



JORDAN AND ASSOCIATES
CONSULTING, LLC



Generational Perspectives on Healthcare Careers and Workplace Expectations

***Insights from 300+
Healthcare
Professionals***

Survey conducted October – December 2025



EXECUTIVE SUMMARY

The healthcare workforce is undergoing a generational shift that is reshaping how professionals view their industry, employers, and career paths.

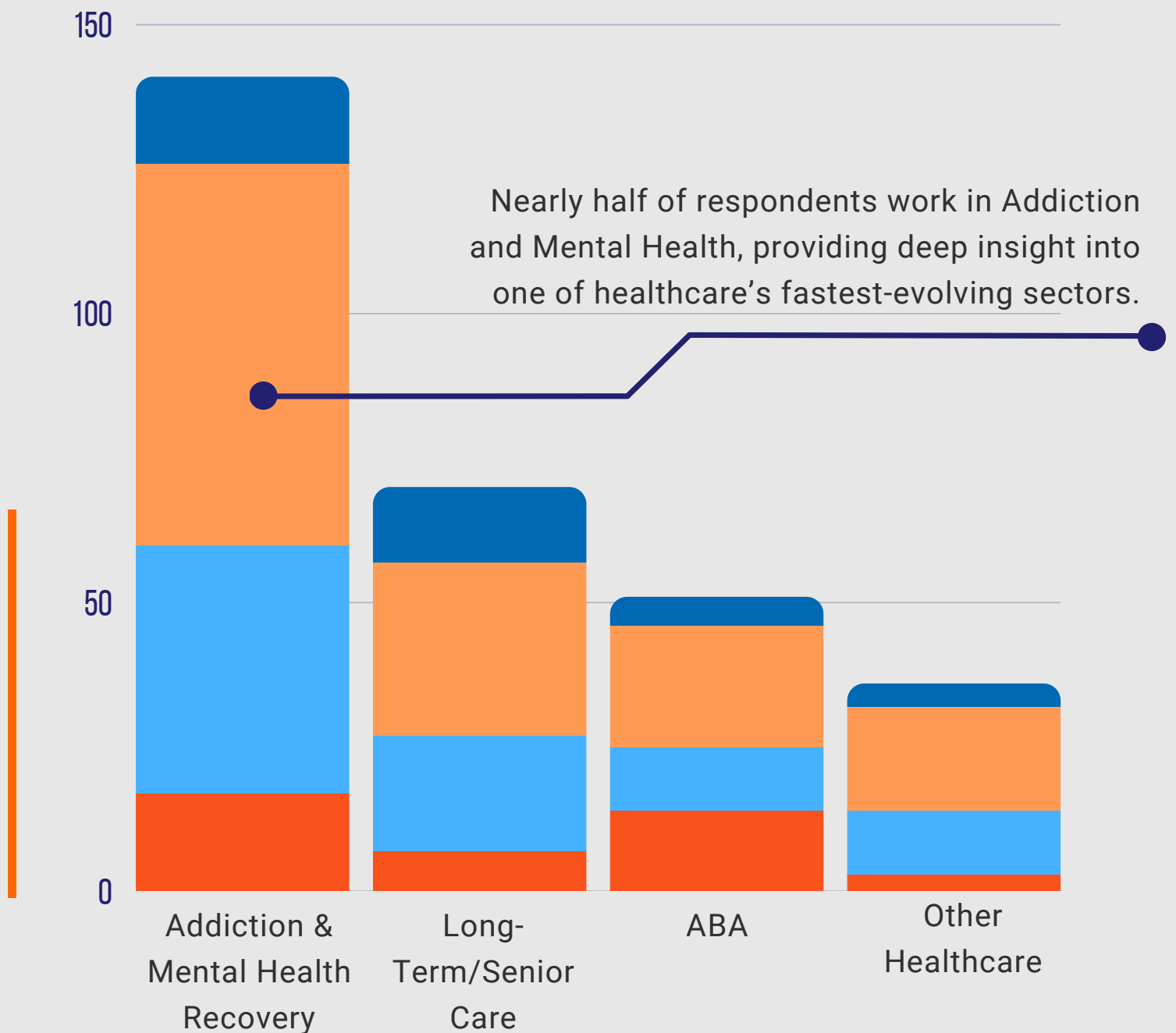
Drawing on responses from 300+ healthcare professionals, this analysis examines how generational differences influence optimism, organizational loyalty, and growth expectations, revealing trends and contrasts that have direct implications for workforce engagement, advancement, and retention in healthcare.

