

## DATA SHEET

# Managing change and expectations in healthcare with workforce flexibility

## Introducing Merge Consulting Services

Whatever drives the changes in your business environment—whether internal or external factors—expectations continue that your business should show results. A growing and overwhelming dynamic in healthcare today relates to staffing. Deloitte Consulting published its top healthcare trends for 2024, to show that 57%<sup>1</sup> of healthcare systems executives expect that workforce challenges will impact their ability to deliver results in 2024 and beyond whether their plans include consolidation, expansion, mergers, acquisitions, or new technology adoption.

There is a growing and overwhelming demand for healthcare driven by demographic shifts and increasingly complex population health trends that became more pronounced during the COVID19 pandemic. Unfortunately, the compound effects have pushed healthcare workers into burnout and attrition across various job types, and throughout the industry. By 2034, the estimated shortage of clinicians may be as high as a quarter of a million in the United States<sup>2</sup>. For imaging specifically, the staff turnover rate is approximately 12%<sup>3</sup> with almost 40% of imaging clinicians intending to leave the profession – sixth highest among medical professions<sup>4</sup>.

In response, healthcare leaders are prioritizing investments to bridge the shrinking staff capacity with technology. The industry is exploding with new AI-powered and cloud-based applications that promise to help clinical and administrative staff accomplish their jobs more effectively and with greater ease: saving time, improving accuracy, lowering costs, and increasing job satisfaction. Technology is proving to help mitigate the issues of having too few healthcare workers and lessen the negative impacts on patient care. Seventy-five percent of decision makers said they plan to update to cloud infrastructure in the near term, and 36% ranked “modern” healthcare applications as their most important priority<sup>5</sup>.

## The Challenge

As it happens, healthcare IT and administration leaders face the same challenges: business operations and front office staff turnover are estimated at 10% and 20% respectively<sup>6</sup>. HIMSS recently conducted a study which showed 47% of respondents ranking IT staffing shortages in their top three concerns for 2024. Furthermore, 74% of respondents stated these shortages will be a deployment barrier for adopting any new technologies this year and beyond<sup>7</sup>. The downstream effects can be significant both operationally and financially.

On average, losing a healthcare worker is approximately \$60,000 per year per person, accounting for such costs as overtime payouts to those covering workloads, absenteeism from the overworked, employee dissatisfaction,

training costs and more<sup>8</sup>. Moreover, hiring an FTE can cost from 125% to 500% of the yearly salary, depending on whether they are entry-level or management, factoring in the expenses of recruiting, on-boarding, benefits and bonuses and more<sup>9</sup>. Furthermore, when a new employee is hired, it takes approximately eight months to reach peak productivity. While this is taking place, the organization continues to carry the effort and cost during the ramp up<sup>10</sup>.

Taken all together, it is clear: more staff is needed, but hiring FTEs may not be the most effective approach. For example, in the IT department, the need for workers can fluctuate depending on the projects underway. Sometimes only certain skills are needed, or help is needed for only a certain amount of time, making hiring FTEs difficult to justify. Flexibility becomes critical to business continuity.

## The Solution

Merge by Merative is committed to supporting imaging organization throughout their technology journeys. As a committed transformation partner to our clients, we recognize the challenges you face sourcing both expertise and staff. We are excited to introduce Merge Consulting Services and a new staff augmentation solution.

Our consultants come from the same talent pools as regular staffing agencies but with the significant added value of being prepared with Merge training, Merge contacts in your project teams, and access to Merge experts and support systems (for engagements of a year or more). We ensure they arrive prepared to be as close to full productivity as possible and informed of your specific requirements and expectations.

## Merge Consulting Services for your unique needs

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### Addressing your challenges today, positioning you for the future

- Qualified consultants are ready to work within 3-5 weeks
- Consultants can convert to full employment. (You avoid costly recruiting, on-boarding, and training.)

### Leveraging the latest technology and expertise

- Consultants for 1-year or more engagements get trained on Merge software platforms, deployment methodologies, best practice configurations
- They review business systems used for Merge Support and access to Merge Implementation teams, if applicable
- Sourcing can include expertise in emerging innovations (AI, Gen AI, Cloud...etc.)

### Focusing on practical solutions

- Full-time on-site support (Monday - Friday)
- Hybrid on-site/remote, or staffed locally to avoid travel costs Long-term engagements (>1 year) or short-term (3 month minimum)

### Adapting as your imaging organization evolves over time

- Consulting capacity can be scaled up or down with your staffing needs
- Professionals are sourced to support both today's tech and tomorrow's trends

# Getting Started

The Merge Consulting Services team is ready to help you improve your flexibility and reliability to meet staffing needs.

Reach out to your Merge representative today to discuss your timing, project, requirements, preferred location and mode (hybrid, remote, etc.) and level of involvement in the sourcing process.

You can also let us know how to reach you [here](#)

<https://www.merative.com/offers/contact-merge>

## About Merge

Merge medical imaging solutions, offered by Merative, combine intelligent, scalable imaging workflow tools with deep and broad expertise to help healthcare organizations improve their confidence in patient outcomes and optimize care delivery.

Learn more at

[merative.com/merge-imaging](https://www.merative.com/merge-imaging)

## About Merative

Merative provides data, analytics, and software for healthcare and government social services. With focused innovation and deep expertise, Merative works with providers, employers, health plans, governments, and life sciences companies to drive real progress. Merative helps clients orient information and insights around the people they serve to improve decision-making and performance.

Learn more at [merative.com](https://www.merative.com)

## Footnote

1 <https://www2.deloitte.com/us/en/blog/health-care-blog/2023/outlook-for-health-care.html>

2 <https://www.aamc.org/news/press-releases/aamc-report-reinforces-mounting-physician-shortage>

3 [firstcoastbillinggroup.com/wp-content/uploads/2022/09/The-Retention-Struggle-with-Non-clinical-Staff-Infographic\\_ver2.pdf](https://firstcoastbillinggroup.com/wp-content/uploads/2022/09/The-Retention-Struggle-with-Non-clinical-Staff-Infographic_ver2.pdf)

4 <https://jamanetwork.com/journals/jamanetworkopen/fullarticle/2812960>

5 <https://www.securitymagazine.com/articles/99221-it-staffing-shortages-concern-healthcare-organizations>

6 [https://firstcoastbillinggroup.com/wp-content/uploads/2022/09/The-Retention-Struggle-with-Non-clinical-Staff-Infographic\\_ver2.pdf](https://firstcoastbillinggroup.com/wp-content/uploads/2022/09/The-Retention-Struggle-with-Non-clinical-Staff-Infographic_ver2.pdf)

7 <https://www.securitymagazine.com/articles/99221-it-staffing-shortages-concern-healthcare-organizations>

8 <https://www.mgma.com/articles/employee-turnover-how-do-you-compare->

9 <https://www.dailypay.com/resource-center/blog/employee-turnover-rates-in-the-healthcare-industry/>

10 <https://whatfix.com/blog/time-to-proficiency/>



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