# Clipboard Health Shift Marketplace Analysis Report

**Problem Statement and Context**

Clipboard Health operates a two-sided marketplace connecting healthcare facilities (demand) with healthcare workers (supply) to fill open shifts. The goal of this analysis is to evaluate marketplace performance and identify issues affecting liquidity (how effectively shifts get filled) and reliability. **Key metrics** such as **claim rate** (fill rate), conversion rate, cancellation, no-show rates, and deletion rate are examined to high level performance of the business. The given data sample of ~19,900 shifts was analyzed, revealing strong overall fulfillment but also highlighting a concerning trend of high shift deletions. A low fill rate or high cancellation can signal marketplace friction​, so understanding these metrics in context is critical. In this report we will follow a narrative approach from problem to analysis, insight, and recommended action to showcase product thinking and data-driven prioritization.

**Marketplace Metrics Overview**

To ground the analysis, we first calculated overarching marketplace metrics (with industry benchmarks for context):

|  |  |  |
| --- | --- | --- |
| **index** | **Metric** | **Value** |
| 0 | Unique Shifts | 19,900 |
| 1 | Unique Facilities | 132 |
| 2 | Unique Workers | 10,291 |
| 3 | Total Revenue (Verified Shifts Only) | $ 612,578.02 |
| 4 | Claim Rate (Shifts Claimed / Unique Shifts) | 64.33% |
| 5 | Cancel Rate (Canceled / Claimed Offers) | 2.46% |
| 6 | No-show Rate (No-show / Claimed Offers) | 0.24% |
| 7 | Deletion Rate (Shifts Deleted / Unique Shifts) | 18.45% |
| 8 | Conversion Rate (Verified Shifts / Unique Shifts) | 63.02% |

* **Shifts Posted:** **19,900** unique shifts in the sample period, posted by 132 facilities and viewed/offered to ~10,291 workers (indicating a broad user base).
* **Claim (Fill) Rate:** **64.3%** – about two-thirds of posted shifts were claimed. This is roughly on par with industry averages (~65% fill rate) but below what CBH claims on its website (85%) and other potential competitors *(For example, Instawork reports ~90% fill rates versus a 65% industry average​.)* A ~64% fill rate means one in three shifts went unfilled, highlighting room for improvement in marketplace liquidity.
* **Conversion Rate:** **63.0%** - roughly the same proportion of posted shifts were ultimately **completed (verified)**​. This high conversion, nearly equal to the claim rate, implies that **very few shifts were lost after being claimed** (i.e., most claimed shifts successfully resulted in a filled shift). In other words, once a worker claimed a shift, it was likely to be worked and verified.
* **Cancellation and No-Show Rates:** **2.46%** canceled and **0.24%** no-show (as percentages of all posted shifts). These rates are **very low**, indicating strong worker reliability. For example, a ~2% no-show rate is considered excellent in on-demand staffing​. Clipboard workers are largely dependable.

Only ~2.5% of shifts were canceled by a worker after claiming, and virtually no-one were outright no-shows (0.24%). This reliability builds trust in the platform.

* **Deletion Rate:** **18.45%** - nearly **1 in 5 posted shifts were deleted** (removed by the facility before completion). This stands out as a high number. A deletion typically means an open shift was posted but later withdrawn (often due to not being filled or a change in needs). Such a rate of deletion is significant and can directly impact revenue and user experience.

Overall, these metrics suggest **high reliability and conversion** (workers who claim a shift usually work it, and the platform successfully verifies it), which is positive. However, the **fill rate (64%) and especially the deletion rate (18%) are areas of concern**. A healthy marketplace should strive for a higher fill/claim rate (closer to 80-90% filled) and minimal unnecessary deletions. The deletion rate being 18% signals a potential supply-demand mismatch or other issues in how shifts are posted and managed. The following analysis dives deeper into why nearly one-fifth of shifts are getting deleted and explores patterns related to fill rates and timing.

