



SNAPSHOT SURVEY

2021: Year in Review

RESULTS REPORT | **DECEMBER 2021**

2021: YEAR IN REVIEW

This “Year in Review” Snapshot Survey closes out 2021 with a focus on the individual ISPA members who make the spa industry so very special. The survey gained insight into their personal activities, habits and favorites versus the operations-focused questions that are highlighted in most surveys conducted throughout the year.

The majority of ISPA member respondents traveled within the last six months of 2021. Two-thirds of respondents (66%) traveled by air for a personal trip and slightly more than one half (57%) traveled by air for a work trip. Car travel and “staycations” were equally popular, with 65 percent of all respondents reporting that they had taken a personal road trip, and about a third of all respondents (31%) reporting that they had used vacation time but stayed close to home at some point in the latter half of the year. Respondents have also been on the move in 2021 with slightly more than one out of every four respondents (28%) having moved residential locations this year.

Over two-thirds of respondents (70%) noted they had donated to a philanthropic effort or organization, with only slightly fewer respondents (66%) practicing mindfulness and meditation. Nearly half (49%) of spa respondents noted they were experiencing burnout in their current job and 41 percent have not taken the time to visit a spa outside of work at any point during the year.

Workplace shifts and staffing shortages defined much of the past year, but enthusiasm for the spa industry remains high among industry professionals, with 89% of respondents noting they enjoy working in the spa industry. Thankfully, 86% of respondents believe they are appreciated at work for their contributions, with nearly a quarter (23%) actively seeking new job opportunities. A large majority (88%) of spa respondents shared they have taken on additional responsibilities at work this year; however, only 53 percent received a pay raise.

ISPA members took the time to share some of their favorite books, shows/movies, spa products and activities as well. If you are looking for a new book to settle down with and read over the holidays, you’ll find a plethora of options within the report. Yellowstone and Ted Lasso topped the list of favorite television shows among members and if you are looking for a new activity to explore in 2022, you may want to explore Pickleball, painting, cooking classes or starting a gratitude journal.

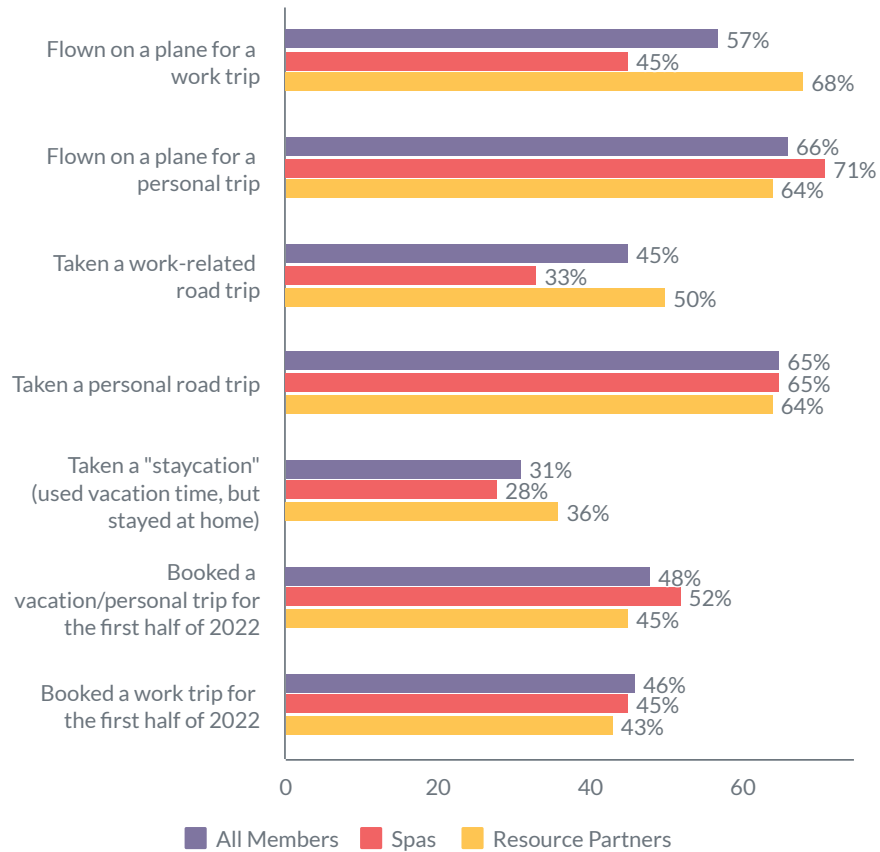
The results analysis of this survey includes answers from 220 spa industry professionals who completed the December Snapshot Survey in an eight-day period from November 30, 2021, to December 7, 2021.

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Which of the following activities, if any, have you done within the past six months?

