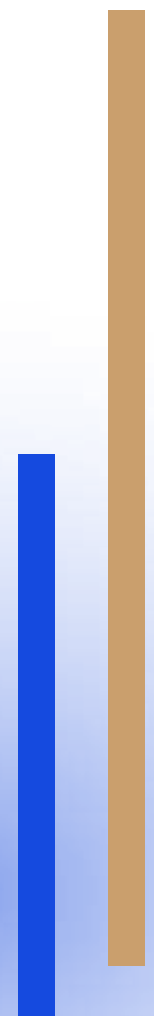


DSG | Global

DSG Insights:

2025 Healthcare Survey



Contents of The Report

03. About the Survey

04. Respondents

05. Survey Highlights

06. Employee Values

07. Generational Preferences

08. Occupational Preferences

09. Employee Movement

10. Overall Preferences

12. AI Insights

13. About DSG Consulting



About the Project

In today's rapidly evolving healthcare landscape, understanding what drives satisfaction and retention is more critical now than ever. Healthcare professionals—across roles, regions, and career stages—are navigating increased pressures, changing patient needs, and ever-evolving workplace trends. This report distills insights from a broad spectrum of healthcare professionals on what factors contribute to a “top place to work”—offering actionable guidance for leaders committed to building supportive, high-performing cultures.

Authors:

Linda Brito

Gilberto Orozco

Respondents

This survey collected directional insights from 41 U.S. healthcare professionals—spanning a range of roles and settings—through targeted outreach conducted in April 2025. These responses offer valuable, real-time perspectives on the experiences and perceptions shaping today's healthcare work environment.

40 Respondents

Millennials (Gen Y, 1981–1996): 54%

Generation X (1965–1980): 29%

Baby Boomers (1946–1964): 11%

Generation Z (1997–2012): 6%

Average Years of Experience:

15.4 years

Location

Southeast: 39%

West: 26%

Northeast: 21%

Mid-Atlantic: 8%

International: 8%

Role Categories

Clinicians 67%

Executives 28%

Trainees 3%

Other 2%

Overall Employee Values

1. Compensation Cements Status

No surprises here: compensation is seen as a n important factor for employees when defining a top workplace, with nearly 8 in 10 respondents (76.9%) point to competitive pay and benefits as a non-negotiable foundation.

