Presenters

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Today’s Topics

- Survey Demographics and Highlights
- Optimism in a Changing Healthcare Landscape
- Leadership Competencies for Future Leaders
- Recruiting the Executive of the Future
- Developing Your Future Leaders
Survey Demographics

Purpose: Explore industry, workforce and career trends impacting executives

Nearly 1,000 respondents

Gender ratio 1:1 (female to male)

Organization

67% Hospital/Health System
33% Other

Large Representative Samples of Ages

- Gen Y (18-35) 2%
- Gen X (36-50) 22%
- Baby Boomer (51-69) 71%
- Traditionalist (70+) 3%
Optimism in a Changing Healthcare Landscape

65% Executives optimistic regarding 2017 outlook

Potential 2017 Healthcare Disrupters

- 46% Government Regulations
- 37% Financial Pressure

Most Impactful in Future of Organization

- 36% increased regulatory and reimbursement requirements
- 18% evolving leadership roles and competencies
- 16% shortage of experienced leaders
Optimism in a Changing Healthcare Landscape

**Population Health**
- 10% no strategy in place
- 27% strategy being developed
- 23% strategy in place
- 30% Currently implementing a strategy

**Employee Engagement**

**Keys to Engagement**
- 22% Colleagues
- 24% Management
- 17% Career Growth
- 10% Compensation
- 27% Worklife
Optimism in a Changing Healthcare Landscape

**ACHE* CEO Turnover Average**

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover</th>
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<tbody>
<tr>
<td>2010</td>
<td>15</td>
</tr>
<tr>
<td>2011</td>
<td>16</td>
</tr>
<tr>
<td>2012</td>
<td>17</td>
</tr>
<tr>
<td>2013</td>
<td>18</td>
</tr>
<tr>
<td>2014</td>
<td>19</td>
</tr>
<tr>
<td>2015</td>
<td>20</td>
</tr>
</tbody>
</table>

**Impacts**

- Strategic Planning: 34%
- Employee Engagement: 14%
- Community Relationships: 9%
- Financial: 27%

Most likely to leave following a CEO departure:

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>COO</td>
<td>34%</td>
</tr>
<tr>
<td>CFO</td>
<td>34%</td>
</tr>
<tr>
<td>CNO</td>
<td>11%</td>
</tr>
<tr>
<td>CMO</td>
<td>3%</td>
</tr>
</tbody>
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*American College of Healthcare Executives*
Optimism in a Changing Healthcare Landscape

- **Majority of leaders**
  - Satisfied or highly satisfied

- **Must leave to advance career**
  - 42%

- **Not seeking to advance in their organization**
  - 25%

- **Considering career change this year**
  - 57%

- **Approached with job opportunity last year**
  - 85%

- **Would consider a job change for the right opportunity**
  - 92%
Leadership Competencies for Future Leaders

Top 4 Concerns

- 30% Leadership competencies
- 23% Complex operating models
- 19% Speed of change
- 18% Uncertainty of Risk

Most Important Leadership Skills

- Vision/Strategy
- Integrity
- Agile/Adaptable
- Communication
- Collaborative

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Recruiting the Executive of the Future

### Greatest Recruitment Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Quality Talent</td>
<td>31%</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>25%</td>
</tr>
<tr>
<td>Organization Location</td>
<td>22%</td>
</tr>
<tr>
<td>Career Advancement/Succession Planning</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Biggest Challenge in Executive Vacancy

- **Finding Quality Candidates**: 60%
- **Providing Interim Leadership**: 27%
Social media plays a role in recruitment efforts

Social media plays a role in finding career opportunities
Recruiting the Executive of the Future

**Top External Industries for Talent**

- Finance
- Hospital
- IT
- Lifescience/Pharmaceutical
- Other

Strong emphasis on healthcare experience and growing talent within

**Biggest impact to recruiting top talent**

- Brand
- Compensation
- Management
- Succession Planning
- Current Employees

**Biggest impact to retaining top talent**

- Management
- Brand
- Compensation
- Succession Planning
- Current Employees
Top Influencers to Recruitment and Retention

- Overwhelming majority of executives considering a career change cited career advancement and compensation as top influencers for engagement (94%) and retention (94%)

- Almost all executives considering a career change also reported the need to leave their organization to advance their career (98.5%)
Developing Your Future Leaders

30% Are developing leaders internally

55% Of organizations lack a succession planning program

49% Utilize informal succession programs compared to formal
Developing Your Future Leaders

How Organizations are Utilizing Leadership Assessments & Talent Reviews

- Senior Executives: 58%
- Managers: 38%
- Non-Managers: 23%
- Nurse Leaders: 47%
- Physician: 27%

Key Elements of Succession Planning Programs

- Organizational Planning: 70%
- Mentoring: 67%
- Executive Coaching: 54%
- Formal Skills Assessments: 48%
- Interim Executives: 26%
Survey Highlights

- Shortage of Experienced Healthcare Leadership
- Innovative Workforce Strategies for Highly Competitive Market
- New Leadership Skills & Competencies
- Volume-to-Value Driving Tighter Operating Margins
Q & A
Thank You!

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