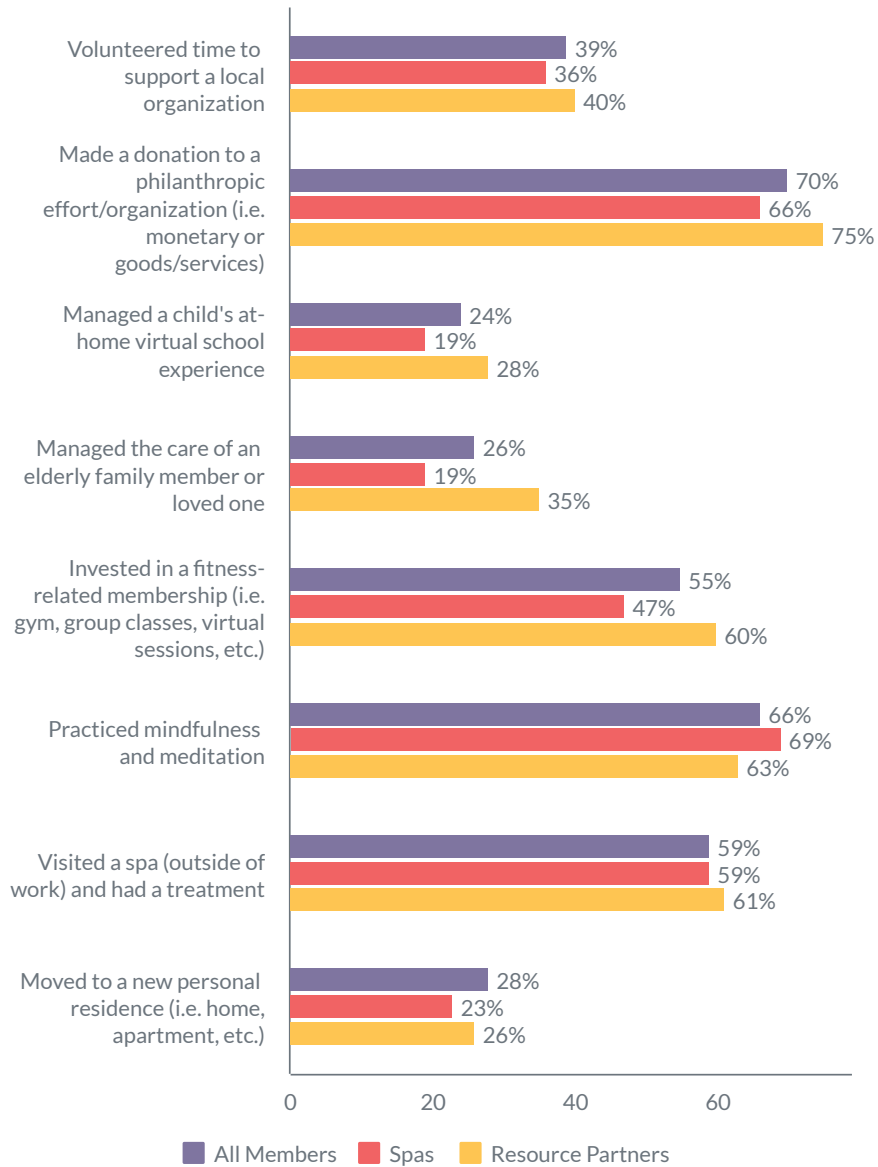
ACTIVITIES WITHIN THE PAST SIX MONTHS





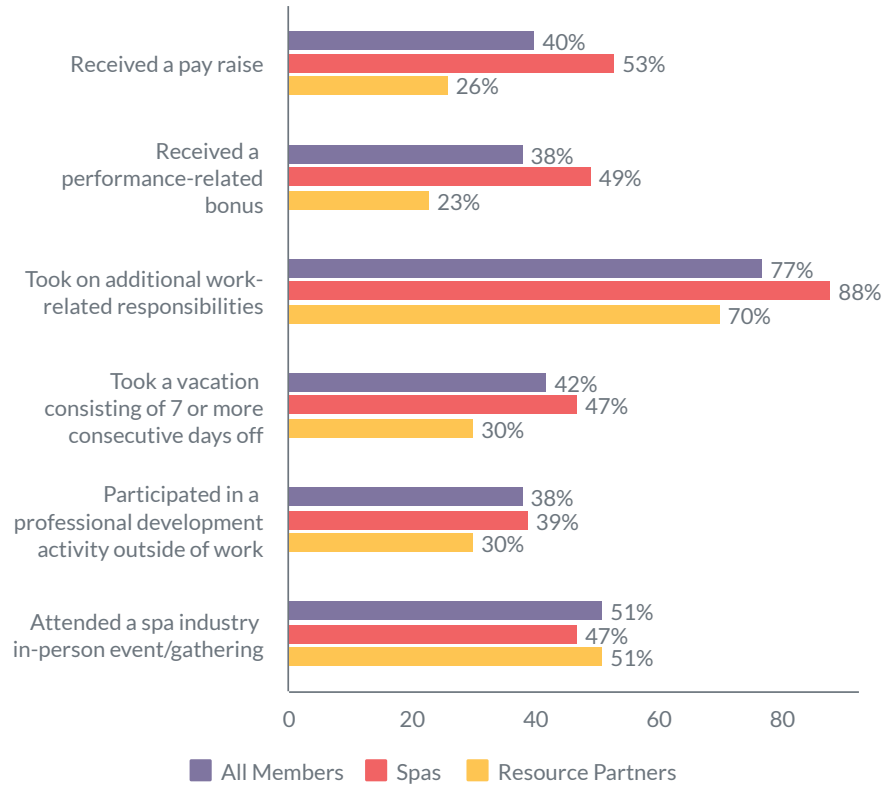
Which of the following activities, if any, have you participated in this year?

