



2025 State of HR Report

Don't panic, but HR in the
healthcare industry is going
through some shifts right now.



2025 State of HR Report

You want to know what's going on.

HR for Health found the answers.

Not breaking laws you didn't know had changed, staying on top of HR trends, keeping your staff happy and productive, running your practice all at once... it's a lot. We wouldn't blame you for wanting to peek at your peers' test answers to see how they manage it all.

Which is why we asked them directly.

We talked to over 1,500 healthcare professionals just like you. Dental, chiropractic, optometry, physical therapy, veterinary, medical, and all kinds of other practice owners and admins weighed in on their experiences, their hopes, dreams, fears, and favorite flavors of ice cream.

(Okay, not that last one. But the point is, we checked every nook and cranny to get a sense of what matters to practice owners.)

To give you an even bigger picture, we also compiled crucial updates, trends, and data from other giants in the HR industry.

Okay, but what kind of info are we talking about?

So glad you asked! As established, we scoured the country for info, but we didn't just quiz people for funsies. We made sure our State of HR Report was something you could take back to your practice and put into, er, practice.

We've got the intel on:

HR compliance

Handbooks and policies

Law changes

Tech and AI trends

Hiring and firing

The impact of legal claims

We're here to help make your HR approach smoother, more compliant, and more courtroom-proof.

Healthcare

Highlights of 2025 Survey Data



BOOK A
CONSULTATION



HEALTHCARE

DENTAL

OPTOMETRY

CHIROPRACTIC

3

69%

classify associate doctors
as independent contractors

34%

are worried about staffing
shortages and employee retention

33%

said they did not have a
formalized new hire onboarding
and training process

21%

conduct working interviews
without paying the interviewee

48%

said doctors are responsible
for hiring new staff

20%

do not have a standard
interview process

Healthcare

How're you feeling about HR?

Setting your practice up for success

You've got the know-how, but how about the staff? Once you've picked out the right people to make up your dream team, how are you going to strike that balance between letting them do their own things and staying compliant?

Let's start with the hiring process

Needles, haystacks, am I right? Just thinking about hiring might give you hives.

You're not alone in this sentiment. But if you feel like you have it worse than your friends in other industries... you might have a point.

SHRM found that 75% of all companies had difficulty recruiting for full time regular positions in the last year, but 89% of high skilled medical positions were considered difficult or very difficult to fill. That tops the entire list of industries, because survey says only 2% of these jobs were "very easy" to fill.

Ugh. 😞

You want a strong team. You *need* a strong team.

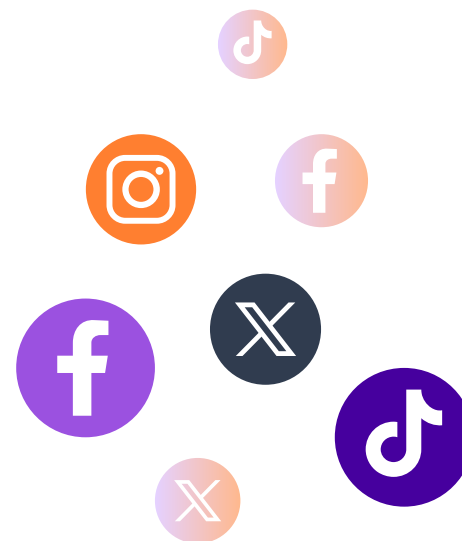
And that's what we're here to help you build. HR for Health can help you beat the odds and build the package that attracts the talent you need.

Cool, but where do you find talent?

According to the people SHRM surveyed about hiring in healthcare, 44% said soft skills like teamwork and communication skills are now a requirement. Just having on-the-job know-how isn't gonna cut it anymore.

And yeah, when you think about it, you want a team of people who can communicate effectively. There has to be that click, that spark, that chemistry. That's why 60% of people who hire are now using social media to find candidates.

With new generations entering the workforce, you'll need to meet potential candidates where they are. Gone are the days of newspaper classified ads. Your fresh-faced talent is checking LinkedIn, Facebook Groups, and Twitter (but they call it X nowadays). They're working with staffing agencies and asking their friends for advice — and you guessed it, they're all on social media, too.



Don't worry, you won't have to learn any TikTok dances. (Unless you want to.) Think of this as a new opportunity to get in front of potential candidates, even when they're not actively searching for work. You know your talent is already there. Why not meet them where they hang out?

