

**TRANSFORMING JOBS INTO CAREERS**  
**ELEVATING FRONTLINE WORKER PERSPECTIVES ON ADVANCEMENT IN HEALTHCARE**

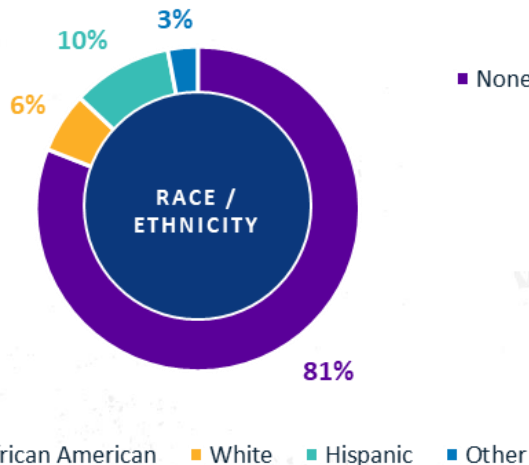
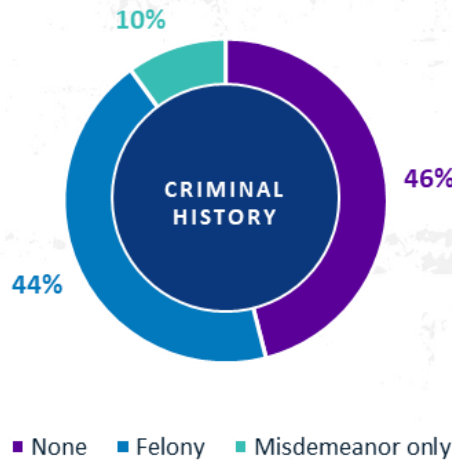
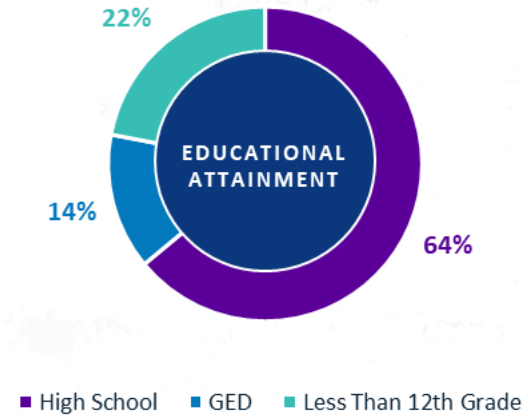


# WHO WE ARE

Cara Collective is a national workforce development organization that has moved untapped talent into ~12,500 jobs at 70% same-firm, one-year retention rates – 20 points higher than the national average.

Our job seekers have often fallen into misfortune, misstep, or injustice, which has made it difficult for them to find work.

Meanwhile, 70+ employment partners trust us to find talent in commercial cleaning, financial services, healthcare, hospitality, food service, professional services, and more.

