Guild

Healthcare Trends & Insights Report 2024

Preparing for the workforce of the future

Introduction

Finding opportunity in chaos

Today's talent leaders are no strangers to watershed moments. The past few years have been defined by overlapping crises and inflection points: a global pandemic, mass burnout, workforce participation cliffs, economic volatility, the proliferation of AI... the list goes on.

Yet where chaos is the norm, adaptability can be a remedy.

HR decision makers tend to agree, and this represents a rare moment of opportunity amid a torrent of chaos and urgency: As organizations begin to understand that talent growth strategy IS business growth strategy, healthcare leaders have an opportunity to both improve lives and solve critical organizational problems like never before.

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Pulse check: Today's healthcare labor market

Recent data shows where healthcare employees face barriers to advancement — and what kind of support they're looking for.

Healthcare job growth continues to grow at a rapid pace — worsening an already dire shortage.

653,000

New healthcare jobs added in 2023.

U.S. Bureau of Labor Statistics

3.1 million

Additional healthcare workers needed in the next few years

Kaiser Permanente

31%

Of nurses say they may leave their patient care jobs in the next year

McKinsey & Company

Traditional clinical pathways (and hiring) are no longer working.

– **There are not enough new nurses coming from traditional pathways.** As nursing school applicants continue to be turned away by the thousands due to shortages in staffing, faculty, clinical placements, and preceptors, **enrollments in entry-level baccalaureate**

nursing programs declined for the first time in 20 years.[1] This follows a trend of declining enrollment across BSN and graduate-level programs.

– **Traditional pathways remain inaccessible for many working Americans.** The cost of healthcare training and certification programs, coupled with a broad lack of flexibility in delivery models, prevents many working adults from enrolling, and contributes to a lack of diversity in the field.[2]

– **Demand for allied health workers is rising.** More than 3.2 million additional health care workers in other roles will be needed in the next five years to meet demand — including medical assistants, home health aides, and nursing assistants.[3]

Today's healthcare workforce is eager to grow with their organization.

84%

of healthcare employees surveyed by Guild feel they need additional education to achieve their professional or career goal.

Source: Guild's survey responses from random and representative Guild members over the last 12 months as of 07/01/2023.
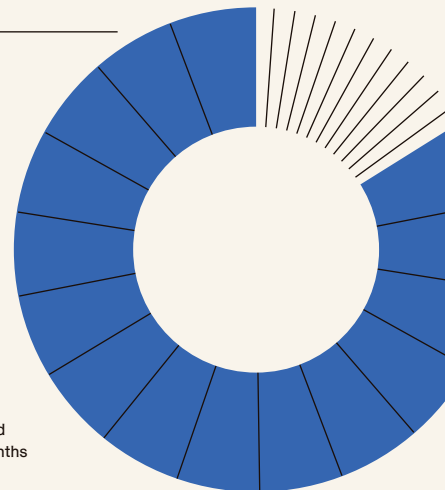
– **Gen Z is excited about a future in healthcare.** Careers in medicine and healthcare topped the list of preferred career paths among high school and college-age Gen Zers — and their #1 employer of choice is their local hospital.[4]

– **New clinical pathways are needed to meet demand.** Aggressive investment in building out well-supported internal pathways that cover multiple critical roles can help employees start building and applying critical skills now, while preparing for mobility.

Member experience

We bring in all programs that align to working adult learner mobility

Healthcare management

RN

Nursing start

RN to BSN

LPN

MSN
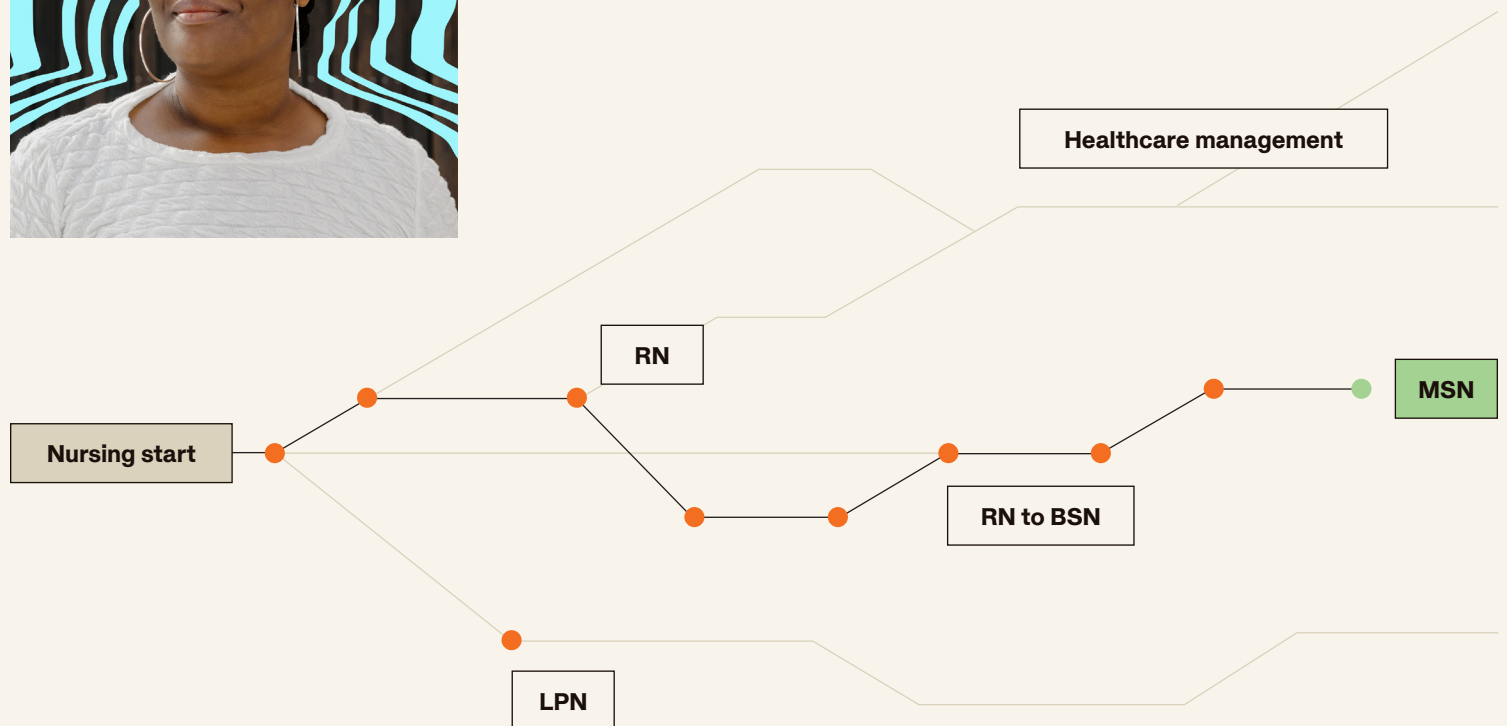
Learner perspective:

Ashlyn started as a nurse's aide, and used her education benefit to become a student nurse extern, and is now a nurse.

"Ideally I would love to be a professor in a nursing school. So my plan eventually will be going back for my master's in nursing education... And, to have that opportunity is everything. Because I was able to go back much sooner than I planned to get something done far sooner than I ever thought I could."

Purpose driven pathways - attracting the next wave of healthcare's workforce

When it comes to healthcare organizations' capacity to attract, train, and grow talent, it's essential to connect the logistics of talent goals with the sense of purpose that inspires people to pursue careers in healthcare. Among Millennials and Gen-Z, this is particularly important.

Millennials and Gen Z are prioritizing a sense of purpose in their career choices.

82%

of Gen Z want their jobs to contribute to the greater good.[5]

1 in 3

Millennials have turned down employers who don't align with their values.[6]

Although a career in healthcare is viewed by many as a vocation, helping the next generation of healthcare workers stay connected with their sense of purpose will mean ensuring career pathways into patient care are accessible from entry-level roles, helping professionals spend more time working at the top of their licenses, and amplifying a shared mission to help others live longer, healthier lives.

Trends to *beat:*

Failing to understand and connect with the next generation of healthcare workers

→ **Don't assume that retiring healthcare employees and the next generation of the healthcare workforce have identical needs and values.**

Among nursing professionals, younger generations tend to expect better workplace flexibility and are less likely to stay with the same employer throughout their careers than their retiring counterparts.[7]

→ **Don't think of the next generation of healthcare workers only in terms of age.**

Many healthcare employees who currently serve in non-clinical roles aspire to enter the clinical workforce. A recent Guild survey showed that 40% of frontline employees in non-clinical roles aspired to move into patient-facing roles.[8]

Sourcing talent from current employees with existing organizational knowledge and awareness of systems, processes, and ways of working can save onboarding time and resources as well as external recruitment costs — in addition to fostering brand loyalty among employees and the broader communities where organizations operate.

→ **Lack of attention to career development can lead to employees believing career growth isn't a company priority.**

Although many companies provide upskilling opportunities, when it comes to career growth, many employees feel their best interests aren't at heart. According to a **recent Guild Research survey** of thousands of American workers, only 18% would "strongly agree" that their employer views their career growth as a priority.

"My employer prioritizes helping me develop my career."
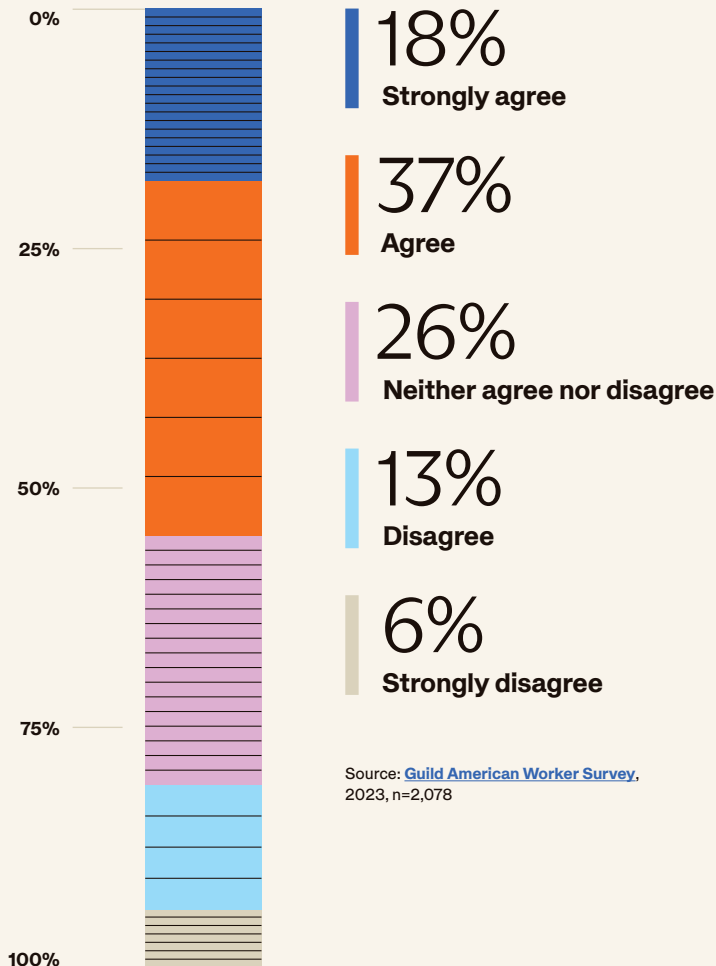
18%
Strongly agree