“Healthcare professionals still believe in the industry, but younger generations are increasingly selective about where they choose to work within it.”



RESPONDENT PROFILES

● BABY BOOMER ● GEN X ● MILLENNIALS ● GEN Z





■ *“Optimism remains high in Addiction and Mental Health, but **confidence in the future** is beginning to soften.”*

INDUSTRY OUTLOOK

CURRENT VS. FUTURE

	Addiction / Mental Health		ABA		Long-Term/Senior		Other	
	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE	CURRENT	FUTURE
Positive	73.1%	64.1%	59.6%	69.2%	56.3%	59.2%	44.4%	30.6%
Neutral	18.6%	24.1%	34.6%	15.4%	16.9%	21.1%	38.9%	50.0%
Negative	8.3%	11.7%	5.8%	15.4%	26.8%	19.7%	16.7%	19.4%

Addiction and Mental Health

Professionals in this sector reported the strongest current optimism, with **73.1%** expressing a positive view. However, this group experienced the largest decline in future outlook.

ABA

ABA professionals expressed the highest levels of neutrality today, yet showed the most optimistic future outlook of any sector.

Long-Term and Senior Care

This group reported the most negative current perception but was the only sector to show reduced negativity when looking ahead.

Other Healthcare

Respondents in this category showed the lowest current optimism and the highest future neutrality, indicating uncertainty rather than pessimism.



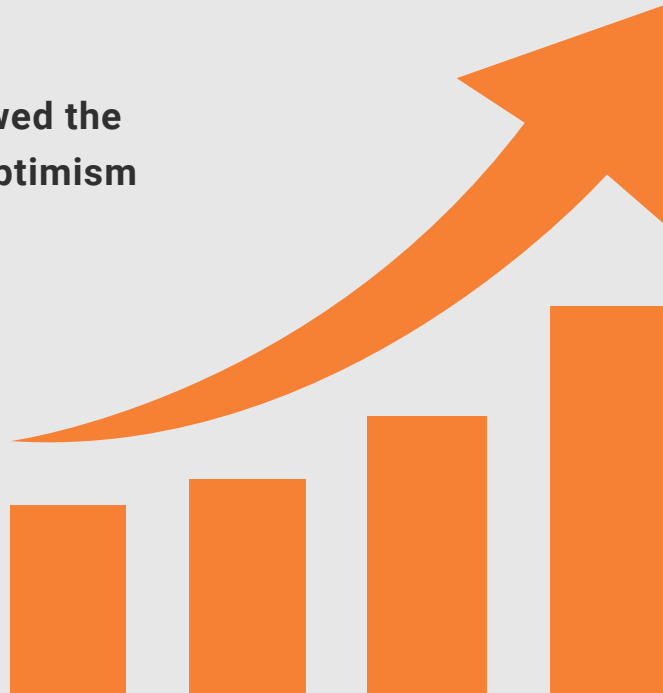
OVERVIEW

ORGANIZATIONAL OUTLOOK

OWNERSHIP TYPE

Overall, **59.87%** of respondents reported a **positive view of their organization today**, increasing slightly to **61.51%** when looking ahead.

Non-profit organizations showed the strongest gains in trust and optimism over time.



INSIGHTS

Non-Profit Organizations received the highest current and future ratings, with nearly 80% of respondents expressing a positive future outlook.

