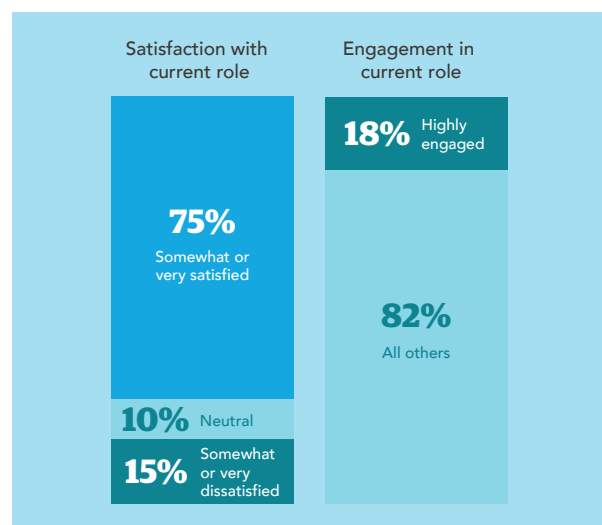


Executive Summary: 2025 CHG Healthcare Physician Sentiment Survey

The 2025 CHG Healthcare Physician Sentiment Survey reveals a critical paradox facing healthcare organizations today: While most physicians report satisfaction with their roles, a hidden engagement crisis threatens workforce stability. Based on responses from 920 practicing physicians, this research identifies the key drivers of engagement—and the leadership practices that make the difference between physicians who stay and thrive versus those at risk of leaving.

High satisfaction, low engagement

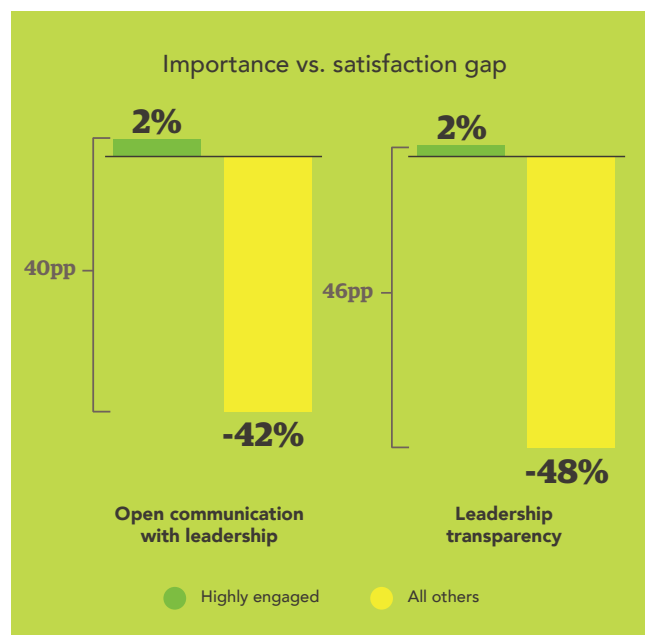
The data reveals a troubling reality: physicians may not be unhappy enough to leave immediately, but they're not engaged enough to thrive, advocate, or commit long term. With a net promoter score of -8, more physicians would discourage others from joining their organizations than would recommend them.



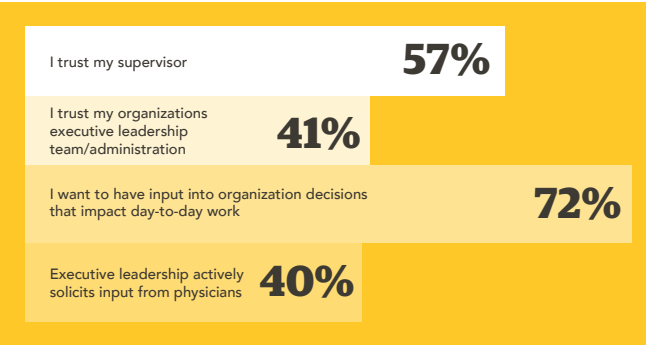
-8 Net Promoter Score

Leadership: The defining factor

The research identifies one clear differentiator between highly engaged physicians and all others: their relationship with leadership. Highly engaged physicians are 46 percentage points more likely to be satisfied with leadership transparency and 40 percentage points more likely to feel leadership communicates openly.



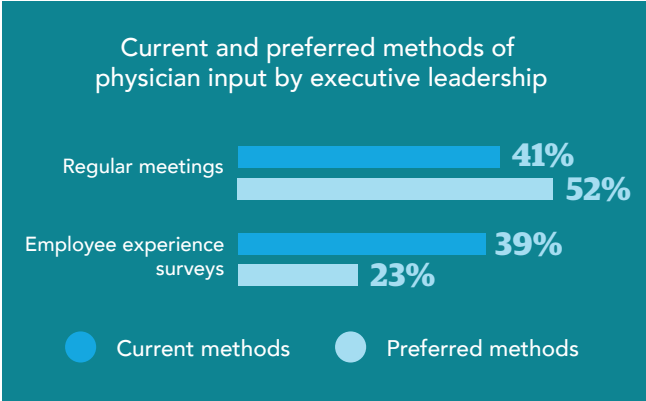
The gap is stark. While 57% of physicians trust their direct supervisors, only 41% trust executive leadership. Just 40% believe executive leadership actively solicits physician input—despite 72% wanting to provide it.



