

# Workforce 2020

## Healthcare fact sheet: How high-performing companies set themselves apart

Data from our Workforce 2020 research program show a correlation between above-average profit margin and revenue growth and workforce development. Companies with above-average profit margin and revenue growth (high performers) are better prepared for the future workforce than those with below-average growth. Executives who report that their companies have below-average profit margin growth over the past two years (we call them underperformers) indicate that they are struggling to keep up with changing workforce trends. This is especially true when it comes to recruiting employees with both base-level and advanced skills. Perhaps most telling, underperforming companies are significantly less likely to say that HR issues are driving strategy at the board level—which could be a major oversight.

This fact sheet outlines the major differences between high performers and underperformers in the healthcare industry. Both face unique challenges and opportunities when preparing for the workforce of the future.

### The New Face of Work

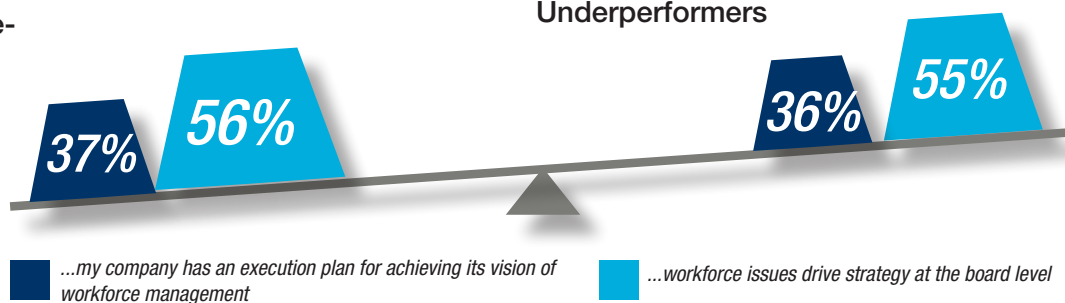
*Research shows priorities shifting as economies rebound globally, but companies lag in understanding these changing dynamics.*

- More than half of executives at high-revenue-growth companies say workforce issues are already driving strategy at the board level. That number is only slightly lower for underperformers—55%—but falls to just 25% in three years.
- Companies with below-average profit margins are struggling to keep up with changing workforce trends: they are significantly more likely to say increasing numbers of contingent workers are impacting their workforce strategies. They also struggle with skills development (see [The Learning Mandate](#)).

Executives say...

High-revenue-growth companies

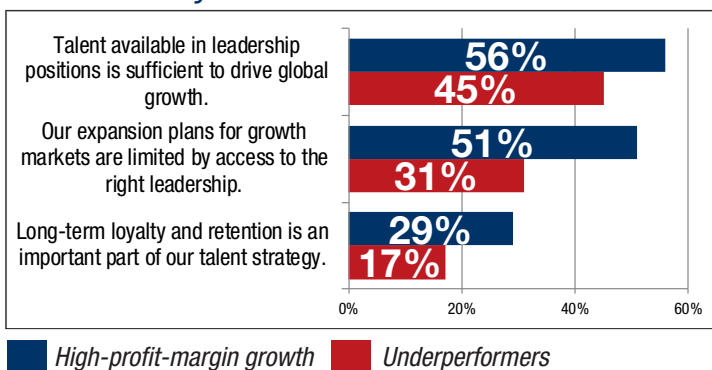
Underperformers



### The Leadership Cliff

*Executives and employees agree that leadership is lacking—and companies are not focused enough on developing future leaders.*

Executives say...



- Executives at high-revenue-growth companies are significantly more likely to say that senior positions tend to be filled from within the organization (50% vs. 42% of underperformers).
- High-revenue-growth firms are significantly more likely to say that their company has well-defined processes and tools for developing their talent.