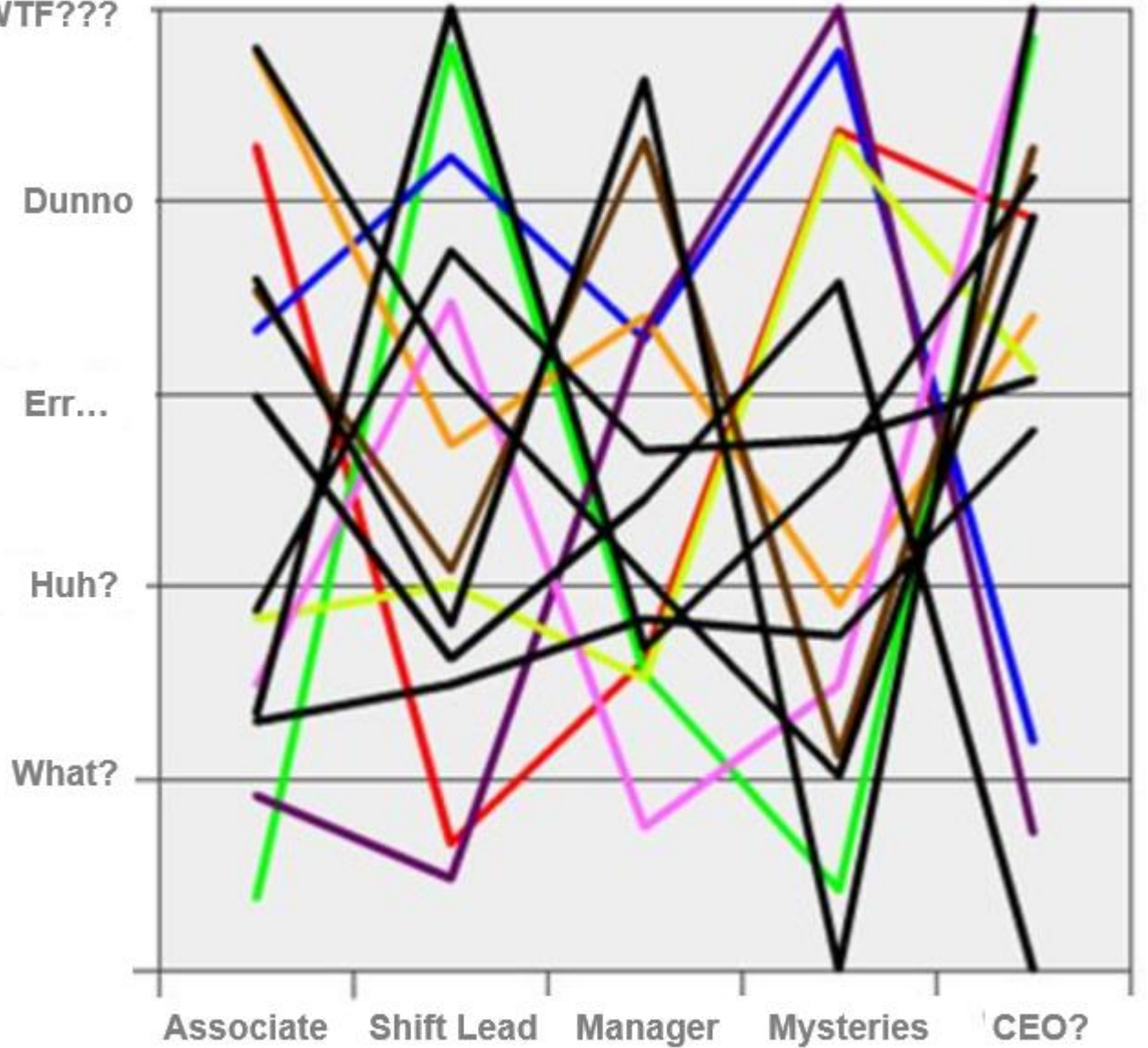


# HOW WE GOT HERE TODAY

EXPERIENCE OF MANY  
FRONTLINE WORKERS  
NAVIGATING HOW TO ADVANCE



WTF???



# BRIDGING THE ADVANCEMENT GAP – LARGE STUDY ON FRONTLINE WORKER MOBILITY

McKinsey  
& Company

In collaboration with  
**CARA PLUS**

## Bridging the advancement gap: What frontline employees want—and what employers think they want

Improving opportunities for low-wage hourly employees to advance their careers can raise US workforce skill levels and give a powerful boost to inclusion.

