

The Future of Work 2025

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Rudish Health Solutions, a Florida Limited Liability Company

It's not if,
it's when.

An Introduction

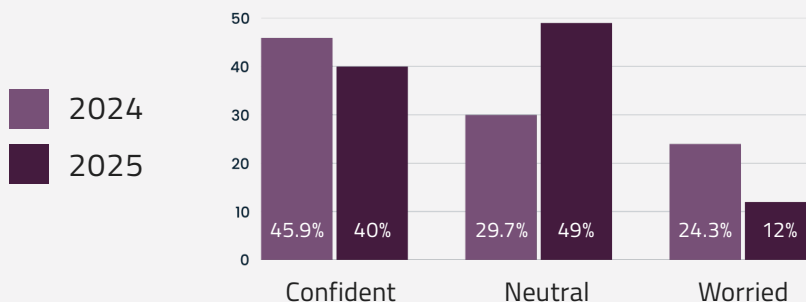
Rudish Health's 2025 Future of Work report, drawn from responses collected in December of the previous year, observed a rise in uncertainty amongst surveyed healthcare executives and non-executives alike. Confidence is, broadly speaking, down. Simultaneously, contradictions and unsettled responses appear regularly throughout this report. Respondents reported many unknowns. These results, often unsettled, might be reflective of the time in which they were observed, after the 2024 general election but before the federal administration change. Still: talent acquisition and, especially, retention, remain at the forefront of healthcare leaders' agendas while employees are more concerned this year with compensation. Cybersecurity, true to trend, was seen by some respondents as an almost existential threat while others downplayed its importance.

Talent Aquisition and Retention

Perhaps the most striking finding in Rudish Health's 2025 Future of Work survey is a rise in uncertainty amongst respondents' when considering their personal future of work.

Thirty percent of respondents were "neutral" when asked about their personal feelings of the future of work, while 46% were "confident". This year, those replying "confident" dropped a significant 6 points, to 40%. Far more pointedly, however, was the rise in "neutral" respondents who this year accounted for 49%, up almost 20 points from 2024. While it therefore might be easy to suggest that confidence is wholly down, the results paint a more unclear picture when considering those who replied "worried." Last year, almost a quarter of respondents (24%) were "worried"; this year, their number has halved to 12%.

When you personalize the future of work, how do you feel?



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An optimistic view might suggest that the 12% of respondents who moved from "worried" to "neutral" signal an improving landscape for the future of work. However, the corresponding fall in "confident" respondents might indicate a move away from the certainties of "worried" and "confident" to a more unsure "neutral." These findings might reflect political uncertainties given the inter-administration time in which they were observed.

Considering that possible rise in uncertainty, it's surprising to find that respondents weren't terribly concerned about job security. In fact, when asked to rank certain elements of a potential new role, job security came dead last. Aligning with the potential employer's organizational mission was the second most important consideration, while compensation scored the highest. While job security was ranked as the least important element last year as well, organizational mission and compensation were swapped. This could reflect a growing uncertainty in the broader economy and, thus, a greater desire for personal financial security.

When considering a new role, please rank the following in order of importance.

- 1 Compensation
- 2 Organizational Mission
- 3 Work/Life Balance
- 4 Real Work Impact
- 5 Benefits/PTO
- 6 Job Security

Executives continued to rank their organizations lower than their non-executive colleagues when considering recruitment: whereas employers gave their organizations a score of 2.9 out of 5 when asked "How well does your organization recruit top talent?", non-executives returned a healthy 3.5. A similar trend was observed in last year's Future of Work report. It might be that non-executives rank highly those recruiters who recruited them.



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Which market forces shape your organization's strategy for the future of work?

