

TELEBEHAVIORAL CARE

# The Future of Flexible Work in Telebehavioral Care

What healthcare leaders told us about running a 1099 clinical network at scale.

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THE FUTURE OF FLEXIBLE WORK · 2026

# The Future of Flexible Work in Telebehavioral Care

What healthcare leaders told us about running a 1099 clinical network at scale.

Healthcare took the top rank of all industries Wingspan surveyed in five separate measures of contractor pain.

Across 500+ finance, HR, and operations leaders in seven verticals, healthcare came in at #1 on license-verification difficulty, payment accuracy complaints, compliance hours, breadth of overlapping challenges, and "Head of" buyer concentration. **This report breaks down why, and what the leading networks are doing differently.**

**ABOUT THE DATA**

Who is this for Ops, finance, and HR leaders at telebehavioral health platforms, multi-state telehealth clinics, and on-demand wellness networks running 1099 licensed clinicians at scale

Healthcare respondents **79**

Total survey sample **500+**

Company size ~50% have 1,000–4,999 employees

**OPERATIONAL PAIN**

**86%**

spend 21+ hrs/month on contractor compliance alone.

**The highest of any industry Wingspan surveyed.** +17 pts above the 69% baseline.

**78%**

flag industry license verification as a top onboarding challenge.

**#1 of 7 verticals.** Next-closest is 30 points behind.

**51%**

flag payment accuracy as a top provider complaint.

**The only vertical above 50%.** +14 pts above the 36% baseline.

**STRATEGIC POSTURE**

**81%**

manage mostly or only highly skilled contractors.

**The highest skill mix of any vertical.** Nearly 2x the 42% baseline.

**63%**

plan to hire more professional contractors in the next 3 years.

Six points above the 57% baseline. **Every new clinician scales the AP load.**

**27%**

have invested in a system built for clinician management.

**Second-lowest of seven industries.** Other verticals have invested at twice the rate.

WHERE HEALTH NETWORKS GET STUCK

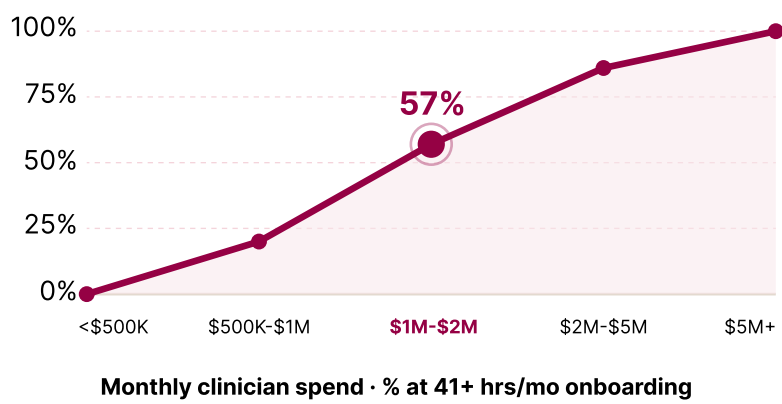
# Three chokepoints decide whether a network can grow.

The pain isn't spread evenly across the contractor lifecycle. Three specific failure points show up sharply in the data, and they're where clinical-ops and credentialing teams are burning their work weeks.

**FAILURE POINT 1 · THE CREDENTIALING CLIFF**

Onboarding works at 50 contractors and crushes you at 500.

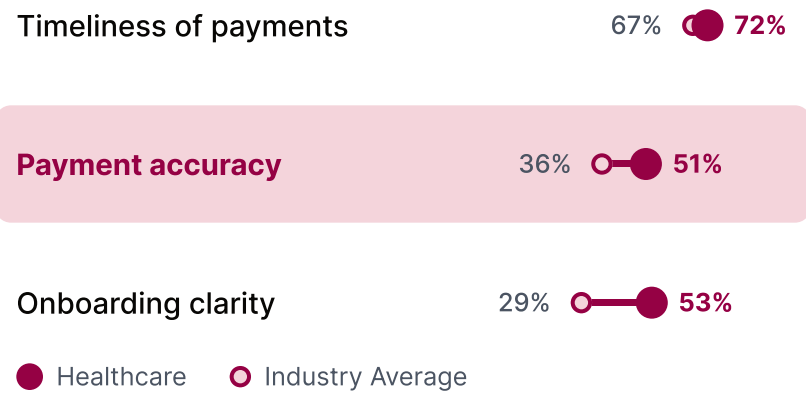
78% of healthcare leaders flag license verification as a top onboarding challenge, and 51% flag both license and background checks. The pain hits hardest at \$1M in monthly spend on managing clinicians.



**FAILURE POINT 2 · PER-SESSION PAY**

Providers want pay they can verify.

