIFYING HR PRIORITIES

### Onboarding and Training Top the List

Turning specifically to HR-related priorities, the leaders reported improving the efficiency and effectiveness of the hiring process, strengthening employee engagement/retention, and improving employee attraction and recruitment as the top three priorities. Employee onboarding and scheduling are the top HR priorities for HR leaders. For CNOs, it is employee development.

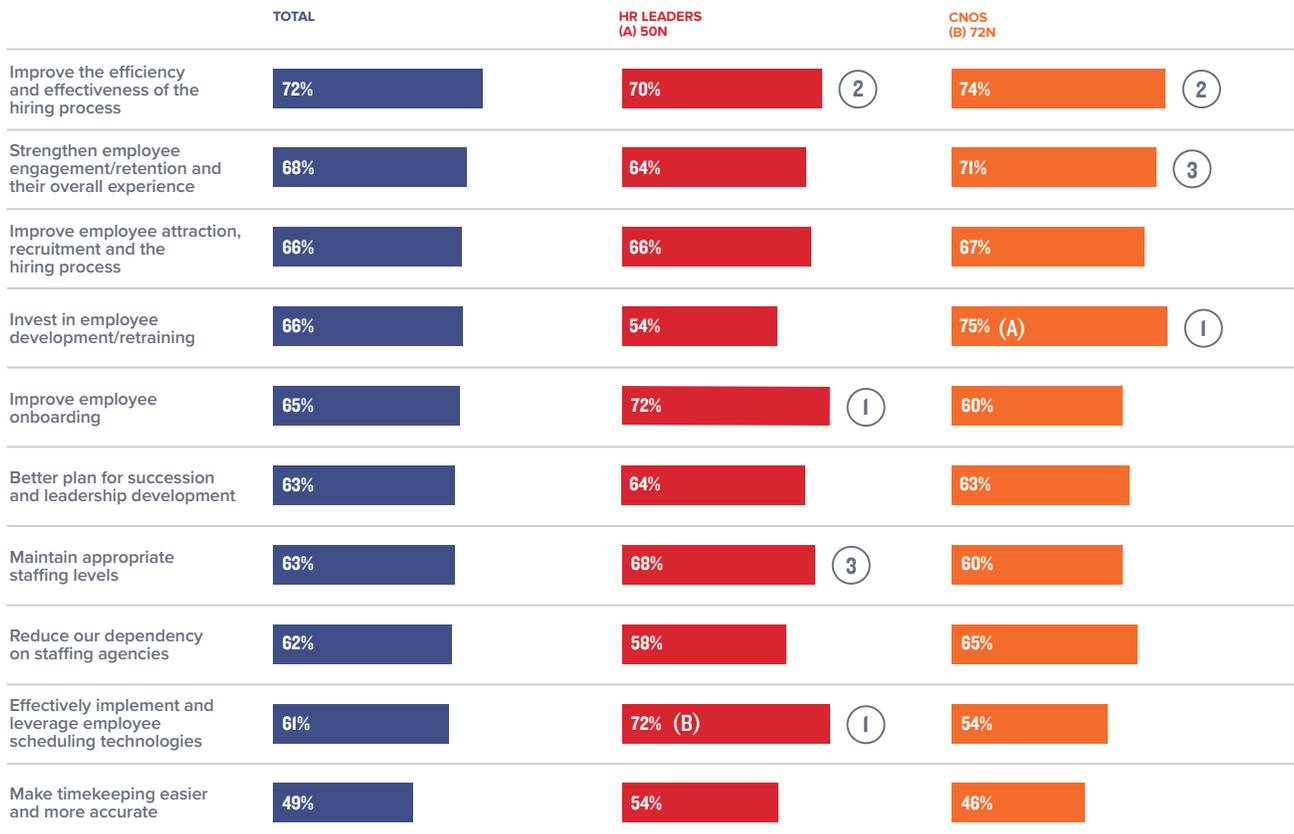
**72%**  
of respondents  
want to  
improve the  
hiring process

**68%**  
of respondents  
want to  
strengthen  
employee  
engagement/  
retention



**FIGURE 4**

**Now turning specifically to HR-related priorities, how important is it for you to address these issues based on your role?** (Please rate each priority)





### Staffing and Retention Are Best-Managed Tasks

HR leaders feel they are most effective at maintaining staffing levels and employee development. CNOs are most effective at employee engagement and retention.