37%
Agree

26%
Neither agree nor disagree

13%
Disagree

6%
Strongly disagree

Source: Guild American Worker Survey, 2023, n=2,078

"By focusing on the skills an individual may need and connecting with them on that level, Providence is creating opportunity and exposure for talent that may not have otherwise viewed a career in healthcare as achievable."

Darci Hall
Vice President, Talent Effectiveness & Development, Providence Health & Services

Employer Insights

How Providence is helping young community members explore healthcare careers

Providence recently launched **ProvidenceReady**, a program that enables career exploration and connection starting at the middle and high-school level for students in the communities Providence serves.

In a recent Guild webinar on **building a future-ready healthcare workforce**, Darci Hall, Vice President of Talent Effectiveness & Development at Providence Health & Services, shared one way the ProvidenceReady helps young learners explore healthcare.

"Students come into the system and they get to look and work with our caregivers. They participate in a surgery viewing, and every one of the caregivers that supports that surgery comes and talks about their job." This allows participants to learn about a variety of roles such as PAs, patient registration, surgical technicians, scrub nurses, and more.

Connecting with future generations of the workforce within the communities where Providence operates also works in service of a critical value-based care initiative: ensuring caregivers look like the communities' demographics are represented in the caregivers who they serve them.

"Our goal is to cut through the traditional talent acquisition model of 'post a job, people apply for a job,'" Hall said. **By focusing on the skills an individual may need and connecting with them on that level, Providence is creating opportunity and exposure for talent that may not have otherwise viewed a career in healthcare as achievable."**

Trends to *set*:

Create opportunities for career exploration in healthcare.

→ **Early exposure can clarify what a healthcare career can look like.**

Young students may benefit from better awareness of the breadth of career options in healthcare.

→ **Empower self-driven career discovery for current employees.**

Internal career pathway pages that highlight in-demand roles within your organization, step-by-step progression examples, relevant skills, and tactical advice on how to break in to a new career field help employees envision themselves in roles that they may not have previously considered.

These pages can also help employees understand which programs will connect them with the right skills for their next career step.

→ **Center communications in the flow of work and living.**

Use the language that resonates with employees. A recent Guild Research survey showed that employees care more about "knowledge" and "opportunities" than they do more employer-centric terms like "career pathways" and "in-demand skills."

Using language that resonates with your workforce is an important part of helping employees see themselves in the opportunities available to them.

Terminology preferences: Guild members (employees) and employers

Member preferences	Employer preferences
– Financial stability	– Career pathways
– Self-confidence	– In-demand skills
– Meaningful work	

Both

– Knowledge

– Opportunities

– Degree/certificate/diploma

Source: "How did you receive/provide information regarding potential for 'career advancement'? from McKinsey and data from Cara Plus Frontline Employee Survey (n=2,154,) and Guild Frontline Employer Survey (n=305).

"I do feel like Guild is a huge opportunity." - Ashlyn L.

Ashlyn started at BSMH in 2019 as a nurse's aide. She moved up to a Student Nurse Extern and then to her current position as a nurse. Ashlyn is no stranger to balancing academics with her work and life. But she is the first out of several generations to earn a college degree in her family. She's had to learn the educational ropes without a lot of family guidance. At one point, Ashlyn had a rough patch where she failed two classes, but with the help from counseling at Mercy College of Ohio, she was able to work her way back up to a 4.0.

> *"I was feeling down and out. I was like, I failed two classes. How could I possibly be a nurse? It's that self-reflection that that [school] counselor put me through. You just need to give yourself the tools to do it. You need to give yourself the opportunity, the time of day. And it's of course, it's believing in yourself."*

Now, her dream role is to become a professor in a nursing school so that she can offer similar support to future nurses.

> *"I've already come this far and I'm already this close."*

> *"**To have that opportunity is everything.** Because I was able to go back much sooner than I planned to get something done far sooner than I ever thought I could... it means the world to me...so I definitely owe a lot to BSMH."*

Leverage AI to lower administrative burden, improve patient care, and prepare for digital transformation.

Administrative burden contributes to burnout and moves clinical professionals farther away from patient care.[9] Additionally, as digital transformation shifts the nature of work, more healthcare employees are recognizing the need to become digitally savvy.

AI stands to influence **every** role in healthcare. It has the potential to drastically reduce administrative burden and the negative impacts that accompany it — but the healthcare workforce needs to be ready to work alongside it.

