



2022 HTM
Retention
Survey
Results

ABOUT AAMI

The Association for the Advancement of Medical Instrumentation (AAMI), a nonprofit organization founded in 1967, is a diverse community of more than 10,000 members united by one important mission—the development, management, and use of safe and effective health technology. AAMI is the primary source of consensus standards, both national and international, for the medical device industry, as well as practical information, support, and guidance for healthcare technology and sterilization professionals. AAMI also produces high-quality and objective information on health technology and related processes and issues. AAMI is not an advocacy organization and prides itself on the objectivity of its work.

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INTRODUCTION

With nearly half of the Healthcare Technology Management (HTM) field over the age of 55, employee retention is at the forefront of all HTM managers' minds. As HTM professionals begin to retire and exit the field, many job opportunities for existing HTM professionals will become available.

When job options become available, HTM employers need to ensure they retain their existing talent. Losing talented employees in conjunction with the retiring employees is detrimental to any HTM department's operations and may affect patient care. Retention also can affect employee productivity and morale.

Recognizing that retention is at the forefront of most HTM managers' concerns, AAMI's Healthcare Technology Leadership Committee (HTLC), whose main objective is to support the interests of HTM managers and leaders, created a survey to better understand what matters most to an HTM professional when deciding to stay with or leave an employer.

PROCESS

A subcommittee of AAMI's HTLC developed a seven-question survey (administered via SurveyMonkey) that asked the following anonymous questions over a four-week period (from Jan. 16 to Feb. 20, 2022).

- 1. Please select the top THREE items that matter most to you when deciding whether to stay with or change an employer.**
 - a. Internal opportunities for advancement and growth
 - b. Compensation and benefits package
 - c. Work environment/atmosphere
 - d. Training and development opportunities
 - e. Diversity
 - f. Geographical location
 - g. Confidence in your direct management/organization's leadership
 - h. Flexible work environment
 - i. Rewards/recognition programs
 - j. Organizational mission
 - k. Work/life balance
 - l. Having a defined career ladder with clear and consistent expectations for promotions
 - m. Being part of a union
 - n. Your peers and teammates
- 2. In your experience, what has a current or past employer done well that has made you want to stay at that organization? (Please DO NOT identify the employer.)**
- 3. What has a current or past employer done poorly that has made you want to leave that organization? (Please DO NOT identify the employer.)**

4. What is your age range?

- a. Under 18
- b. 18–24
- c. 25–34
- d. 35–44
- e. 45–54
- f. 55–64
- g. 65+

5. What is your gender?

- a. Male
- b. Female
- c. Non-binary

6. What is your job role?

- a. BMET
- b. Field service engineer
- c. Clinical engineer
- d. HTM manager/director/VP
- e. HTM consultant
- f. HTM administrative support

7. What is your race?

- a. Alaskan Native or Native American
- b. Asian or Pacific Islander
- c. Black or African American
- d. Hispanic or Latinx
- e. White or Caucasian
- f. Multi or Biracial
- g. Prefer not to answer

All questions were created to be 100% anonymous, and AAMI did not ask for any personal information that would identify the participant or the organization for which they worked. The survey was open to everyone in the field regardless of AAMI membership. AAMI's goal was to publish the aggregate/summary results.

The survey was distributed widely to achieve the most comprehensive results possible. AAMI published the survey in its news publication *AAMI News*, on all AAMI social media channels, and emailed all HTM contacts (members and nonmembers) in its database. Members of the HTLC distributed the survey through their network of contacts and personal social media accounts. AAMI's vice president of HTM also emailed points of contact at HTM independent service organizations (ISOs), AAMI's Technology Management Council (TMC), all points of contact from the regional HTM associations, *24x7 Magazine*, *TechNation*, and the American College of Clinical Engineering. All entities agreed to help AAMI and the HTLC distribute the survey.

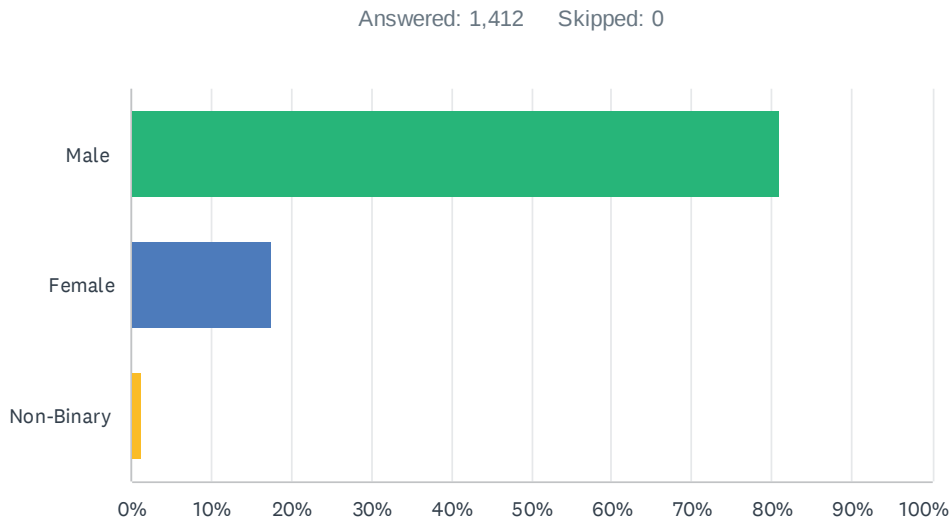
RESULTS

In total, the 2022 survey garnered 1,412 responses—the most responses to an HTM survey conducted by AAMI.

Demographic Breakdown of All Survey Respondents

Survey Respondents' Gender Breakdown

At over 80%, the overwhelming percentage of respondents were male. In AAMI's 2021 HTM Demographic Survey, a little over 10% of the HTM field identified as female, so over 80% of the 2022 survey respondents identifying as male is not surprising. It is also worth noting that there is a small community (just greater than 1%) of HTM professionals that identify as non-binary.

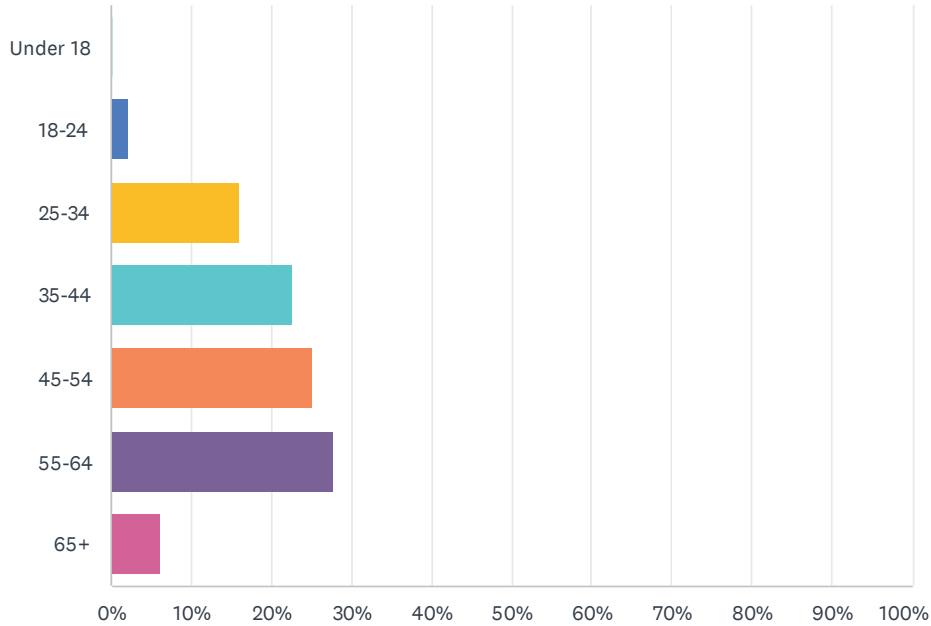


ANSWER CHOICES	RESPONSES
Male	81.09% 1,145
Female	17.56% 248
Non-Binary	1.35% 19
TOTAL	1,412

Survey Respondents' Age Breakdown

60% of survey respondents were over the age of 45. These results align with AAMI's 2021 HTM Demographic Survey findings, which concluded that more than half of the HTM field is over the age of 55. It is also worth noting that over 6% of respondents are past retirement age.

Answered: 1,412 Skipped: 0

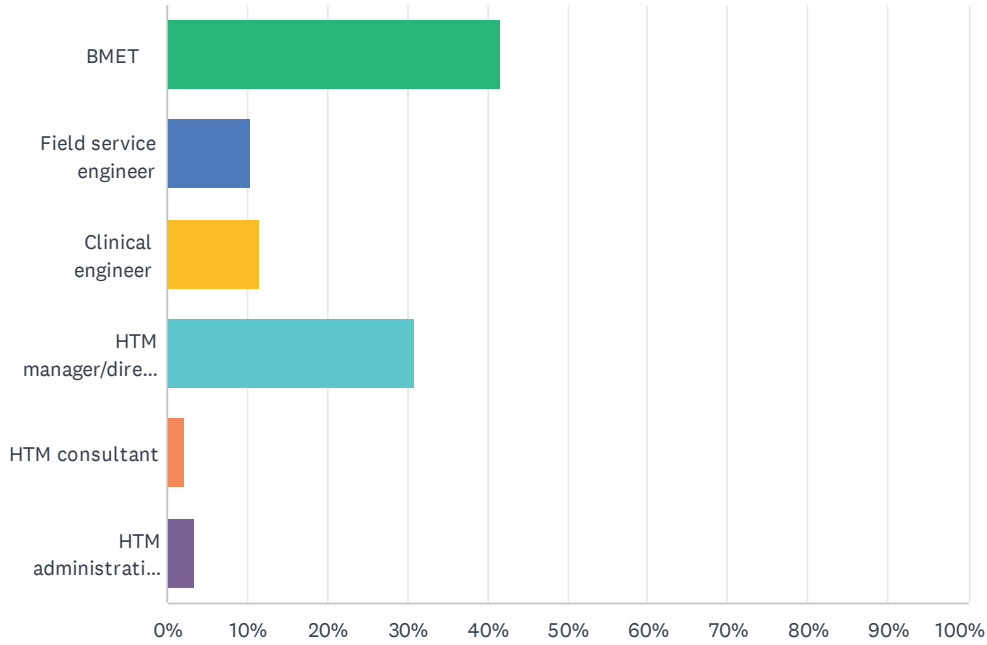


ANSWER CHOICES	RESPONSES
Under 18	0.21% 3
18-24	2.05% 29
25-34	16.08% 227
35-44	22.52% 318
45-54	25.21% 356
55-64	27.69% 391
65+	6.23% 88
TOTAL	1,412

Survey Respondents' HTM Job Roles

Over 63% of survey respondents were frontline HTM professionals (BMETs + FSE + Clinical Engineers) and 52% of respondents were technicians (BMETs + FSE).

