

Building the Health Care Workforce of the Future

The health care industry continues to grapple with ongoing workforce challenges – many of which are causing organizations to reassess the size and shape of their employee population in an effort to address staffing challenges, meet evolving care needs, and drive greater efficiency.

Leverage data from SullivanCotter’s *Workforce Metrics Benchmarks Survey* to see how the size and shape of your employee population compares to other hospitals and health systems nationwide. The data is reported across four different career stages with insight into changes based on number of full-time equivalents.

Workforce Trends

- Limited availability of **qualified talent**
- Increasing **turnover** rates and industry departures
- **Competition for talent** outside of health care
- Employee **upskilling**, re-skilling, and career shifts
- Use of **analytics** for decision-making



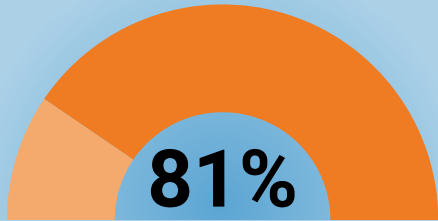
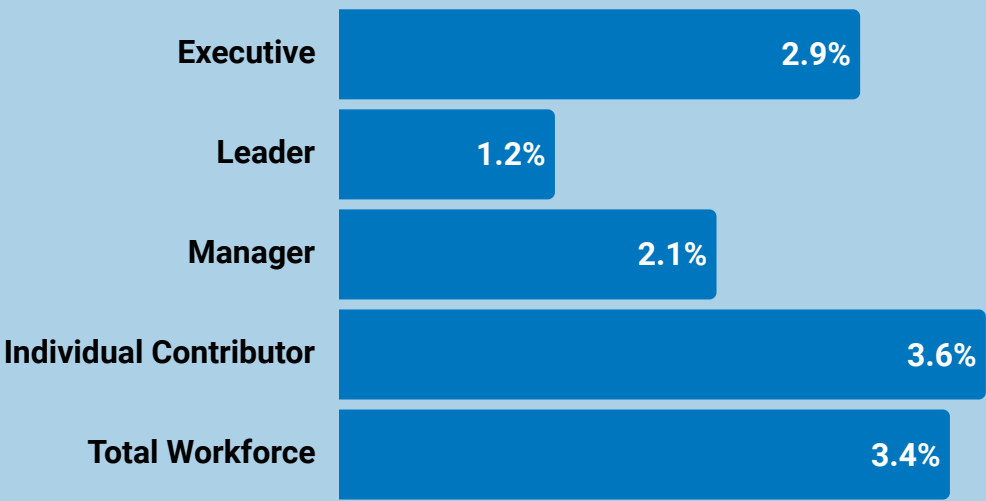
Industry Trends

- **Shortages** of health care professionals
- Pressure on **financial performance**
- Increased **workload and burnout**
- Changing workforce **skill requirements**
- **Access** to health care services



From 2023 to 2024, we observed slightly higher growth for Executives and Individual Contributors compared to the prior year, while Leaders and Managers showed lower growth.

Average Change in Workforce Structure* (2023-2024)



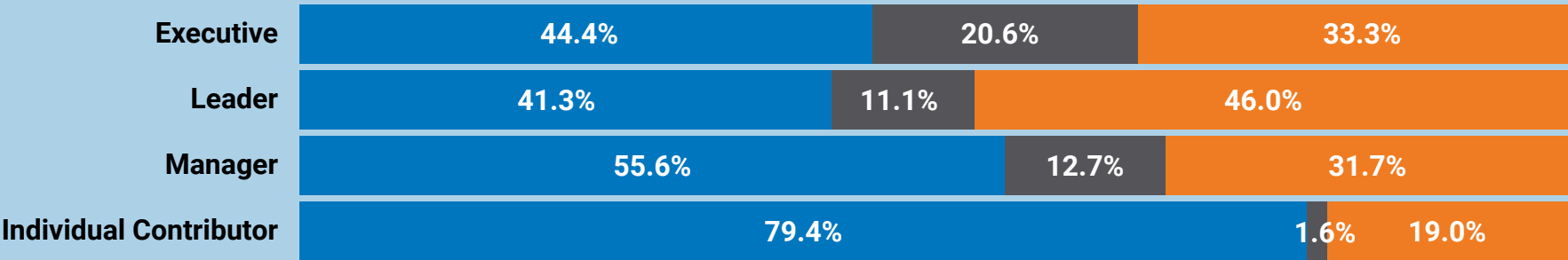
81% of respondents indicated intent to increase their physician, APP, and physician leadership workforce in 2025

*Please note this data includes only organizations who participated in both the 2023 and 2024 surveys.

Workforce structure varies notably by organization size. This reflects an ongoing trend where health care organizations, particularly larger ones, reassess leadership layers to drive efficiency and adaptability.

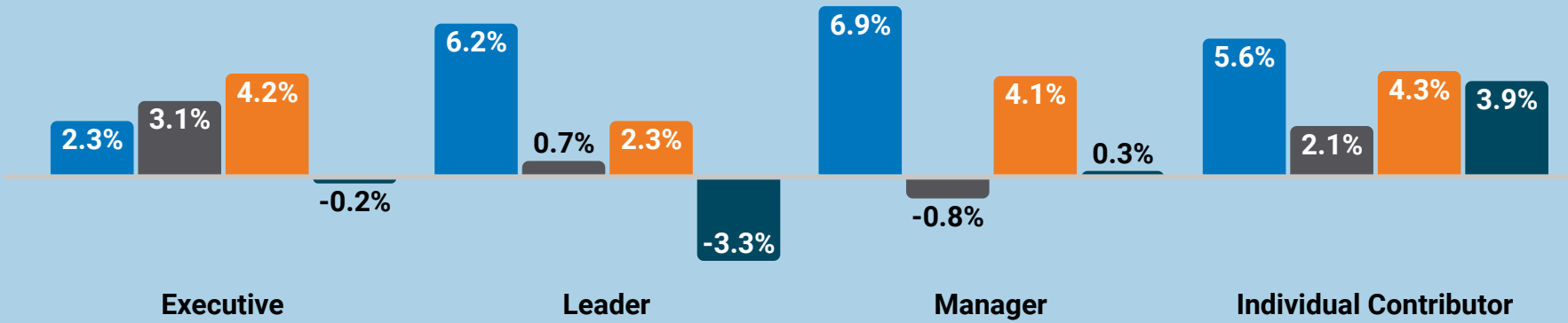
Prevalence of Workforce Size Change (2024)

● Increase ● Steady ● Decrease



Percent Change by Organization Size (2023-2024)

● 5,000 of Less ● 5,001 - 15,000 ● 15,001 - 30,000 ● 30,001 or More



Address health care staffing challenges with unique insight into the size, shape, cost, and demographic representation of your workforce.

Access **detailed breakdowns** by Executive, Leader, Manager, and Individual Contributor career stages for different organization size categories.



Learn more about our **Workforce Metrics Benchmark Survey**