*by Swathi Bhaskaran, Andrew Davis, Christophe Desbrière, and Sara Wassertell*



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### + **2,154 frontline employees and 305 employers were surveyed**

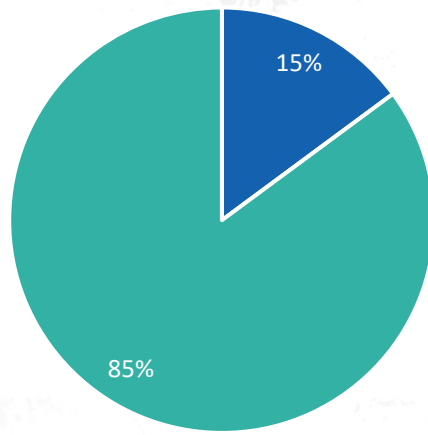
- Frontline employees = hourly workers making <\$22/hr.
- Industries: customer service, financial and professional services, healthcare, hospitality, manufacturing, retail, shipping, and logistics and transportation
- Representation across gender, age, race and ethnicity, and geography, as well as historically underrepresented populations like workers without a four-year degree and those who have been justice-impacted



# DEMOGRAPHICS FOR RESPONDENTS IN HEALTHCARE

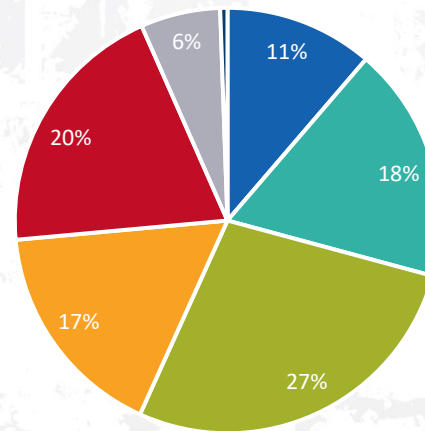
The study included 363 workers in healthcare, in roles like patient coordination, nursing assistants, and care aides

### Gender



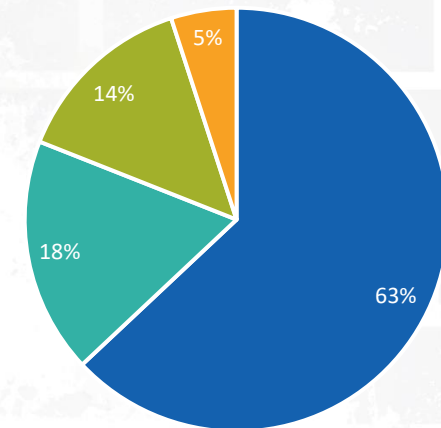
■ Male ■ Female

### Age



■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65-74 ■ 75+

### Race/Ethnicity



■ White or Caucasian ■ Hispanic ■ Black or African American ■ Other

## Additional Data

- + Average wage was \$15.49
- + 71% worked full-time (30+ hours/week)
- + Education levels varied (4% GED, 30% high school diploma, 39% some college, 20% technical/vocational education)
- + 25% urban, 39% suburban, 36% rural
- + 77% were parents; 55% were primary caregivers and 25% were single parents
- + Roughly 40% had past adverse experiences, including: domestic violence (27%), addiction recovery (15%), homelessness (15%), and criminal justice system involvement (10%)



# OUR AREAS OF INQUIRY



## FIRST

What do frontline workers prioritize when it comes to career advancement? How does that differ from what employers *think* they prioritize?

## SECOND

When frontline workers are advancing, what is happening? When they aren't advancing, what's missing?

## THIRD

What can employers do to close the gap?

What do frontline workers **prioritize** when it comes to **career advancement**?  
How does that differ from what employers *think* they prioritize?

## TOP FIVE PRIORITIES FOR FRONTLINE WORKERS IN HEALTHCARE



Aligned skillset  
(79%)



Job growth  
(78%)



Learning opportunities  
(77%)



Pay  
(75%)



Suitable environment  
(74%)



# How did frontline worker priorities shift after COVID-19?

## TOP FIVE PRIORITIES THAT INCREASED IN IMPORTANCE AFTER COVID-19 FOR FRONTLINE WORKERS IN HEALTHCARE

% of workers



Job security (71%)

Pay (71%)

Suitable environment (67%)

Health and retirement benefits (65%)

Flexible schedule (62%)





When frontline workers are advancing, what is happening?  
When they aren't advancing, what's missing?