Answered: 1,412 Skipped: 0

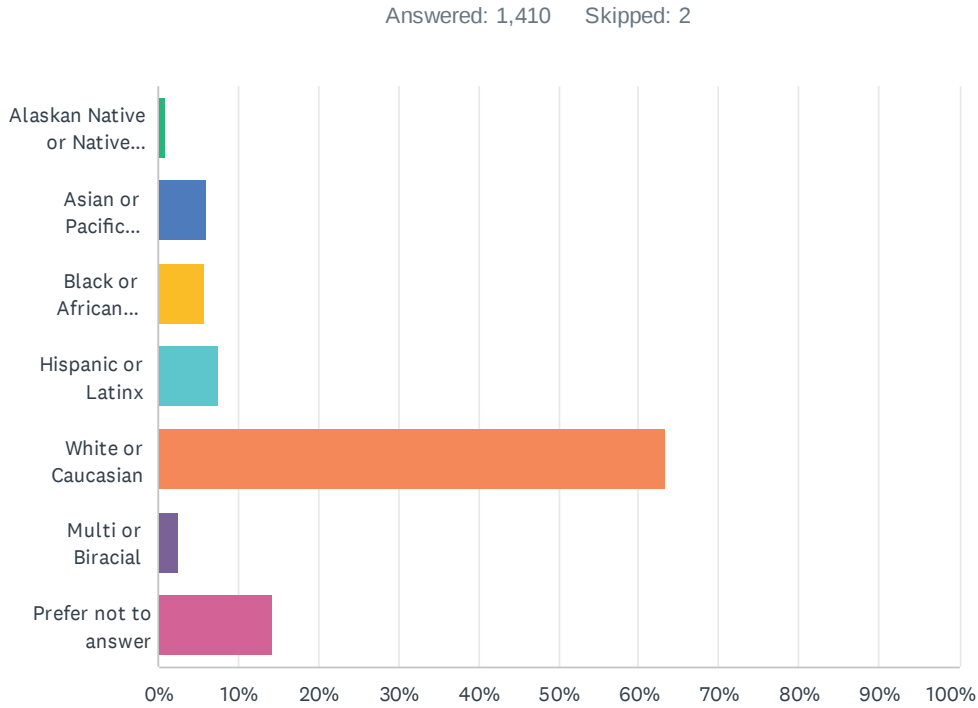


ANSWER CHOICES	RESPONSES	
BMET	41.50%	586
Field service engineer	10.48%	148
Clinical engineer	11.61%	164
HTM manager/director/VP	30.88%	436
HTM consultant	2.05%	29
HTM administrative support	3.47%	49
TOTAL		1,412

Survey Respondents' Race Breakdown

Respondents to the HTM Retention survey predominantly identified as White/Caucasian. Even with 14% of survey respondents choosing not to disclose their race, this breakdown aligns to the results of AAMI's 2021 HTM Demographic Survey. The results of that survey found that 8.5% of HTM professionals were Black/African American and 7.7% were Hispanic/Latinx.

Additionally, 200 respondents, or 14.18% of survey participants, chose not to disclose their race. All charts analyzing race and retention trends include only the data of the 1,210 individuals that did disclose their race, whereas the rest of the charts include the data of the full 1,412 participants.

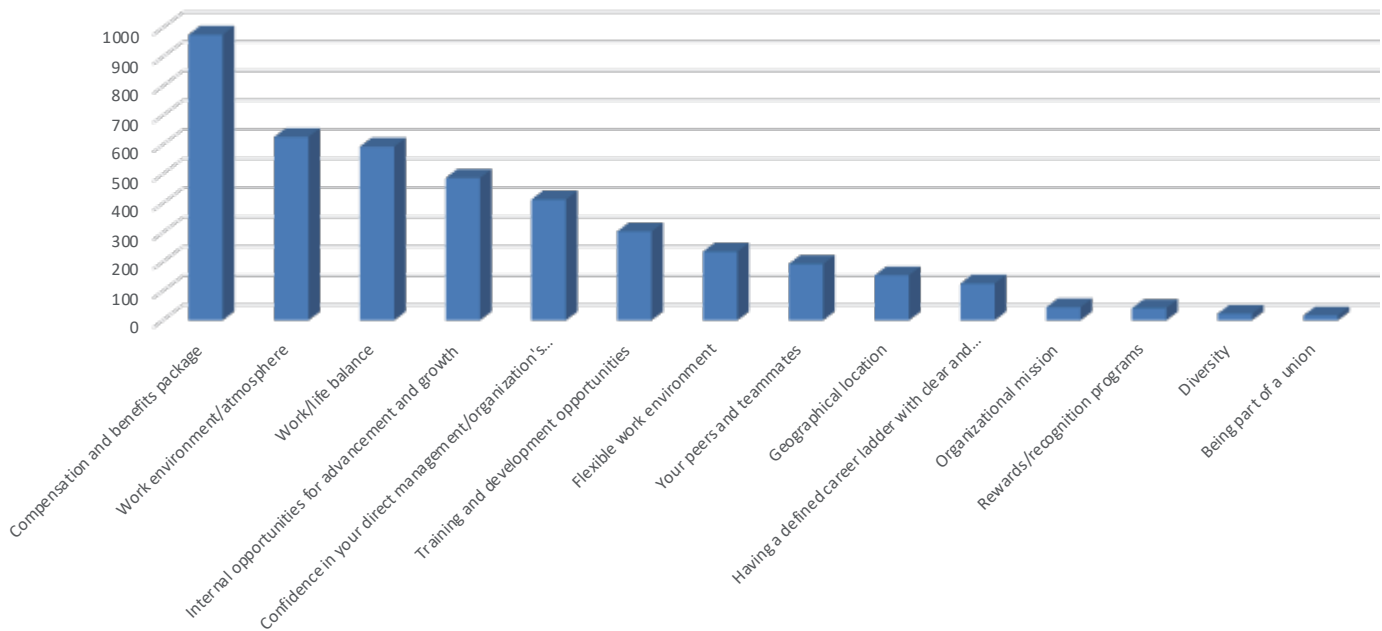


ANSWER CHOICES	RESPONSES
Alaskan Native or Native American	0.85% 12
Asian or Pacific Islander	6.03% 85
Black or African American	5.67% 80
Hispanic or Latinx	7.45% 105
White or Caucasian	63.33% 893
Multi or Biracial	2.48% 35
Prefer not to answer	14.18% 200
TOTAL	1,410

HTM Retention Priorities Broken Out by Various Demographics

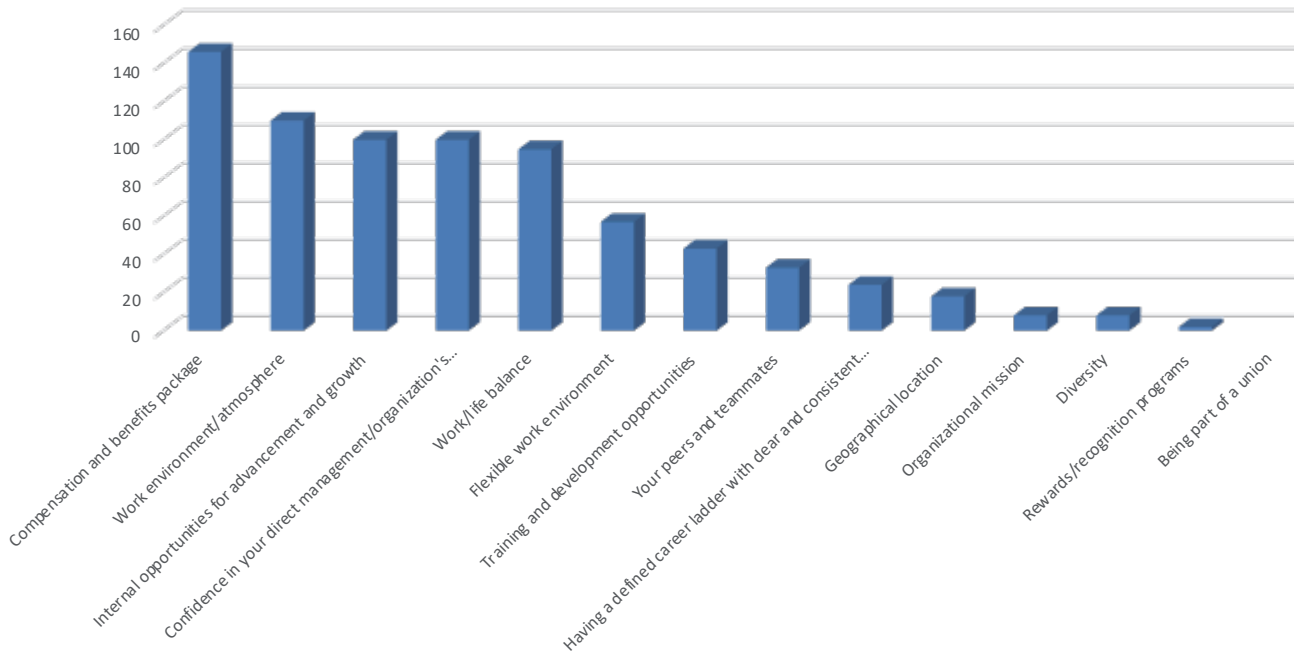
AAMI conducted an analysis of respondents' retention priority data in Microsoft Excel using pivot tables. Data were filtered by gender, age, job role, and race to identify any trends that varied from the overall combined data. Graphs and data tables show retention priorities from highest to lowest in each demographic grouping. The top priorities for each demographic grouping are highlighted in each table.