**57%**  
of respondents  
want to strengthen  
employee  
engagement/  
retention

**55%**  
of respondents  
want to maintain  
appropriate  
staffing levels



**FIGURE 5**

### How effective is your organization at addressing these HR-related priorities?

(Please rate each priority)

	TOTAL	HR LEADERS (A) 50N	CNOs (B) 72N
Strengthen employee engagement/retention and their overall experience	57%	60% (3)	54% (1)
Maintain appropriate staffing levels	55%	64% (1)	49% (2)
Invest in employee development/retraining	49%	64% (B) (1)	39%
Make timekeeping easier and more accurate	49%	58% (3)	43% (3)
Improve the efficiency and effectiveness of the hiring process	48%	60% (B) (2)	39%
Effectively implement and leverage employee scheduling technologies	46%	58% (B) (3)	38%
Improve employee attraction, recruitment and the hiring process	45%	60% (B) (2)	35%
Improve employee onboarding	44%	56% (B)	36%
Reduce our dependency on staffing agencies	41%	46%	38%
Better plan for succession and leadership development	39%	48%	32%

## HR Investments Focus on Recruitment

Overall, timekeeping is the HR issue that most respondents will maintain the status quo and continue to monitor. Hiring efficiency and employee engagement are the top areas for strategizing, while recruiting is getting the most investment to develop new solutions.

The leaders were less confident in their ability to better plan for succession and leadership development and reduce their dependency on staffing agencies. These fell to the bottom of the list of their ranking on effectiveness.



“Many innovative health systems are looking to reinvent traditional operations like time-keeping to draw the caregiver into an improved, mobile-enabled experience, thereby driving engagement and improved retention. Together with them, we are recasting our approach to workforce overall to save time, money, and other resources—one person, one shift at a time.”

Dan White, Chief Commercial Officer, Cross Country Healthcare



FIGURE 6

### What is your organization doing to address each of these HR-related priorities?

(Please select at least one response option for each issue)

	MAINTAINING THE STATUS QUO/MONITORING	DEVELOPING A STRATEGY	INVESTING IN SOLUTIONS	NOTHING/NOT APPLICABLE	
Make timekeeping easier and more accurate	46%	44%	38%	5%	
Better plan for succession and leadership development	43%	47%	47%	2%	
Maintain appropriate staffing levels	43%	48%	40%	2%	
Improve employee attraction, recruitment and the hiring process	38%	53%	51%	2%	①
Effectively implement and leverage employee scheduling technologies	37%	46%	48%	7%	③
Improve the efficiency and effectiveness of the hiring process development	36%	57%	45%	3%	①
Reduce our dependency on staffing agencies	36%	49%	43%	5%	③
Improve employee onboarding	34%	53%	49%	0%	②
Strengthen employee engagement /retention and their overall experience scheduling technologies	34%	57%	48%	2%	①
Invest in employee development/retraining	32%	53%	43%	4%	②



## TOP 3

### SOLUTIONS IN WHICH LEADERS ARE INVESTING

#### HR LEADERS

- 1 Improve employee attraction, recruitment, and the hiring process, and improve the efficiency and effectiveness of the hiring process (tie)
- 2 Effectively implement and leverage employee scheduling technologies, and strengthen employee engagement/retention and their overall experience (tie)
- 3 Better plan for succession and leadership development, and invest in employee development/retraining (tie)

#### CNOs

- 1 Improve employee onboarding
- 2 Improve employee attraction, recruitment, and the hiring process
- 3 Better plan for succession and leadership development



“Healthcare leaders are well aware that quality and safety must remain the number one priority at all times. The challenge is that we’ve learned the patient experience will never be better than the caregiver experience, and therefore caregiver support and workforce optimization are critical for sustaining quality and safety over time.”

Michael Skovira, Chief Medical Officer, Cross Country Healthcare

## IMPLEMENTING WORKFORCE STRATEGIES AND PLANS

### Leaders Make Strides with New Staffing Models and Workforce Plans

Plagued with mass talent shortages, burnout and resignations, HR leaders and CNOs are too aware that they must explore new staffing models. Models range from implementing workforce optimization strategies to engaging in formal strategic planning initiatives and exploring new staffing models. In addition, HR leaders prioritize workforce optimization in their staffing model/plan. For CNOs, the top planning priority is reducing reliance on staffing agencies.



FIGURE 7

Which of the following is a priority in your staffing model/plan? (select all that apply)



---

## WORKFORCE STRATEGY CHALLENGES

Leaders also shared many verbatim responses about why they are challenged to implement their workforce strategy, including:

### HR LEADERS

“Buy-in from leadership is hit or miss; it is hard to sell it to staff after all the changes recently.”

“It is keeping staff. A lot of people don’t want to work nowadays, and it’s hard to keep people interested, especially in healthcare. So, I try and make it as exciting as possible.”

“Not everyone is on board with the idea and won’t do their part to implement these strategies.”

“There are many competing priorities; additionally, staffing challenges are causing disruptions to our implementation plan.”

### CNOs

“Having enough RN staff available to hire. We are doing great with hiring to some extent but at the same time still have the younger workforce choosing to leave for ‘better hours,’ ‘better life balance/blend,’ etc.”

“HR is a total failure characterized by bureaucratic processes and paralysis.”

“A lack of HR is one of the most difficult challenges I confront when implementing any new policy.”

“A lack of future-ready skills in the workforce, like data literacy or multidisciplinary literacy, is caused by factors like the COVID-19 pandemic and digitalization.”