If you need a hand with crafting a job description that matches you with the best candidates ever, we've got you covered.

But don't forget that soft skills go both ways. SHRM asked around, and 49% of businesses are actively working on creating a positive workplace culture.

They also found that 62% of people hiring in the healthcare industry are strategically offering better pay to attract more candidates. That's better than other industries.

And! 48% are trying to make the application process easier because, seriously, have you applied to jobs recently? It is a bureaucratic *nightmare*. Coming from an HR team, that's saying something.

Healthcare people are in a hurry, yeah? Don't lose your great candidates through an annoying recruitment process. 37% of all industries are trying this simplified technique, and with 34% of HR for Health respondents worried about healthcare staffing shortages, this is certainly a smart move.

You're hired! Now what?

Here's where we've seen too many practice owners fumble.

If you thought talent acquisition ended once the ink dried on the employment contract, you've got another thing coming. Now, before you throw this report out the window, we hear you. We just established that it's hard to get people in the first place, let alone set aside time for onboarding.

33% of our respondents admitted they did not have a formalized new hire onboarding and training process.

We think it's a matter of onboarding being such a "thing." When it comes to onboarding, 25% of HR for Health respondents said they hate paperwork most of all, and 41% said they can't stand the amount of time and resources it takes.

Automate that mess!

We've got an employee add wizard, self-guided onboarding, auto-fill documents, oodles of templates and checklists, and cloud everything. It really does not have to be such a heavy lift.

Check out onboarding tools so you can clock out on time. HR for Health has the toolkit for a super smooth onboarding that *doesn't* wring out your staff.

“

We are always short-staffed, so training isn't possible. New employees are left to sink or swim.”

— HR FOR HEALTH SURVEY RESPONDENT



An employee is an employee. Unless...

Do you know what an independent contractor is? Are you sure? 🤔

Are you really really no-question-in-your-mind, bank-your-practice-on-it sure?

Bet not, because 1 in 4 workers is misclassified as an independent contractor when they should be considered true employees. That's a big deal because the fines, legal fees, and damages could cost you.

And 69% of those we surveyed said they classify associate doctors as independent contractors.

If you've got independent contractors (the operative word being "independent") you're off the hook for benefits, certain legal requirements, overtime, and all kinds of other fiddly HR nuances. This can mean major savings... unless you're wrong and they're actually employees and now you owe buckets of money in back pay, lost benefits, and fines.

Confused? Yeah, a lot of people are. But HR for Health knows this stuff inside and out, so [let us show you how to classify your workers correctly.](#)

Oh, and by the way, if you want to do working interviews, you *do* have to pay for that.

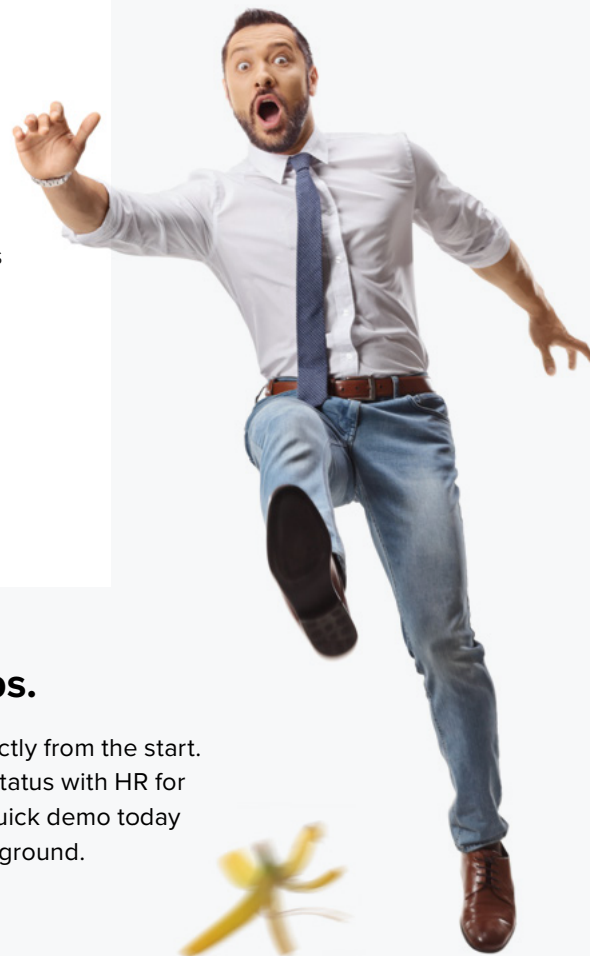
21% of respondents said they conduct working interviews without paying the interviewee.