HTM Retention: All Data



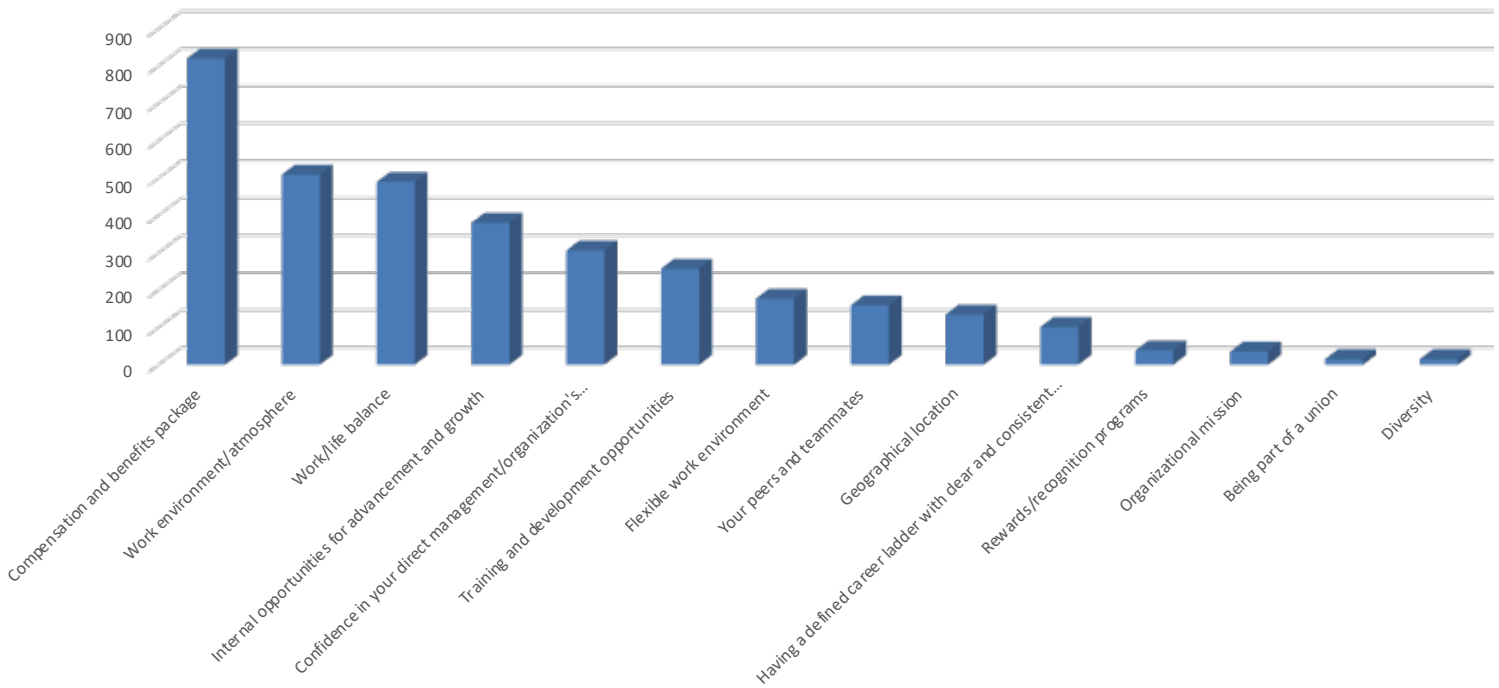
ALL RESPONDENT DATA—1,412 Total	
Compensation and benefits package	976
Work environment/atmosphere	627
Work/life balance	594
Internal opportunities for advancement and growth	487
Confidence in your direct management/organization's leadership	413
Training and development opportunities	304
Flexible work environment	235
Your peers and teammates	193
Geographical location	154
Having a defined career ladder with clear and consistent expectations for promotions	126
Organizational mission	45
Rewards/recognition programs	42
Diversity	23
Being part of a union	17

HTM Retention: Female



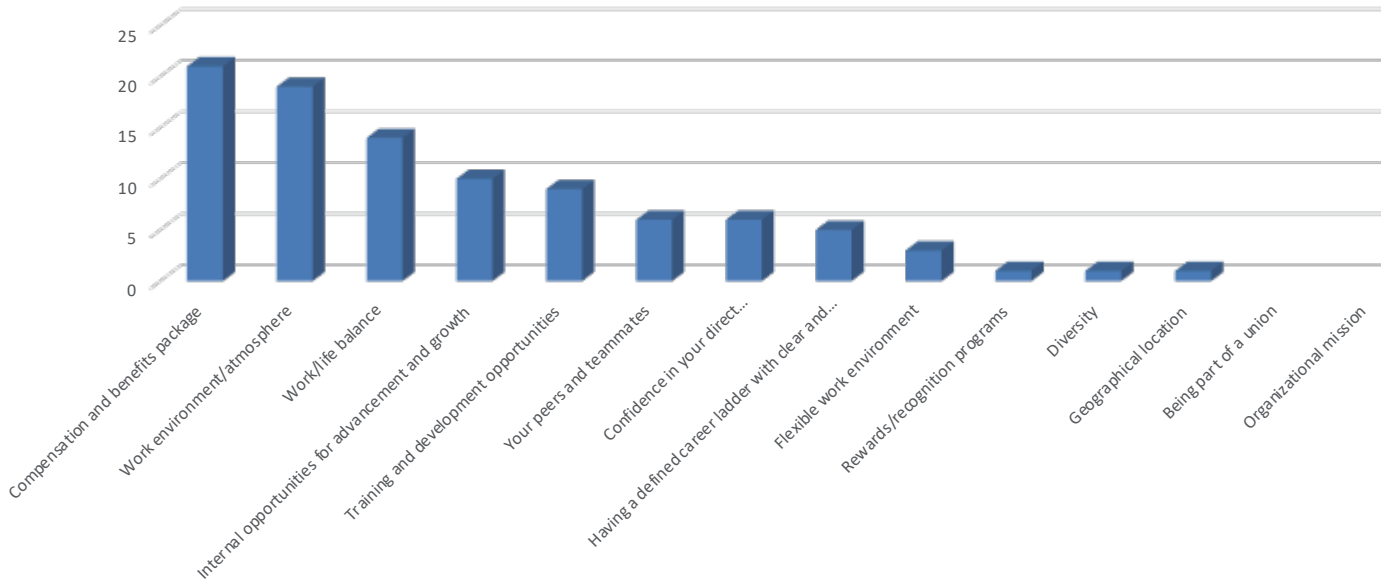
FEMALE RESPONDENT DATA	
Total Number of Respondents	372
Compensation and benefits package	146
Work environment/atmosphere	110
Internal opportunities for advancement and growth	100
Confidence in your direct management/organization's leadership	100
Work/life balance	95
Flexible work environment	57
Training and development opportunities	43
Your peers and teammates	33
Having a defined career ladder with clear and consistent expectations for promotions	24
Geographical location	18
Organizational mission	8
Diversity	8
Rewards/recognition programs	2
Being part of a union	0

