

# Current research agenda for HR leaders

Topic	What we're researching	Why it matters
<b>Medical group referral strategy</b>	<ul style="list-style-type: none"> <li>• Does employment make physicians more likely to refer within their health systems?</li> <li>• What are the primary drivers of referral leakage?</li> <li>• How do high-performing provider organizations promote referral integrity?</li> </ul>	Health systems employ physicians in part to promote downstream specialist referrals—and therefore revenue. However, they still struggle to keep referrals within the health systems.
<b>State of the nursing workforce</b>	<ul style="list-style-type: none"> <li>• What challenges are facing nurses today?</li> <li>• How is the role of the nurse changing in today's healthcare environment?</li> <li>• What steps can nurse leaders take now to prepare for the future?</li> </ul>	HR leaders need data and insights that reflects the post-pandemic state of nursing to help guide and support business decisions.
<b>Career pathing</b>	<ul style="list-style-type: none"> <li>• How can nurse leaders provide career opportunities that meet the needs of both their organizations and their nurses?</li> <li>• How are nurse leaders across the world using career pathing to recruit and retain nurses?</li> </ul>	HR leaders need to understand the current and future state of nursing career pathways and opportunities.
<b>Physician and medical group benchmarks</b>	<ul style="list-style-type: none"> <li>• What is the state of medical group financial performance nationally?</li> <li>• How has physician and medical group productivity changed over recent years?</li> <li>• How have medical group staffing ratios changed to meet changing market dynamics?</li> </ul>	HR leaders need to compare their turnover and span of control to their peers for staffing analysis.