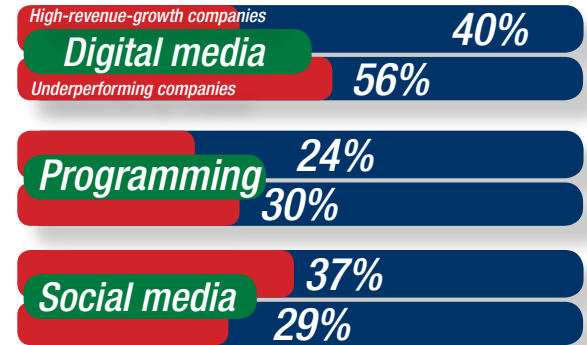
# Workforce 2020—High performers

## Bridging the Skills Gap—The Learning Mandate

*Better training and education opportunities would benefit employees and businesses alike.*

- Nearly one-third of healthcare companies with below-average revenue growth say that problems with talent and skills affect their business performance (vs. 21% of high performers).
- Below-average-profit-margin-growth companies are significantly more likely to say that their expansion plans for growth markets are limited by access to the right talent (37% vs. 27% of high performers).
- Companies with high profit-margin growth are significantly more likely to say they have well-defined processes and tools for developing talent (49% vs. 37% of underperformers).

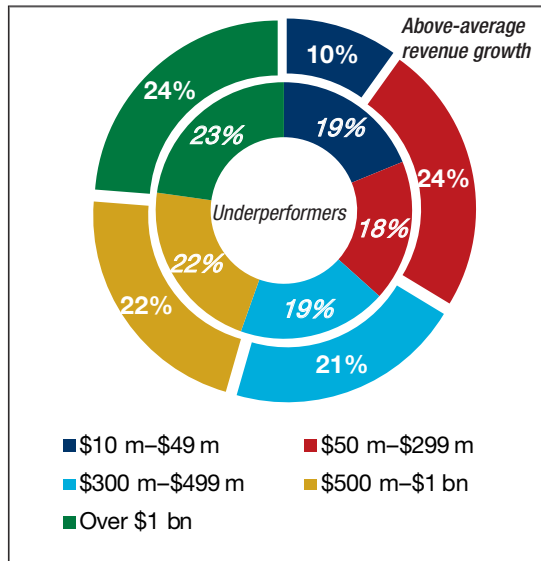
Executives say these technology skills are hard to acquire at their organization:



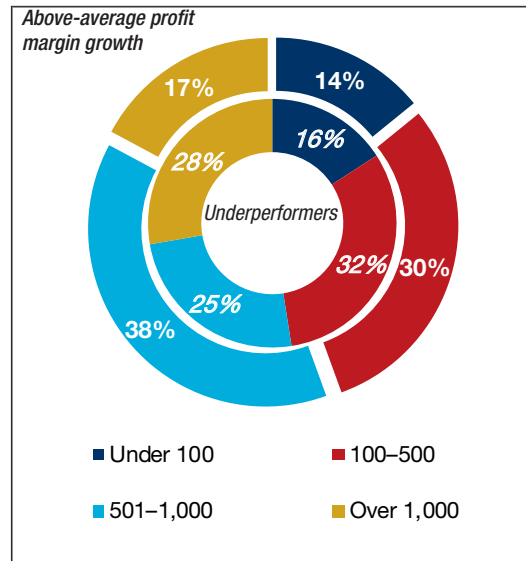
## Survey demographics: High performers

- High-revenue-growth executive titles: CEOs (2%); COOs (10%); CFOs (7%); CIOs (13%); CMOs (4%); Chief Human Resources Officers (13%); VPs/Directors of HR (13%); VPs of Learning/Development (18%); VPs Compensation & Benefits (12%); VPs Recruiting or Talent (7%)

Annual revenue



Number of employees



## About the research

Workforce 2020 is a large-scale global study to discover best practices and actual progress toward the creation of talent strategies for the future in the global economy. We surveyed more than 2,700 executives and 2,700 employees, and interviewed 28 executives across the following countries: Australia, Brazil, Canada, Chile, China, Colombia, the Czech Republic, Denmark, France, Germany, India, Japan, Kenya, Malaysia, Mexico, the Netherlands, Poland, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, UK, US. Survey respondents came from a variety of industries, company sizes, and age groups (49% of employee respondents are Millennials).