HTM Retention: Male



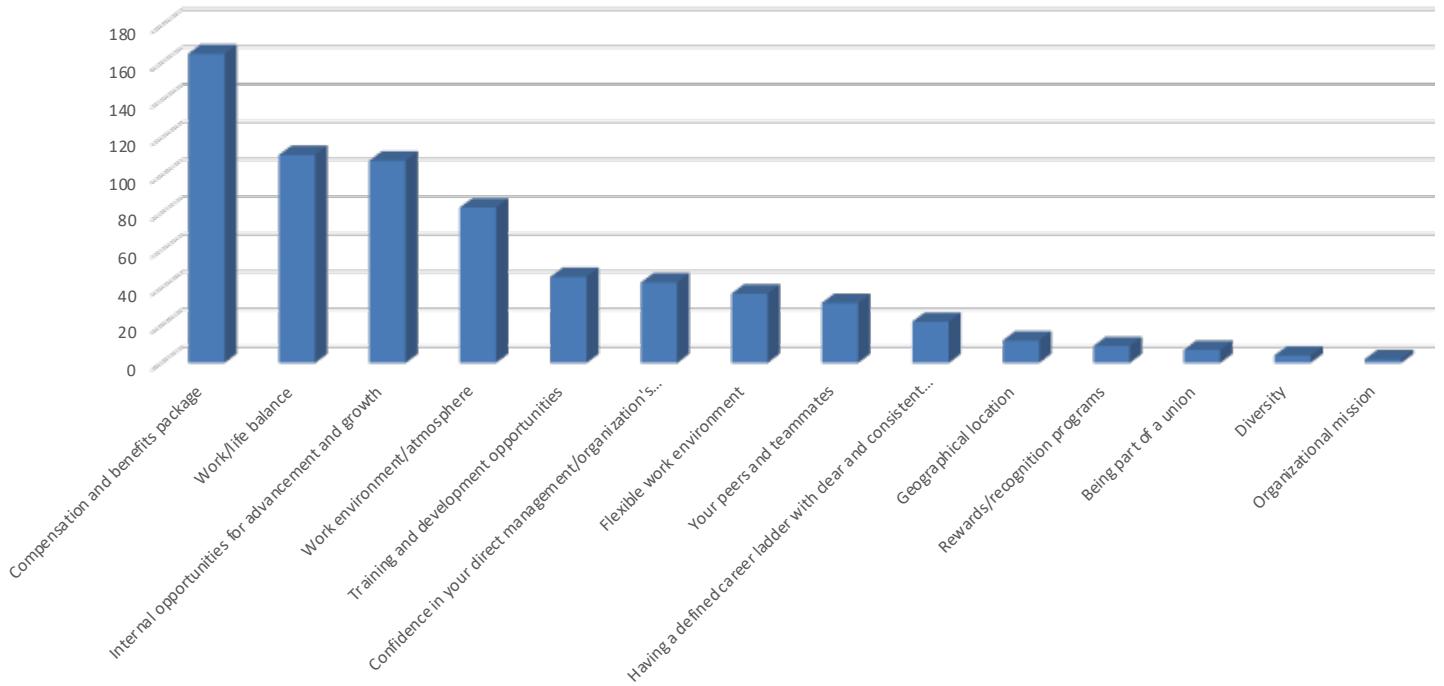
MALE RESPONDENT DATA	
Total Number of Respondents	1,145
Compensation and benefits package	820
Work environment/atmosphere	509
Work/life balance	489
Internal opportunities for advancement and growth	380
Confidence in your direct management/organization's leadership	306
Training and development opportunities	257
Flexible work environment	177
Your peers and teammates	159
Geographical location	134
Having a defined career ladder with clear and consistent expectations for promotions	101
Rewards/recognition programs	38
Organizational mission	35
Being part of a union	15
Diversity	15

HTM Retention: Under 25



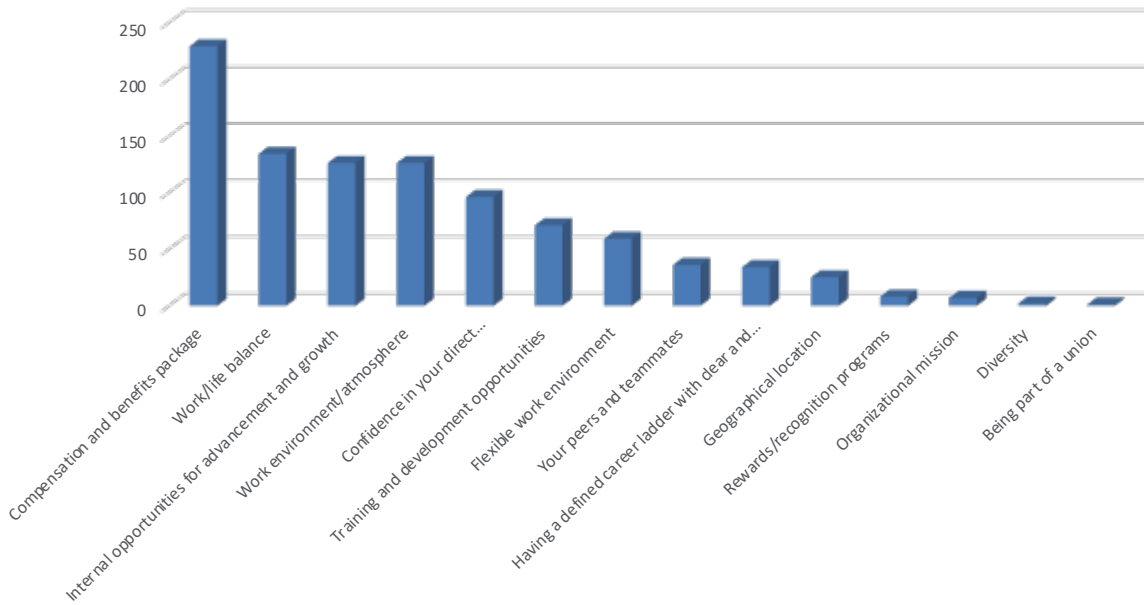
UNDER 25 RESPONDENT DATA	
Total Number of Respondents	32
Compensation and benefits package	21
Work environment/atmosphere	19
Work/life balance	14
Internal opportunities for advancement and growth	10
Training and development opportunities	9
Your peers and teammates	6
Confidence in your direct management/organization's leadership	6
Having a defined career ladder with clear and consistent expectations for promotions	5
Flexible work environment	3
Rewards/recognition programs	1
Diversity	1
Geographical location	1
Being part of a union	0
Organizational mission	0

HTM Retention: Ages 25–34



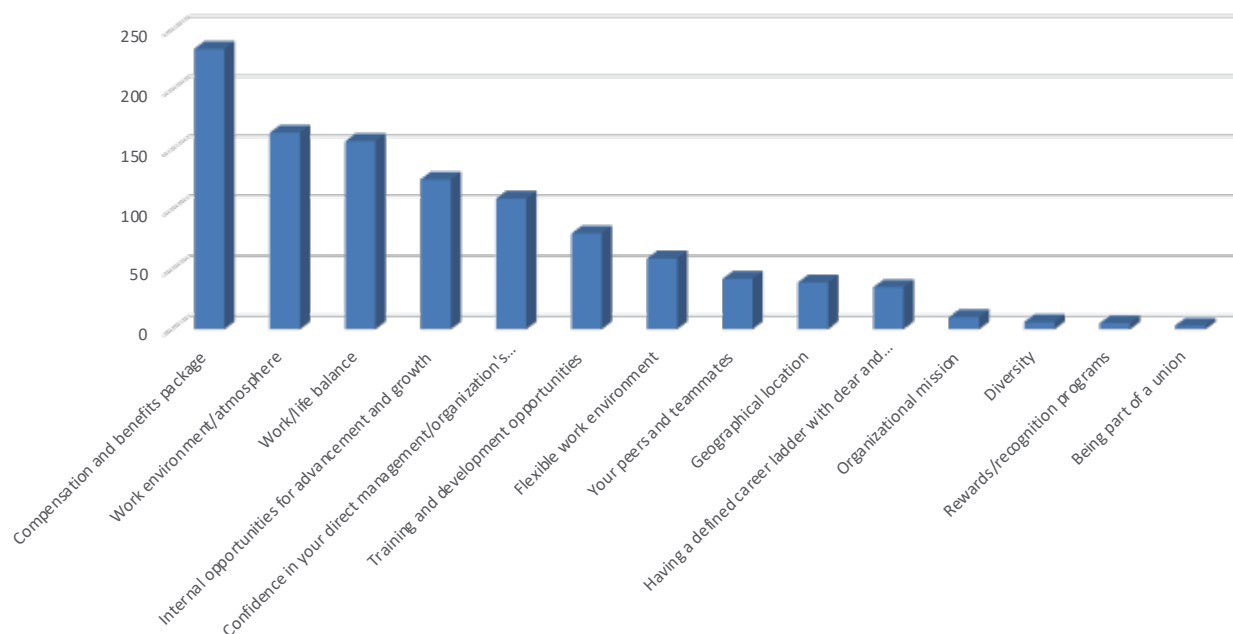
AGES 25–34 RESPONDENT DATA	
Total Number of Respondents	227
Compensation and benefits package	165
Work/life balance	111
Internal opportunities for advancement and growth	108
Work environment/atmosphere	83
Training and development opportunities	46
Confidence in your direct management/organization's leadership	43
Flexible work environment	37
Your peers and teammates	32
Having a defined career ladder with clear and consistent expectations for promotions	22
Geographical location	12
Rewards/recognition programs	9
Being part of a union	7
Diversity	4
Organizational mission	2

HTM Retention: Ages 35–44



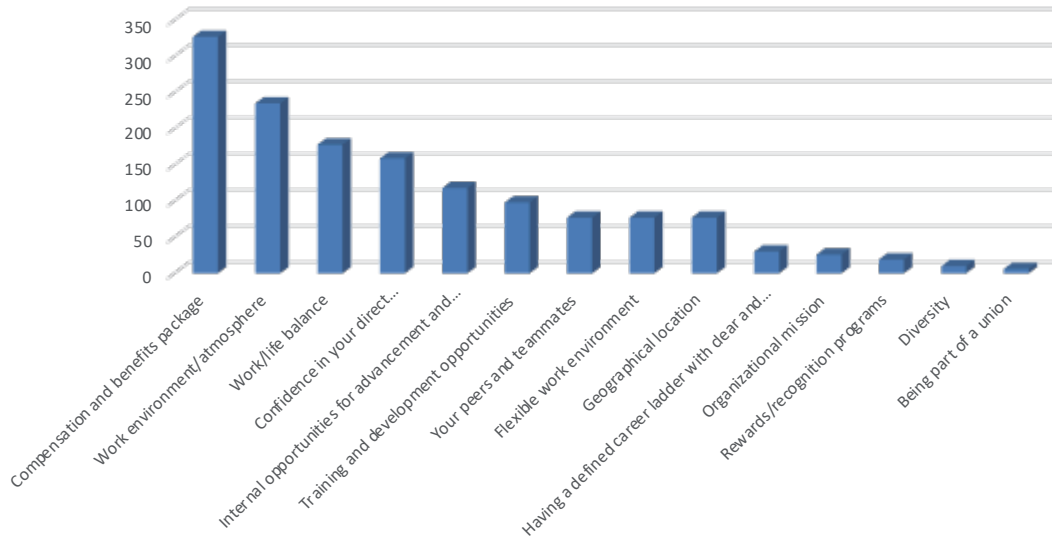
AGES 35–44 RESPONDENT DATA	
Total Number of Respondents	318
Compensation and benefits package	229
Work/life balance	134
Internal opportunities for advancement and growth	126
Work environment/atmosphere	126
Confidence in your direct management/organization's leadership	96
Training and development opportunities	71
Flexible work environment	59
Your peers and teammates	36
Having a defined career ladder with clear and consistent expectations for promotions	34
Geographical location	25
Rewards/recognition programs	8
Organizational mission	7
Diversity	2
Being part of a union	1