ACTIVITIES PARTICIPATED IN THIS YEAR





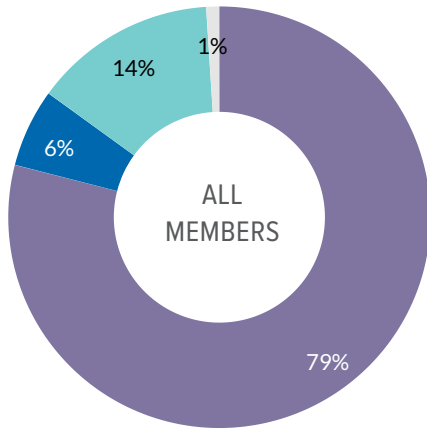
Which of the following applied to you in 2021?



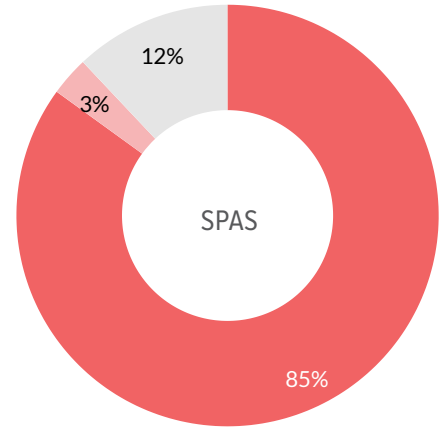


Have you changed jobs in 2021?

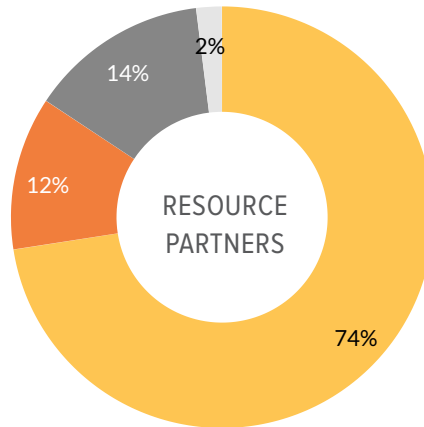
JOB CHANGES IN 2021



■ No (79%)
 ■ Yes, I changed jobs within the same company (6%)
 ■ Yes, I took a job with a new employer (14%)
 ■ Other (1%)



■ No (85%)
 ■ Yes, I changed jobs within the same company (3%)
 ■ Yes, I took a job with a new employer (12%)



■ No (72.55%)
 ■ Yes, I changed jobs within the same company (11.76%)
 ■ Yes, I took a job with a new employer (13.73%)
 ■ Other (1.96%)



Please rate your level of agreement with each of the following statements:

ALL RESPONDENTS		1 STRONGLY AGREE	2 SOMEWHAT AGREE	3 NEUTRAL	4 SOMEWHAT DISAGREE	5 STRONGLY DISAGREE	MEAN
	I have a healthy work-life balance.	25%	36%	14%	16%	10%	2.5
	I am appreciated at work for my contributions.	49%	37%	10%	2%	2%	1.7
	I am actively seeking new job opportunities.	8%	15%	22%	10%	44%	3.7
	I am experiencing burnout with my current job.	12%	27%	21%	13%	27%	3.2
	I enjoy working in the spa industry.	75%	14%	5%	3%	1%	1.4
	My average stress level feels healthy.	21%	28%	21%	22%	8%	2.7
	I take time for myself when needed.	22%	37%	15%	21%	5%	2.5