- 1 Employee Retention
- 2 Leadership Pipeline
- 3 Keeping up with Inflation
- 4 Aging Workforce Population
- 5 Other

Non-executives mostly cited "standardizing" and "streamlining" interview processes with "key decision-makers only" as ways their organization could improve talent recruitment. Executive responses, however, were far more varied. Some wanted to improve recruitment by getting "creative" and "flexible" while focusing on "less experienced folks and rapidly developing them" or to include candidates with "more diverse skills and backgrounds." For some, their "biggest challenges" were more easily defined such as "compensation" and "relocation benefits." Still others said the key to recruitment improvement lay in using "leading professional recruitment firms."

Underscoring the importance of talent recruitment and retention to healthcare organizations across the country, executives responded that employee retention and a leadership pipeline were the most important market forces shaping their strategy for the future of work in 2025.

To improve talent retention, 71% of executives have incorporated flexible working models and 63% have adjusted compensation for employees.

In terms of talent recruitment, executives ranked a "cultural fit" as the most important attribute in potential candidates. "Leadership capabilities" were the second most important attribute. "Digital skills" were deemed least important by executives. This broadly matches last year's results with a healthy improvement for "leadership capabilities."



Can you rank the importance of the following attributes in potential candidates?

- 1 Cultural Fit
- 2 Leadership Capabilities
- 3 Problem Solving
- 4 Creativity and Innovation
- 5 Digital Skills

The most prolific tactic adopted by executives as a part of their talent acquisition strategy was offering flexible working models (71% of respondents) while leveraging technology (69%) and nationwide recruitment (63%) were not far behind as talent acquisition tactics.



Work Environments

Flexible working environments were a common focus of employers, unsurprisingly, given their popularity amongst executives and non-executives alike. A majority of non-executives (62%) reported working in a hybrid environment while 25% work fully remotely and 12% entirely from the office. Those numbers were roughly matched by executives who reported 66% hybridity, 23% entirely remote, and 11% fully onsite. These findings reflect a rise in hybrid work with both executives and non-executives from last year. Then, 55% of executives and 39% of non-executives worked hybrid. These increases came mostly off the back of a year-over-year decrease in entirely remote work, particularly among non-executives.

While the percentage of respondents working exclusively remotely decreased, they were the respondents most content with their work environment: 100% of fully remote respondents, both executives and non-executives, reported that they were happy with their flexibility. Those working hybrid were mostly content with 80% of non-executive and 74% of executives reporting they were happy. A split was observed among those working entirely from the office: 100% of non-executives reported being happy whereas 50% of executives said the same. The discrepancy may be attributable to a limited data set of fully in office respondents.

AI

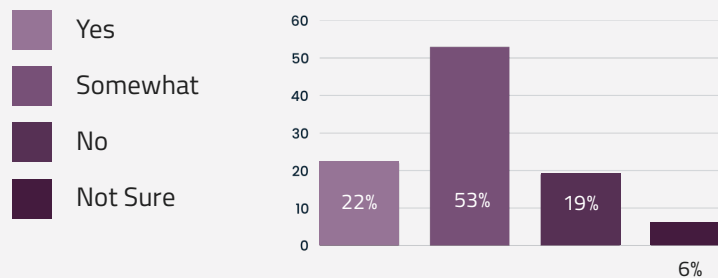
Last year, Rudish Health's Future of Work report focused on the rise and use of Artificial Intelligence. This year, respondents were asked what talent acquisition and retention challenges they thought might be solved by AI. Many were hopeful that AI could be leveraged to help screen candidates for "characteristics of success" and "resume review/prioritizing." Some saw a space for AI to improve "identifying candidates" and "talent" "outreach." Some were pessimistic in their hopes for AI improving talent recruitment and retention with multiple respondents bluntly stating: "none."



Cybersecurity

This year's Future of Work survey observed scattered, uncertain and, at times, contradictory views on the importance of cybersecurity in the workplace. Only 22% of respondents saw themselves as adequately educated and prepared to protect their organization from cybersecurity risks. However, when asked about how to improve cybersecurity resilience, respondents were reliably vague, returning, "implement best practices" or, "try to be diligent," and often unsure. A focus on "educating end users" was a common reply. Some respondents reported cybersecurity as a non-issue for their organization or, simply, that they were "not involved."