HTM Retention: Ages 45–54



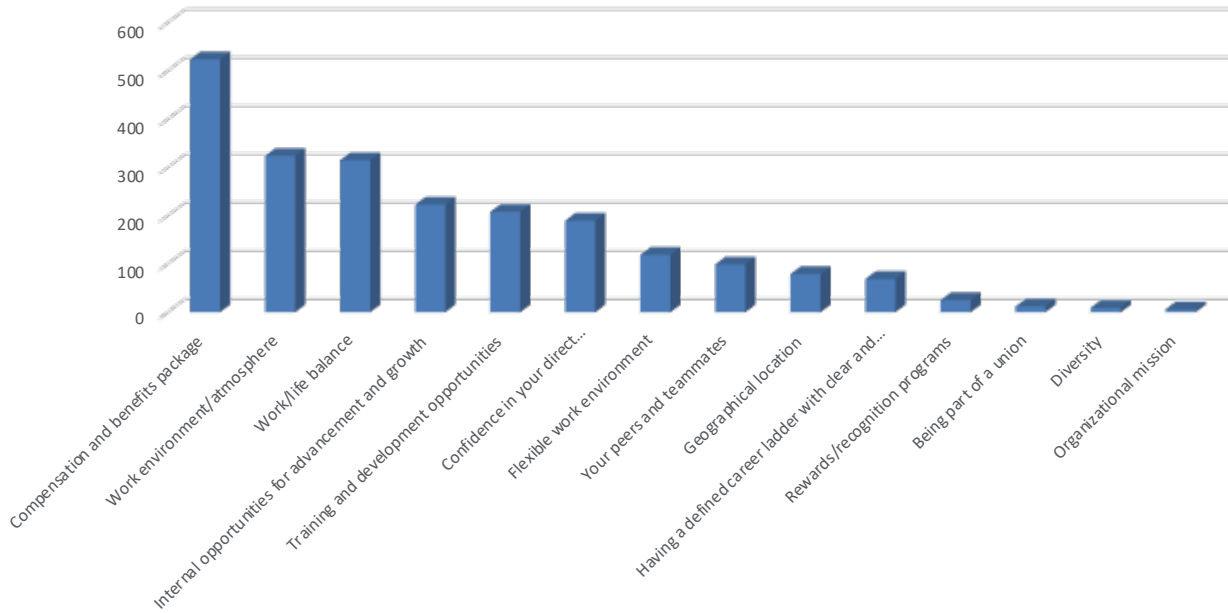
AGES 45–54 RESPONDENT DATA	
Total Number of Respondents	356
Compensation and benefits package	234
Work environment/atmosphere	164
Work/life balance	157
Internal opportunities for advancement and growth	125
Confidence in your direct management/organization's leadership	109
Training and development opportunities	80
Flexible work environment	59
Your peers and teammates	42
Geographical location	39
Having a defined career ladder with clear and consistent expectations for promotions	35
Organizational mission	10
Diversity	6
Rewards/recognition programs	5
Being part of a union	3

HTM Retention: Age 55+



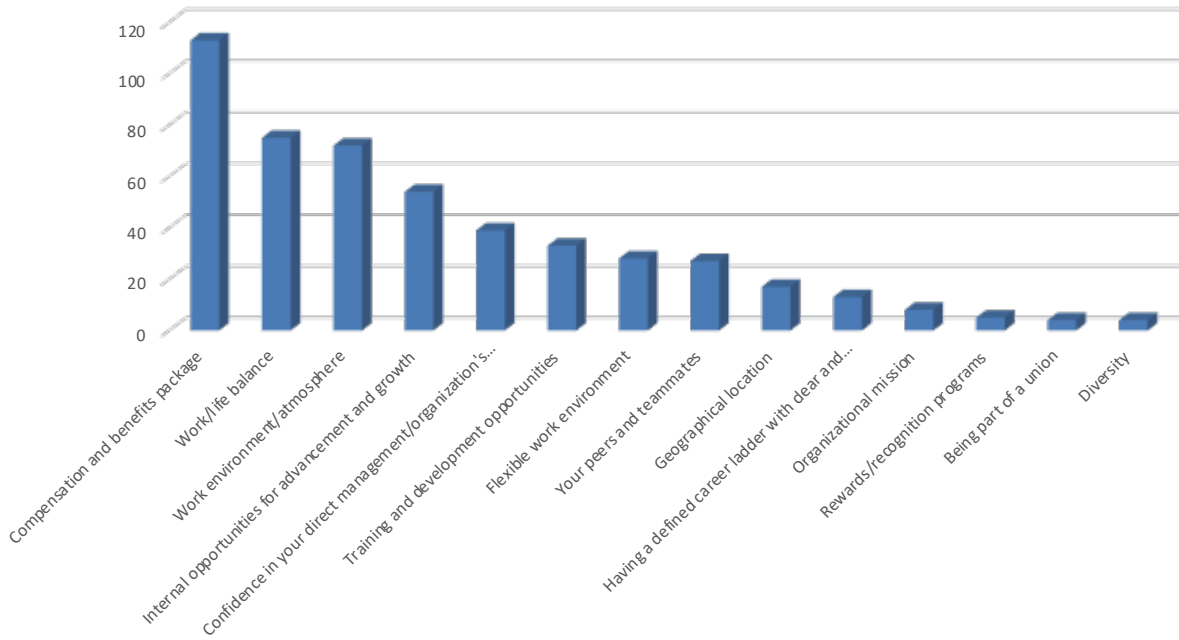
AGE 55+ RESPONDENT DATA	
Total Number of Respondents	479
Compensation and benefits package	327
Work environment/atmosphere	235
Work/life balance	178
Confidence in your direct management/organization's leadership	159
Internal opportunities for advancement and growth	118
Training and development opportunities	98
Your peers and teammates	77
Flexible work environment	77
Geographical location	77
Having a defined career ladder with clear and consistent expectations for promotions	30
Organizational mission	26
Rewards/recognition programs	19
Diversity	10
Being part of a union	6

HTM Retention: Technician (BMET + FSE)



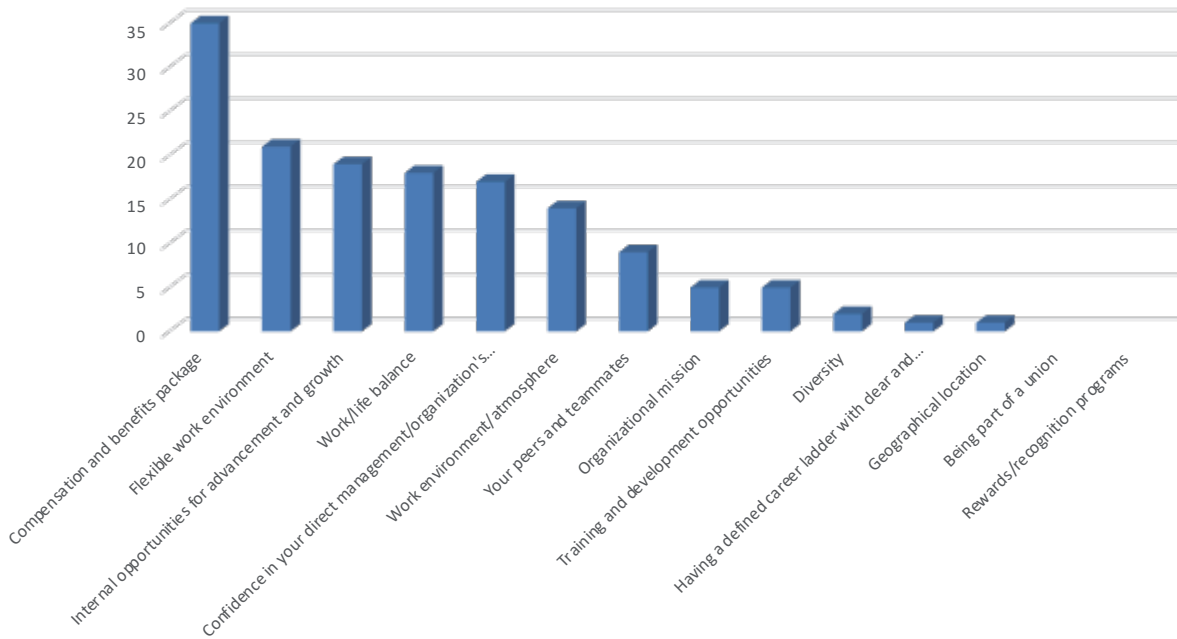
TECHNICIAN (BMET + FSE) RETENTION DATA	
Total Number of Respondents	734
Compensation and benefits package	524
Work environment/atmosphere	324
Work/life balance	315
Internal opportunities for advancement and growth	223
Training and development opportunities	208
Confidence in your direct management/organization's leadership	190
Flexible work environment	119
Your peers and teammates	99
Geographical location	79
Having a defined career ladder with clear and consistent expectations for promotions	69
Rewards/recognition programs	25
Being part of a union	12
Diversity	9
Organizational mission	6