AI's impact

HR decision makers and Guild's members see AI as important as their goals

77%

of HR decison makers believe AI is just as important to their frontline as other parths of their business

73%

are excited about what AI has to offer for their company and their workforce

Trends to *beat:*
AI adoption at many healthcare organizations is lagging.

→ **Very few healthcare employees have had an opportunity to explore AI tools in the workplace.**

As AI usage increases within the healthcare industry, healthcare employees are increasingly interested in building job-relevant AI skills.

Yet, according to a recent survey conducted by Guild Research, despite roughly half of surveyed healthcare employees indicating an awareness of AI, **only 12.5% reported having the chance to use AI at work.**[10]

Many healthcare workers have AI awareness...	...while fewer have used AI tools...	...and, adoption in the workplace is lagging...
50%	**30%**	**12.5%**
of healthcare workers have basic Ai awareness	of healthcare workers have experimented with AI	of healthcare workers have used AI tools in the workspace

→ **Low AI use among healthcare employees is an indicator that there is not enough strategic planning for AI's impact on the field.**

AI stands to impact clinical and non-clinical roles across healthcare.

Lacking a strategy for AI puts organizations at risk in a number of ways, most critically equity in health outcomes. Poor AI literacy can lead to the use of datasets that fail to address (and therefore perpetuate) racial, gender, and other demographic biases. A strategic approach to relevant skills — from foundational AI literacy to more technical use — is imperative.

Trends to *set*:

Combat burnout and prepare your entire workforce for an AI-driven future.

→ **Empower caregivers to spend more time with patients.**

Leveraging strategic AI solutions can lower administrative burden, have the potential to improve health record accuracy — and the patient insights that come with it.[12]
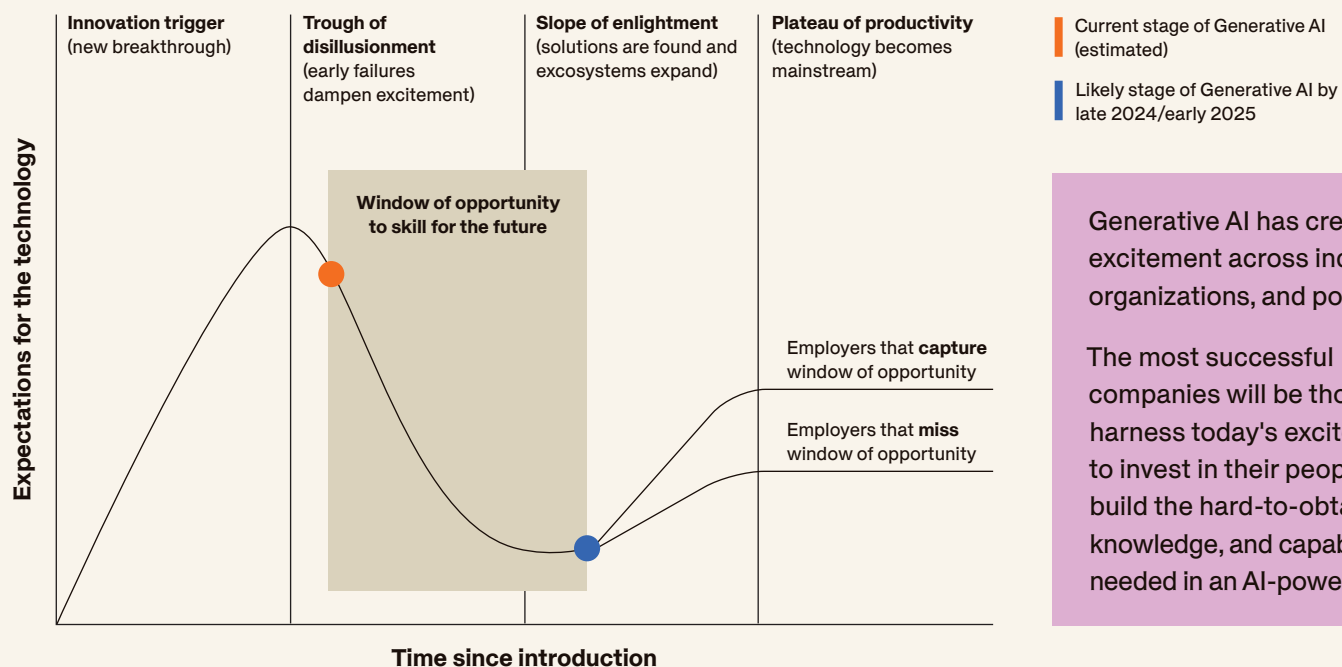
→ **Get ahead of the AI "hype cycle."**

As with any exciting new technology, employers have a short window before the "hype" dissipates to drive employee engagement, adoption and the **integration of new AI skills into daily work.** Gartner calls this the hype cycle.[13]

The below graphic shows how that looks for AI.

The Gartner Hype Cycle

Employers have a short window of opportunity to build the skills needed for AI-powered future.

Innovation trigger
(new breakthrough)

Trough of disillusionment
(early failures dampen excitement)

Slope of enlightment
(solutions are found and excosystems expand)

Plateau of productivity
(technology becomes mainstream)

▮ Current stage of Generative AI (estimated)

▮ Likely stage of Generative AI by late 2024/early 2025

Expectations for the technology

Window of opportunity to skill for the future

Employers that **capture** window of opportunity

Employers that **miss** window of opportunity

Time since introduction

Generative AI has created excitement across industries, organizations, and populations.

