

Developing a compelling value proposition for employees

As we've [been discussing](#), the COVID pandemic and ensuing economic environment have driven health system job vacancies and attrition rates to all-time highs. Right now, for myriad reasons, many hospital workers are deciding that the financial, emotional, and professional benefits of working for a hospital are outweighed by the toll working in a hospital takes on them personally. Health systems are responding to this challenge with a wide variety of discrete measures—including hiring and retention bonuses, incentive pay, employee wellbeing initiatives, and expanded professional development opportunities—that target specific groups of employees, but don't form a long-term solution to workforce instability. **To rebuild a stable and committed workforce, health systems must create, and then communicate, a compelling employee value proposition—a concise statement highlighting why employees should work for them.**

The graphic below shows what we believe are the key components of a successful employee value proposition, which **must have a clear vision and focus on the things most important to employee needs: compensation, work-life balance, and career support**. Systems can use the guiding questions listed in each column to craft a value proposition that is differentiated in their local labor market, informed by their level of resources, and undergirded by their own culture and values. (Find [more guidance](#) on developing an effective employee value proposition on our [Gist Insights blog](#).)

Creating a Health System Employee Value Proposition

Vision	We will be the _____ employer in our market (highest paying, most flexible, most community-impactful, etc.)					
Pillars of Value	Compensation		Work-Life Balance		Career Support	
	Basic		Employee "Hierarchy of Needs"		Additional	
Focus Areas	1 Competitive Pay	2 Targeted Benefits	3 Scheduling Flexibility	4 Emotional Wellness	5 Career Pathing	6 Preceptorship & Mentorship
Guiding Questions	<ul style="list-style-type: none"> Do we want to match, or lead, the market in terms of our employee compensation levels? How should we structure ordinary, versus incentive, pay to keep our long-range cost growth in check? 	<ul style="list-style-type: none"> How should we balance our compensation resources between pay and benefits? Should we target certain employees with enhanced benefits (ex: younger, working parents)? 	<ul style="list-style-type: none"> Does the retention and recruitment value of flexible scheduling outweigh the quality risks and difficulty of operational changes? Will remote work negatively affect productivity or our organizational culture? 	<ul style="list-style-type: none"> Are our current health benefits adequate to pandemic stress? Will our employees be more likely to use on-site or virtual mental health support? What operational obstacles must we overcome to ensure employees take their breaks? 	<ul style="list-style-type: none"> Do we view career development as aiding shorter-term retention efforts or enabling employees to grow in the organization over the longer-term? How are we ensuring offered educational opportunities are available? 	<ul style="list-style-type: none"> Have we reinvested in manager training, especially for nurse managers? Can we leverage older or retiring nurses to provide first-year nurse mentorships? What technical solutions can we also explore?
Fundamentals	Mission Orientation ~ Culture and Values ~ Workplace Safety ~ Communication					