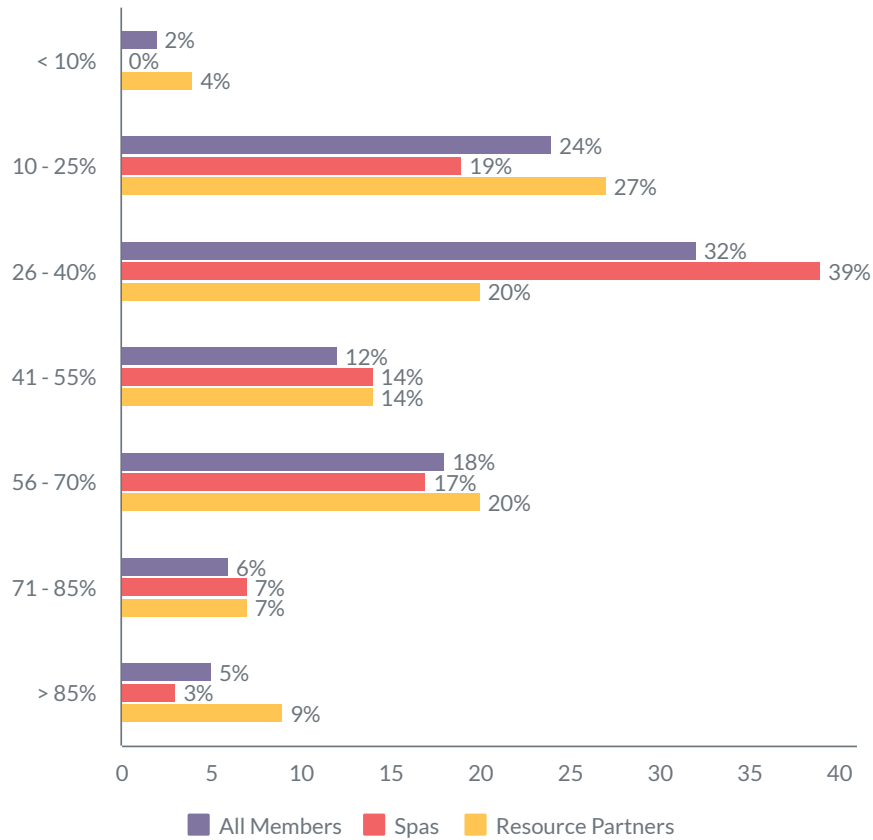
SPAS		1 STRONGLY AGREE	2 SOMEWHAT AGREE	3 NEUTRAL	4 SOMEWHAT DISAGREE	5 STRONGLY DISAGREE	MEAN
	I have a healthy work-life balance.	22%	33%	14%	19%	12%	2.7
	I am appreciated at work for my contributions.	40%	46%	10%	3%	1%	1.8
	I am actively seeking new job opportunities.	4%	15%	25%	13%	43%	3.8
	I am experiencing burnout with my current job.	15%	34%	21%	7%	23%	2.9
	I enjoy working in the spa industry.	81%	5%	8%	3%	3%	1.4
	My average stress level feels healthy.	18%	27%	19%	26%	10%	2.8
	I take time for myself when needed.	21%	30%	18%	21%	11%	2.7

	1 STRONGLY AGREE	2 SOMEWHAT AGREE	3 NEUTRAL	4 SOMEWHAT DISAGREE	5 STRONGLY DISAGREE	MEAN	
RESOURCE PARTNERS	I have a healthy work-life balance.	30%	36%	14%	14%	5%	2.3
	I am appreciated at work for my contributions.	57%	27%	11%	2%	4%	1.7
	I am actively seeking new job opportunities.	11%	14%	23%	7%	45%	3.6
	I am experiencing burnout with my current job.	7%	20%	22%	20%	31%	3.5
	I enjoy working in the spa industry.	70%	21%	5%	4%	0%	1.4
	My average stress level feels healthy.	22%	33%	24%	16%	5%	2.5
	I take time for myself when needed.	20%	52%	9%	20%	0%	2.3



On an average workday, approximately what percentage of your time do you spend managing your email (i.e. sending, reviewing and responding)?

TIME SPENT MANAGING EMAIL





Please share your “favorites” for 2021 for the following categories:

FAVORITE BOOK YOU READ

- A Court Of Thorns & Roses
- All Blood Runs Red: The Legendary Life Of Eugene Bullard-Boxer, Pilot, Soldier.
- American Dirt
- Any Adventure / Mystery Series
- Anything By Kristin Hannah
- Anything Suspense/Thriller
- Before I Let You Go By: Kelly Rimmer
- Beloved
- Born A Crime- Trevor Noah
- Braiding Sweetgrass
- Brain On Love
- Brene Brown: Dare To Lead
- Building A Story Brand
- Building A Storybrand By Donald Miller
- Caste
- Catch & Kill- Ronan Farrow
- Competitive Grieving By Nora Zelevansky
- Conversaciones Cruciales
- Discover Your Dharma By Sahara Rose
- DISCOVER YOUR DHARMA, SAHARA ROSE
- Educated
- Entering The Castle
- Eric Clapton Biography
- Every Breath
- Exponential Organizations
- Five Dysfunctions Of A Team
- Green Lights
- Gullah Days
- Having It All - By Helen Gurley Brown
- Hunt, Gather, Parent
- It Takes What It Takes By Trevor Moawad
- Last Child In The Woods
- Leaders Eat Last By Simon Sinek
- Looking For Alaska, John Green
- Lusiadas, Portuguese Book
- Memoirs Of A Geisha
- Meta Human By Deepak Chopra
- Seven Spiritual Laws Of Success By Deepak Chopra
- Michelle Obama’s Book [*Becoming*]