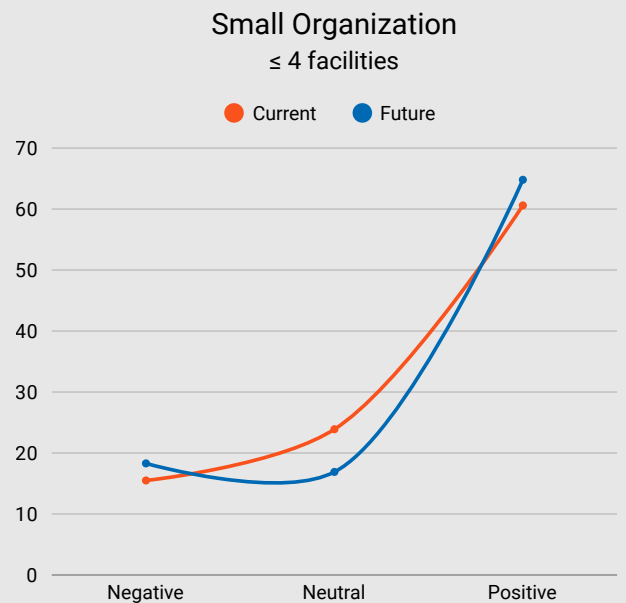
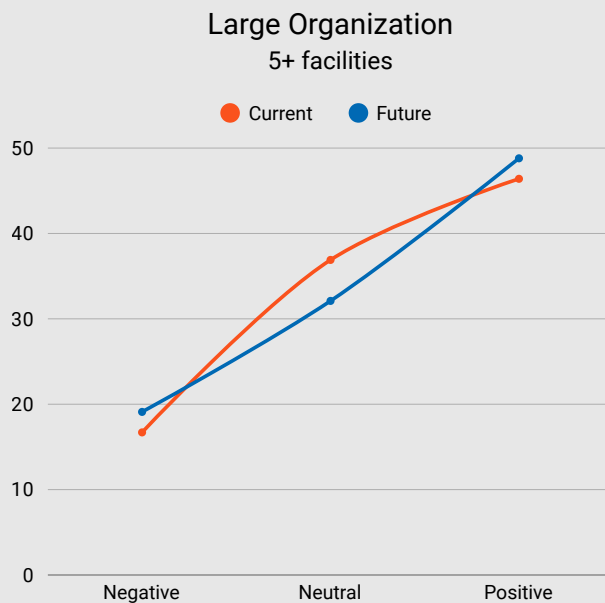
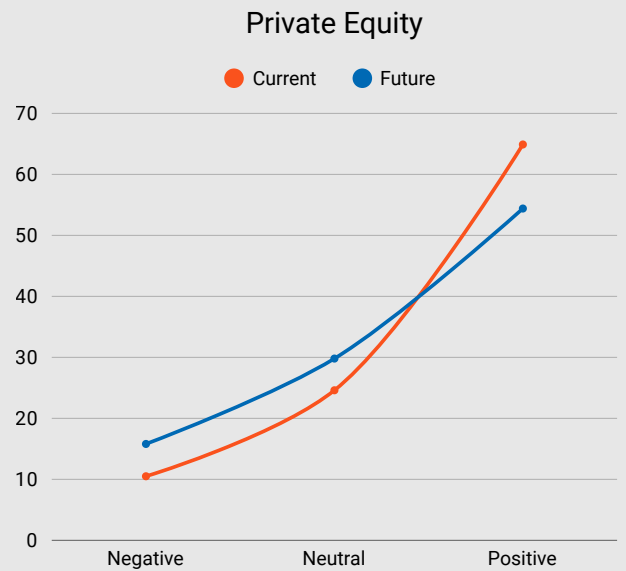
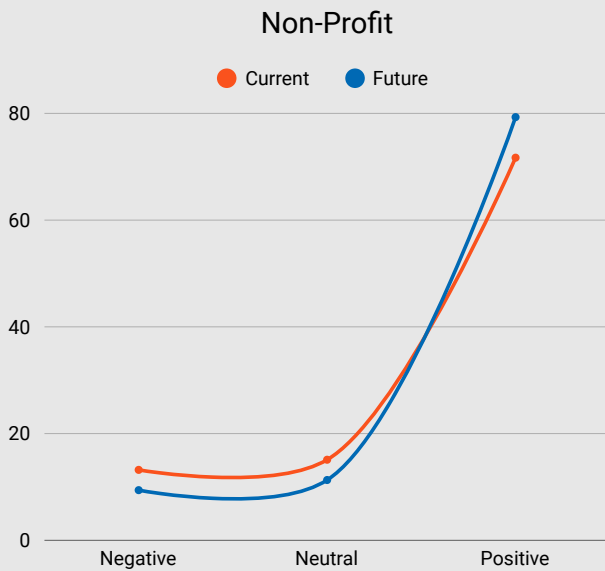
Private Equity-Owned Organizations experienced the largest decline in future optimism.