Most critically, 90% of highly engaged physicians report that executive leadership actively seeks and incorporates their input. Among less engaged peers, this figure drops dramatically.

The voice gap: Input without influence

Physicians want a seat at the table for decisions affecting their work. Seventy-one percent want involvement in technology decisions, yet most feel excluded. Top priorities for physician input include compensation models, job expectations, and AI implementation.



The preferred feedback mechanism? Face-to-face meetings over surveys. Physicians want dialogue, not data collection—authentic conversation where they see their input shape outcomes.

Workplace realities and economic pressures

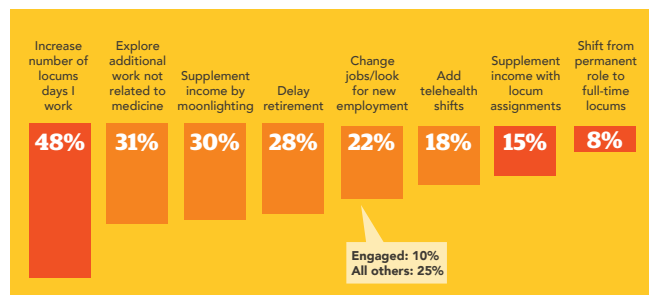
Physicians average 45 scheduled hours per week, plus 15 additional hours on administrative tasks. Documentation and bureaucracy dominate their concerns, with 34% citing leadership not listening as a major challenge—a figure that drops to just 8% among highly engaged physicians.



45% Highly concerned the economic climate will impact their career

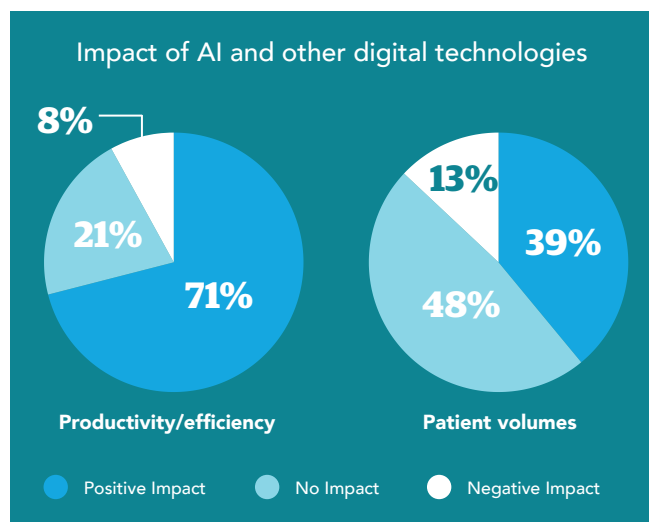
Economic concerns are mounting. Forty-five percent of physicians express high concern about the economy, with 64% growing more worried over the past year. In response, 31% plan to explore non-medical work and 30% intend to moonlight.

Notably, highly engaged physicians are far less likely to seek outside work—only 10% plan to change jobs versus 25% of others.



The AI opportunity and risk

Physicians see promise in artificial intelligence—71% expect it will improve efficiency and productivity. However, they're looking to AI to reduce administrative burden, not increase patient volumes. Only 39% believe AI will positively impact patient volumes, revealing a critical insight: Using efficiency gains to drive volume rather than reclaiming physician time risks accelerating burnout and disengagement.



Immediate actions for healthcare leaders

The most impactful improvements require no budget increases or structural overhauls—just intentional leadership practices:

Increase executive visibility. Establish regular touchpoints beyond formal surveys. Physicians respond to accessible, visible leadership.

Explain the “why.” Communicate not just what’s changing, but the business rationale, constraints, and trade-offs behind decisions.

Create meaningful input opportunities. Identify upcoming decisions where physician perspective adds strategic value, then demonstrate how that input influenced outcomes.

Partner on technology. Engage physicians in AI planning from the start—not just implementation—to ensure solutions reduce burden rather than redistribute it.

The business case

Highly engaged physicians represent significant organizational value. They’re more than twice as likely to stay, more resilient to external pressures, and better advocates for their organizations as a great place to work.

In an environment facing workforce shortages and economic uncertainty, physician engagement isn’t a nice-to-have—it’s a competitive advantage. The path forward is clear, actionable, and entirely within leadership’s control.

Methodology

The 2025 CHG Healthcare Physician Sentiments Survey was conducted in May 2025 by Hanover Research for CHG Healthcare. The study was fielded in May of 2025 and captured responses from 920 physicians currently practicing medicine within the U.S. healthcare system.

Strengthen physician engagement at your organization

Connect with a CHG Healthcare physician workforce strategist to discuss how these findings apply to your specific situation and explore strategies tailored to your needs.

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