### WORKFORCE STRATEGY AND PLAN DEFINED

A workforce strategy helps you achieve your organization’s objectives by sizing up your existing talent and predicting immediate and long-term staffing needs.

A strategic workforce plan ensures you have the employees you need when needed.

## Strong Interest in Workforce Planning

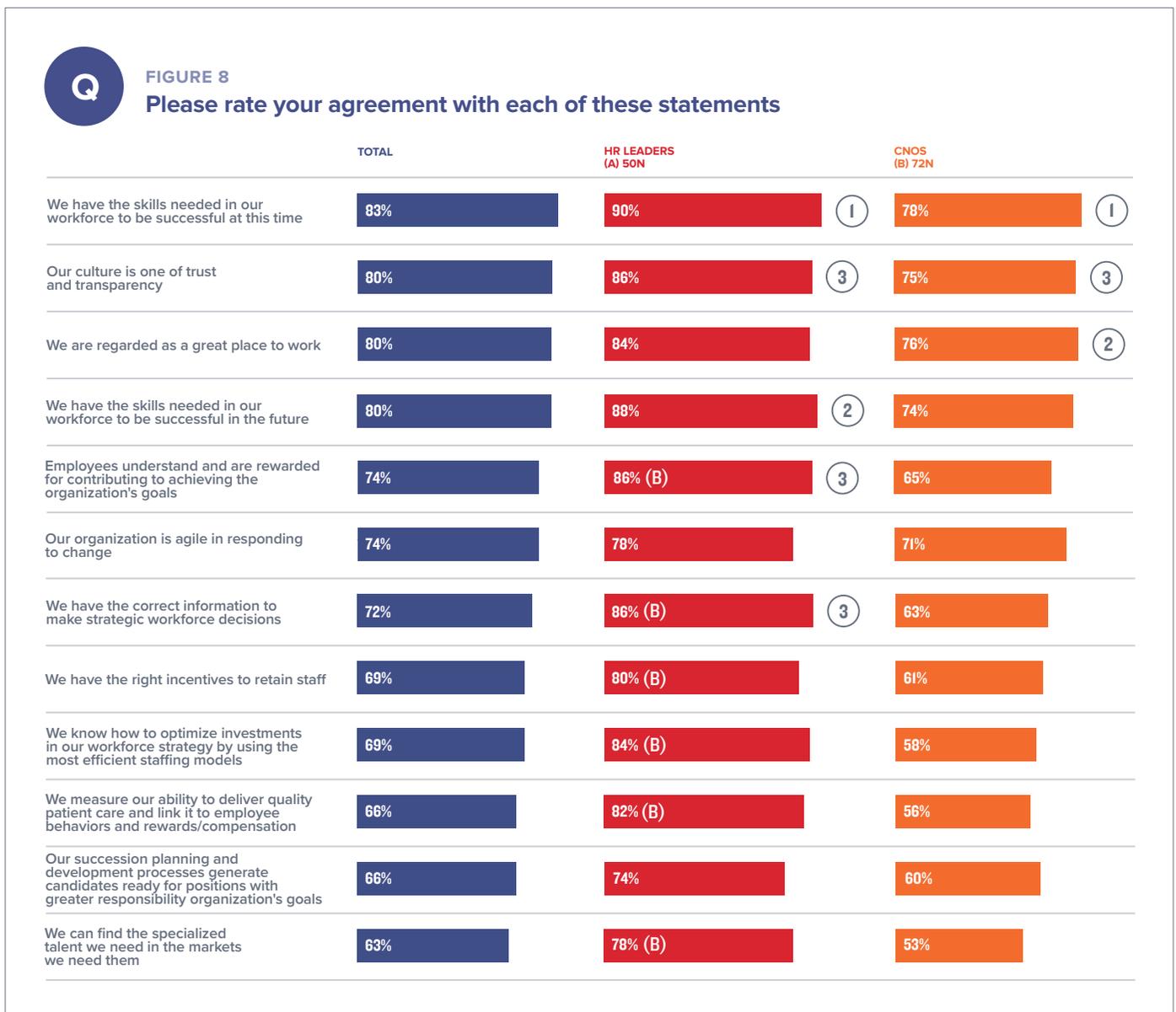
Further reinforcing that healthcare leaders are making strides in focusing on their people, 48% of leaders said that they have developed and fully implemented their workforce strategy. Forty-four percent of HR leaders had a fully implemented workforce strategy, along with 51% of CNOs.

One in five leaders said, “we do some workforce planning but don’t have a comprehensive strategy.” In probing a little deeper, we learned that 72% of these leaders would be very interested in creating a workforce strategy in the next one to two years, and 28% were somewhat interested.

## Confidence with Skills and Culture

The leaders were very confident that they have the skills needed to be successful now and in the future, have a culture that breeds trust and transparency, and that employees regard their healthcare organization as a great place to work. HR leaders were more confident than CNOs about these issues. Further, the leaders are convinced that employees understand and are rewarded for contributing to the organization’s goals and that their organization is agile in responding to change.