Do you personally feel adequately educated and prepared to protect your organization from cybersecurity risks?



That noticeable lack of confidence fueled a marked anxiety among respondents when considering concerns around cybersecurity in the workplace. Many respondents noted "all of the uncertainty" and the "pervasive" "unknowns." Some respondents noted particular examples of cybersecurity weaknesses including "the unwitting pawn who unknowingly gives access to a bad actor" while asserting that "individual employees present the greatest threat" with "outdated systems" and "constant creative phishing." One respondent suggested "there needs to be more of a collective effort to address [cybersecurity] in healthcare, rather than each organization trying to figure it out." Another respondent, summing up the challenge faced by organizations from cyberattacks noted that, "hypervigilance is hard to maintain" and that "it's not if" their organization would be the victim of a cyberattack, "it's when."



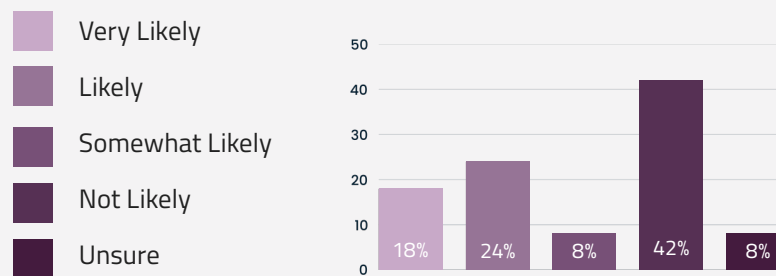
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This unpredictability, married with a grudging acceptance of cyberattack inevitability, did not lead, however, to a strong increase in anticipated investment in cybersecurity hires for 2025. Indeed, plans were evenly split: 42% of respondents reported that their organization was "not likely" to make any future cybersecurity hires this year while another 42% also said they were "likely" or "very likely" to do so.

This split might be partly explained by experience as 51% of respondents claimed their organization had not been the subject of a cyber attack while 42% either had been or were unsure.

How likely is your organization or client to invest in additional cybersecurity hires in 2025?



Most organizations (62%) were reported as having a C-level executive, either in the form of a CIO or CISO, stewarding cybersecurity resilience. 17% of respondents, however, didn't know the highest cybersecurity level position at the organization, further highlighting the importance of education.

When it comes to recruiting cybersecurity professionals, organizations are, understandably, activating similar strategies they implement in their broader recruiting efforts. Expanding remote and flexible workplace opportunities is the most common tactic. However, 40% of respondents reported recruiting outside of the healthcare industry for cybersecurity professionals. While this might seem a sensible approach, respondents cautioned that "project creep and the excessive scope of work in the IT department can get out of control very quickly. Managing expectations is crucial."



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Moo Deng

Moo Deng, the iconic pygmy hippopotamus born in Bangkok, Thailand, was not viewed by respondents as terribly influential or important for the future of work in American healthcare. When those who (correctly) ranked Ms. Moo as highly important were asked how they got so smart, multiple noted "Russ [Rudish's] mentoring." Meanwhile, those who (foolishly) gave Deng low importance noted that they were too "overwhelmed at work" or "preferred pandas." One respondent, however, ranked Ms. Moo poorly for her "unproven ability to deter cyber threats." And to that respondent, we say, "well done."

Towards Conclusions

The Future of Work is unsettled and unpredictable, precarious, and variable. Executives and non-executives alike are unsure what the future holds. Confidence is down and the unknown is up. Compensation is more important than ever for workers. Employees remain anxious about the role of AI in the future of work and, while mostly cognizant of threats lurking in the cyber shadows, unsure of how to best defend themselves and their organizations. For healthcare organizations, talent recruitment and retention are as important as ever.



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