HTM Retention: Clinical Engineer



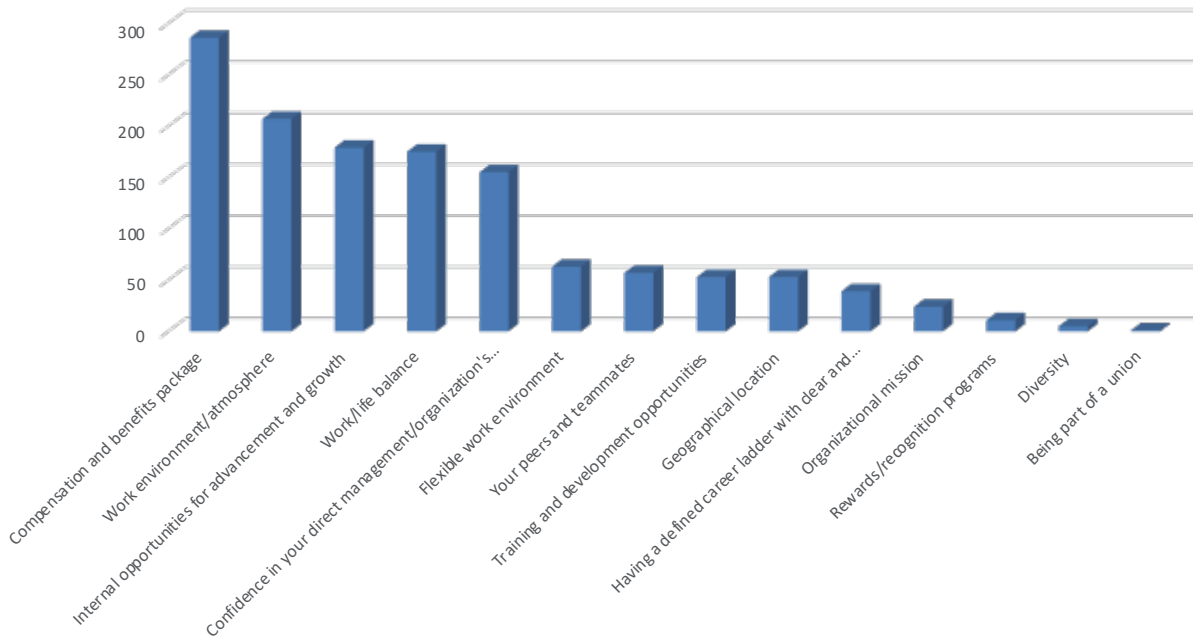
CLINICAL ENGINEER RETENTION DATA	
Total Number of Respondents	164
Compensation and benefits package	113
Work/life balance	75
Work environment/atmosphere	72
Internal opportunities for advancement and growth	54
Confidence in your direct management/organization's leadership	39
Training and development opportunities	33
Flexible work environment	28
Your peers and teammates	27
Geographical location	17
Having a defined career ladder with clear and consistent expectations for promotions	13
Organizational mission	8
Rewards/recognition programs	5
Being part of a union	4
Diversity	4

HTM Retention: HTM Administrative Support



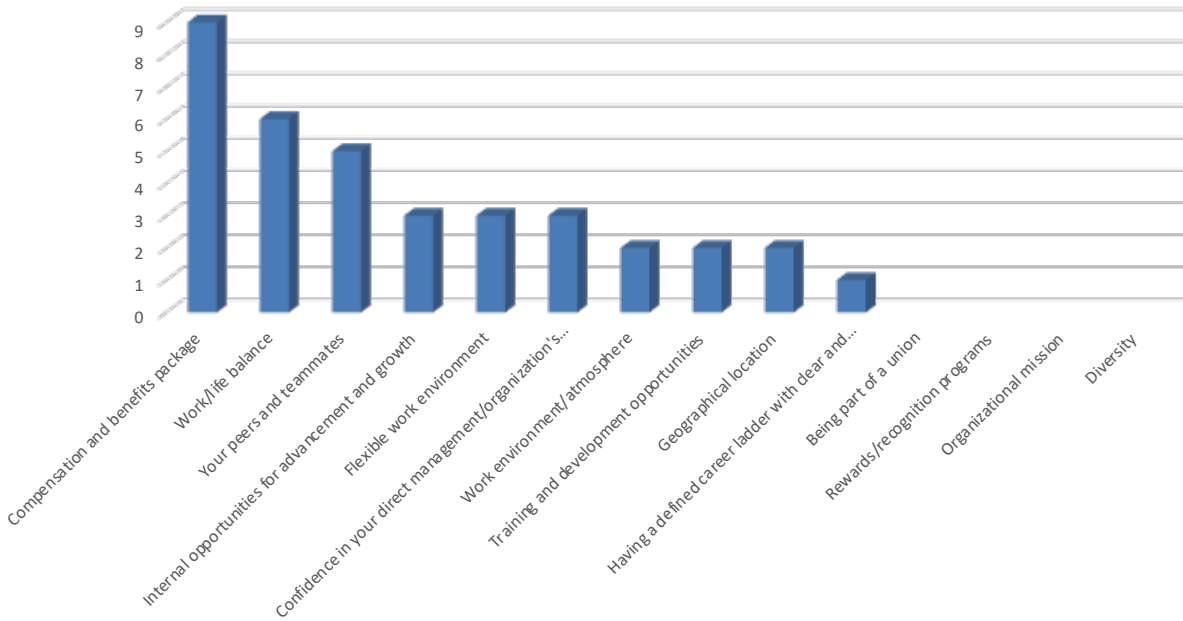
HTM ADMINISTRATIVE SUPPORT RETENTION DATA	
Total Number of Respondents	49
Compensation and benefits package	35
Flexible work environment	21
Internal opportunities for advancement and growth	19
Work/life balance	18
Confidence in your direct management/organization's leadership	17
Work environment/atmosphere	14
Your peers and teammates	9
Organizational mission	5
Training and development opportunities	5
Diversity	2
Having a defined career ladder with clear and consistent expectations for promotions	1
Geographical location	1
Being part of a union	0
Rewards/recognition programs	0

HTM Retention: HTM Manager



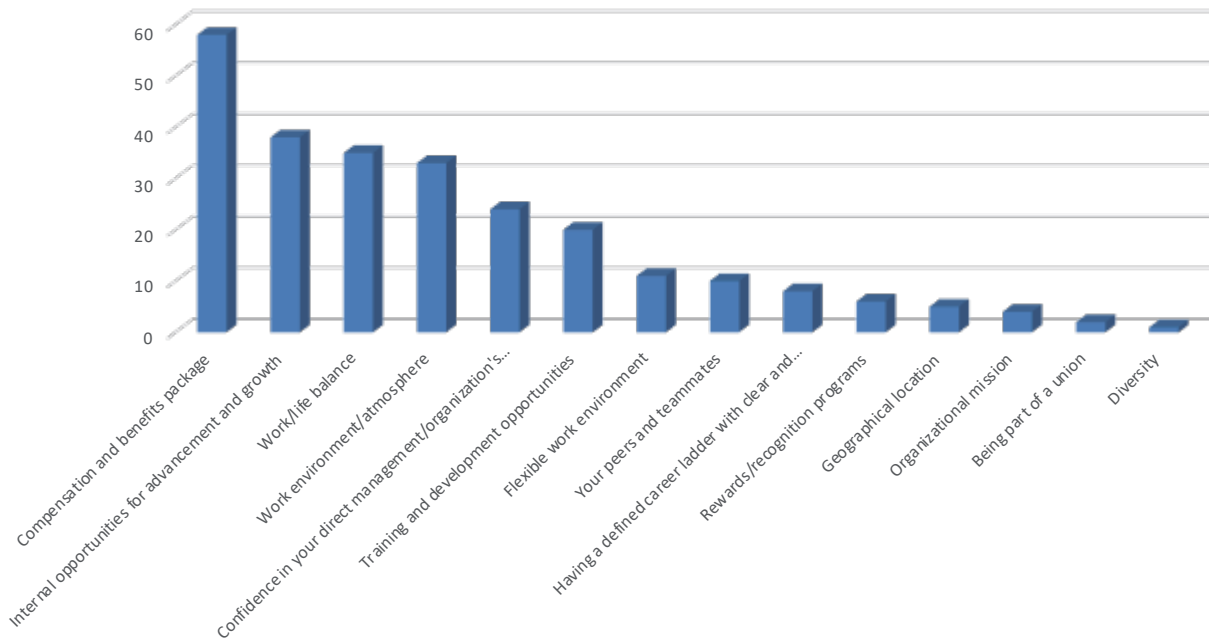
HTM MANAGER RETENTION DATA	
Total Number of Respondents	436
Compensation and benefits package	286
Work environment/atmosphere	207
Internal opportunities for advancement and growth	179
Work/life balance	175
Confidence in your direct management/organization's leadership	155
Flexible work environment	63
Your peers and teammates	57
Training and development opportunities	53
Geographical location	53
Having a defined career ladder with clear and consistent expectations for promotions	39
Organizational mission	24
Rewards/recognition programs	11
Diversity	5
Being part of a union	1