Employees who advance are more likely to be aware of opportunities and receive information about them, especially when it comes to career pathing resources and expectations.

#### WHAT IS HAPPENING WHEN FRONTLINE WORKERS ADVANCE



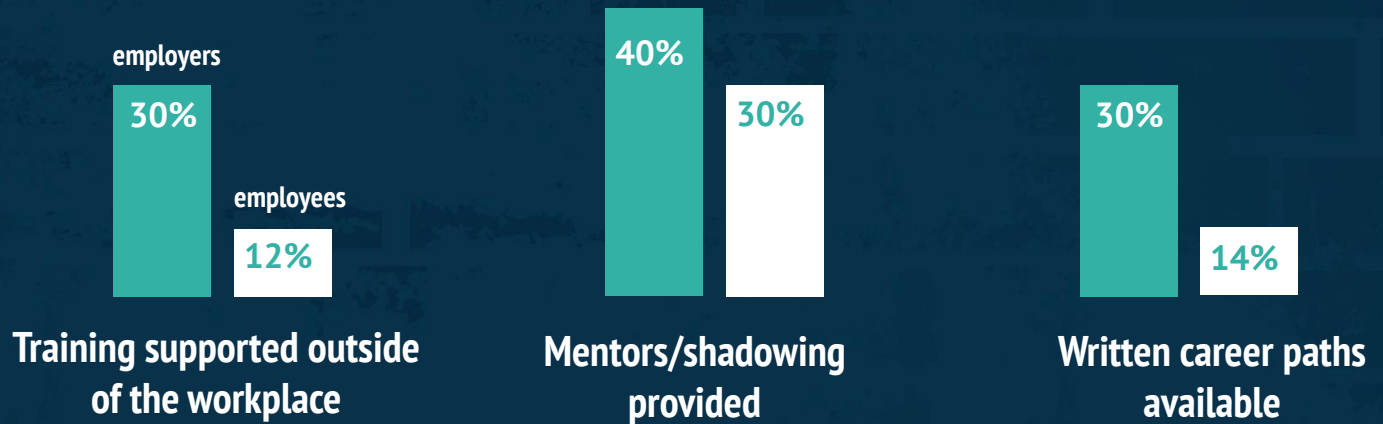
In healthcare, 64% of frontline employees state that advancement conversations happen rarely or never



When frontline workers are advancing, what is happening?  
When they aren't advancing, what's missing?

67% of frontline employees are unaware how to advance in their firms (worse than other industries)

AVAILABILITY OF RESOURCES, ACCORDING TO...



In healthcare, 70% of frontline employees who are aware of training during work hours have utilized it; 33% have also gained certifications to advance

...however, on the job training, gaining additional responsibility, and written career paths are utilized less than other industries

# When frontline workers are advancing, what is helping? What is getting in their way?

## TAILWINDS FOR HEALTHCARE WORKERS COMPARED TO OTHER FRONTLINE WORKERS

- + **86%** received more flexible schedules post-covid (+9 points)
- + **29%** have availability of on-site childcare (+9 points)
- + **36%** have utilized training provided by their employer (+29 points)
- + **33%** have acquired certifications or passed needed tests (+7 points)
- + **18%** have utilized outside training (+6 points)