- Mrs. Everything By Jennifer Weiner
- My Reading Has Been Entirely Trade Journals.
- Nicolas Sparks
- No Rules Rules: Netflix And The Culture Of Reinvention
- Oh So Many! Hard To Choose...Excellence Wins For Professional
- On A Wing And A Prayer By Kushal Choksi
- Only Read Kids Books With Daughter Learning To Read .
- Oryx And Crake By Margaret Atwood
- Outlander Series
- Passport To The Cosmos By John Mack
- Pretty Girls- Karin Slaughter
- Pretty Things By Janelle Brown
- Primal Blueprint
- Quit Like A Woman, The Radial Choice To Not Drink In A Culture Obsessed With Alcohol
- Recipes For A Sacred Life
- Re-Read The Secret And Eat This, Not That.
- Seven Days In June
- Spa Magazines Dr Oz
- Start With The Why
- Still Life By Sarah Winman
- The Anomaly By Herve Le Tellier
- The Body Keeps The Score
- The Burnout
- The Dutch House
- The Dutch House
- The Four Agreements
- The Four Winds
- The Infinite Game (Simon Sinek)
- The Invisible Life Of Addy Larue
- The Island Of Missing Trees
- The Lost Girls Of Paris By Pam Jenoff
- The Overstory
- The Plaza: The Secret Life Of America's Most Famous Hotel
- The Road Less Traveled By Scott Peck - Have Read It Several Times
- The Stormlight Archive
- The Wanted
- Think Again By Adam Grant
- Think Like A Monk By Jay Shetty
- Trevor Noah - Born A Crime
- Uncomfortable Conversations With A Black Man, By Emmanuel Acho
- Unstoppable Prosperity Charle Payne.
- Where The Crawdads Sing
- Who Moved My Cheese
- Why We Sleep By Matthew Walker

- Women Of Wisdom
- You Are Worth It By Kyle Carpenter
- Your Brain On Food
- Your Hidden Superpower

FAVORITE NEW SPA PRODUCT

- 10,000 from Red Flower
- 111 Liquid masks
- Actually now I have had the time to use the samples of products I have. They aren't new necessarily but very good.
- All of them
- Anatomie's new Cashmere
- ANDA Coherence Elixir
- Archipelago candles
- Augustinus Bader
- Avert Aglow Pumpkin Enzyme Refresh Mask
- Babor Ampoules
- BABOR Men's ampoules and cologne
- Bathologist
- Biologique Recherche Biokiss
- Biologique Recherche p50
- Cause + Medic CBD
- Cause + Medic CBD Serum
- Cause + Medic Lavendar Ssalt Scrub
- CBD (not really new anymore)
- CBD Massage products
- Cleanser - QMS
- Conscious Coconut
- Cool Refreshing Water Mist SPF 18
- Coolin Leg Lotion by LATHER
- Dazzle Dry
- DermYoung!
- EmerginC Vitamin C Serum
- Eminence
- Eminence Stone Crop Cleanser
- Eminence Tumeric Mask
- Eminence's Turmeric Energizing Treatment!
- ENVIRON - colostrum serum
- Exponential organizations
- Face brush to replace Clarisonic
- Farmhouse Fresh Watermelonaid Wrinkle-Out Silky Gelée Serum
- FHF - Lifting and firming gel

- GM Collin Facial Products
- GM Collins
- Haia Kakadu Plun ANtiOx Vitamin C Serum
- Haia skincare line
- Hank - Essence | The Body|Shave Oil
- Hydropeptide Pre-Treatment Toner
- HydroPeptide's Triple Acid Peptide Peel -- coming soon to a spa near you:)
- Ila Body Balm
- Illumination Fruit Peel Mask
- Jaxon Lane Bro Mask
- Joanna Czech The Kit
- Khus Khus - The Fix
- Latisse (prescription lash formula)
- Laurel skin care
- Liposmose Serum Biologique Recherche
- LOVE LOVE LOVE Ambre Blends all their products
- Natura Bisse Diamond Extreme Cream
- Nature Bisse extreme eye
- Neocutis BioFirm
- Not new, but started using Le Mer moisturizer, Atelier fragrances and Thrive Causemetics in 2021.
- On the Green CBD
- OSEA Undaria Algae Body Oil
- OSEA: Seabiotic Water Cream!!
- Osmo Wall
- PCA overnight Hyaluronic mask
- Pevonia CleanRefresh Foaming Oil Cleanser
- Phytomer CityLife Flash Peel
- Phytomer- new Bio-Organic Line
- PHYTOMER Pionnière XMF Mask
- Pure Fiji
- Pure Fiji Moringa Sugar Scrub
- Purelift Pro Plus device
- Renight by comfort zone
- Resurfacing Accelerator, by Skin Authority
- Revising the spa brochure.
- Round Barn Apothacary - Bergomot and Rose lotion
- Satva Botanicals Temple Body Oil
- Shankara's Kumkumadi Facial Oil!
- Shilajit
- Skin Authority Tumerjc Blueberry Oil
- Sothys eye patches
- Sothys face cream
- Swiss Line

- The 'Interactive Aromatherapy Blending Bar' by TaraSpa Therapy
- The lash serum in the box I got from you!
- Theragun Mini
- Theragun,
- ToGoSpa Express Face and Neck Masks
- Traditional Kneipp bath oils
- Valmont Deto2x Pack
- VOYA Candles
- Wrinkle reversing serum
- Yonka Glyco Night
- Yonka Paris

FAVORITE SHOW, SERIES, DOCUMENTARY OR MOVIE

- 60 Minutes - CBS
- A Million Little Things
- Anything National Geographic, I also started watching the Hot Zone which I find very interesting and terrifying.
- Beatles - Get Back
- Blacklist
- Bravo Beverly Hills Housewives
- Bridgerton
- Bridgerton, 30 Coins (HBO), Succession (HBO) so many!!!!
- Call my agent
- Chicago "Wednesdays" Med, Fire, PD. Basically all of Bravo TV
- Crime 360
- Curb Your Enthusiasm - HBO
- Currently watching Yellowstone series and love the travel channel
- Fox Patriot awards
- Great British Baking Show
- Great Pottery Throwdown
- Greys Anatomy will always be my go to
- Hacks, Succession & Exterminate All The Brutes!
- Handmaid's Tale
- Heartland
- I don't watch TV or movies.
- I love the National Geographic series films.
- Insecure HBO
- Kind Richard
- The Wolf of Wall Street
- Loki
- Love Life