Large Organizations with 5+ facilities received the lowest ratings for both current and future outlook.



ORGANIZATIONAL OUTLOOK

OWNERSHIP TYPE





■ **“Gen Z believes in healthcare, but not necessarily in their current employer.”**

GENERATIONAL PERSPECTIVES

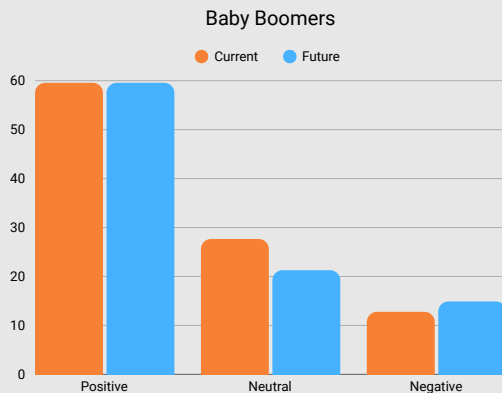
HEALTHCARE INDUSTRY

Across all generations, respondents viewed the healthcare industry more favorably than their current organizations. The size of this gap varied significantly by generation.

INSIGHTS

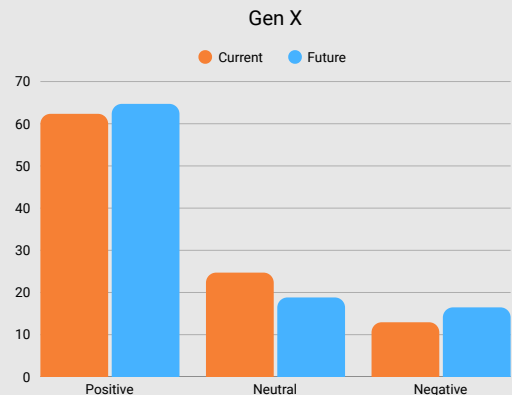
Baby Boomers

Boomers viewed their organizations more favorably than the industry, both now and in the future.



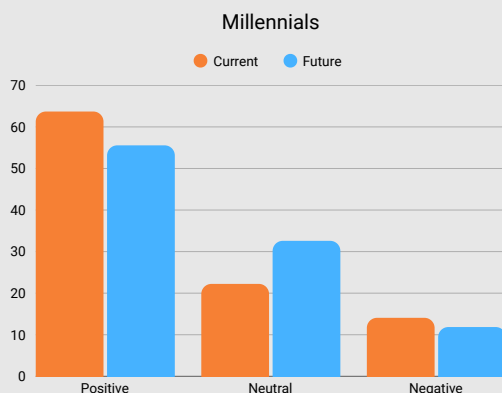
Generation X

Gen X respondents viewed the industry more favorably than their organizations, indicating moderate openness to change.



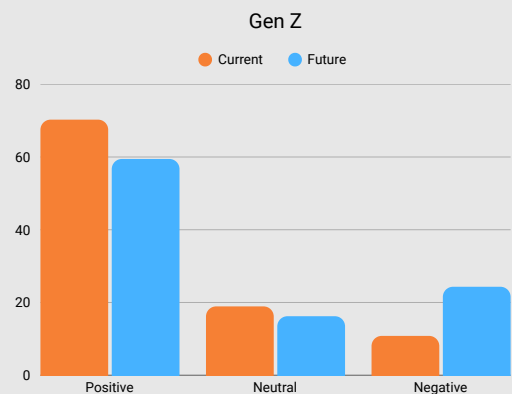
Millennials

Millennials showed stronger optimism toward the industry overall, but increased optimism toward their organizations when considering the future.