**35% of shifts go unfilled**  
→ Revenue lost due to unclaimed or deleted shifts

→ Opportunity: Find a solution to reduce this gap

**Investigating the High Deletion Rate (Fill Rate vs. Deletion)**

The **shift deletion rate of 18%** emerged as the most prominent problem. Deletions represent lost opportunities: a shift that was needed at one point but ultimately did not get filled through the platform. This not only means lost revenue (the analysis estimated **$231,278.17** revenue lost in the period​, due to deleted shifts) but also possibly indicates dissatisfaction or inefficiencies on the demand side. We analyzed **who** is deleting shifts and **when** these deletions occur to uncover root causes:

* **Facility Behavior:** A handful of facilities accounted for a disproportionate share of deletions. In the data, a few workplaces that post a healthy number of shifts end up deleting most of them. This suggests certain facilities might be using the platform in a speculative way - posting shifts but frequently canceling them. These could be facilities using Clipboard Health as a backup plan or those struggling to attract workers and give up. Engaging with these high-deletion facilities could reveal pain points (e.g. perhaps pay rates are too low to attract talent, or they have internal scheduling changes). I would like to reach out to these workplaces to identify the reasons why they are deleting their shifts, I would also like to take survey of the workers who viewed their shifts and try to understand why they are not claiming their shifts. This will give us good insight on what we can do to optimize the claim rate.

|  |  |  |  |
| --- | --- | --- | --- |
| **WORKPLACE\_ID** | **total\_shifts** | **deleted\_shifts** | **deleted\_pct** |
| 5f4d42e3d621a000165c5cfd | 36 | 35 | 97.22% |
| 61b8fee2167e2201801e6b16 | 5 | 4 | 80.00% |
| 5ff4f626909f7a00160d06fd | 113 | 89 | 78.76% |
| 602ed7d4c778ed00169bf292 | 11 | 7 | 63.64% |
| 5c82b3dfa08cb800166dc04d | 115 | 59 | 51.30% |
| 638f685562e61b01b6719d8f | 14 | 6 | 42.86% |
| 6564d795a3497ddd40ab079f | 48 | 20 | 41.67% |
| 6081f3fc667fa6016195942c | 90 | 36 | 40.00% |
| 66b3ab3c0e400bcd45f4ae16 | 68 | 26 | 38.24% |
| 5cb9f07135163900163f532c | 311 | 115 | 36.98% |

* **Timing of Deletion:** A significant portion of shifts are deleted shortly after being posted many within the first few hours. At first glance, this might suggest accidental postings or rapid changes in facility needs. However, given Clipboard Health's stated focus on urgent, last-minute staffing (often within 1 hour of shift start), another plausible explanation is that these are **high urgency shifts that either get filled through alternative means or are withdrawn when an internal resource becomes available quickly**. In this context, short shift lifespans may not indicate a problem but instead reflect the platform’s dynamic nature and its commitment to helping facilities manage real-time staffing volatility. Understanding which of these deletions are **true urgency-related closures** versus **unintentional or avoidable deletions** could help improve worker experience and system optimization.

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Shifts

Hours of creation

* **Lead Time Strongly Impacts Shift Outcomes:** Shifts posted 1–2 days in advance perform best, with the highest claim rate (76.53%) and the lowest deletion rate (12.10%). Same-day shifts (<24h) have lower claim rates (56.83%) and elevated deletions (13.17%), likely because they don’t get enough exposure before start time even though urgent fill is a key value prop. Shifts posted 4+ days ahead see even higher deletions (23.98%), suggesting speculative posting. Overall, there’s a clear sweet spot at the 1–2-day window, and both very short and very long lead times risk higher failure. Improving visibility for urgent shifts and coaching facilities on ideal timing could boost fill rates and reduce deletions.

|  |  |  |  |
| --- | --- | --- | --- |
| **lead\_time\_bin** | **total\_shifts** | **claim\_rate** | **deletion\_rate** |
| <24h | 6558 | 56.83% | 13.17% |
| 1–2d | 1802 | 76.53% | 12.10% |
| 2–4d | 2780 | 70.79% | 17.99% |
| 4d+ | 8713 | 65.20% | 23.98% |