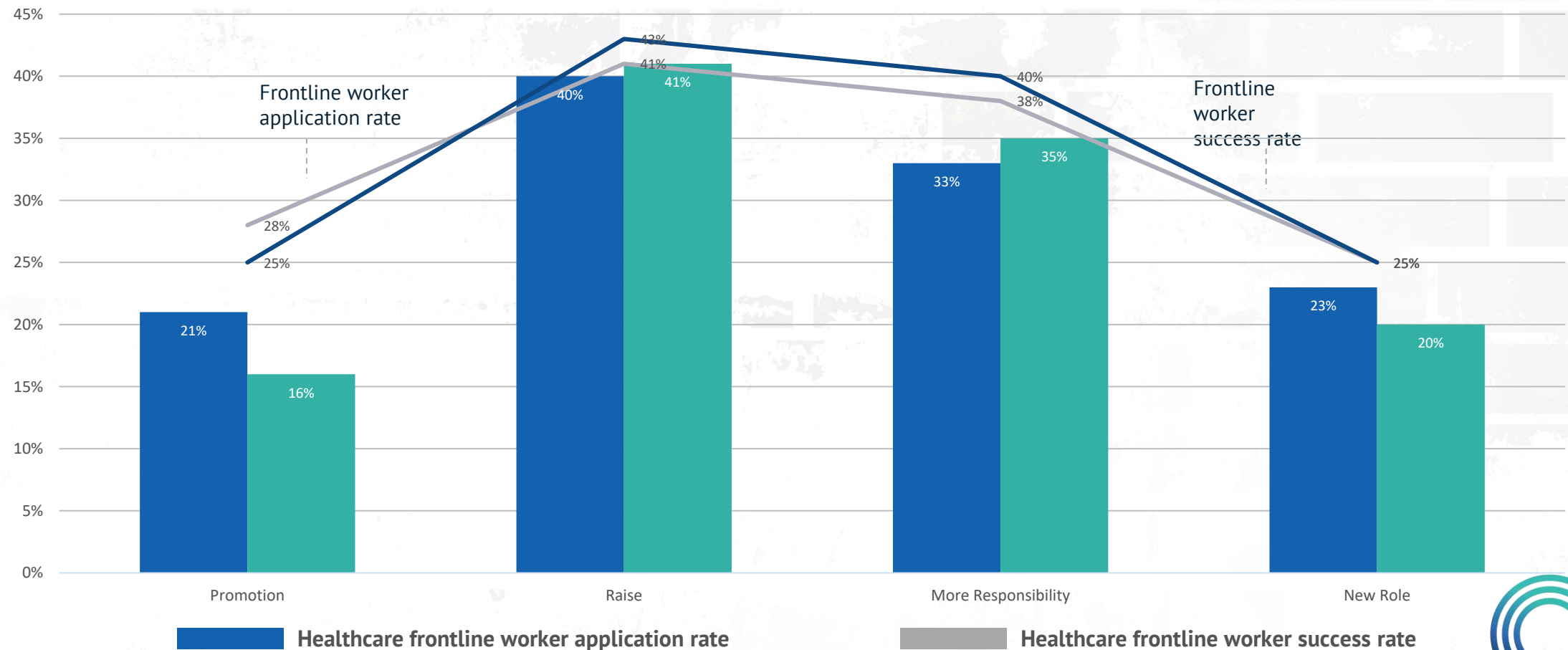
## HEADWINDS FOR HEALTHCARE WORKERS COMPARED TO OTHER FRONTLINE WORKERS

- + **29%** state there are little to no opportunities to advance
- + **22%** believe their age prevents them from advancement
- + **18%** have no time for outside training
- + **17%** cannot afford outside training
- + **16%** state that stressful homelives prevent them from advancing
- + **15%** state their employers provide no resources to advance