2. Culture Drives Differentiation

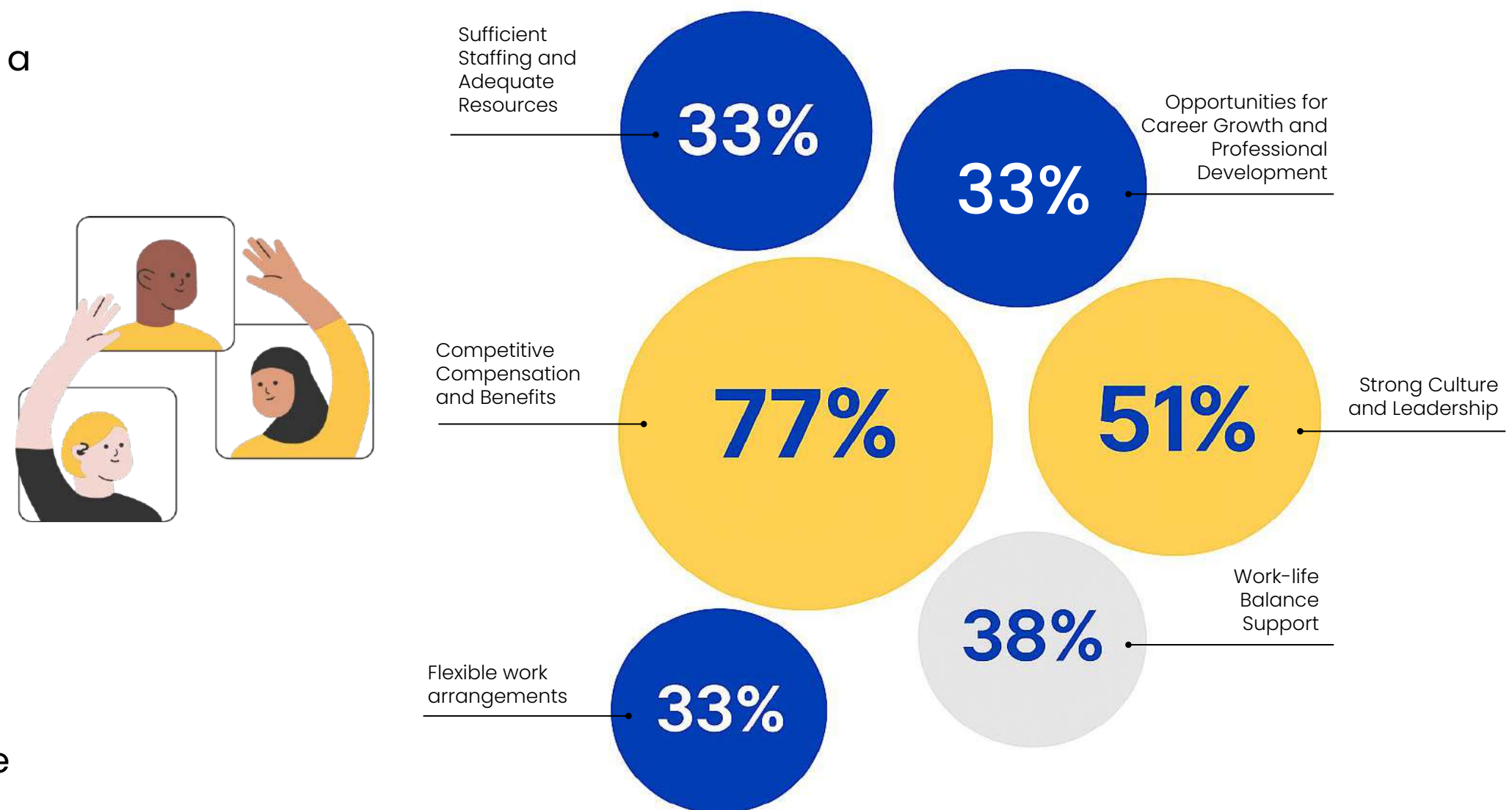
Over half of respondents highlight strong leadership and culture as key differentiator for workplaces.

3. Balance is Essential

About one-third emphasize work-life balance, clear career paths, flexible schedules, and adequate staffing. These elements have become critical—not optional—in attracting top talent.

About 8 in 10 respondents see Competitive Compensation and Benefits as a top factor to making an organization a "top place to work."

% who identify each factor among their three most important workplace attributes.



Respondents could select up to three factors; percentages therefore do not sum to 100%.

Generational Preferences

Competitive pay is a foundational priority across career stages, BUT other priorities emerge across experience levels:

→ **Early Career:**

Work-life balance

→ **Mid-Career:**

Workplace flexibility

→ **Experienced Professionals:**

Strong workplace culture and leadership

Q. In your opinion, which of the following factors are most important for a healthcare organization to be considered a top place to work?



Occupational Preferences

Executives Align on Culture and Leadership

Executives prioritize organizational culture and leadership more (and well-being less) than average respondents, but other priorities diverge clearly by role:

- Clinician executives uniquely emphasize patient-care resources and advanced technology.
- Non-clinician executives distinctly highlight compensation, staffing adequacy, and professional growth.

For Nurses, Balance and Staffing Outrank Compensation

Only 25% of nurses cite pay as a top workplace factor, compared to 77% overall. Nurses specifically highlight work–life balance, adequate staffing, and autonomy as crucial retention drivers.

Why it's critical: With RN positions growing 6% by 2032, tailoring support to nurses' priorities will improve retention, patient outcomes, and organizational effectiveness.

¹ [Registered Nurses : Occupational Outlook Handbook, BLS 2025](#)

² [New Press Ganey Data Highlights Need for Decompression Strategies to Boost Nurse Resilience, 2024.](#)

