

# Highlights from the SHARE Survey on Retention

**1 in 5** SHARE members is seriously thinking about leaving UMass Memorial.

**The Good:** Health Insurance and the Pension are the 2 most common reasons SHARE members say they stay at UMass Memorial.

**The Bad:** Staffing and pay are the two most common reason that most make some SHARE members say they want to leave.

**The Interesting:** Inpatient, ED and Technical SHARE members are more likely to be considering leaving than ambulatory and clerical/admin SHARE members. Work from home SHARE members are the least likely to be considering leaving.

**The In-Depth:** For much more info, including quotes from SHARE members, read the longer survey report [here](#).

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SHARE

# SHARE Retention Survey Report

Including SHARE members at UMass Memorial  
Medical Center, Medical Group, and Revenue  
Cycle/Division 40

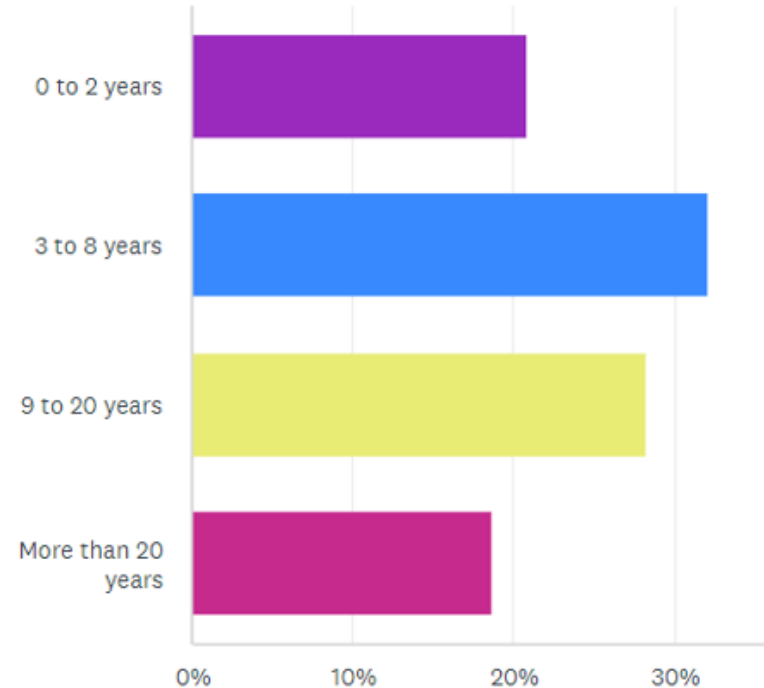
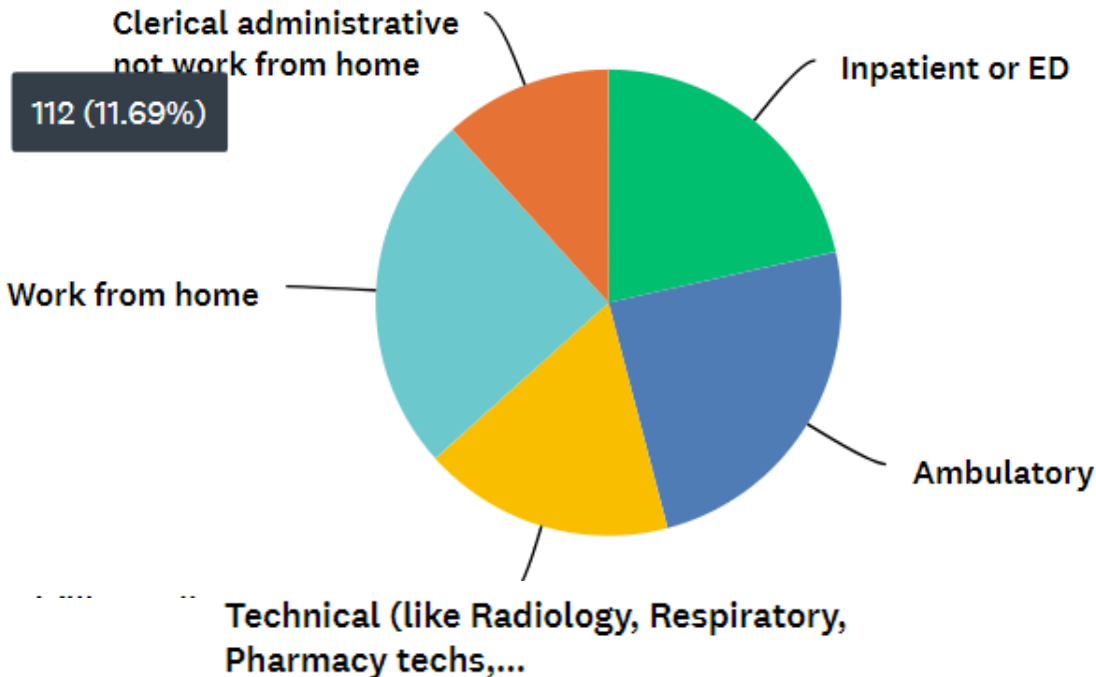
April 2022

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# Who Answered the SHARE Survey on Retention?