- Love Life, Locke and Key, Succession, Love Hard
- Maid
- Mare of East Town
- Morning Show
- Mr. Christmas
- MSNBC
- Only Murders in the Building
- Outlander (2 mentions)
- Quark- Netflix
- Queens Gambit (3 mentions)
- Real Housewives (2 mentions)
- Revisiting the Disney classics
- Romantic Comedies, Suspense/Thriller
- Schitt's Creek, plus 90-Day Fiancee, Married at First Sight, Alaskan Bush People & Gold Rush on Discovery+
- See on Apple+; Trafficked on Nat Geo
- Sex Life on Netflix
- Smithsonian Channel
- Stephen Colbert
- Succession (3 mentions)
- Ted Lasso (10 mentions)
- The Crown
- The Irishman
- The Morning Show (4 mentions)
- Foundation, Sex Education
- The Observers
- The Queen
- The Resident
- The Tale of Princess Kaguya
- Too many to name
- Untold: Crime & Penalties
- Venom
- Virgin River
- Walking Dead
- Yellowstone (15 mentions)

SOMETHING NEW DISCOVERED IN 2021 THAT MEMBERS
RECOMMEND OTHERS EXPLORE

- #30wears
- A running app for people who aren't runners, but want to be—none2run
- Achieving wellness in the work place and advocating for it
- An airfryer
- And we are being visited by a non-human form of intelligence from elsewhere within the cosmos
- Apple fitness+ app
- Audible book-untethered soul
- Backcountry skiing
- Bananas on s'mores
- Bebalanced hormone replacement (homeopathic). Amazing results.
- Buy an air fryer—it's a life changer! Also, hire a private chef when you have a dinner party, don't do it yourself. Worth every penny. Also, celsius water—amazing!
- Calm meditation app
- CBD and cryotherapy
- Challenging mountain hikes around Sedona
- Dance!
- Decluttering office space
- Empress 1908 gin
- Eyelash extensions
- Floating!
- Florida living
- Forest bathing
- Getting outdoors!
- Glass blowing
- Going back to school
- Going on vacation
- Got a new puppy
- Gratitude journal. Laughing more.
- Hiking
- Hiking—I've always loved and taken the time, but, the past year even more so.
- Hiking in Hawai'i
- Hot springs connection.
- Hotel Esencia, Mexico
- I have committed to an early morning routine. Time for myself, doing things for myself. It has been a profound experience, to put myself first. I truly believe the power of the early morning is immense.
- I love the workouts and meditations!
- Instinctive meditation
- Investing in personal and professional development—this is not a new thing, but highly recommended!

- L-glutathione
- Live your life without fear
- Matthew Hussey ...not just his dating advise but his advise for living a better life and becoming the kind of person that wins in life
- Meditation
- Meditation
- Meditation and mindfulness.
- Meditation or taking the time to slow yourself down and be in the present moment. Go with the flow don't be scared to change or jump into something new.
- More mediation and breathwork
- Nollapelli linen—life changer. It's like if cotton and satin had a baby!
- Opening yourself up to opposing political viewpoints
- Painting
- Painting classes
- Peloton (4 mentions)
- Peloton app (not the bike)
- Peloton! This will help relieve stress, improve all over wellbeing, and keep you fit
- Pickleball (2 mentions)
- Pilates and hiring a life coach
- PT that includes myfacia release
- Quiet time
- Snowboarding lessons in vail!
- Swimming with whale sharks!
- Talking a walk after dinner with family has been a great way to connect and get outside!
- The great outdoors and the amazing benefits of fresh air and sunshine. It's good for the soul!
- The highest self podcast by Sahara rose - so good!
- The joys of baking with almond flour
- The life force academy—teachings.jaidevsingh.com
- The mirror by lululemon
- The report from the dod & department of national intelligence that ufos and uaps are really real
- Theragun
- Therapy
- Took a cooking class with a friend. It was awesome, fun, funny and educational!
- Ultherapy!
- Utilizing the services of a mental health care provider—changed my life!
- Weight lifting
- Wim Hoff breathing
- Yoga (3 mentions)



Please describe any special activities or initiatives your company plans to implement to celebrate the holidays with its employees this year