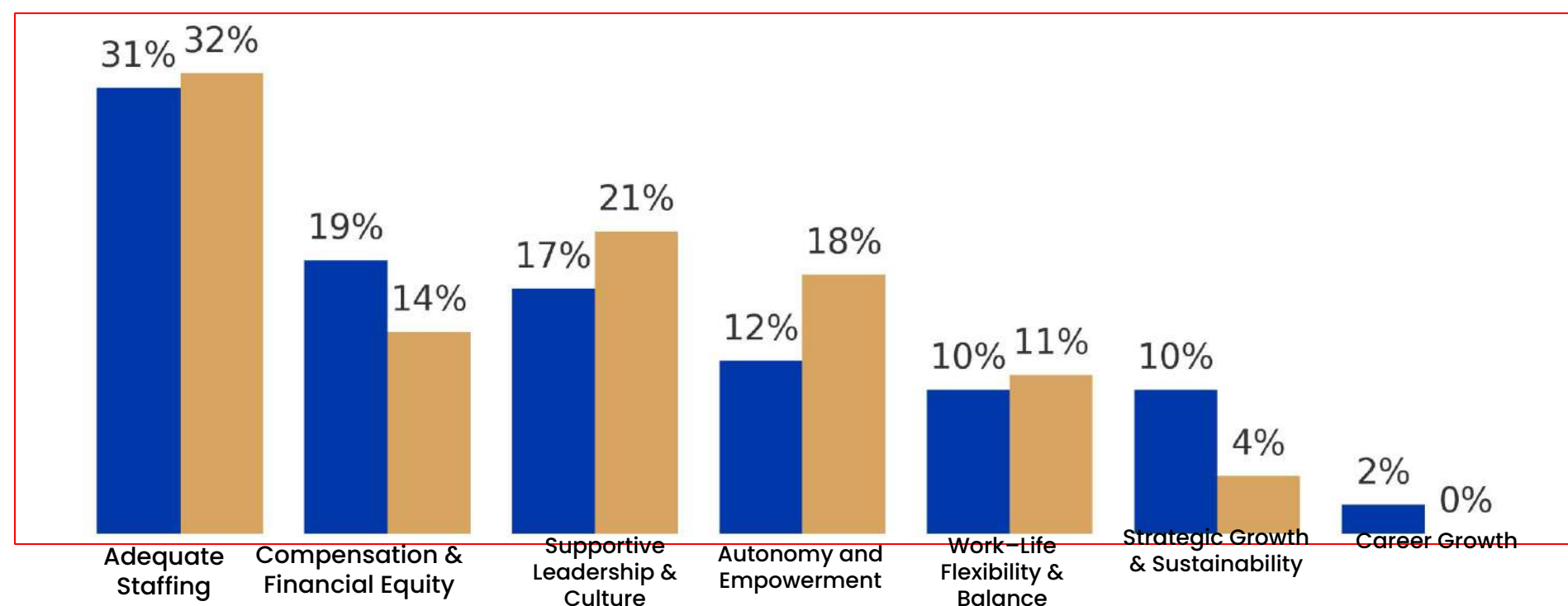
Improvements are Needed

The major, ongoing U.S. healthcare shortage makes the top needed improvement clear:

We asked: “What single improvement would significantly enhance your workplace?” The responses highlight a critical concern shared across roles: the urgent need for more resources. 31% of respondents prioritized the need for increased staffing and better staff-to-patient ratios. The call for more resources reflects a systemic issue affecting all levels of healthcare delivery.

Q. What is one improvement that would make your workplace significantly better?

% of respondents that identify each factor as top improvement needed



Compensation Matters—But Priorities Vary by Role

Pay is broadly important, but priorities vary—physicians prioritize culture, while other healthcare workers emphasize compensation.

Leadership & Culture Count

Respondents highlight transparent, collaborative, patient-focused leadership and culture as key improvement areas. Enhancing leadership effectiveness strengthens physician retention and deepens workforce engagement.

(Press Ganey, 2024).