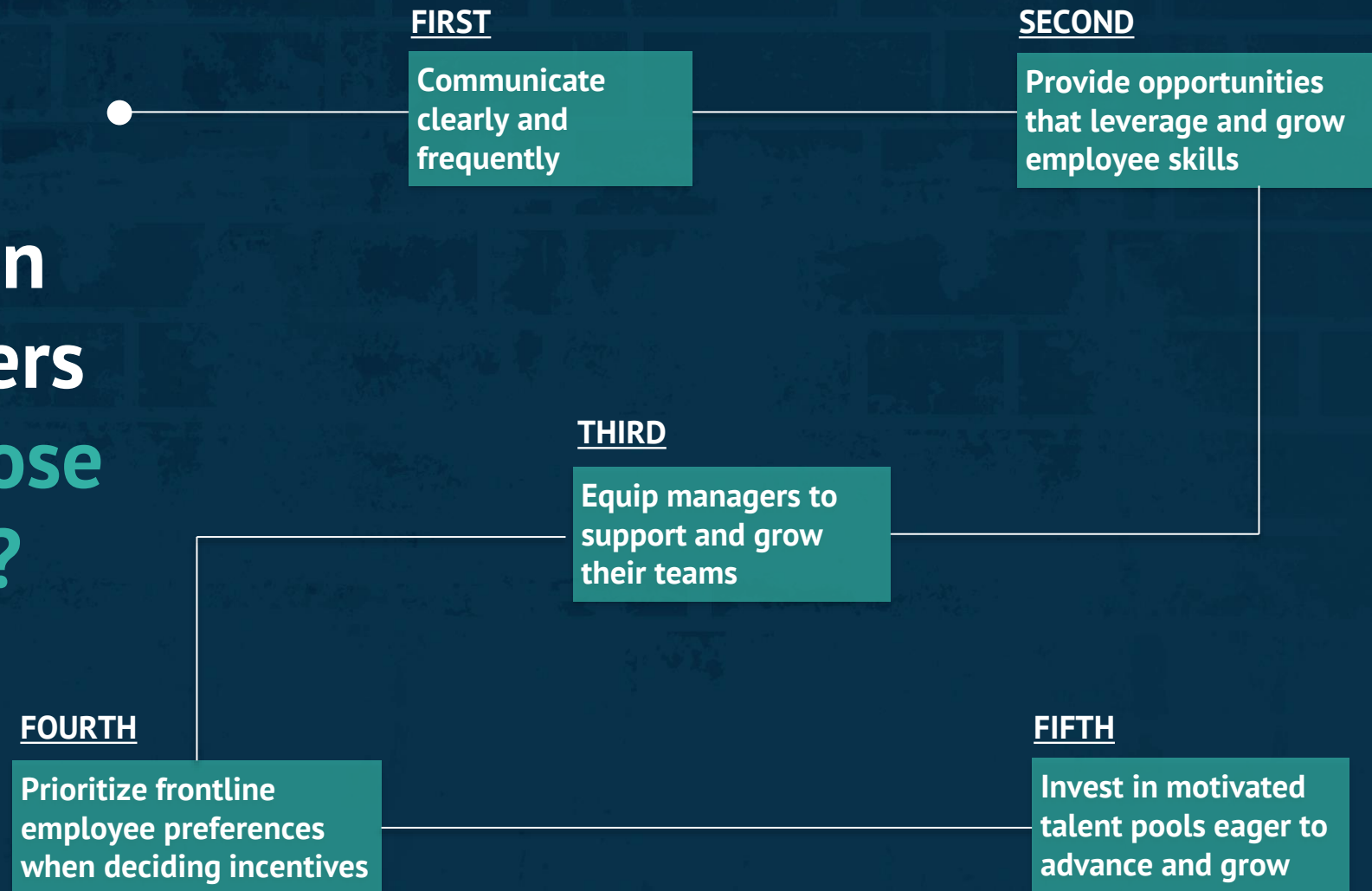
Only 36% believe they will achieve their career goals