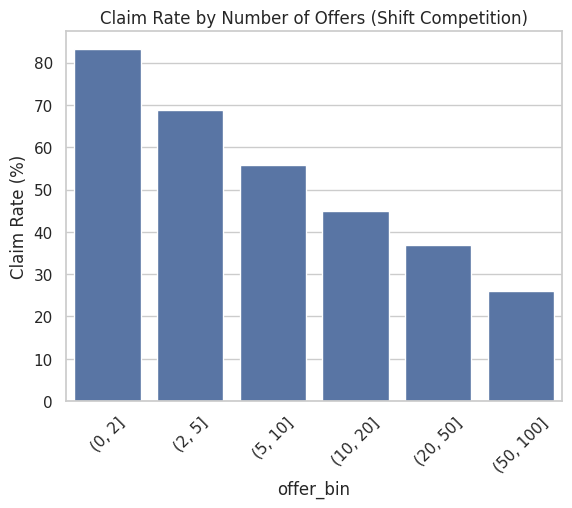
* **Time of Day and Shift Type:** NOC (overnight) shifts perform best, with the highest claim rate (69.29%) and lowest deletion rate (16.43%), suggesting a reliable pool of workers who prefer night hours, possibly due to higher pay or less competition. In contrast, **PM shifts have the highest volume (8,218) but also the highest deletion rate (21.00%),** **signaling a major fulfillment gap**. This may stem from lower pay, worker unavailability, or facility-specific challenges. We should explore pay competitiveness, lead times, and engagement patterns to address PM underperformance and learn from NOC success.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SLOT** | **total\_shifts** | **claimed\_shifts** | **deleted\_shifts** | **claim\_rate** | **deletion\_rate** |
| noc | 4631 | 3209 | 761 | 69.29% | 16.43% |
| pm | 8218 | 5164 | 1726 | 62.84% | 21.00% |
| am | 7051 | 4429 | 1184 | 62.81% | 16.79% |

In summary, the deep-dive analysis indicates that **the high deletion rate is largely a symptom of supply not meeting demand for certain shifts**. Many shifts are posted and never filled in time, leaving facilities to cancel them (sometimes very quickly). This is a critical insight: it pinpoints a **marketplace liquidity problem** in specific areas (whether defined by geography, time, or skill). On the positive side, when a match is made (a claim), the follow-through is excellent (workers show up), so the primary challenge lies in increasing that initial match success for more shifts.

**Investigating the High Unclaimed Rate (Deleted + Unclaimed shifts)**

**Claim Rate by Number of Offers (Shift Competition):** This chart shows a clear negative relationship between the number of offers sent and the likelihood of a shift being claimed. Shifts with only 1–2 offers see a high claim rate of 83%, while those with 50–100 offers drop to just 26%. This suggests that flooding the system with offers may reduce urgency or create excess competition among workers, ultimately hurting shift fulfillment. A more targeted offer strategy, sending fewer but better-matched offers could improve claim rates and reduce platform noise.



**Claim Rate by Pay Rate:** When examining average pay per shift, we see a clear and consistent increase in claim rate as pay increases. Shifts paying under $20/hour have a claim rate of just 50.2%, while those paying $35–50/hour achieve an impressive 83.2% fill rate. This trend supports the hypothesis that workers are highly responsive to financial incentives. Optimizing pay especially for hard-to-fill shifts like PMs or short lead time postings could significantly improve shift fulfillment and reduce lost revenue.

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|  |  |  |  |
| --- | --- | --- | --- |
| WORKER\_ID | total\_offers | claimed\_offers | claim\_rate |
| 65c7c502277df9830b4b864d | 15 | 0 | 0 |
| 65c63eb9277df9830b9a5cfa | 2 | 0 | 0 |
| 65c6506a277df9830b801174 | 2 | 0 | 0 |
| 65c66284277df9830b600d57 | 2 | 0 | 0 |
| 65c66646277df9830b8d4cde | 60 | 0 | 0 |
| 65c6adc3277df9830bf1fb56 | 17 | 0 | 0 |
| 65c6e2b7277df9830b2b25ca | 11 | 0 | 0 |
| 65c6eb47277df9830b7d680b | 1 | 0 | 0 |
| 65c7214f277df9830b61ebf3 | 1 | 0 | 0 |
| 65c78fc6277df9830b732b7c | 1 | 0 | 0 |