**83%**  
of respondents feel they have the skills needed in their workforce to be successful at this time





### Varying Optimism About the Workplace

Overall, CNOs are slightly less optimistic about the workplace. Twenty-nine percent of CNOs disagreed with the statement, “we can find the specialized talent we need in the markets we need them,” compared to only 12% of HR leaders. Twenty-two percent of CNOs disagreed with the statement, “we know how to optimize investments in our workforce strategy by using the most efficient staffing models,” compared to no HR leaders who disagreed.

#### PERCENT WHO “DISAGREE” WITH THE FOLLOWING STATEMENTS

	HR LEADERS	CNOs
We can find the specialized talent we need in the markets we need them	12%	29%
We have the right incentives to retain staff	4%	26%
We know how to optimize investments in our workforce strategy by using the most efficient staffing models	0%	22%
Our succession planning and development processes generate candidates ready for positions with greater responsibility	6%	19%
We measure our ability to deliver patient care and link it to employee behaviors and rewards	6%	18%
Employees understand and are rewarded for contributing to achieving the organization’s goals	2%	18%

## CHANGING LEADERSHIP PROFILES

### Successful Leaders Today Require Different Skills

To understand how the skills of executive-level leaders in healthcare may have changed since 2020, we explored what skills are more critical now than before the COVID-19 pandemic. The top skills that are more important now are flexibility, resilience, the ability to connect with diverse populations, creative problem-solving, empathy and transparency. Authenticity, performance-driven, and being a skilled collaborator saw the smallest increase in importance.

**61%**  
of the leaders surveyed said they use interim executive leaders to fill short-term gaps



FIGURE 9

How has the importance of each of these traits in executive level hires changed since 2020? (Please select one response in each row)



---

## CAREER ADVICE FOR UP-AND-COMING HEALTHCARE LEADERS

We asked the leaders, “What advice would you give to someone whose career objective is to attain a role like yours?”

### HR LEADERS

“You have to have good communication skills.”

“Always be open to new ideas and change.”

“Always pay attention and double-check.”

“Always prepare with a well-planned schedule.”

“Attend all the orientation programming.”

“Attention to detail is very important in my role. Small differences can make your job successful or not.”

“Be consistent and innovative as times change.”

“Be driven to work and maintain compliance with company policy and procedures.”

“Education is key in my role, being compassionate and caring and understanding of employees and business assets.”

“Find a mentor, build a go-between, and learn as much studying on your own as possible.”

“Keep your head up, and don’t give up. Once you finally reach where you want to be with your HR department, the outcome is incredible.”

### CNOs

“Be able to manage finances, put treatment plans into action, integrate new medical technology, set schedules, and onboard new nurses into the department.”

“Always be up to expectations and handle client needs with healthy solutions to make the outcome the best possible.”

“Aside from academic qualifications, one should be sympathetic to their personnel and strive to optimize the process to get the best outcomes.”

“Be open, promote trust, and hire and surround yourself with talent unlike your own. Expect accountability and work on self-development.”

“Be very careful. Being in an executive position means all the problems filter up and down to you.”

“Do your homework and make sure you have the right fit with your executive team that will foster growth and continued success.”

“Build strong leadership skills and become a nurse expert/scientist.”

“Empathy and excellent communication skills are essential for a leader who wants to promote teamwork.”

“Establish connections with the other centers, such as management, accounting, and medical teams, to improve collaboration and communication between all healthcare team members.”

“Strengthen organizational management and leadership abilities along with swift decision-making.”

“Being open to any opportunity for education, appreciating the staff who stick with you through rough patches, and engaging your new hires immediately is more important than you think.”

“Build partnerships across nursing to operations.”

## OPTIMIZING TECHNOLOGY

### Technology Ramps Up Efficiency

Technology is used for various workforce management and administration functions to help leaders succeed. The most frequent uses are payroll, scheduling, onboarding, budgeting, and time and attendance. HR leaders rate time and attendance as the technology that contributes most to organizational success. For CNOs, it's budgeting. Payroll is in the top three for both groups.



FIGURE 10

### In which areas is the use of technology most important to the success of your role?

(Please select one response in each row)

	TOTAL	HR LEADERS (A) 50N	CNOS (B) 72N
Payroll	39%	36% (1)	42% (1)
Scheduling	32%	28% (2)	35% (2)
Onboarding	29%	24% (3)	32%
Budgeting	28%	20%	33% (3)
Time and attendance (collection and approval)	25%	22%	26%
Compliance management	24%	22%	25%
Analytics (general)	21%	20%	22%
Workforce optimization	21%	14%	26%
Predictive analytics	20%	24% (3)	18%



**FIGURE 11**  
**In which areas is the use of technology most important to the success of your role?**

(Please select one response in each row)

	TOTAL	HR LEADERS (A) 50N	CNOS (B) 72N
Invoicing/visibility into accounts payable statuses	16%	10%	21%
Industry trends/pricing	16%	10%	19%
Forecasting	15%	8%	19%
Internal resource pool management	14%	10%	17%
Project procurement	14%	10%	17%
Sourcing (contingent and permanent staff)	12%	10%	14%
Internal travel (contract) pool management	8%	6%	10%
Statement of work	7%	6%	8%
Mobile capabilities	7%	8%	6%

When looking at which technologies the leaders want to adopt in the year ahead, onboarding, training and development, and workforce management topped the list. HR leaders will likely plan to adopt training and development solutions in 2023. CNOs are most likely to adopt onboarding solutions.