Friend, that is a quick way to land yourself in court. And the Feds don't take kindly to employers who don't at *least* pay minimum wage. Don't break the law over this, okay? This is a small investment in not going to jail. And if you don't know the difference between a regular interview and a working one (no shade — we know the goalposts refuse to stand still) [just ask us.](#)

Don't risk costly missteps.

Let us help you classify your team correctly from the start. Get clarity on employee vs. contractor status with HR for Health's expert guidance. Schedule a quick demo today and make sure your practice is on solid ground.

AVOID COSTLY MISSTEPS



Dentistry

Highlights of 2025 Survey Data



BOOK A
CONSULTATION

27%

of respondents aren't doing
performance reviews

14%

of dental hygienists
stay for one year or less

50%

said employee performance
was their biggest HR pain point

40%

are missing out on
exit interviews

31%

said employee engagement
was one of their most challenging
HR and compliance issues

22%

of dental practices
rarely or never update
employee handbooks

5%

don't have an
employee handbook
at all



HEALTHCARE

DENTAL

OPTOMETRY

CHIROPRACTIC

Dentistry

Make your staff smile

Rockstars are cool. Ghosts are not.

We didn't have to ask about that one. Everybody knows that employees who are engaged, well-trained, and consistently hit the mark without you needing to babysit — they're the rockstars. And that makes them cool.

Be like those rockstars. Don't ghost your employees by not providing them with feedback about how they can achieve that coveted rockstar status.

27% of dentists said they aren't doing performance reviews.

Yes, performance reviews are awkward, and yes, if you go in without a plan, they're going to suck. But they don't have to. We have templates, how-to guides for conducting effective reviews, and all the necessary paperwork.

50% of dentists said employee performance was their biggest HR pain point.

To us, the solution seems straightforward. Conduct routine performance reviews, provide constructive feedback, and support your staff. You got this.

Starting from scratch? Get a free demo to see how HR for Health can make it happen.

Employee engagement

Gallup says employee engagement is stuck at a measly 33%. Staff just don't feel like their employer cares about them, so they don't want to give 100%.

31% of HR for Health respondents said engagement was one of their most challenging HR and compliance issues.

But who cares? You want your best employees (who we've already established are rockstars) to show up, do their work, be great at it, and then leave. Right?

Wrong! Employee engagement = better retention, better productivity, and better patient care. Disengaged employees cost \$8.8 trillion in lost productivity worldwide. How much does it cost your practice, hmmm?

Increasing engagement can look like:

Providing fair, safe working conditions and reasonable working hours

Creating an environment where staff feel heard and valued

Offering support and opportunities for career development

These things don't have to be a heavy lift — not with HR for Health.

“

Hiring a hygienist is impossible.”

— HR FOR HEALTH SURVEY RESPONDENT

\$8.8 trillion

The cost of disengaged employees in lost productivity worldwide.



Handbooks put everyone on the same page

One of the simplest ways to make sure employees have what they need, your practice stays protected, and you're easing administrative burden? Employee handbooks.

Most of the practices we talked to had strong employee handbooks and were keeping them fairly current. 76% updated their handbooks within the last year, which is awesome. Could be better, since the laws change all the time. (Not kidding — there isn't a "new law" season. It just happens when it happens.)

And this number may seem small, but we discovered that 5% of practices don't have an employee handbook at all.

To us, this is more horrifying than a patient who never flosses.

An employee handbook shares all the info your workers need to know about what they're expected to do, what their benefits are, and what makes your practice awesome. It's your workers' FAQ document and your armor against surprise claims, all rolled into one. Don't miss your chance.

17% of practices skip collecting signatures on their employee handbooks.

Again, big yikes.

You do realize that HR for Health can help you collect signatures easily and automatically, right? We'll keep it safe in the cloud so if and when you need to throw the book at someone, you'll be ready.

Keep the rules fresh in everyone's mind

Although most of the dentists we surveyed have been pretty good about updating their handbooks...