The most successful companies will be those who harness today's excitement to invest in their people to build the hard-to-obtain skills, knowledge, and capabilities needed in an AI-powered future.

Guild

AI has the potential to significantly reduce burnout-inducing administrative burden. Beyond that, AI stands to impact all of healthcare — from systems and records to procedures to equity in patient care across diverse populations — meaning **AI skills are important across all roles in healthcare.**

Guild's AI skilling bundles:

Building role-relevant AI skills for your entire workforce

Talent leaders can reduce administrative burden and empower their entire workforces to gain critical skills for the future by ensuring **education benefits cover AI upskilling** programs that don't have **prior education requirements.** Guild's new AI skilling bundles, for example, include many programs that don't include a bachelor's degree — and several that require no prior education.

AI fundamentals

Focuses on AI literacy, ethics, and implications

Top program type requested by surveyed healthcare workers that have used AI (40%)*

AI in practice

Teaches employees how to effetively leverage AI tools in current roles

Second most requested program type by surveyed healthcare workers that have used AI (22%)*

AI expertise

Enables tech teams to expand deeper into AI

Critical for technical teams at HCOs

AI for leaders

Prepares leaders to deploy, manage, and evolve their AI strategy

Equip healthcare executives to plan for an AI-powered future

*Source: Guild's survey responses from random and representative Guild members and learners in the healthcare industry in June and September 2023 (n=392)

Adopt flexible, agile working and learning models.

Flexibility is essential to addressing staffing and talent development challenges at scale — and for building the agility healthcare organizations need.

Traditional approaches to staffing with long shifts are not feasible for many would-be nurses and allied health professionals who have to balance work with caregiving responsibilities for children or aging parents. This can also limit when (or if) they gain critical skills.

New approaches to healthcare work and education can address skills gaps, staffing shortages, and barriers to education access.

Trends to *beat:*

→ **Today's healthcare workforce is stressed and left without the flexibility needed to alleviate it.**

Greater flexibility in the workplace has been linked with healthcare workers seeking out preventative care more often,[14] and being more physically active.[15] Yet for many healthcare workers, this is out of reach: seven out of 10 healthcare workers report experiencing high levels of stress and burnout at work.[16]

→ **Traditional staffing models drive talent away.**

Not all qualified clinicians are able to work long shifts. Would-be clinicians, many of whom have caregiving responsibilities outside of work, can view rigid staffing structures as a barrier.

→ **A lack of innovation in learning inhibits access and fails to scale in line with clinical need.**

A lack of flexibility in traditional degree and credential programs remains a significant barrier to pursuing critical skills.

Trends to *set:*
Make work more flexible for clinicians wherever possible.

→ **On-demand staffing can resolve gaps and help more qualified retirees return to the workforce.**

Mercy Health took an innovative approach to nursing staffing when it created a cloud-based platform that allows nurses to identify times they can work "on demand" in an app directly from their smartphones.

Innovative approaches like these can empower nurses who may have left the workforce due to time challenges to return. [17]

→ **Work from home options via shifts in telehealth are an opportunity to serve patients in a context that may be more comfortable for them.**

The opportunity to work from home helps employees access more flexibility while serving patients who tend to prioritize convenience, safety, and quick access to care.[18]

Prioritize increased access to innovative learning and training programs.

→ **Partner with institutions to offer hybrid learning models to enable different types of learners to progress into clinical roles.**

Hybrid learning is built for working adults. By combining didactic online programming with a mix of instructor-led, synchronous and asynchronous components with labs and clinicals in person, more employees are empowered to learn at flexible times.

"In today's day and age of shortages of nurses, it is absolutely important that graduates of our program be ready to actually hit the bedside on day one."

Hear how Herzing University is innovating to help nursing students have the flexibility to learn alongside their work schedules — and the breadth of knowledge to drive better patient outcomes.

→ **Offer fully-funded tuition to help employees grow into high-priority roles.**

Not everyone who aspires to a career in healthcare has the opportunity to pursue the credentials they need to serve patients. Fully-funded tuition removes that barrier.

OSF HealthCare, for example, views all employees as Mission Partners and prioritizes **helping them pursue healthcare careers** regardless of the education level they have when they're hired. It's proven to be a critical way to open doors to members of the community who want to contribute.

"Our vision with our educational pathways is a couple things: we have a fully-funded, end-to-end nursing pathway, which means you can join OSF as an entry level, frontline Mission Partner, and go from no education — not even a high school diploma— and [pursue] a pathway all the way to a Doctorate in Nursing if you so desire."