- \$50 gift card with a 50 year Spotify playlist (celebrating our 50th)
- 12 days of Christmas—each day we have raffles, a complimentary lunch or dessert
- 1st in person holiday event since 2019!
- All employee parties were cancelled due to an increase in covid cases. The company paid all employees health premiums for November and December, and also gave all employees a \$150 gift card to giant grocery stores.
- Always a large Christmas party with gifts and food and plenty of gratitude
- As a spa team we have adopted a local family and we plan on meeting together to ring the bell for the salvation army
- Back to holiday in person gatherings but outdoors
- Being home for Christmas
- Christmas party
- Company-wide holiday gifts, with an emphasis on buy local
- Dinners, gifts and spa time
- Employee holiday party, not new but a wonderful continuity of what was on hold for a period of time
- Employee picnic
- Family holiday party
- Festive lunch dinners
- Gathering at a local site
- Gift cards for every employee in lieu of holiday gathering
- Gift cards, food on busy days
- Gift cards; better celebratory meals; executive presence at meals; themes for events
- Gift cards for everyone
- Holding our annual holiday membership drive to connect our spa community, vendors and spas
- Holiday raffles and pie giveaway
- Holiday video message from the company president, raffling away any gifts sent to the organization to team-members
- Hoping to have a socially acceptable holiday party at work that includes social distancing. It will be after hours in the spa facility
- If possible a team retreat
- In appreciation to the team and all efforts these past 2 years we are flying the team to Nashville for 2 days of relaxing and fun!
- Internal policy dictates that we don't host company sponsored/themed holiday parties to ensure we are being inclusive of all beliefs.
- Lunch at our favorite restaurant
- Lunch out at a nice restaurant
- Magic show
- More rest time and less consuming
- None due to COVID
- Our company is giving additional paid days off.

- Our corporate office has begun celebrating birthdays and holidays by having lunches together and people bringing in their favorite dish to share. It has established more camaraderie and offered a fun time when you can actually sit and talk to each other.
- Our team is doing a paint night together
- Possibly holiday party
- Potluck luncheon in the spa, secret Santa and company wide \$50 gift card (vs. annual in-person party)
- Providing snacks for the month of december, allowing free treatments, lunches on weekends, we do something special every week for the month of december
- Resort overnight stay—dinner, dancing etc
- Restoration of entire spa meetings
- Secret santa but with the emphasis to get to know your team member on a deeper level
- Secret santa gift exchange//holiday meal for staff working on christmas day
- Since we are mostly virtual, we implemented bryte voices. We get together and share a personal story with all the employees with a power point, virtually. So far, the stories have been incredible. It has helped to connect us all on a more personal level.
- Social gathering
- Special event for the employees, rafles, lunch... Contest
- Taking an extra paid day off
- Taking part in a charity run
- They created a winter wander lightshow around the lake for community and team members.
- Up to 20 hours paid time off to volunteer for charity
- Virtual celebration (zoom), gift cards for employees and managers.
- Virtual webinar parties
- Voluntary time off—we arrange opportunities for all of our employees to donate time or goods to local charities. Toy drives or volunteer at a shelter or charity event. All employees that volunteer or donate receive 1 paid day off in lieu of a christmas party arranged and paid for by the company
- Voluntary time off with all of our locations—they pick a charity and we honor 4 hours of paid time off for them to go and support that charity
- We all work remote, so...
- We are a multicultural company and i personally want to highlight all diversities... this year for Christmas it will be a Mexican food truck... pink... managed by ladies..to serve our team.
- We are all remote. We gather in January as a team to plan year
- We are buying meditation journals for all team members
- We are doing something philanthropic - getting together lightly used professional clothes and sending them to “big red threads” sponsored by cornell university; all in an effort to help kids best present themselves in class and in interviews.
- We are excited to host our annual holiday party for associates as we were unable to due to the pandemic last year. The spa is a small department in the resort so i will also be hosting a party in my home for the spa staff
- We are getting together for a cultural dinner
- We are gifting employees \$100 gift certificate to one of 5 companies (e.g., Amazon, Walmart, rei, etc.) We won't have our regular holiday gathering due to COVID.

- We are holding an employee appreciation ceremony with food, cash prizes, pevonia products, and fun!
- We are moving our celebration to March
- We have brought back our annual holiday party. We did not do this last year, along with specific departmental gatherings. It's been a long time since we have been able to do this, to gather together as a team.
- We normally have an annual christmas party. This will be the 1st on since COVID
- We will be following our company holiday traditions but have added in COVID testing before in-person gatherings.
- We will be having our staff sales meeting again.
- We will have a company lunch and white elephant gift exchange.
- We will have our christmas drop in—we provide holiday inspired cookies and drinks and handout branded gifts to staff
- We're not celebrating in-person again this year and instead have gifts that include gift cards, logo hoodies, and product. We did an appreciation lunch prior to the holidays
- With new strains circulating, we've opted to forgo traditional holiday events like catered parties, etc. That we would normally do and are looking towards more of an awards ceremony with takeaway gifts. The 'spascars'
- Work alone
- Xmas dinner at a beachfront hotel
- Zoom holiday party and additional recharge day



What do you consider to be your greatest challenge at this time?