22% rarely or never update employee handbooks.

Which, okay. It can get expensive.

Especially if you're one of the 38% who pay an outside law firm to build and maintain their employee handbook. We found that the average annual spend to maintain an employee handbook was between \$5k and \$8k. But in the grand scheme of things, that kind of investment is a drop in the bucket.

If you're on a shoestring budget and need something now, try HR for Health's free federal handbook generator — no strings.

“

HR for Health has helped organize all things HR for my practice in one location where it's easily accessible by my staff.”

Spreading rumors?

Despite your best efforts, employees may still leave. We'd like to say you shouldn't take it personally, but, well, maybe you should.

40% of dentists are missing out on exit interviews.

Don't you want to know what people are saying about you as an employer? Aren't you even a little bit curious about why people leave and what you could've done better? Without an exit interview, you're letting that door close.

We talked to the practices who *did* conduct exit interviews, and guess what? 18% of employees said they left to join a competitor. 33% said they had higher earnings potential elsewhere, and 27% had an issue with either their working environment, supervisor, or workload.

Y'all.

These things are fixable!

We have a guide to conducting beneficial exit interviews that actually collect valuable information, not just serve as a b*tch session for your employees. Get a demo and let us show you how to (A) get the intel you need, and (B) fix what needs fixing — compliantly.



Optometry

Highlights of 2025 Survey Data



BOOK A
CONSULTATION

42%

keep employee documents
in a **physical file cabinet**

20%

aren't using a timestamped
electronic timeclock

76%

spend more than 10 hours per
month on **HR related manual tasks**

35%

found keeping up with
compliance training to be
the hardest aspect of HR

17%

said that when they have
employee issues or need HR
advice, **they just google it**



HEALTHCARE

DENTAL

OPTOMETRY

CHIROPRACTIC

Optometry

We can see the future, and the future is automated.

Do you love doing HR?

Of course you don't! And yet, 76% of optometry practice owners are spending 10+ hours per month on HR tasks. 35% of them spend 10 hours per week.

You could be working smarter, not harder, you know. 🤖

HR is a necessary evil, but you really don't have to be devoting *this* much time and effort. HR for Health will keep your numbers well and truly crunched.

71% of practice owners said they felt mostly or fully compliant, but 35% said that keeping up with compliance was the hardest part of HR.

Yeah. We agree. It's a pain.

So remind us again why you're still doing things the hard way?

20% of you aren't using a time-stamped electronic timeclock.

Do yourself a favor and grab a demo to see how we'll help you free up all those hours.

Leave the grunt work to the robots

Artificial intelligence is more than just the elephant in the room. It's transformed the whole dang room into The Matrix.

Before you panic, think of this more as a helper-bot situation. We've been watching this play out, and trust us when we say it's not a passing trend.

According to Forbes, 34% of marketing departments are currently using generative AI (think ChatGPT) and 33% of HR leaders are considering it.

Those numbers were collected a few months ago, so they're probably a lot higher by now.

76% of HR professionals think their organization risks lagging behind if they don't adopt AI within the next year or so.

Considering all the awesome automated processes we've mastered, we tend to agree.

Besides, when 17% of you just google the answer when you run into an employee or HR issue, you're already relying on the robots to help you out.

“

HR tasks are ALL ME and I HATE doing this part! I am burned out and cannot focus on my true passion and expertise needed to grow our business.”

– HR FOR HEALTH SURVEY RESPONDENT



Meet your new Admin.exe

AI technology is likely to affect 1/4 of all occupations that exist today, and in 3 years, 44% will be impacted (Forbes). 1/3 of employees are worried AI's gunning for their jobs, and for those whose duties can be fully automated, yeah, they should be.

Before you start investing in one of those robotic surgery arms though, remember that in healthcare, AI is going to be your friend. The annoying yawn-inducing stuff — like data entry, making sure patients are checked in, reminding patients of their appointments, keeping tabs on employees' click ins and outs, blah blah blah — those things can be done automatically.

And yes, compliantly.

AI is not going to replace healthcare providers (or all of their support staff) anytime soon. But it might take away some of your administrative stresses. Speaking of which...

42% of optometrists keep their important employee documents in a physical file cabinet.