Generation Z

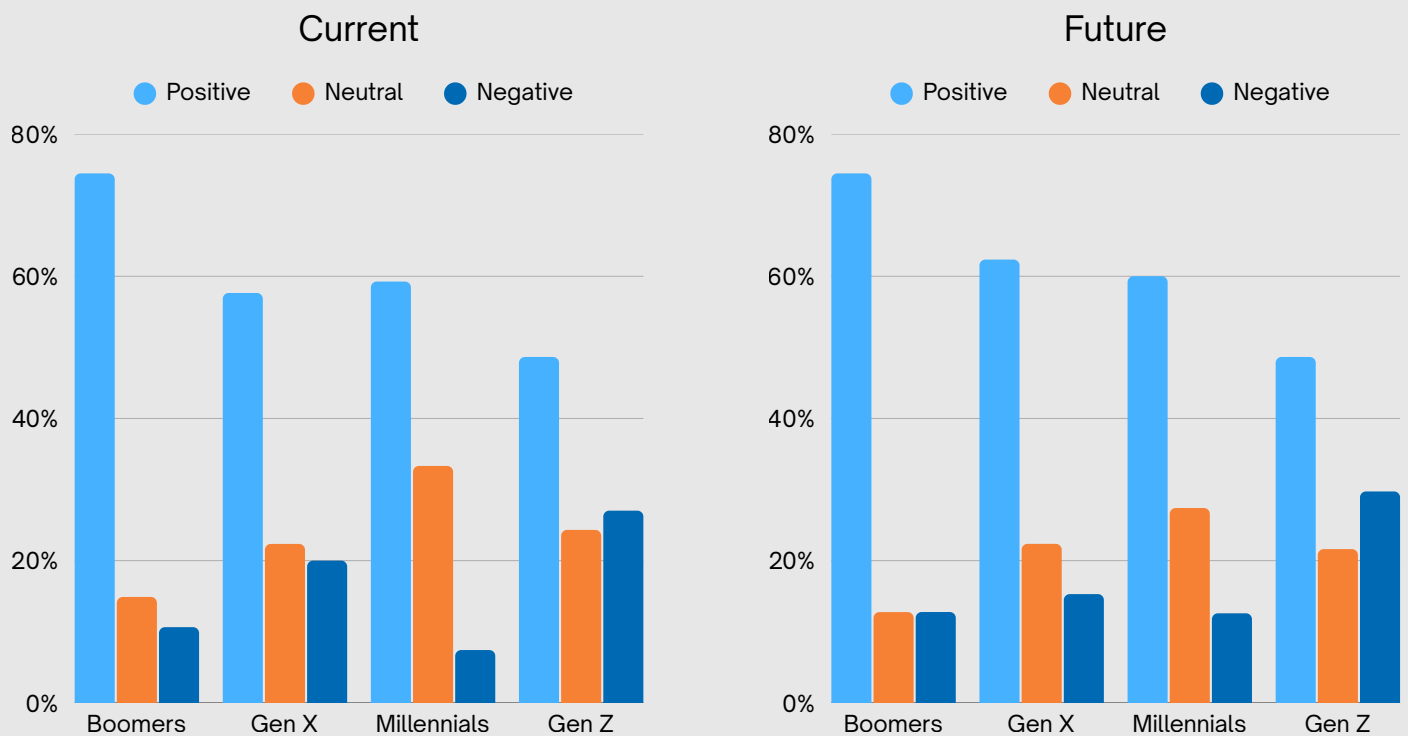
Gen Z demonstrated the largest gap between industry optimism and organizational dissatisfaction.





GENERATIONAL PERSPECTIVES

ORGANIZATIONAL OUTLOOK



“For Baby Boomers, organizational loyalty remains strong.”