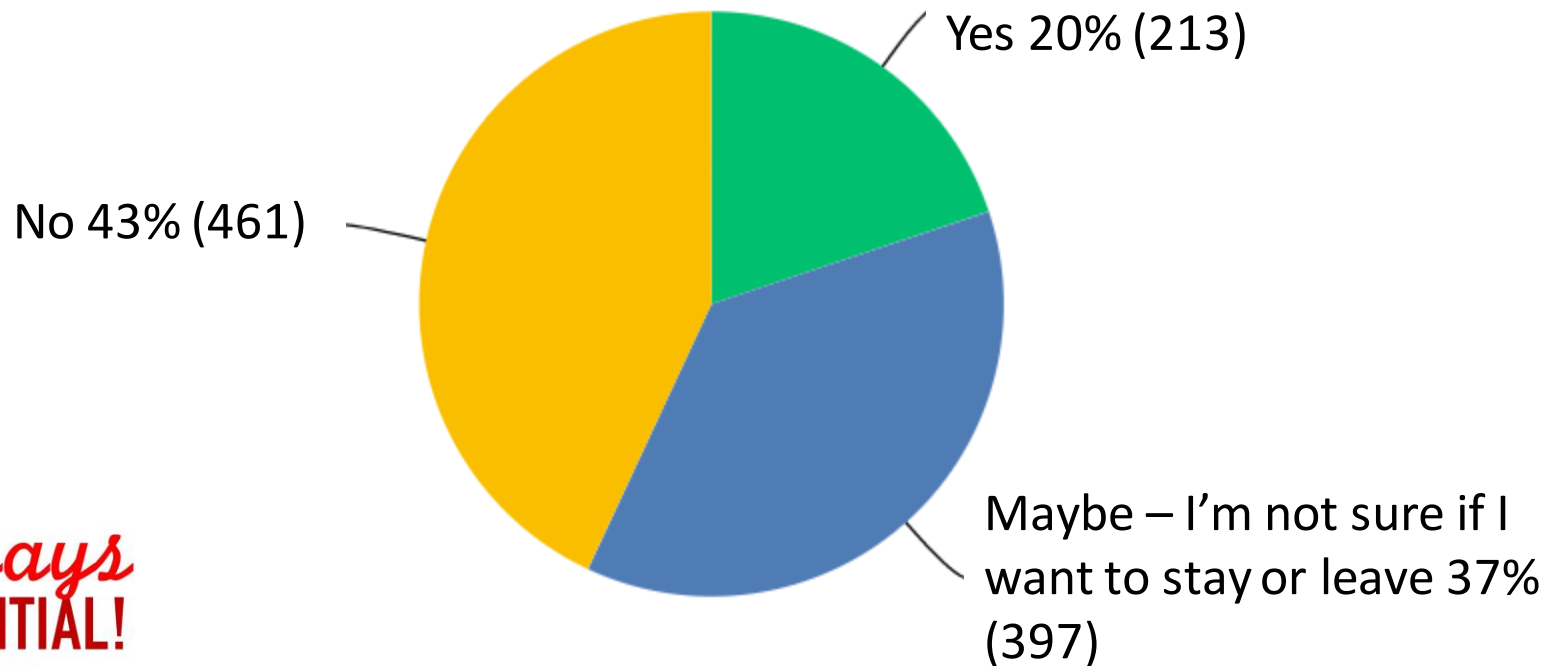
- Over 1150 SHARE members



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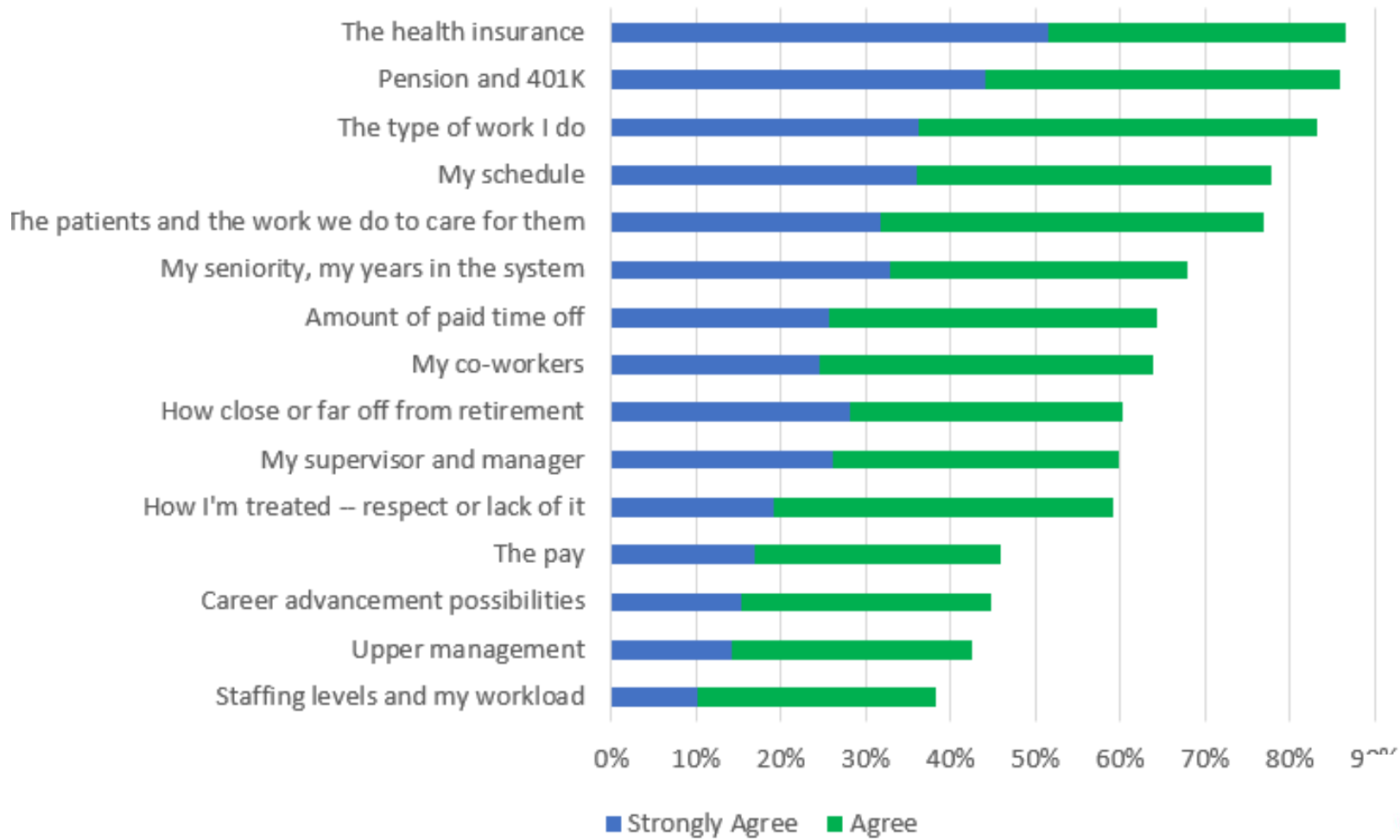
# Are You Thinking Seriously about Finding a New Job Outside UMass Memorial?



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# Why Do People Want to Stay?



Among SHARE members who answered No about considering leaving.

Question is phrased: "The health insurance makes me want to stay at UMass Memorial."



SHARE  
Members  
Stay  
Because...