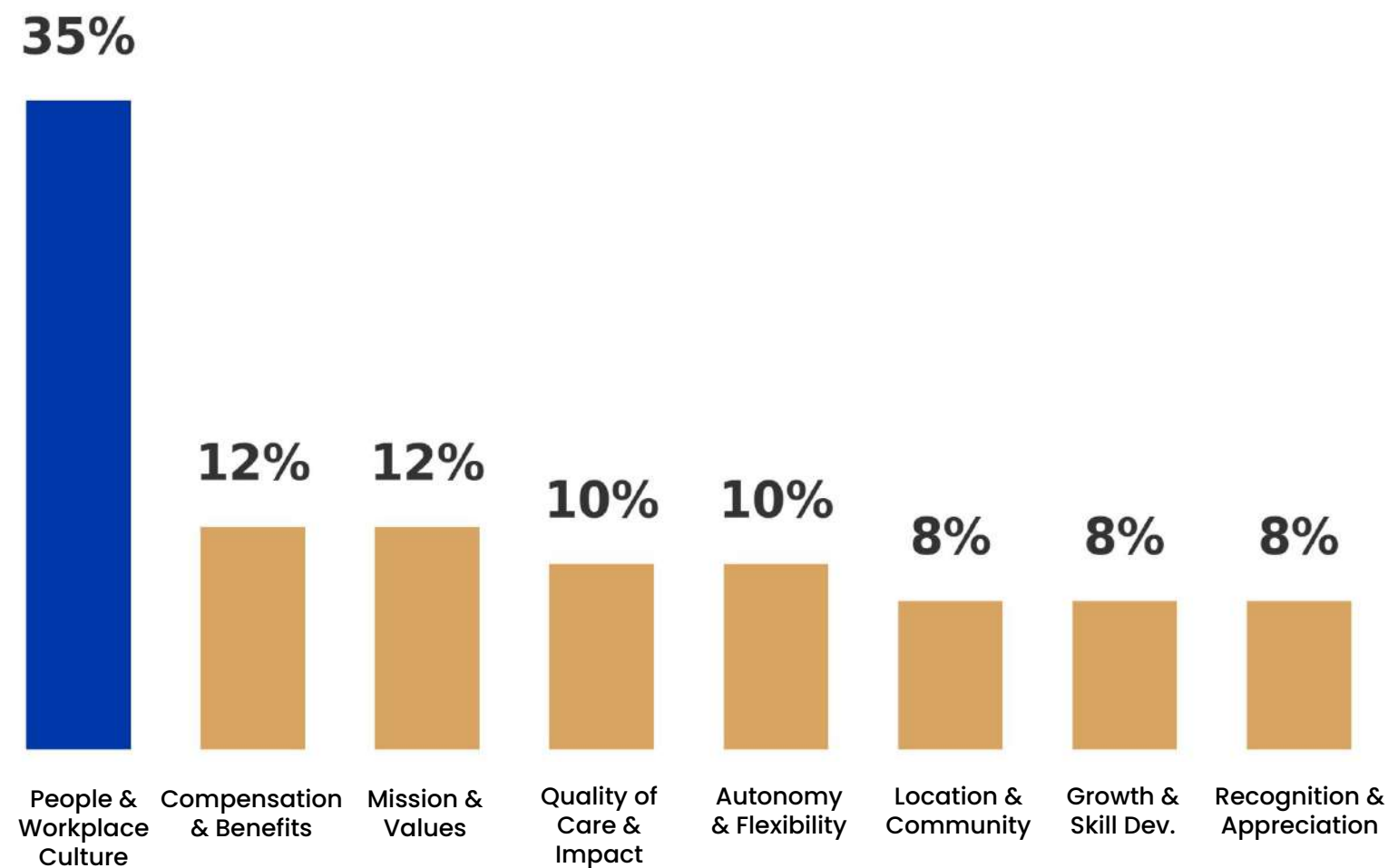
Employee Retention

Compensation may attract employees, but culture is the main driver of retention.

Healthcare workers consistently rank People & Workplace Culture (35%) as the top reason they remain at their organizations, with doctors rating this even higher (39%). This finding underscores the strategic importance of cultivating strong team dynamics and a healthy organizational culture to boost engagement, curb burnout, and secure long-term retention.

Q. What is the most important factor that has influenced your decision to join or stay at your organization?

% of respondents that identify each factor as top improvement needed



AI Insights

Out of **38 responses**, the data reveals a **diverse but largely optimistic view of AI** in the healthcare field, with a significant portion already using it and seeing value. However, skepticism and uncertainty remain for some segments of the workforce.