- Adaptability
- Adequate time to spend meaningful time with the team 1 on 1. Business is good and time to plan 1 on 1 time is more limited than ever.
- Balance!
- Balancing work/life and managing/effectively supporting all of our locations, the stress imposed on our leaders, during this crazy COVID time.
- Being able to afford a new house in CA
- Being and staying motivated
- Burnout
- Burnout. Many new responsibilities have arisen over the last year with no change in compensation and no real solution available. Due to our location, we are the busiest property within the entire collection and we are severely understaffed. While the spa has had an incredible revenue year, the extra work weighs heavily on all of us.
- Career transition
- Choosing the best events that will help us grow our business because there are so many to choose from and limited budgets
- Commitment to spa management training
- COVID

- Dealing with the unknowns in 2022, i.e., New COVID strains, recession, inflation etc.
- Desk and call center staffing: labor rates are up 20-30% - inexperienced and unprofessional people looking to be highly compensated and professional people seeing much higher paid positions
- Discipline and time management
- Doing more with far less support
- Eating healthy
- Exercising daily
- Extremely difficult to fill concierge positions with dedicated, capable people since COVID
- Finding good people who want to work and actually respond to emails
- Finding qualified staff to fill holes in staffing. Keeping the team motivated to still provide great service despite all the frustration with guests, etc. Due to COVID restrictions or limitations
- Finding staff and managing a work life balance
- Finding technicians to hire—there is a shortage since COVID
- Getting facetime with Buyers
- Growing the target audience and our database
- Hiring & Recruiting
- Hiring for all positions due to shortage of labor pool (all departments—spa therapists, spa reception, restaurant, housekeeping, maintenance, guest services, spa attendants, some management positions)
- Hiring good people
- Hiring quality therapists
- Hiring!!!
- I have no great challenges to overcome. We have overcome many throughout 2020/21, however at this current time, we are in a great place at both The Spa at The Hotel Hershey & meltspa by Hershey. Looking forward to a stellar year ahead in 2022 with my team!
- I used to enjoy my job, but the past 14 months have changed that for me with the overwhelm of more responsibilities, COVID sick call outs from staff and guests cancelling, absolute rudeness of guests about all things COVID related. At this moment I do not enjoy a job I have loved because of these things. I don't see it improving anytime soon either.
- I'm looking to speaker better the English language
- Inflation
- Job-related financial growth
- Keep my team
- Keeping staff motivated to do their best
- Learning to be patient and trying to slow down
- Liquidity for business
- Making sure the team is all doing well. Doing frequent wellness checks on them to be sure they are alright during this crazy COVID time
- Making the season special for employees and my family members
- Managing everyone's expectations
- Managing growth and having time to do it all
- Managing my time, projects, and not getting distracted by the feeling of complete burnout and exhaustion. I tend to "numb out" and scroll on SM or do mindless activities when I feel like I

- either don't know what I should do next, or don't want to do the activity in front of me
- Menopause
 - More downtime with family
 - My challenge is to gear my life and work back to pre-pandemic days. Being patient, understanding, and open to the changes of business
 - Not enough employees!!!! EVER!!!!
 - Not enough staff
 - Not over committing
 - Opening our spa amenities and transitioning during COVID with guests complaining about masks
 - Overcoming massive logistical metrics, mostly inbound, that cause plant throughput delays
 - Poor labor pool. High volume of people exiting hospitality careers, including lack of entry level workers. And COVID on top of that
 - Qualified Staffing
 - Quality workers
 - Recruiting
 - Recruiting experienced, flexible, dedicated, stable employees
 - Recruiting talent
 - Reminding staff that the pandemic is not over and that we have to continue to adapt and be flexible
 - Retaining staff
 - Retention and recruitment
 - Returning to pre-pandemic staffing and revenue levels
 - Staff level
 - Staffing (6 mentions)
 - Staffing and enough staffing for the future
 - Staffing and managing my team mental wellness
 - Staffing and Supply chain
 - Staffing and training time
 - Staffing challenges internally—the team hasn't quite ramped up to pre-COVID staffing so bandwidth of the team is tight
 - Staffing is my greatest challenge at this time. Like most companies we are struggling with getting applicants to fill positions.
 - Staffing issues
 - Staffing levels
 - Staffing of Therapists
 - Staffing shortage
 - Staffing with talented technicians
 - Staying current with people in the industry—so many new faces
 - Staying focused at work. The last two years have been nonstop and relentless.
 - Still living in a world where COVID exists
 - Stress—as much as you do to combat it, we're coming out of a hard couple of years and at times it's a challenge. Being aware and present when I'm with my family or outside of work are sometimes difficult.

- Supply and Demand
- Supply chain at work
- Sustaining a business whereby I can both scale my time and improve the consistency of cash flow
- Taking on too many side projects
- Taking time to exercise
- The stress level of team members. Easily overwhelmed/call off/can't handle difficult situations
- The stress of running a business that is understaffed. This affects everything. Home/work balance directly contributes to my mental health and wellness.
- The uncertainty of COVID and how to plan for the future
- Time management
- Time management and completing tasks, especially with continuous changes in the industry and within society
- Time to balance work and play
- Time, Times & Timing
- Too busy professionally and personally!
- Transitioning out of a support role and into a strategic role—very hard to separate from those I support
- Trying to stay “injury free” from all the sports I participate in
- Understanding nonrevenue generating projects and top company priorities
- Work/life balance
- Work/Life Balance implies a 50/50 value which I do not experience/believe. For me, Work/Life Integration feels better that I’m trying to be better at
- Working from home and staying connecting and feeling included