HTM Retention: Alaskan Native or Native American



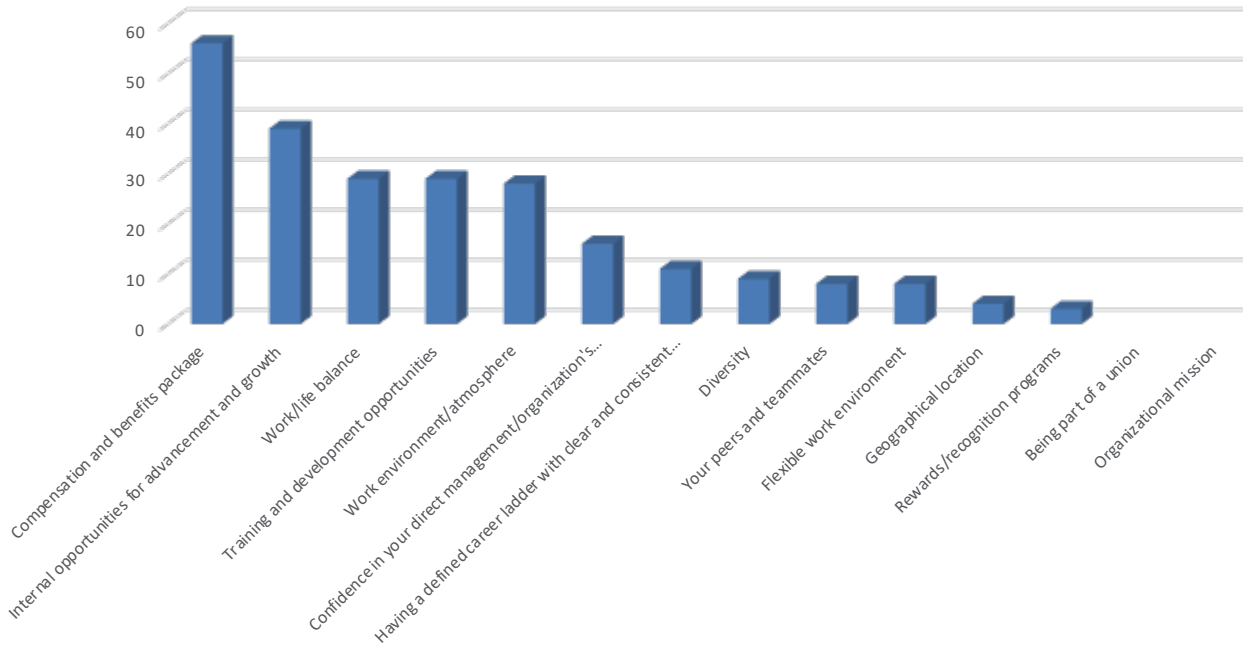
ALASKAN NATIVE OR NATIVE AMERICAN RETENTION DATA	
Total Number of Respondents	12
Compensation and benefits package	9
Work/life balance	6
Your peers and teammates	5
Internal opportunities for advancement and growth	3
Flexible work environment	3
Confidence in your direct management/organization's leadership	3
Work environment/atmosphere	2
Training and development opportunities	2
Geographical location	2
Having a defined career ladder with clear and consistent expectations for promotions	1
Being part of a union	0
Rewards/recognition programs	0
Organizational mission	0
Diversity	0

HTM Retention: Asian or Pacific Islander



ASIAN OR PACIFIC ISLANDER RETENTION DATA	
Total Number of Respondents	85
Compensation and benefits package	58
Internal opportunities for advancement and growth	38
Work/life balance	35
Work environment/atmosphere	33
Confidence in your direct management/organization's leadership	24
Training and development opportunities	20
Flexible work environment	11
Your peers and teammates	10
Having a defined career ladder with clear and consistent expectations for promotions	8
Rewards/recognition programs	6
Geographical location	5
Organizational mission	4
Being part of a union	2
Diversity	1

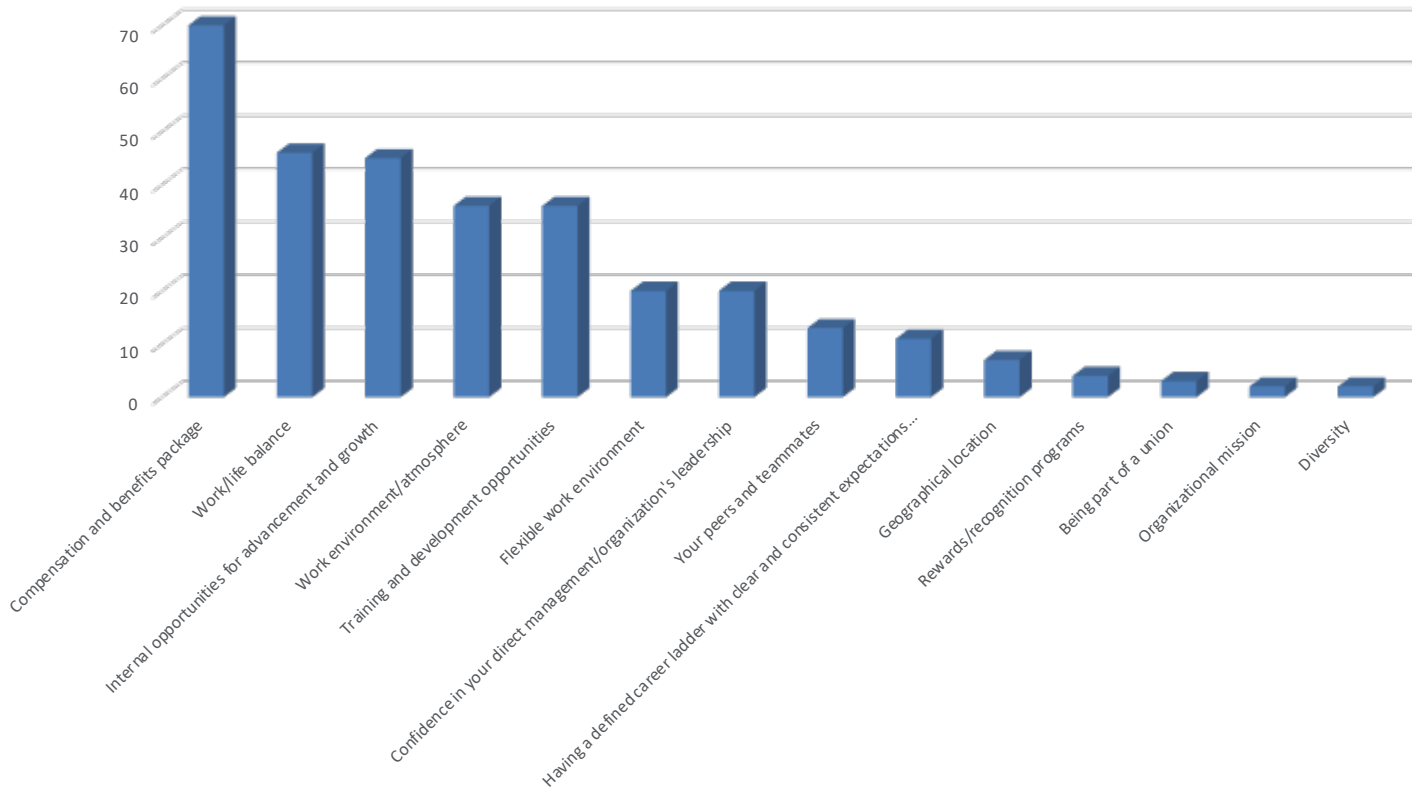
HTM Retention: Black or African American



BLACK OR AFRICAN AMERICAN RESPONSE DATA

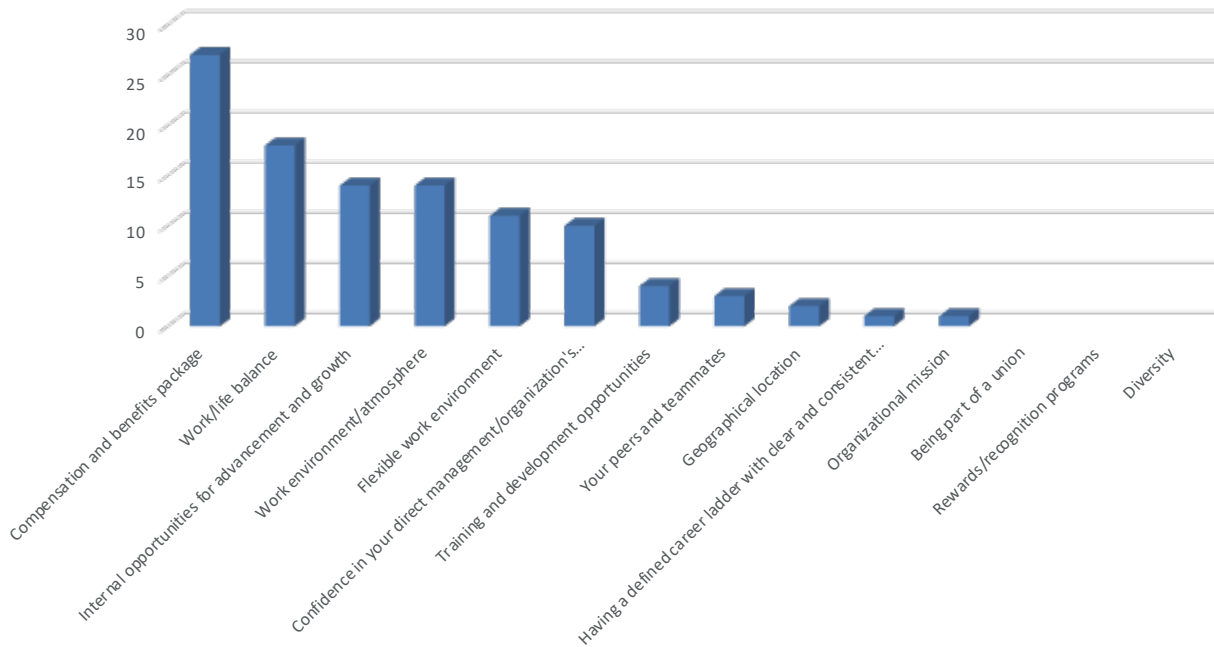
Total Number of Respondents	80
Compensation and benefits package	56
Internal opportunities for advancement and growth	39
Work/life balance	29
Training and development opportunities	29
Work environment/atmosphere	28
Confidence in your direct management/organization's leadership	16
Having a defined career ladder with clear and consistent expectations for promotions	11
Diversity	9
Your peers and teammates	8
Flexible work environment	8
Geographical location	4
Rewards/recognition programs	3
Being part of a union	0
Organizational mission	0