Jacki Fugitt
Vice President, Shared Services and Strategic Partnerships at OSF HealthCare

Case Study

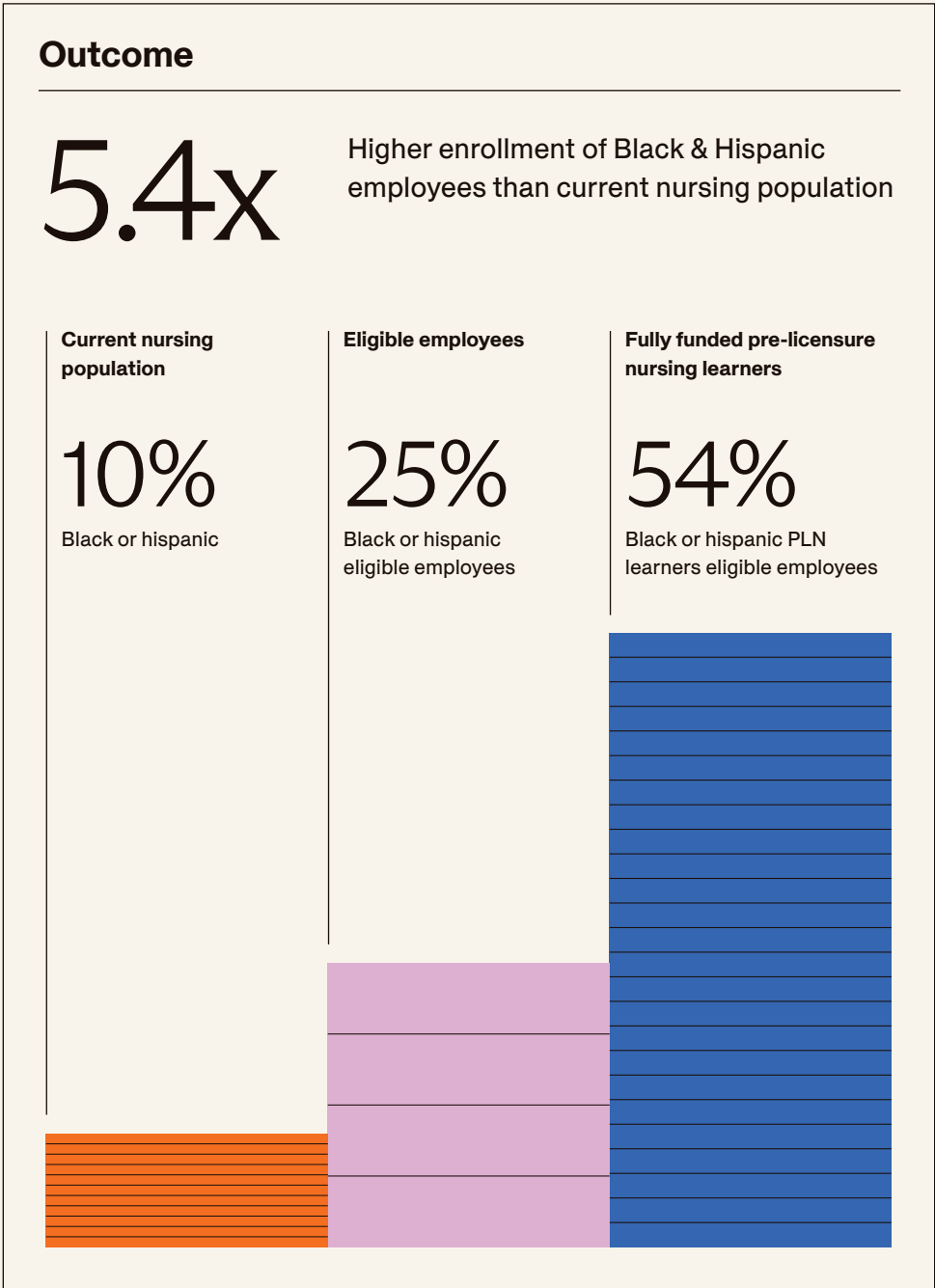# Improving workforce diversity in pre-licensure nursing programs

Challenge

A health system wanted to create a **pipeline of diverse talent entering nursing.**

Solution

This health system implemented a fully funded pre-licensure nursing program that reduced barriers and created on-ramps to enable Black and Hispanic employees to enroll, **advancing health equity initiatives.**

Outcome

5.4x

Higher enrollment of Black & Hispanic employees than current nursing population

Current nursing population

10%

Black or hispanic

Eligible employees

25%

Black or hispanic eligible employees

Fully funded pre-licensure nursing learners

54%

Black or hispanic PLN learners eligible employees

Turn acquisition and development into a talent flywheel.

Addressing today's talent challenges highlights the need for various functions within HR and people teams to work together differently.

De-siloing the work of leaders in various people roles shifts the paradigm to better align with what's best for healthcare employees and the patients they're serving. Making this connection is critical as organizations shift into value-based care.

Trends to *beat:*

The cost of leaving talent goals and functions siloed.

→ **Siloed talent acquisition and development can limit operating models.**

Neglecting to integrate key people and HR functions can lead organizations to overlook valuable opportunities for optimizing internal talent pipelines.

A recent survey conducted by The Josh Bersin Company shows that just 17% of HR teams and professionals say that their organization has a process to prioritize resources to problems, and only 18% believe HR tech is focused on the employee experience.[19]

→ **A fragmented approach stifles the agility and internal mobility that organizations — and employees — need.**

Poor communication between HR and people teams can unnecessarily inflate organizational tech stacks and processes for achieving mobility.

When employees have to navigate disjointed systems to understand their benefit, explore careers, find the right program, and access the support they need to pursue career growth, talent goals suffer.

The disconnect between talent acquisition and development also misses the strategic financial advantage of career mobility: the savings in recruitment, ramp time, and onboarding that comes from building internal pipelines to fill roles that would normally be filled externally.[20]

Trends to *set:*

Turn talent acquisition and development functions into a collaborative engine.