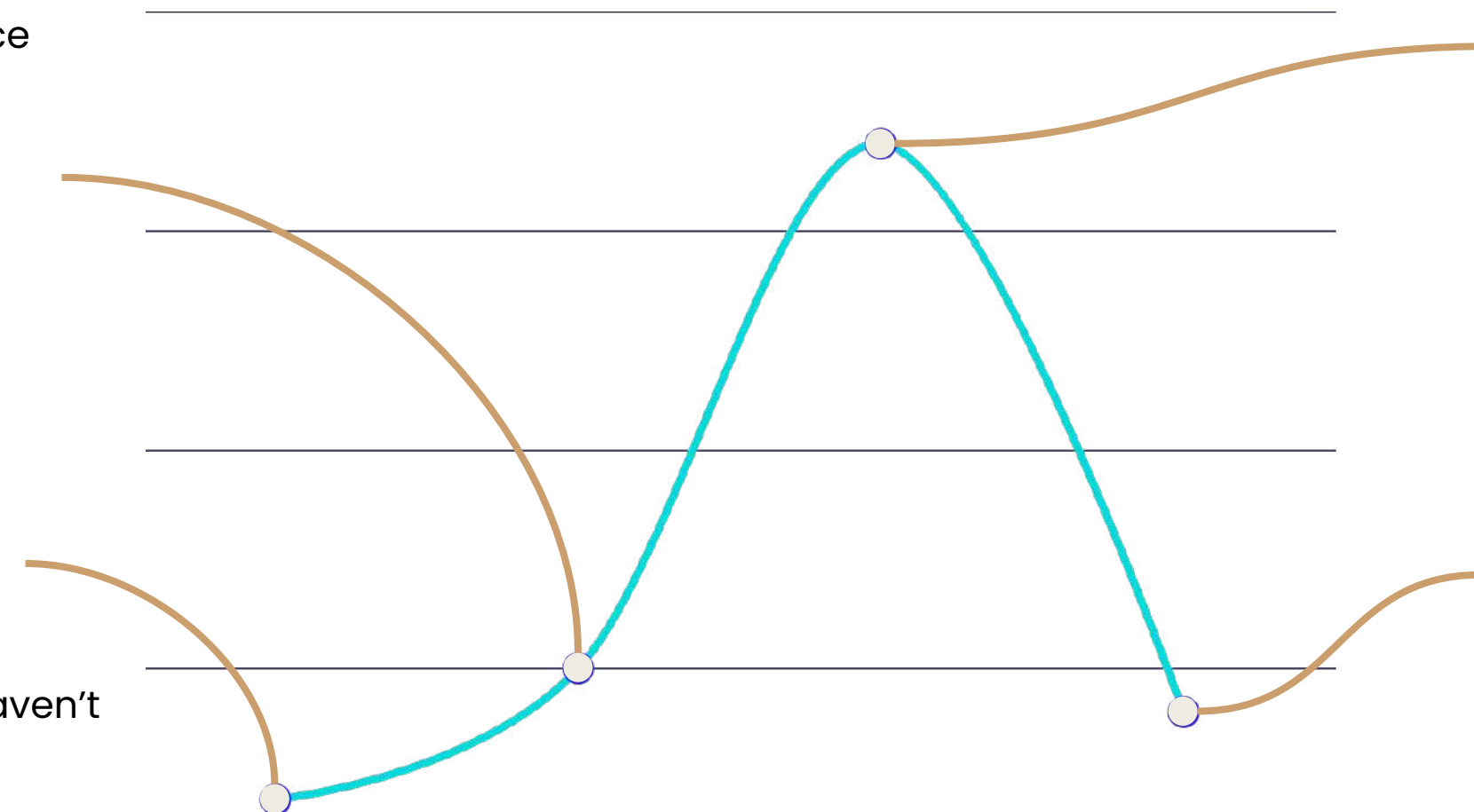
Uncertain (11 responses – 29%)

- A sizable segment of the workforce (both users and non-users) expresses **skepticism or concern** about AI's risks.
- Concerns may center around **job displacement, data privacy, or over-reliance** on technology.

Using AI, But Waiting for Results (6 responses – 16%)

- Some are already using AI but haven't seen **tangible benefits yet**.
- Despite this, their tone is **hopeful**, indicating trust in AI's **future potential** in healthcare.

AI Adoption Curve



Strong Adoption & Positive Impact (13 responses – 34%)

- Nearly **one-third** of respondents **actively use AI and report clear benefits** to their work.
- These individuals see AI as a **value-add**—likely in areas like diagnostics, administrative tasks, or decision support.