Can we say “fire hazard?” 🔥🔥🔥

Friend, this is what the cloud is for! We will keep your documents secure, accessible, un-lose-able, and yes, compliant. We're talking *all* the documents. Stored for you. Forever.

But don't get too starry-eyed about AI

AI is the way of the future, but remember that a lot of the old ways are still in play.

Believe it or not, workers over age 75 make up the fastest growing segment of the workforce (Pew Research Center). Maybe it's because they aren't ready to retire, or maybe they can't afford it yet. (Dentists are often in this category, because research shows they retire later than their peers).

Whatever the reason, the unretirees are here to stay.

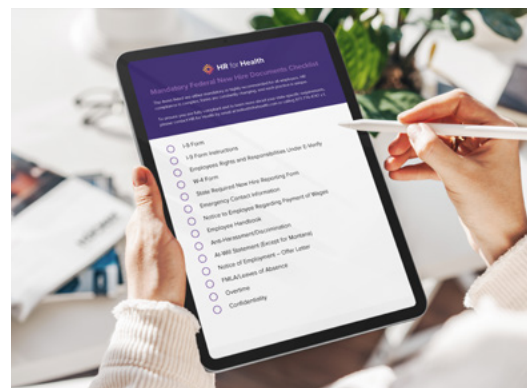
For you, this might mean incorporating more flexibility in scheduling to accommodate family and wellness needs, updating your hiring preferences to make sure you're not guilty of age discrimination, and keeping your practice accessible. 45% of Americans in this age group have a disability, after all.

According to SHRM, 12% of organizations currently have formal initiatives for recruiting older workers. 11% are actively supporting disabled employees and people with chronic conditions. These numbers are way too low, considering.

So if you *really* want to get ahead of the trend, put a little effort into supporting your more senior staff.

Also, this is a great time to focus on training. Time to share those decades of experience with the younger generations!

Want to see how? Snag a demo and let us show you how we can build the training process of your dreams.



Smooth onboarding matters.

With HR for Health, our automated onboarding tools help you get new hires up to speed without the paperwork overload. Ready to see how it works?

SHOW ME HOW IT WORKS

Chiropractic



BOOK A
CONSULTATION

Highlights of 2025 Survey Data

71%

felt they were mostly or
fully compliant

52%

have had to deal with
unemployment claims

65%

of practices had an employee
claim or dispute within the
last 5 years

25%

knew of another doctor or
practice owner who faced
an employee lawsuit

\$81,000

average payouts in employee lawsuits



HEALTHCARE

DENTAL

OPTOMETRY

CHIROPRACTIC

Chiropractic

Get your practice aligned

Build your best team

You know what a lot of practice owners forget? They forget to have their staff's back.

In our research, we discovered that lots of practices offer amazing career development benefits like waived certification and licensing fees, leadership coaching, mentorship, professional memberships, development planning, and continuing ed. Cheers to you!

Some others... eh, they're missing the mark.

How compliant is your practice?

We asked, and 52% of chiropractic clinics have had to deal with unemployment claims. This isn't too unusual, but it's not fun and it can mean a lot of legal hoop-jumping. Do you know how to handle this?

We do. We're no gatekeepers. [Contact us and we'll help you get it right.](#) 🙌

Right about now, you might be thinking, "Unemployment claims? That's not the end of the world. Maybe pricey, but we can find a way around it."

Ah. Well. About that.

We found that 6% of our survey respondents got busted for quiet firing. *Tsk tsk!* It's not okay to cut hours or worsen the working environment until your employees call it quits just so you don't have to deal with unemployment claims. Progressive discharge might seem like a nudge or even a kindness, but it could land you in legal hot water.

10% of chiropractic practices also had issues with unpaid wages like overtime or meal breaks.

A few practices admitted to getting in trouble for discrimination (6%), harassment (7%), a hostile work environment (10%), and wrongful termination (11%). So it seems we need to review the rules.

A refresher is certainly in order, because...

71% of practice owners felt they were mostly or fully compliant.

Whoops! Well, you're not alone in this. [We'll help compliance become second nature to you.](#)





Chiropractic *continued*

Don't get caught non-compliant

When those claims go from bad to worse, things can get further out of whack than the lumbar disc of someone who never heard of “lift with your knees, not with your back.”

25% of chiropractors knew of another doctor or practice owner who has faced an employee lawsuit, averaging tens of thousands in legal fees, payouts, and fines.