**48%**  
of respondents  
felt onboarding would  
benefit from new  
technologies



“We have one opportunity to create an exceptional experience —

technology is at the forefront of the evolution of workforce operations. We must ensure we meet the caregiver where they are, and that is on a fully immersive, mobile, easy-to-use digital platform that excites them and ultimately establishes a higher retention rate.”

Gerald Purgay, Chief Marketing Officer,  
Cross Country Healthcare

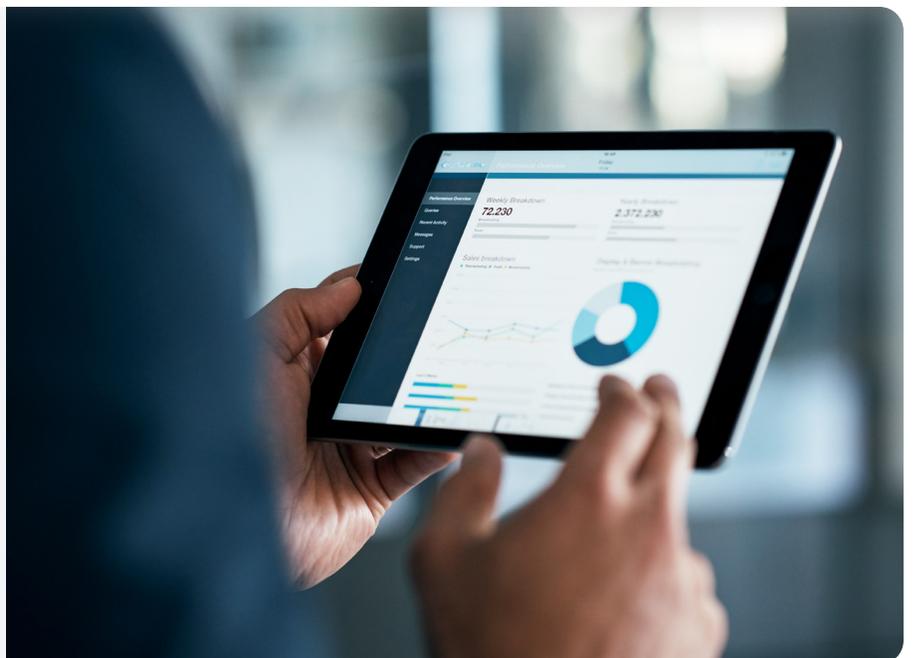




FIGURE 12

**In which of these areas are you looking to adopt new technologies in 2023**

(Please select all that apply)

	TOTAL	HR LEADERS (A) 50N	CNOS (B) 72N
Onboarding	48%	44%	50% (1)
Training and development	44%	56% (1)	36% (3)
Workforce management	39%	42%	38% (2)
Employee development	39%	50% (2)	31%
Employee engagement and communication	38%	48%	31%
Talent management	36%	44%	31%
Employee timekeeping	33%	46% (3)	24%
Employee scheduling	32%	42%	25%
None of the above	6%	4%	7%

## SEEKING PARTNERSHIP

### You Don't Have to Go it Alone

The leaders in our study shared that experience and clinical excellence are essential when looking for a company to help create and evaluate a workforce strategy, along with best-in-class client service and a creative and innovative approach to solving issues. HR Leaders most want a workforce strategy vendor with proven industry experience. CNOs prioritize best-in-class clinical excellence. Client service is also in the top three for both groups.