HTM Retention: Hispanic or Latinx



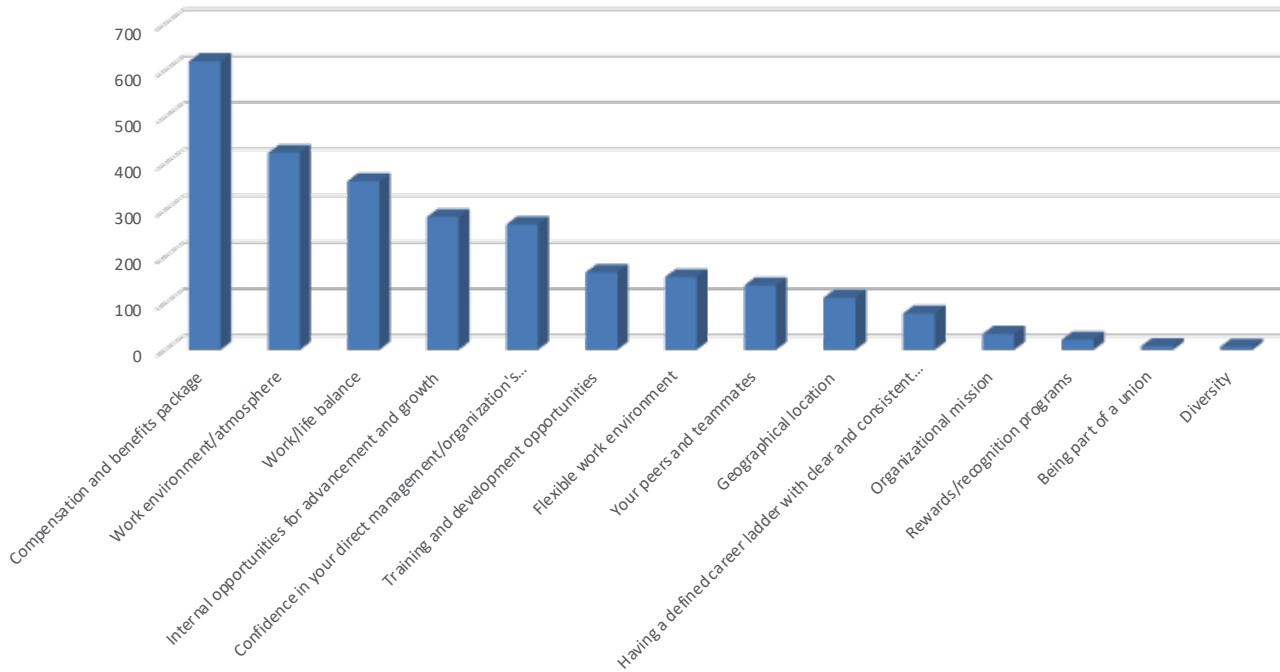
HISPANIC OR LATINX RESPONSE DATA	
Total Number of Respondents	105
Compensation and benefits package	70
Work/life balance	46
Internal opportunities for advancement and growth	45
Work environment/atmosphere	36
Training and development opportunities	36
Flexible work environment	20
Confidence in your direct management/organization's leadership	20
Your peers and teammates	13
Having a defined career ladder with clear and consistent expectations for promotions	11
Geographical location	7
Rewards/recognition programs	4
Being part of a union	3
Organizational mission	2
Diversity	2

HTM Retention: Multi or Biracial



MULTI OR BIRACIAL RESPONSE DATA	
Total Number of Respondents	35
Compensation and benefits package	27
Work/life balance	18
Internal opportunities for advancement and growth	14
Work environment/atmosphere	14
Flexible work environment	11
Confidence in your direct management/organization's leadership	10
Training and development opportunities	4
Your peers and teammates	3
Geographical location	2
Having a defined career ladder with clear and consistent expectations for promotions	1
Organizational mission	1
Being part of a union	0
Rewards/recognition programs	0
Diversity	0

HTM Retention: White or Caucasian



WHITE OR CAUCASIAN RESPONSE DATA	
Total Number of Respondents	893
Compensation and benefits package	619
Work environment/atmosphere	423
Work/life balance	362
Internal opportunities for advancement and growth	285
Confidence in your direct management/organization's leadership	269
Training and development opportunities	166
Flexible work environment	156
Your peers and teammates	138
Geographical location	112
Having a defined career ladder with clear and consistent expectations for promotions	78
Organizational mission	34
Rewards/recognition programs	22
Being part of a union	8
Diversity	7

Analysis of HTM Retention Priorities Broken Out by Demographics

No matter how the data was filtered, “*compensation and benefits package*” ranked as the top priority in every demographic grouping.

With the exception of the HTM Administrative Support group, all groups had either “*work/life balance*” or “*work environment/atmosphere*” in their top three priorities. Nine of the groups had ranked both in their top three priorities and, overall, “*work/life balance*” and “*work environment/atmosphere*” ranked the number two and three priorities for HTM professionals in general.

The demographic grouping identifying as Female ranked “*work/life balance*” the lowest of any of the groups. Female respondents were the only group who ranked “*work/life balance*” behind both “*internal opportunities for advancement and growth*” and “*confidence in your direct management/organization’s leadership*.”

“*Internal opportunities for advancement and growth*” only appeared in the top three priorities for the Female, Ages 25–24, Ages 25–34, HTM Manager, Asian/Pacific Islander, Black/African American, Hispanic/Latinx, and Multi/Biracial groups. This means that HTM professionals who fall into one of these groups care more about promotional opportunities when deciding to stay or leave an organization.

Furthermore, Asian/Pacific Islander and Black/African American are the only groups that ranked “*internal opportunities for advancement and growth*” as their number two retention priority, the highest ranking in any of the demographic groupings.

The Black/African American group was also the only group that ranked “*training and development opportunities*” in the top four priorities, where it tied for third.

Only 0.84% of respondents identified as Alaskan Native or Native American. With such little data, it is difficult to make a firm conclusion about what definitively matters most to this group. However, this is the only demographic grouping where “*your peers and teammates*” ranked in the top three as a retention priority.

The HTM Administrative Support group is the only demographic grouping where a “*flexible work environment*” ranked in the top three for a retention priority.

“*Being part of a union*” ranked near the bottom of every group’s retention priority with only 17 votes total. It received zero votes in the Female, Under Age 25, HTM Administrative Support, Alaskan/Native American, Black/African American, and Multi/Biracial groups.

“*Diversity*” in the work environment also ranked as one of the lowest factors when HTM employees are deciding to stay or leave an employer. Even the demographic groupings that are traditionally classified as a minority in HTM (Female, Alaskan/Native American, Asian/Pacific Islander, Hispanic/Latinx, and Multi/Biracial) all scored “*diversity*” with 0 votes. However, the Black/African American group did rank “*diversity*” in the middle of their overall retention priorities. The White/Caucasian group also ranked “*diversity*” at the bottom of their retention priorities.

CONCLUSION

The results of this survey demonstrate that pay and benefits matter most to all HTM professionals when deciding whether to stay or leave a current employer. There is often speculation that pay does not matter as much for certain age generations (e.g., millennials), but the results of AAMI's HTM Retention Survey demonstrate otherwise. Fair and equitable pay is important to everyone.

The survey also demonstrates that HTM professionals who are in the Female, Ages 18–24, Ages 25–34, HTM Manager, Asian/Pacific Islander, Black/African American, Hispanic/Latinx, and Multi/Biracial groups care more about having the “*internal opportunity for growth*” than do those in other demographic groupings.

HTM professionals who are Asian/Pacific Islander and Black/African American responded that they care about “*internal opportunities for growth*” more than any of the other groups when deciding whether to stay or leave an organization.

Female HTM professionals responded that they care about “*work/life balance*” the least of any of the groups. Noting this is important not only for retention purposes but also to avoid burnout for this group.

A low priority for respondents was “*being part of a union.*” HTM professionals are clearly not choosing to stay or leave an organization based upon whether their program is unionized.

Employee retention promotes the health and success of any HTM operation. The time, stress, and cost of hiring and training new employees can be significant, and turnover can have a negative impact on HTM operations and, ultimately, patient safety. High HTM turnover brings about multiple problems, including high costs, knowledge loss, and low productivity.

AAMI and the HTLC produced this survey to help HTM employers and managers determine whether they are focusing on what matters most when attempting to retain talent. As demonstrated by the data, retention tactics cannot be standardized, as retention factors vary across demographics.



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