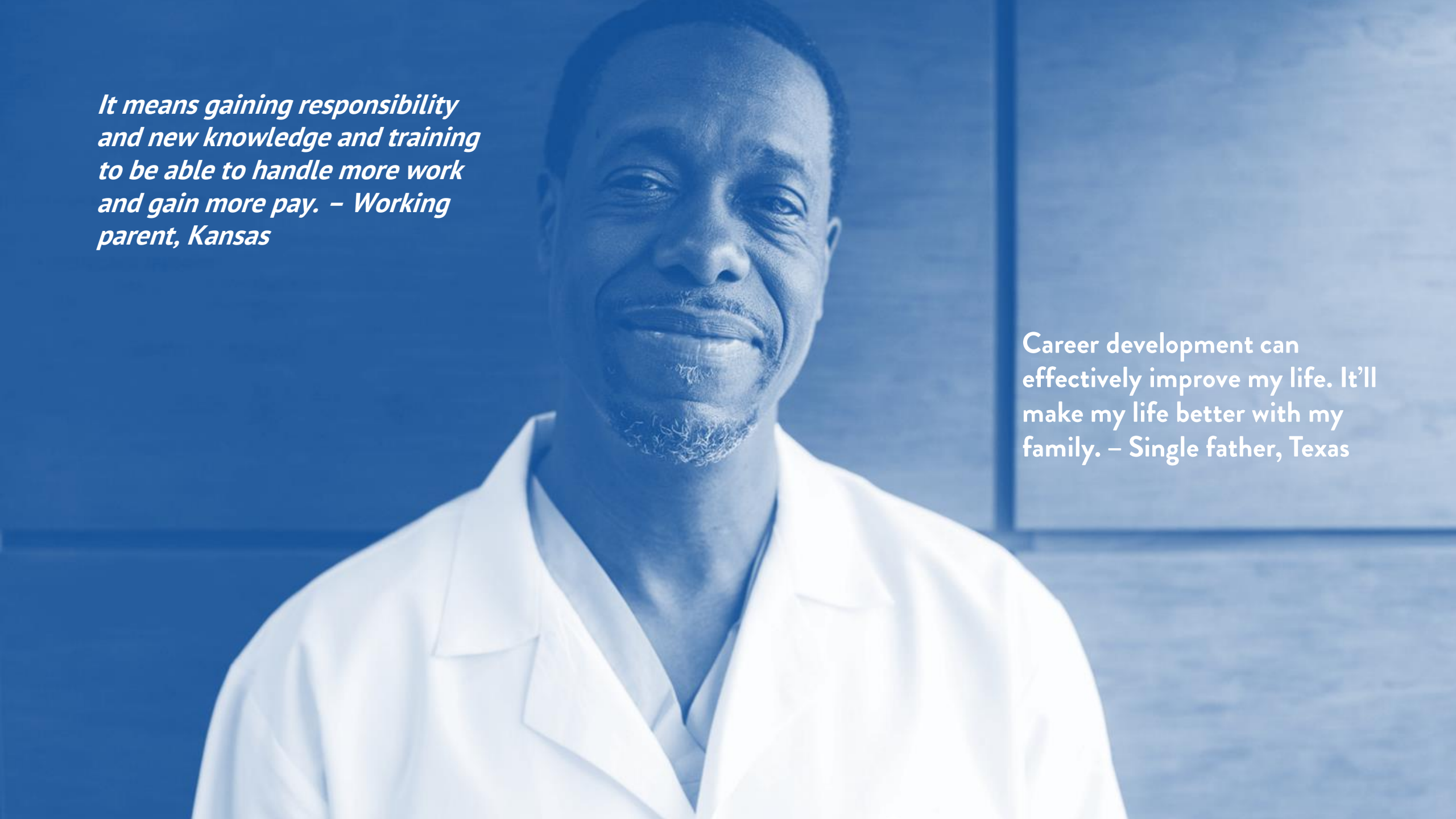
# FRONTLINE WORKERS IN HEALTHCARE HAVE FEWER ADVANCEMENT OPPORTUNITIES THAN OTHER INDUSTRIES

Raises tend to be the most frequent opportunity to get ahead, although the high utilization of training is promising.



# What can employers do to close the gap?





*It means gaining responsibility  
and new knowledge and training  
to be able to handle more work  
and gain more pay. – Working  
parent, Kansas*

Career development can  
effectively improve my life. It'll  
make my life better with my  
family. – Single father, Texas