Not Using AI, But Curious (8 responses – 21%)

- A smaller number of respondents **don't currently use AI but express interest** in exploring it.
- This reflects a **ripe opportunity** for training, exposure, and pilot programs—especially if barriers like access or awareness are addressed.

Building a Better Workplace

What to Change Now

1. Prioritize Fair Pay and Strong Benefits: Ensure compensation is competitive and transparent. Benefits should meet diverse needs across life stages.

2. Invest in Culture and Leadership: Foster a respectful, team-oriented environment. Equip managers with tools for clear communication and inclusive leadership.

3. Embed Flexibility Across Roles: Offer remote/hybrid options, scheduling autonomy, and generous leave policies—especially to attract and retain younger talent.

4. Create Clear Pathways for Growth: Develop career ladders, mentorship, and training programs to support long-term professional development.

5. Protect Staff Wellbeing by Addressing Workload: Commit to adequate staffing levels and realistic workloads to prevent burnout.

6. Reinforce Mission and Purpose: Leverage your mission to deepen employee connection, especially for senior and long-tenured staff.

Group	Mentions	Percentage	Examples Included
Staffing & Capacity	13	31.0%	More staffing, Adequate staffing, Fully staff all shifts, More employees, Better nursing ratios
Compensation & Financial Equity	8	19.0%	Compensation, Market equity, Make more money, Higher academic pay
Leadership & Governance	6	14.3%	Better leadership, Physician leadership, Teamwork, Leadership changes
Workload, Flexibility & Burnout	8	19.0%	Reduce workload, Flexibility, Part-time options, Reduce admin burden, Better work-life balance
Autonomy & Voice	4	9.5%	Clinician ownership, Transparency, Less mandatory policies
Culture, Growth & System Strategy	3	7.1%	Culture, ESG strategy, Professional growth

Building a Better Workplace

People & Workplace Culture (37.5%) –

Staff deeply value working with respectful, supportive colleagues in a positive and collaborative environment.

Compensation & Benefits (12.5%) –

Competitive pay and strong benefits packages are key drivers of job satisfaction.

Mission & Values (10.4%) – A shared commitment to meaningful work and organizational values motivates continued engagement.

Group	Mentions	Percentage	Examples Included
People & Workplace Culture	18	37.5%	The People, My colleagues, Culture, Staff & culture, Respect among staff
Compensation & Benefits	6	12.5%	Pay, Money, Compensation, Healthcare benefits, PSLF, pension
Mission & Values	5	10.4%	Mission, Respectable org, Dedicated to low-income care
Autonomy & Flexibility	5	10.4%	Autonomy, Flexibility, Self-employed control, Practice the way I want
Location & Community	4	8.3%	Geographic location, Community, Safe for kids
Growth & Development	4	8.3%	Growth, Development, Education, Graduate medical education
Recognition & Appreciation	3	6.3%	I am appreciated, Valued employee, Respect for clinical work
Quality of Care & Impact	3	6.3%	High-quality care, Supportive environment, Patient care excellence