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1. Health insurance

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2. Pension

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3. The type of work

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4. My schedule

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5. Caring for patients

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# Focus on Frustrations

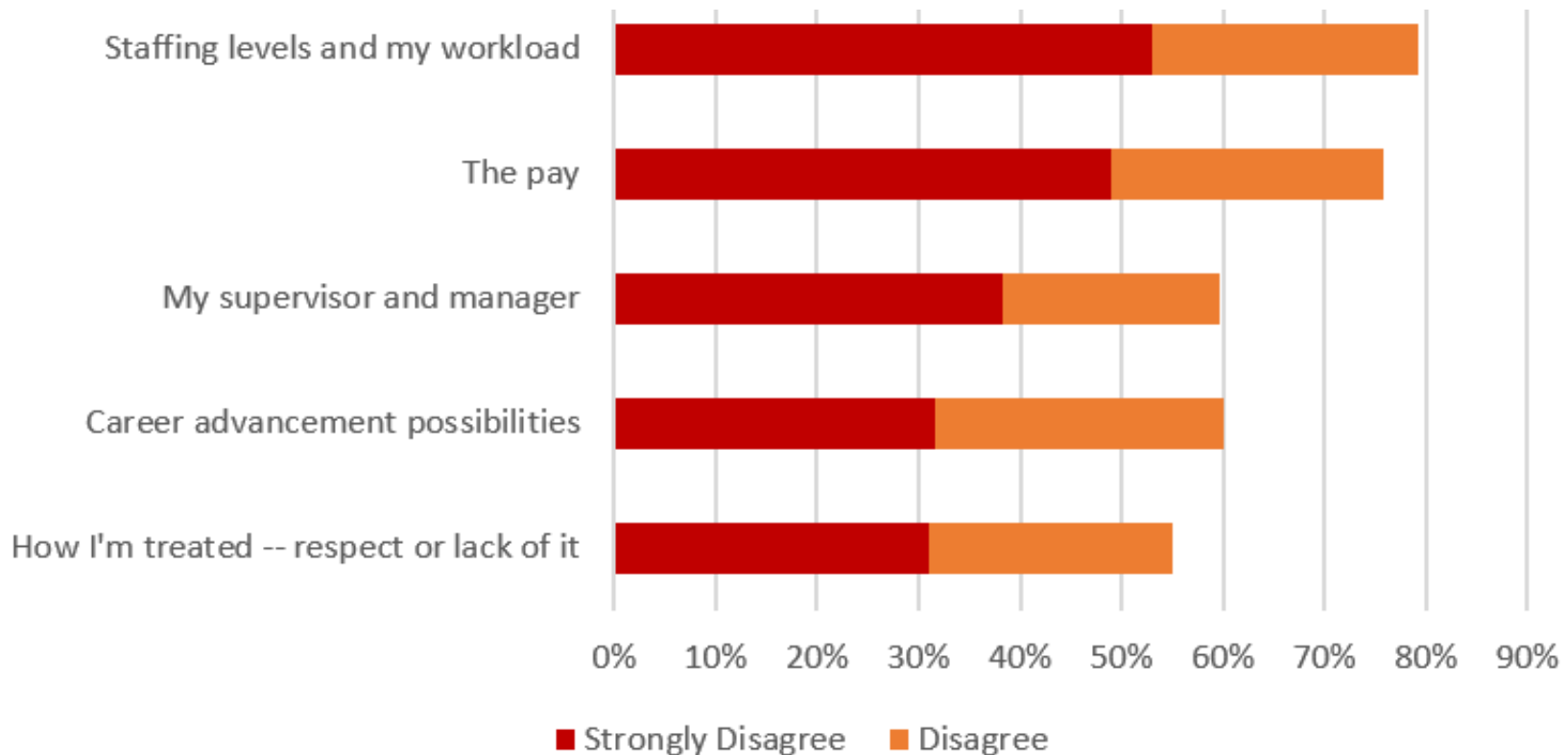
The rest of this report focuses on what SHARE members said about why they are thinking about leaving UMass Memorial, and what frustrates SHARE members about their work experience right now.



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# Yes, I'm Seriously Considering Leaving: Why?



Among people who say they are seriously considering leaving.

Question is phrased: "The pay makes me want to stay at UMass Memorial."

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# Inpatient/ED and Techs: More Likely to Think about Leaving

- **Staffing & Workload:** Techs and Inpatient/ED are the most likely to say that staffing levels and workload do not make them want to stay at UMass Memorial.
- **Pay:** Inpatient & ED SHARE Members are the most dissatisfied with their pay – 66% disagree that their pay makes them want to stay at UMass Memorial.
- **Supervisors & Managers:** Techs are least likely to agree that their supervisor and manager make them want to stay at UMass Memorial.



# Pay: What Some SHARE Members Are Saying

I can't pay my bills with the salary I make here. I'm leaving with my heart broken. I love this place, but I also need to put food on my kids' table. I'm not making enough to have a safe place and food -- this is the only reason I'm leaving. This is the place I dreamed I would stay into my retirement..."

"I want to leave because I get paid as much as my teenager kid makes at fast food restaurant.

I struggle to pay rent, I come in for extra hours, and I have no progress to show for the time I have put in for this company besides some sore knees, a stagnant bank account, and a retirement savings account suffering from the ailments of the global and national economy. Why should I stay?

