

2022 HEALTHCARE RETENTION REPORT



Healthcare
Employee
Turnover
Insights
and Trends
in 2021

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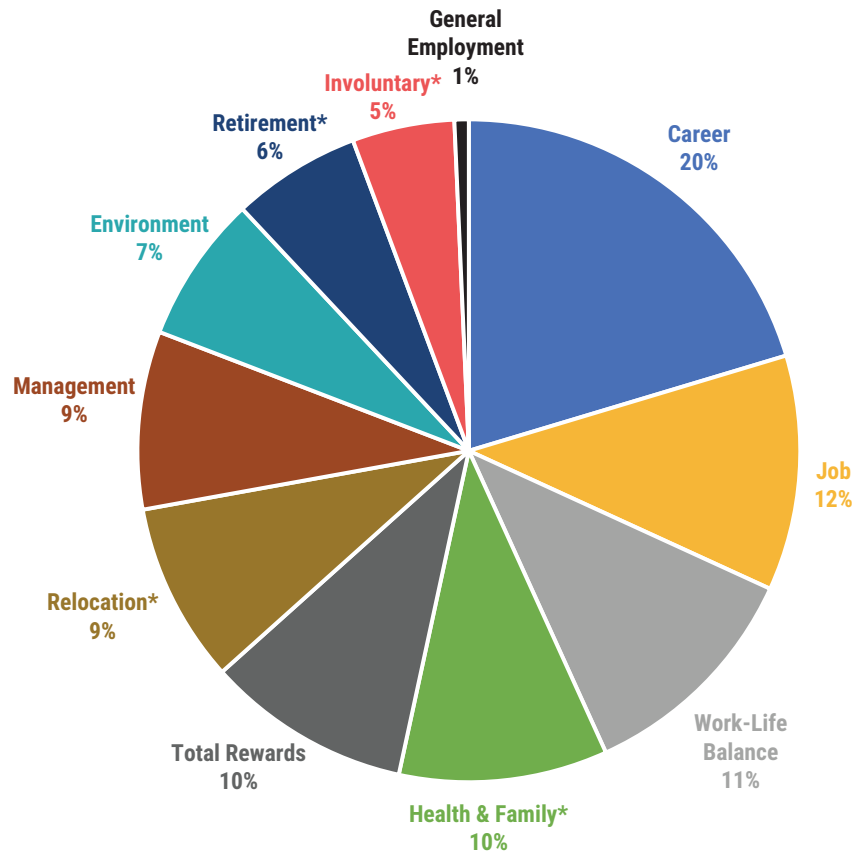
The global pandemic created challenges for healthcare that will likely be felt for years to come. **Over 6 million healthcare workers quit their jobs in 2021** which was a 25% increase over 2020. Work Institute works extensively with healthcare organizations to collect Exit Interview data related to Reasons for Leaving and other perceptions of their employer. Work Institute conducted over 22,000 Exit Interviews with healthcare workers in 2021 including those who work in hospitals, long-term care, hospice, home care, and others. As highlighted in the table below, in many cases healthcare workers and workers from other industries are very similar in their Reasons for Leaving. However, there are a few significant differences.

Career was the most frequently reported Reason for Leaving for both industry types across all three years, though the frequency of Career as the Most Important Reason for Leaving was greater for those in non-Healthcare industries. Leaving due to Relocation was higher for those in the non-Healthcare industry than for those in the Healthcare industry in 2021.

Leaving due to **Retirement was much higher for those in the non-Healthcare industry** than for those in the Healthcare industry **in 2020** but returned to a similar percentage in 2021.

Overall, **leaving due to Work-Life Balance was much more frequent for those in the Healthcare industry** than for those in non-Healthcare industries. This is driven largely due to departures related to Schedule.