Introduction to DSG

Connect + Clarity

pieces of data

methodology

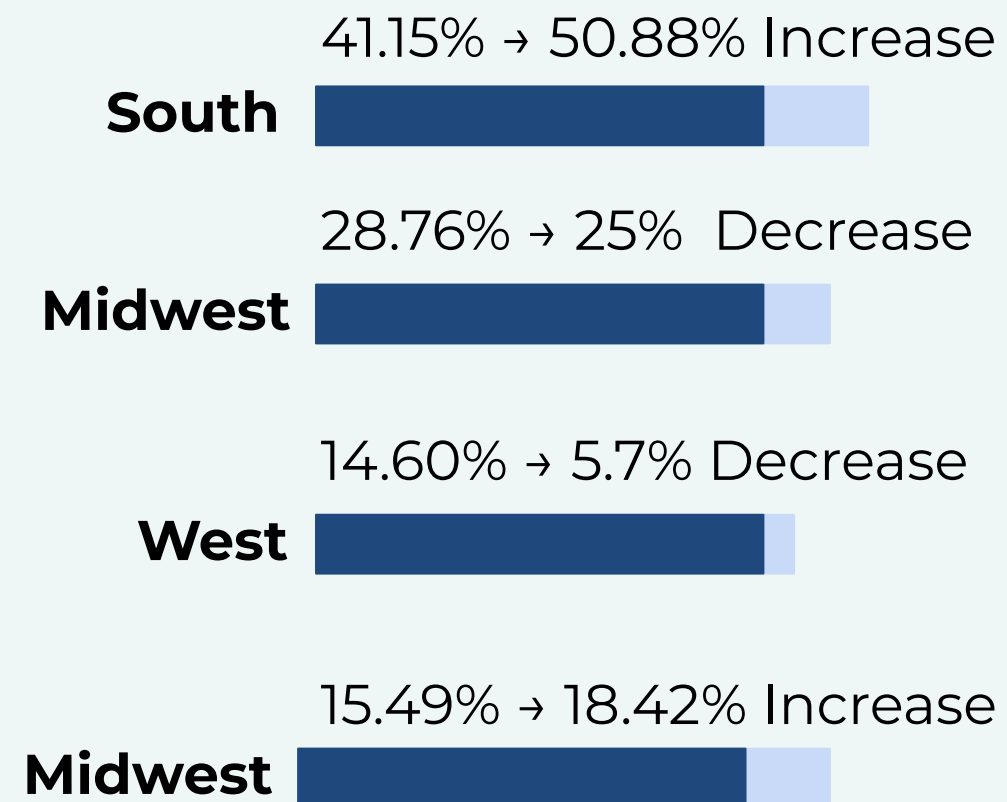
high level findings

- The South is emerging as a hub for career opportunities, potentially due to job growth, economic development, or organizational expansion.
 - The Census Bureau confirmed a continued trend of domestic migration to the South, largely due to lower cost of living, warmer climate, and lower tax burdens.

Regional Movement

Add a note about regional migration background

Migration Shifts



What This Suggests:

- The South is emerging as a hub for career opportunities, potentially due to job growth, economic development, or organizational expansion.
 - The Census Bureau confirmed a continued trend of domestic migration to the South, largely due to lower cost of living, warmer climate, and lower tax burdens.
 - Corporate Expansion: Many large companies are expanding or relocating to Southern cities. For example, Tesla's expansion in Austin, and the growth of healthcare systems in Atlanta and Nashville, highlight the region's increasing economic weight.
- The Northeast maintains a strong hold on its workforce, showing high regional loyalty.
 - LinkedIn's Workforce Report, the Northeast tends to see lower job-switching rates and higher tenure, especially among workers with advanced degrees or specialized skills.

Summary

Competitive Compensation and Benefits

- 01.** A clear priority across all groups, with a strong call for more market-aligned pay to support retention and engagement.

Strong Workplace Culture and Leadership

- 02.** A supportive culture grounded in teamwork, trust, and shared purpose is a key driver of employee commitment.

Flexible Work Arrangements

- 03.** Autonomy in where and when work happens—such as remote or hybrid options—is especially meaningful to mid-career and seasoned staff.

Work-Life Balance Support

- 04.** Paid leave, child care assistance, and policies that honor personal time are particularly valuable for early-career professionals.

AI Adaptation

- 05.** While AI adoption seems to be increasing, concerns over risks and adaptability persist.



How DSG Consulting Can Help

Operational Optimization

We align your mission, values, and strategy using operational frameworks and technologies that drive growth.

Performance Management

We leverage data insights to refine talent mapping and compensation strategies to create a more engaged, high-performing workforce.

Corporate Governance

We refine leadership roles within your C-suite and board of directors to enhance stakeholder engagement and accountability.

Employee Engagement

We refine internal communication strategies, inclusion initiatives, and ERGs to enhance the employee experience and retain talent.

Organizational Design

We assess team roles, responsibilities, and structures for optimal alignment with business objectives.

Leadership Development

We deliver tailored trainings in order to upskill teams, develop future-ready leaders, and strengthen the leadership pipeline.

Contact Us

At DSG Consulting, we believe that listening leads to lasting impact. These results provide a powerful foundation for change—and together, we can help you build long-term strategies that support your employees and advance your organizational goals and overall mission.

Contact:

Reena Patel
Global Managing Partner, Consulting
reena.patel@dsgco.com
310.498.8630