"Contractors in my department make literally double what I make as fulltime staff. And we do the same job. It doesn't seem fair to me – what incentive do I have to not leave and just do contract work?"

The pay rate is too low. Other health care facilities have increased their rates.



# Staffing and Workload: What some SHARE Members are Saying

“We could go somewhere else, make the same money and work way less, for better management and be appreciated.”

“Stop the mandates.”

“Working short staffed is getting old. Our shortage started long before Covid hit. ...We asked long ago for a market analysis be done for our jobs and the pay scales that are not competitive in our area. We can't afford to wait...”

"I have been at UMASS for over 3 years now and the office I work in has been short staffed for at least 2 of those years. The hiring process takes forever and this is pre-covid. It takes at least 4-6 months to hire a replacement."

"I think the biggest issue is everyone is covering positions outside what they were hired for because of staffing issues and those who have been doing it for months should receive a raise for the added work. We are doing double the workload for the same pay.“

“Staffing and the difficulty getting time off are influencing my decision to retire.”

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# SHARE Members Like Working from Home

- 89% of those working from home agree that working from home makes them want to stay at UMass Memorial.

"Having the ability to work from home has made an incredibly positive impact on my work and home life. Not only am I able to perform my job at a higher level, I am able to spend less time commuting to/from work and spend more with my family. My children now do not have to spend the extra time at before and after school programs, they can simply take the bus home.

- Concerns: Lack of flexibility, micromanaging and productivity speed-ups, not knowing if work from home is permanent.

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# Career Advancement: What Some SHARE Members Are Saying

“When you asked about career development opportunities, I didn’t know how to answer because nobody discusses this with us.”

“It would be great if management could spend time listening to workers to find their best fit in organization.”

“Advancement and learning opportunities are very limited...”

“I have been with UMass for about 2 years now and I have never had someone ask me about my goals....I believe that UMass has to create more training and provide more information on how employees can achieve their goals.”



# Respect: What some SHARE members are saying

"I feel unheard. I feel like I have been put in unsafe positions over and over again and no one cares because 'it's like this everywhere'."

"I've had doctors and nurses ignore me, treat me like I'm not worth their time because I'm a PCA, and yet I'm told my work is important."

"For some reason, as healthcare workers we are expected to work with minimal staffing and take all kinds of abuse and insults from the patients we are caring for. Jus wondering why that is ok?"

"We have had 6 people leave in the last 6 months due to the lack of respect, being over worked, and short staffing issues."

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# Managers: What some SHARE members are saying

It seems as if senior leadership want people to speak up and improve, but if you do then the immediate managers not accepting of it – the complete opposite happens.

"Just need support. Senior leadership is never present in my department and it would be nice for them to see what we have done for this hospital to keep it going... despite the COVID pandemic."

"I send emails with my concerns and it's never responded, the manager is not in the office to know what's really happening."

"We are constantly working with fear, borderline harassed when unavailable to work extra shifts."

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# Pay: SHARE Recommendations for Retention

- Raises for titles up to what other employers are paying in order to fill open positions.
- Recognition for the hard work of SHARE members working short. Perhaps a short-staffing differential for short-staffed departments
- Retention bonuses, “down-payment” raise (like UMMS and Harrington)





# Staffing & Recruitment: SHARE Recommendations for Retention

- Promote health insurance and pension to job applicants
- Focus hiring on in-patient, ED and technical areas, where SHARE members are feeling the short-staffing most.
- Focus on filling regular positions and getting rid of travelers.



# More SHARE Recommendations for Retention

- **Managers** should be there for their staff. Many are pulled in too many directions. They should have time to check in with staff, help fix problems, jump in to help when needed.
- SHARE members want **senior leaders** to understand what it's like on the front lines. SHARE leaders and hospital leaders should work together to "round" to talk to SHARE members.
- **Internal training pipeline**, career advancement: SHARE members who are training for a new, higher-skilled job won't be looking for a new job outside. (Next SHARE survey is about what do SHARE members want to learn? What would make that easier?)

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# Getting Ready for SHARE Contract Negotiations

Our contract expires on October 1, 2022. We will likely begin negotiating with management in early summer.

SHARE member surveys to prepare:

- Retention, why people stay or leave – done!
- Career development: How do SHARE members want to grow at UMass Memorial – **coming soon!**
- Benefits
- Money, and overall priorities

Contract negotiations are a time to make our voices heard, fix problems, set a course for the future.

**UMass Memorial Works  
Because We Do**