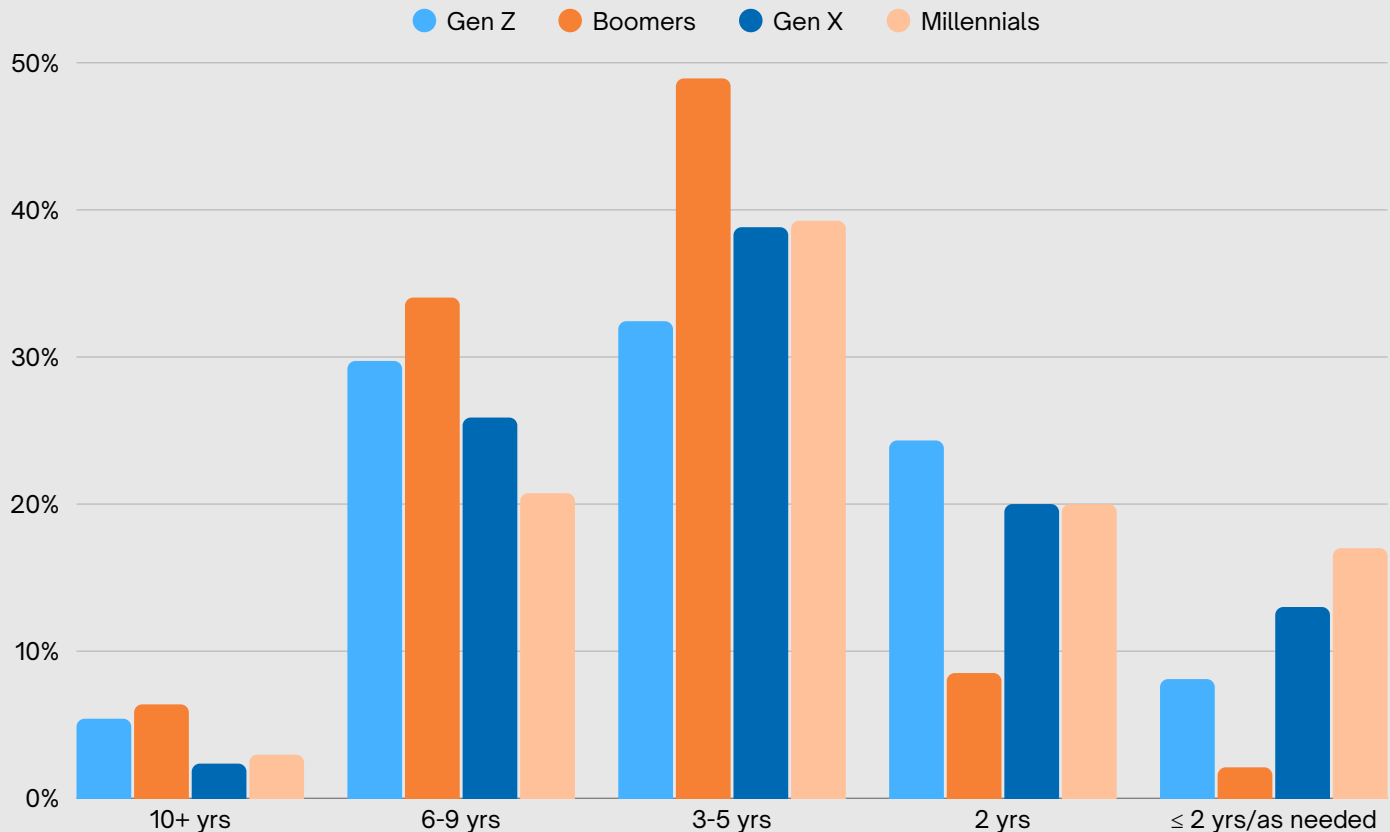
INSIGHTS

Baby Boomers reported the strongest organizational satisfaction, while Gen Z reported the lowest, with the highest levels of negative sentiment.

The likelihood of job movement increases with each younger generation.



JOB MOBILITY EXPECTATIONS



“Job stability and career mobility are generationally defined.”

INSIGHTS

Nearly **98%** of Baby Boomers believe changing jobs every two years or less is unacceptable. In contrast, roughly **one-third** of Generation X, Millennials and Gen Z believe this frequency is acceptable.





CONCLUSION

Healthcare professionals **remain committed to the mission of care**, but expectations around leadership, growth, and organizational trust are evolving. Organizations that adapt to these generational realities will be best positioned to attract, retain, and engage the next generation of healthcare professionals.

Overall sentiment remains positive, but confidence is softening. **About 60% of respondents view their industry and organizations favorably**, though future outlooks show rising uncertainty. Non-profits and smaller organizations lead in positive perception, while larger groups and private equity-backed organizations lag behind.

The most notable trend is the generational divide. **Baby Boomers show the strongest loyalty**, while younger generations, especially **Gen Z, are more likely to seek opportunities elsewhere**. Across all groups, expectations are shifting toward faster career progression, with most anticipating compensation and responsibility increases every 1–2 years.

“

“The future of healthcare depends not just on who enters the field, but on who chooses to stay.”

”