→ **Help recruiting and workforce development functions work in tandem to drive savings and create opportunity.**

Talent development and talent acquisition teams should inform one another's efforts through sharing critical information about skills gaps and pipeline.

Closing this loop can unlock internal pipelines, drive employee retention and engagement, and broaden access to opportunity — without leaving business leaders and department heads to figure out mobility on their own.

Guide the mindset shift necessary for value-based care.

Becker's Hospital Review recently asked 65 healthcare organization executives and leaders for their predictions for the industry over the next three years. A common theme almost across-the-board was a need to better center on patients, and to build and strengthen the ecosystems that improve patient care and the employee experience. [21]

Yet despite an awareness that transformation is necessary, the sense that leaders and organizations are prepared for these changes lagging. A recent survey of healthcare executives, IT and tech leaders, and clinicians shows that roughly half agreed that their leadership knows which initiatives to prioritize. [22]

Before the practicalities and logistics of transitioning to value-based care can be addressed, many organizations will need to prioritize a mindset shift as part of their change management process.
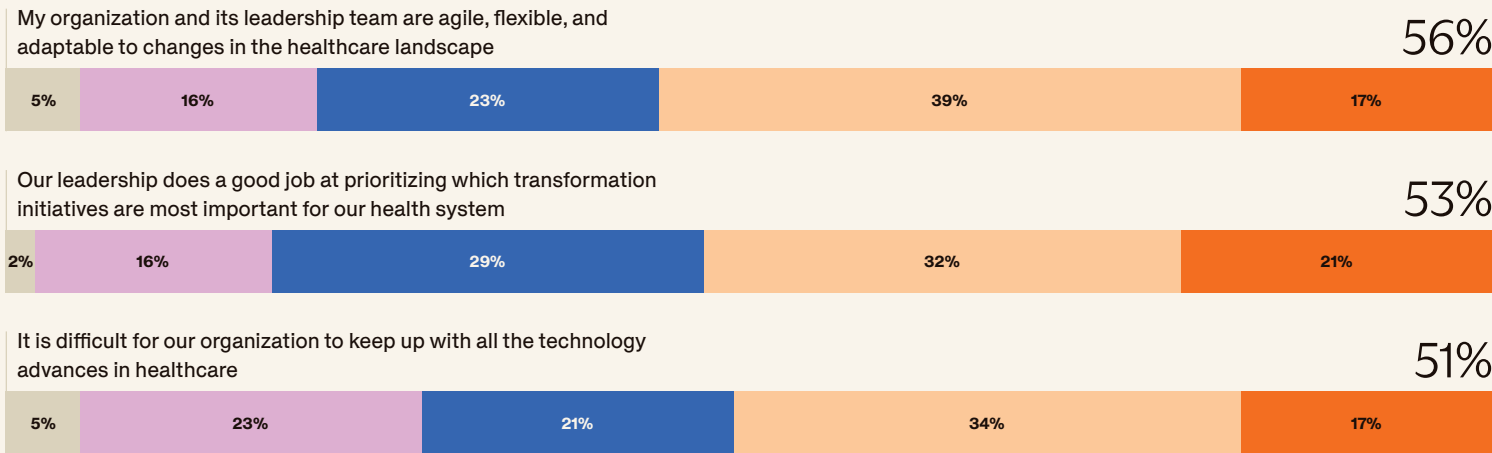
*"So much of our talent acquisition, recruitment industry is heavily focused externally, it's on stealing talent from your competitors. **And that's a fundamentally different skill set from growing your own people.** It's also fundamentally different from helping folks who are new to the industry grow within it.*

An internal mobility team enables the recruitment team to go out and hire inexperienced folks, bring them into entry point seats, and then help them grow and grow in a way that they wouldn't be able to do on their own."

Jeff Johnson
Director for Workforce Pipelines, Bon Secours Mercy Health

Watch the full video here.

Healthcare employees and clinicians have doubts about their organizations' readiness for change.

Legend:
- Strongly disagree
- Somewhat disagree
- Neutral
- Somewhat agree
- Strongly agree

My organization and its leadership team are agile, flexible, and adaptable to changes in the healthcare landscape — 56%

Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
5%	16%	23%	39%	17%

Our leadership does a good job at prioritizing which transformation initiatives are most important for our health system — 53%

Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
2%	16%	29%	32%	21%

It is difficult for our organization to keep up with all the technology advances in healthcare — 51%

Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
5%	23%	21%	34%	17%

n=100
Source: HIMSS Healthcare Leadership Survey, 2022

Trends to *beat:*

Overlooking employees whose growth and development are already supported by the organization — and who stand to make the transition to value-based care possible.

→ **Looking outside of the organization to fill critical roles..**

The significant shifts in care coordination and collaboration necessary for value-based care mean healthcare leaders need employees who are not only mission-aligned, but who know their organization well, too.

Today's healthcare workforce is eager for advancement. At one Guild partner employer, 8 out of 10 Medical Assistant Certificate graduates moved into a certified Medical Assistant role within 6 months of graduation, from starting roles such as Receptionist and Patient Service Representative.

A recent Guild survey showed that 40% of frontline employees in non-clinical frontline roles aspired to move into patient-facing roles.[23]

Overlooking the potential that current employees have to fill high-demand roles risks losing the institutional knowledge important to improving operational efficiencies along with the opportunity to strengthen internal talent pipelines.