Respondents whose colleagues lost legal battles in employee lawsuits paid an average of \$81,000.

Yeouch! Can you afford that? 😓

As for those who *won* their lawsuits... Sure, they might not have lost money, but they certainly paid the price in reputation.

We can get bogged down with stats and dollar signs all we want, but in the end, your goal is to build a practice staffed with amazing employees who are treated fairly and want to see your practice grow. Together, you can deliver high quality patient care. It's a snowball situation, see?

Start with good HR, and you'll have better outcomes. Everybody wins.

That includes you, because you won't have to get sucked into ugly lawsuits or employment claims. Yuck.

We couldn't blame you for not being able to keep up with the constantly changing laws and rules in HR. This is exactly why we always watch out for these things. This is why we're getting nosy, seeing what practices are experiencing and finding ways to help avoid expensive, time-consuming, confusing, drive-them-up-the-wall annoying HR stuff.

We help practices get and stay compliant.

Time to take your HR solution into the future.
Let's get started.



Your handbook is your practice's HR backbone.

If yours needs a refresh (or if you need one altogether), try HR for Health's Employee Handbook Generator. Our tool makes it easy to customize a compliant, comprehensive handbook tailored to your practice's needs — no legal headaches required!

[GENERATE MY HANDBOOK](#)

Thank you to our partners and their members for contributing valuable insights to our 2025 State of HR report.



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BOOK A
CONSULTATION

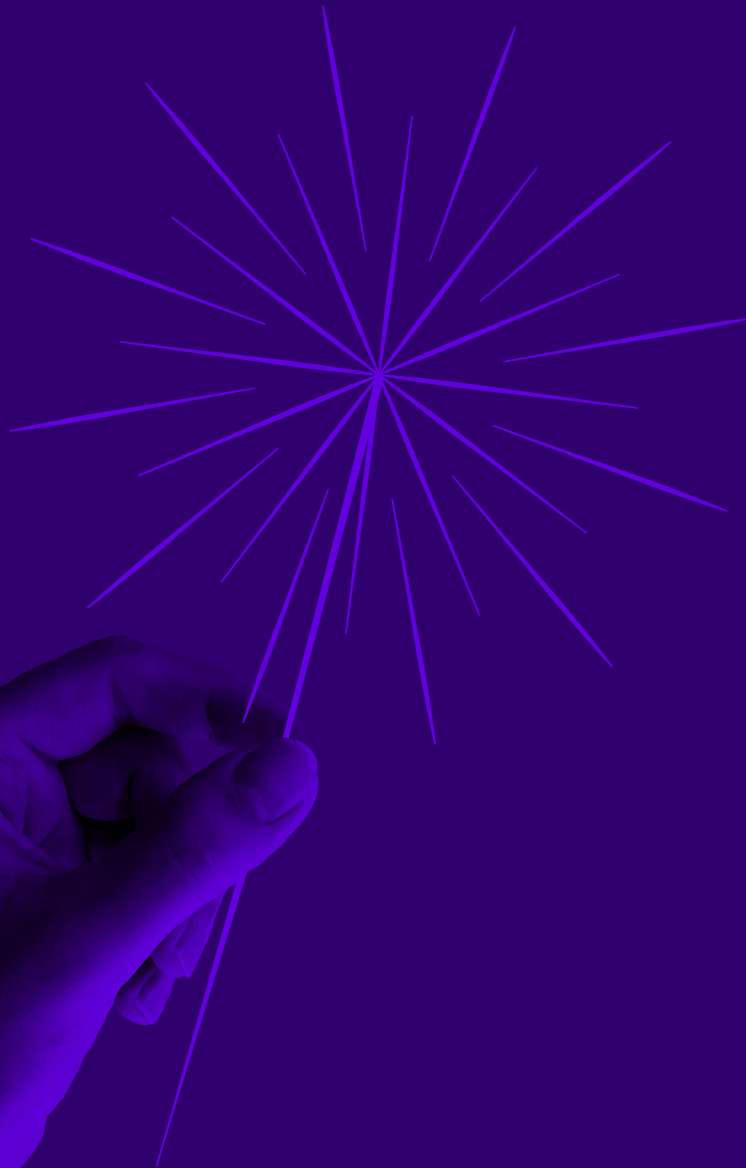


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