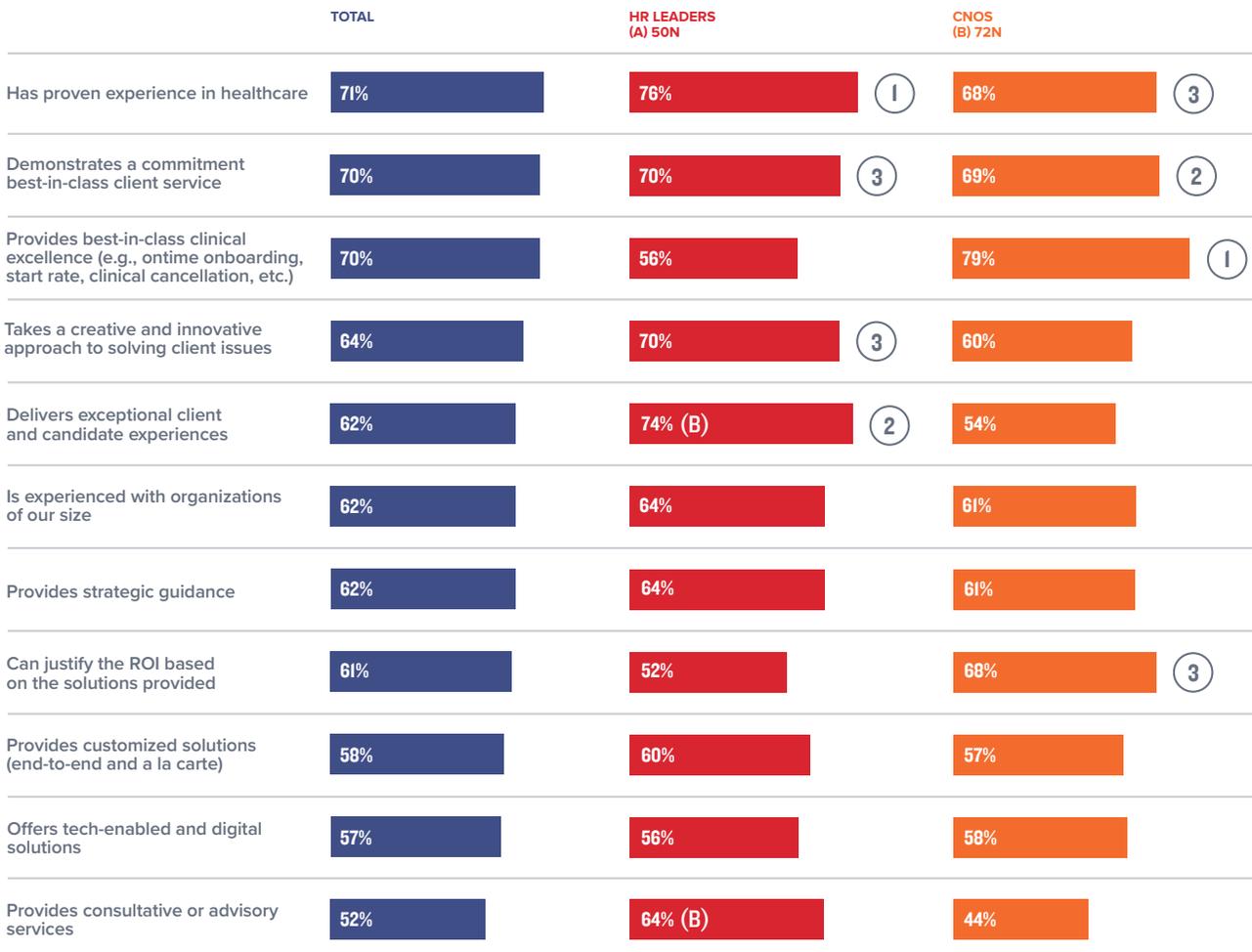
On the list of priorities of what to look for in a workforce strategy partner, HR Leaders are most likely to rate providing tech-enabled and digital solutions and justifying the return on investment (ROI) as less important. For CNOs, it was delivering exceptional client experiences and providing consultative or advisory services.



FIGURE 13

**If you were to evaluate a company to help you create and implement a workforce strategy, how important would each of these capabilities be?**

EXPERIENCE AND CLINICAL EXCELLENCE ARE KEY



# Making Sustainable Workforce Solutions a Reality

As the study results suggest, healthcare leaders are aware that they must create staffing models that are sustainable amid ongoing challenges while enhancing quality and safety. Investments are being made in workforce plans and strategies to stem the tide of attrition, change working conditions, and find ways to staff more efficiently while continuously fostering quality patient care.

Cross Country Healthcare has been helping healthcare systems solve complex labor challenges for more than 36 years. Put our experience to work for you, and together we can help you to improve caregiver success at work, incorporate customizable recruitment and retention strategies to build up your core staff, and implement a tech-enabled digital talent platform that seamlessly integrates your unique data and analytics to provide complete transparency into your workforce.



“Health leaders must re-imagine their approach to their workforce. They must be nimble and innovative and explore new models to help maximize their