36%

Thirty-six percent of healthcare workers said they looked for a new job recently.[24]
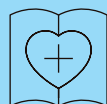

The opportunity to grow careers has staying power for the talent who will make value-based care a reality.
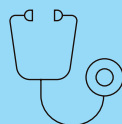
3.4x

Employees enrolled in nursing programs were 3.4x less likely to leave their organization.

2.6x

Employees enrolled in other healthcare education were 2.6x less likely to leave their organization.

Guild's internal data of learners relative to non-Guild nurses and healthcare employees over the last 12 months as of 07/01/2023 from employers who have provided the required data for at least 13 months post launch

Trends to set:

Think of employees as mission-aligned partners.

→ **Leverage momentum from current and future healthcare clinicians who see value-based care as the future of healthcare.**

A recent global Elsevier report shows that most healthcare students and current clinicians believe the future of healthcare will be focused on quality of patient care.[25] Explore ways to leverage caregiver enthusiasm to standardize approaches to value-based care and rethink individual clinical roles within broader teams.

"In the next 10 years there will be a greater focus on the importance of quality patient experience."

79%

75%

■ % Students agree	■ % Clinicians agree
2023: N= 2,212	2022: N= 2,838
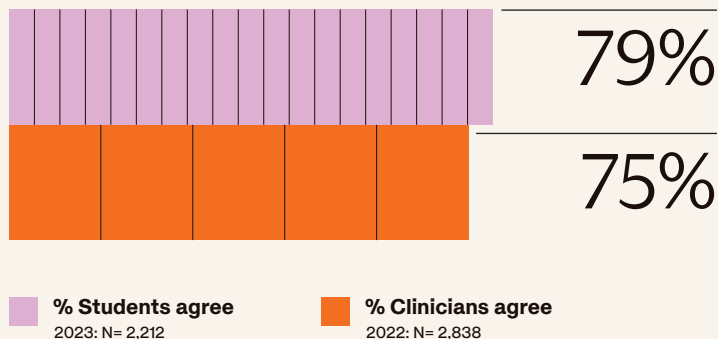
Exact numbers vary by statement.
Source: Elsevier, Clinician of the Future: Elevating global voices in healthcare, p.34, 2023.

Lead a change management effort — not just internal case-making.

→ **Know what matters most to your colleagues and empower their decision-making through your expertise in the employee experience.**

Be prepared to share how key metrics — like time to acquire talent and percentage of job roles open — and key outcomes — like expected gains in engagement and retention — translate across colleagues' areas of concern.

Taking the right approach to culture and mobility is an operational imperative.

"We have millions of encounters per year. Staffing facilities is a matter of life and death," **Allan Calonge, Chief People Officer for Bon Secours** explained, adding that since launching with Guild, Bon Secours Mercy Health saw turnover plummet, along with a significant reduction in vacancies. Employees who became Guild learners were 3.1x less likely to leave — and 56% of hires cited Bon Secours Mercy Health's education benefit as a critical factor in joining the organization.

Conclusion

What healthcare leaders can do today.

Today's healthcare employees have been through the same external chaos that leaders have been working to alleviate: they experienced a global pandemic, found themselves at the epicenter of the war for talent, bear much of the day-to-day burdens of the talent crisis, and face daily uncertainty stemming from an unpredictable economy to the potential impact of new technologies on their careers.

The increased influence talent and HR leaders feel today is an opportunity to make life better for a workforce that continues to make a future in value-based care possible in the face of unprecedented challenges.

– Know the values and needs of the next wave of healthcare workers to build employee experiences aligned with them.

– Use AI to reduce administrative burden and increase patient-facing time and equip your entire workforce with the AI fluency necessary for digital transformation.

– Explore flexible models to alleviate staffing shortages and make upskilling more attainable.

– De-silo talent acquisition and talent development.

– Provide tuition-free skilling programs to drive internal mobility.

– Bring empathy for the responsibilities and outcomes key decision-makers have.

Helpful resources

For building the healthcare workforce of the future

– Webinar: **How to shape a future-ready healthcare workforce**

– Checklist: **How to evaluate talent solutions in healthcare**

For evaluating and championing talent mobility solutions

– E-book: **AI training for your entire workforce**

– Toolkit: **Champion's Toolkit**

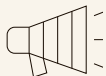## For insights from today's HR & talent thought leaders

– **Guild Opportunity Summit 2023 Trends & Insights**

– **Dean Carter's CHRO Compass**

The future of work can work for everyone.

Guild helps healthcare employees build the careers they want by gaining the skills their organizations need.

Co-create a scalable career mobility and skilling strategy

Launch and market programs to the employees and the public

Curate a custom catalog of credential programs, from short-form certifications to postgraduate degrees

Align learning with career pathways and priority roles

Provide 1:1 coaching and resources to learners

Measure program ROI

Schedule a conversation with an expert and see how Guild's Opportunity PlatformTM can impact your workforce and talent development goals.

Let's unlock opportunity together.

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4 National Society of High School Scholars, 2022 Career Interest Survey, p.16, 18

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7 Rollan Oliveira, Susana and José Silas González, Nursing Professionals within the Intergenerational Context during the 20th and 21st Centuries: an Integrative Review, 2021

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