**Worker Engagement Without Conversion:** We identified a group of workers who repeatedly view shift offers but never claim them. For instance, one worker viewed 60 offers without claiming a single shift. This behavior indicates possible intent without follow-through, which could stem from mismatches in pay, location, timing, or user experience barriers. These "lurker" profiles represent untapped conversion opportunities — optimizing recommendations, simplifying the claim flow, or retargeting these users with personalized nudges could improve overall claim rates.

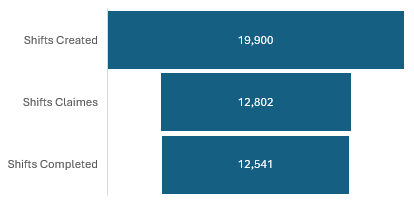
In Summary our analysis reveals three critical levers influencing shift fulfillment. First, pay rate is a powerful driver: claim rates rise steadily with average shift pay, from 50.2% under $20/hr to 83.2% in the $35–50/hr range highlighting worker sensitivity to incentives. Second, shift competition plays a surprising role. Shifts sent to fewer workers (1–2 offers) outperform those sent broadly (50+ offers), where claim rates fall to just 26%. This suggests that overly broad outreach can dilute urgency and backfire. Lastly, we uncovered a set of "lurker" workers who consistently view but never claim shifts, with some viewing over 60 without action. These users signal interest but don't convert a gap that could be closed with better matching, tailored offers, or UX nudges. Together, these findings underscore the need for a more strategic approach to pricing, targeting, and worker engagement to drive better marketplace efficiency.

**Worker Reliability and Conversion Outcomes**

Apart from the fill rate issue, the marketplace shows **strong reliability after a shift is claimed**. As noted, cancellation (2.46%) and no-show (0.24%) rates are extremely low​ tn1hpq. This means most workers who claim a shift honor that commitment, which is a crucial aspect of marketplace quality. High reliability yields trust from facilities they can be confident that a claimed shift will indeed be filled by a professional.

Some additional observations on reliability and related metrics:

* **Conversion Funnel:** Given the claim rate (~64%) and the final completion rate (~63% of posted shifts, it appears that **almost all claimed shifts convert to completion**. In fact, roughly 98% of claimed shifts were worked (63%/64% ≈ 0.984). This is remarkably high. It implies minimal drop-off due to cancellations or no-shows after a worker has claimed a shift. A small number of shifts did fail after claims, likely those accounted for by the 2.5% cancel rate (workers canceling on their end) and the subset of deletions that happened post-claim (facility cancellations). But overall, once the marketplace makes a match, it’s solid.



* **Comparison to Benchmarks:** The reliability metrics here outperform many industry benchmarks. Traditional healthcare staffing often expects a few percent no-show or last-minute cancel; Clipboard Health’s ~0.24% no-show is **virtually zero**, which is a competitive advantage. For instance, Instawork touts a ~2% no-show rate as industry-leading our platform’s figure is even better. This suggests the vetting and incentive mechanisms for workers are effective. Maintaining this reliability is important as the marketplace scales. It might be worth instituting a **“Top Worker” recognition or reward program** (like Instawork’s **Top Pro** program) to continue encouraging excellent attendance and performance. From a product sense perspective, reliability is a **strength to preserve** even as we tackle the fill rate issue.

In short, **the supply side of the marketplace (workers) is performing well once engaged** – they claim shifts and show up. The main area to improve is engaging them more often and more quickly for each posted shift (to raise that initial 64% claim rate higher). The high conversion and low no-show rates provide a solid foundation on which to build improvements in fill rate: any investment in attracting more workers or better matching has a high chance of pay-off, since we know those workers will likely follow through. It’s easier to fix a liquidity problem when quality is strong, than vice versa.