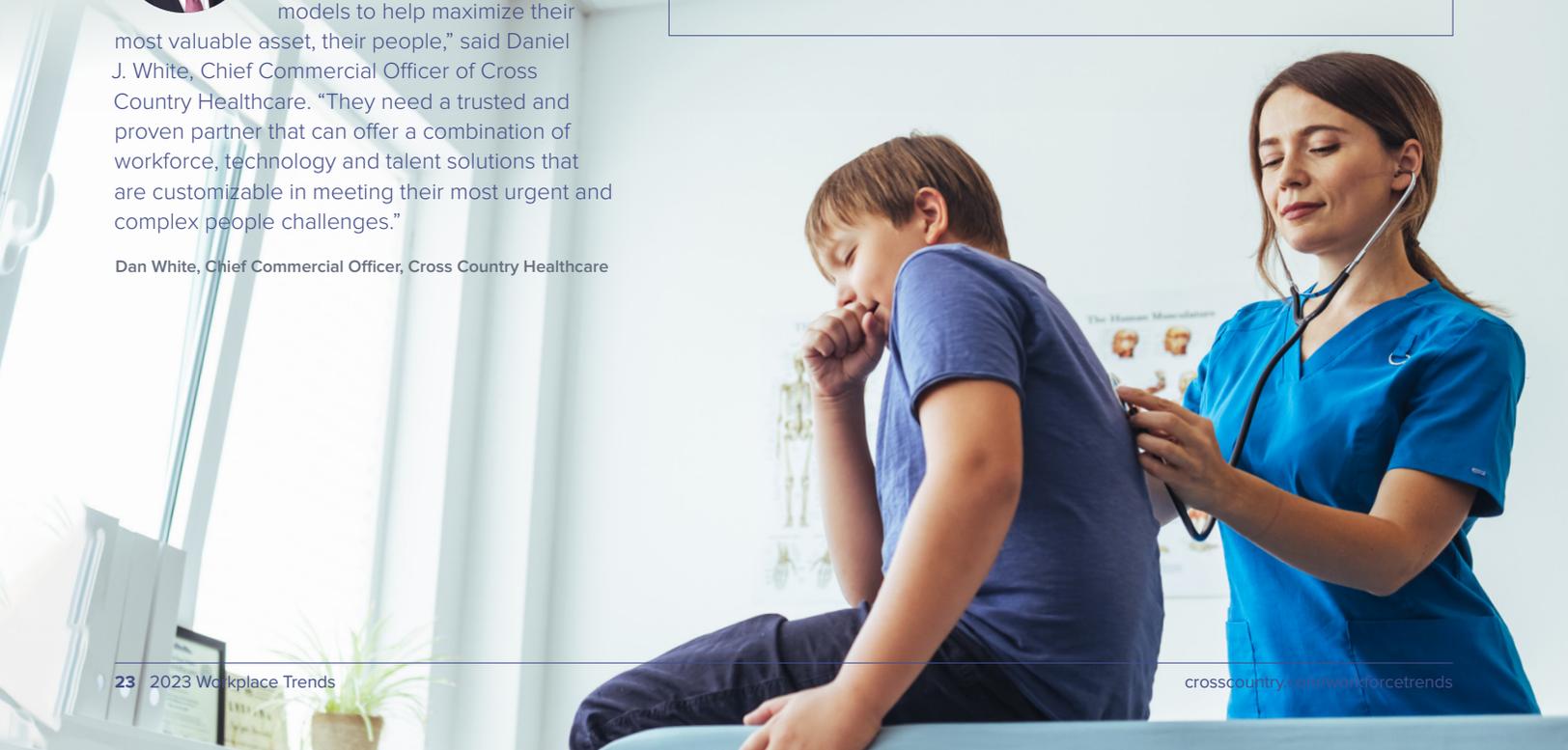
most valuable asset, their people,” said Daniel J. White, Chief Commercial Officer of Cross Country Healthcare. “They need a trusted and proven partner that can offer a combination of workforce, technology and talent solutions that are customizable in meeting their most urgent and complex people challenges.”

Dan White, Chief Commercial Officer, Cross Country Healthcare

## WHAT'S NEXT? USE THIS CHECKLIST:

As you evaluate your healthcare organization in the context of these research trends and insights, ask yourself:

- ▶ How robust is your workforce strategy to meet the challenges of today and tomorrow?
- ▶ Is your workforce plan agile and relevant to balance current employee and business needs?
- ▶ Can your leadership recruitment plan support the changing skill set needed for future success?
- ▶ What are you doing to create a great workplace where employees thrive?
- ▶ How are you improving employee recruitment and engagement, and how do you know it's working?
- ▶ How are you enhancing the caregiver experience and supporting their mental health in impactful and meaningful ways?
- ▶ Do you have the right technology in place?
- ▶ Do you have a suite of software solutions for healthcare labor management?
- ▶ What are you doing to develop your next generation of leaders?
- ▶ Do you have a plan in place to retain your top performing employees?

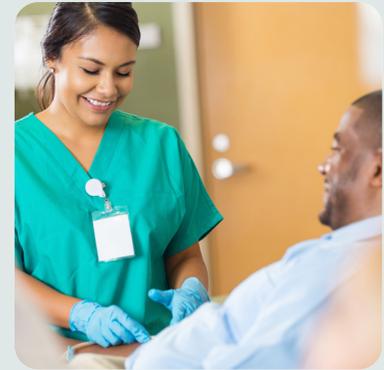


# TOP 3

## WAYS THAT HEALTHCARE LEADERS CAN CREATE STAFFING MODELS THAT ARE SUSTAINABLE AND ENHANCE QUALITY AND SAFETY

### Support Caregiver Success at Work

- Recruit the best resources across your organization from the bedside to the board room.
- Motivate and manage your workforce by focusing on their success at work.
- Predict talent demand, including retention risk, before it happens.
- Optimize individuals into high-performing teams, just like your favorite sports team.
- Curate with AI the work experience for each caregiver, and their leadership, 24 X 7, just like your favorite music app.