Percent of Reason for Leaving Theme



Percent of Reason for Leaving Themes Segmented by Industry and Year

Theme	Healthcare			Non-Healthcare		
	2019	2020	2021	2019	2020	2021
Career	18.2	17.1	20.4	22.0	22.0	30.2
Environment	8.5	7.5	7.2	8.5	7.7	6.6
General Employment	1.4	1.7	0.7	2.0	1.8	1.4
Health & Family*	8.8	12.6	10.2	12.5	8.8	12.6
Involuntary*	7.0	6.7	5.0	3.5	6.5	2.1
Job	9.9	10.5	11.5	10.3	8.7	8.5
Management	9.4	8.2	8.7	8.3	5.7	5.7
Relocation*	8.9	8.6	8.8	6.6	5.1	12.0
Retirement*	6.7	8.3	6.3	7.1	19.5	6.4
Total Rewards	7.9	7.1	10.0	9.9	7.2	7.6
Work/Life Balance	13.3	11.5	11.4	9.2	7.0	7.2
Note: N =	29337	25832	22882	7768	4844	5494

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There are noteworthy differences when evaluating Reasons for Leaving based on specific occupations. These differences highlight the importance of not only evaluating Reasons for Leaving at an enterprise level, but also evaluating based on job or role.

Occupation	Career	Environment	General Employment	Health and Family	Involuntary	Job	Management	Relocation	Retirement	Total Rewards	Work-Life Balance
Acute Care Nurse	14	8.8	1.6	10.1	2.3	11	7.5	13	4.6	14.4	12.4
Clinical Nurse	18	6.6	0.3	10.9	2.2	9.7	6.9	19	6.5	8.7	11.5
Flight Nurse	11	7.3	1.8	10.9	1.8	9.1	9.1	11	0	14.5	23.6
Medical Assistant	16	8.7	0.6	17.7	5.4	8.1	12	9	0.6	10.8	11.7
Medical/Clinical Lab Tech	17	5	1	7.9	2	11	7.4	15	10.4	14.4	8.4
Nurse Aide/Assistant	25	6.5	2.1	13.8	6.8	11	7.4	4.1	2.1	9.1	12.6
Nurse (LPN)	8	7.4	0.4	15	3.4	14	11.4	5.9	3.4	11	20
Nurse Practitioner	14	6.4	0	6.4	7.7	11	9	14	2.6	5.8	23.7
Occupational Therapist	11	6.5	0	7.5	1.9	16	7.5	18	7.5	10.3	14
Pharmacist	18	8.1	0	9.5	2.7	4.1	1.4	18	9.5	6.8	23
Pharmacy Tech	25	10.6	0	5.3	4.5	7.6	11.4	11	1.5	3.8	18.9
Phlebotomist	14	6	1.2	8.3	2.4	14	8.3	6	4.8	10.7	23.8
Physical Therapist	13	7.5	1.1	6.5	2.2	12	8.1	18	3.2	10.2	17.7
Radiologic Tech	16	9.2	0	1.3	2.6	13	2.6	13	5.3	9.2	27.6
Registered Nurse	17	6.6	0.5	8.7	4.7	14	7.5	13	3	8	17.3
Respiratory Therapist	16	5.3	0	11.4	0.9	9.6	11.4	9.6	7.9	10.5	17.5
Surgical Tech	12	14.6	1.2	9.8	3.7	4.9	7.3	15	3.7	18.3	9.8

Note: for some occupations the number of Exit Interviews is less than 1000 and therefore may or may not be a true representation of a normative benchmark and the above numbers represent percentages of themes.

For the first time in our Retention Reports, we evaluated what attracted employees to their new employer. When establishing recruitment branding and key messaging to attract potential candidates, it is important to know what attracts employees to your organization. As seen in the table to the right, **Career, Environment, the Job, Total Rewards, and Work-Life Balance were the most frequently cited attractors to a new job.**

Percent of Attractor Themes Segmented by Industry and Year

Theme	Healthcare			Non-Healthcare		
	2019	2020	2021	2019	2020	2021
Career	26.9	24.5	26.2	33.6	34.5	40.3
Environment	15.8	13.7	12.6	11.4	11.6	9.7
General Employment	1.6	1.2	0.6	2.4	1.1	2.1
Health & Family*	0.4	0.5	0.4	0.4	0.3	0.6
Job	14.6	18.2	15.0	14.2	18.6	13.1
Management	3.9	3.6	3.4	2.5	2.2	2.3
Relocation*	1.2	1.5	1.6	0.8	0.8	0.7
Total Rewards	15.9	16.6	20.7	19.5	17.7	19.1
Work-Life Balance	19.8	20.2	19.3	15.3	13.1	11.9
Note: N =	17270	13299	13954	3015	1781	2512