### Incorporate Customizable Recruitment and Retention Strategies

Explore all of the options available while also thinking creatively, including:

- Contingent-to-perm strategy
- International nurse hire program
- Registered Nurse (RN) sabbatical program
- RN graduate residency program
- Upskilling and reskilling initiatives
- Integrated direct-hire program



### Implement a Tech-Enabled Digital Talent Platform

Intellify, our proprietary Vendor Management System (VMS), automates the process of finding, scheduling, and managing staff via one centralized platform with measurable results, including:

- Insights and predictive analytics
- Open architecture and customization
- A simple and intuitive user experience
- Compliance for onboarding and a credentialing dashboard
- Invoicing/payroll functionality
- Comprehensive budgeting and forecasting



Ready to get to work on a sustainable staffing model that enhances quality and safety for both your workforce and your patients?

[Contact Us Today](#) ➤

## ABOUT CROSS COUNTRY HEALTHCARE



Cross Country Healthcare, Inc. is a leading tech-enabled workforce

solutions and advisory firm with 36 years of industry experience and insight. We solve complex labor-related challenges for customers while providing high-quality outcomes and exceptional patient care. As a multi-year Best of Staffing® award winner, we are committed to an exceptionally high level of service to our clients, our homecare, education, and clinical and non-clinical healthcare professionals. Our locum tenens line of business, Cross Country Locums, has been certified by the National Committee for Quality Assurance (NCQA), the leader in healthcare accreditation, since 2001. We are the first publicly traded staffing firm to obtain The Joint Commission Certification, which we still hold with a Letter of Distinction. Cross Country Healthcare is rated as the top staffing and recruiting employer

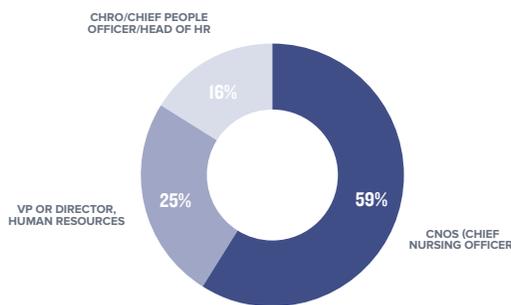
for women by InHerSights, and Certified™ by Great Place to Work®

For three consecutive years, Cross Country has received the Top Workplaces USA award from Energage and has also been recognized with the Top Workplaces Award for Diversity, Equity & Inclusion Practices and the Top Workplaces Awards for Innovation and Leadership. Cross Country has recently been awarded the Women Executive Leadership Elevate Award, recognizing gender diversity in our Boardroom. We have a history of investing in diversity, equality, and inclusion as a key component of the organization's overall corporate social responsibility program, closely aligned with its core values to create a better future for its people, communities, and its stockholders.

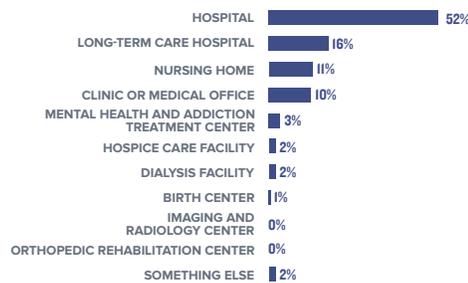
Visit [www.crosscountryhealthcare.com](http://www.crosscountryhealthcare.com)

## APPENDIX: RESPONDENT CHARACTERISTICS

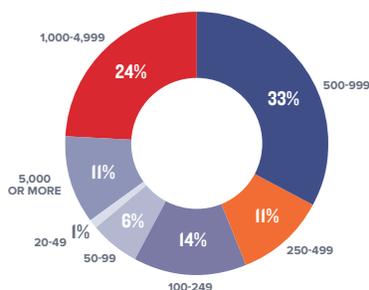
Title



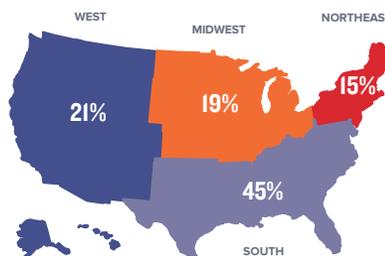
Facility Type



Headcount



Geography



“The healthcare industry is incredibly dynamic. Much like medical literature and evidence-based recommendations evolve over time, such is true for workforce optimization and staffing models.”

Michael Skovira, Chief Medical Officer, Cross Country Healthcare



6551 Park of Commerce Blvd.  
Boca Raton, FL 33487  
(800) 347-2264 | [crosscountryhealthcare.com](http://crosscountryhealthcare.com)