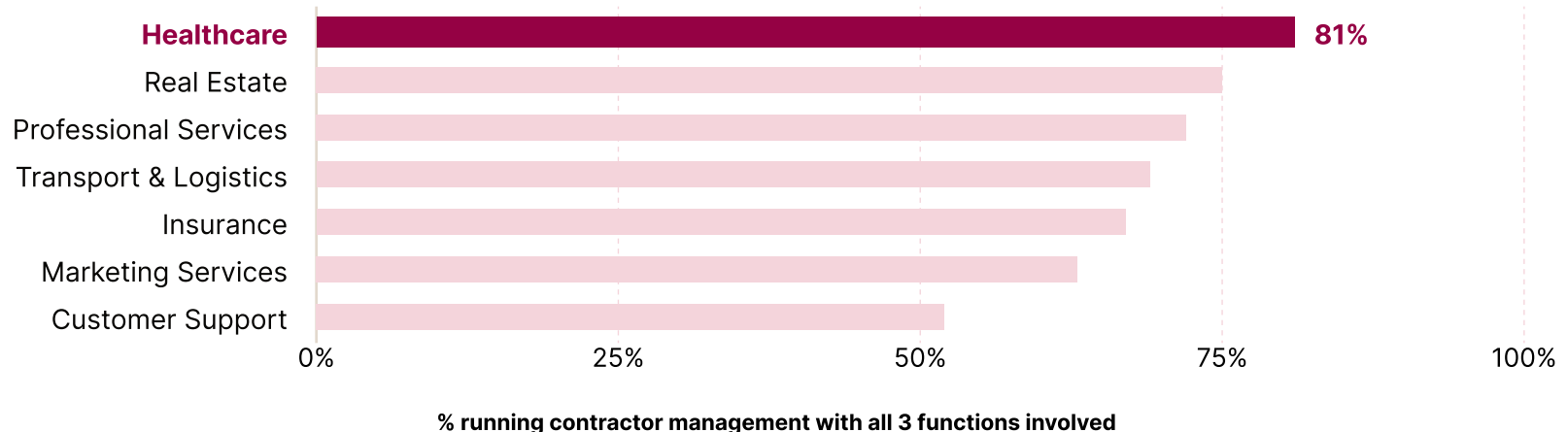
72% say payment timeliness is providers' top complaint. Clinicians compare paychecks across platforms. The one that itemizes keeps them satisfied.



**FAILURE POINT 3 · THE FOUR-WAY RACI PROBLEM**

No single function owns contractor management, so fragmented systems compound.

81% of healthcare orgs run contractor management with Finance, HR, and Operations all involved, the highest cross-functional overlap of any industry. When the workflow lives in three places, no single-function tool fits.



86%

of orgs report payment pain

Scale multiplies the load. Organizations adding more contractors report payment-timeliness pain at 86% versus 46% of those holding steady. 63% of telebehavioral networks plan to add more contracted clinicians in the next three years.

## WHERE HEALTHCARE RANKS

### Healthcare ranks #1 on five measures of contractor pain.

Across the 500+ leaders Wingspan surveyed in seven verticals, healthcare took the top rank on five separate measures of contractor pain. **No other vertical leads more than two.** Five distinct pain categories, each with its own buyer felt-pain and its own structural cause.

	Healthcare	Insurance	Transport	Real Estate	Mktg	Pro Svcs	Customer Support
License verification as top onboarding challenge	<b>78%</b>	46%	48%	46%	16%	39%	25%
Payment accuracy as top provider complaint	<b>51%</b>	46%	40%	34%	31%	14%	35%
Compliance: 21+ hrs/mo	<b>86%</b>	83%	73%	79%	53%	76%	51%
Orgs flagging 4+ overlapping challenges	<b>56%</b>	39%	29%	43%	32%	40%	22%
"Head of" buyer concentration	<b>39%</b>	24%	16%	18%	21%	28%	16%

**The takeaway:** healthcare's contractor model is *uniquely hard* in five distinct ways that compound. A clinical 1099 platform has to cover all five at once. Continuous credentialing, per-session itemization, and multi-state license logic belong in one system.

## WHAT THE LEADING NETWORKS ARE DOING

Three moves the leading health networks have already made.

### 01 Verify licenses continuously, not once at onboarding.

78% of healthcare orgs are stuck here. Continuous monitoring keeps your network compliant.

### 02 Pay per session, with itemized statements.

51% of providers cite payment accuracy as a top complaint. Itemization keeps them satisfied and reduces churn.

### 03 Consolidate the contractor management stack into a purpose-built system.

Orgs running 7+ tools spend 41+ hours/month on compliance alone. One platform cuts that load roughly in half.

These are the moves networks like **Teladoc** (10,000+ providers, 90% drop in support tickets, payroll cut from 2 days to 2 hours) and **Octave** (2,000+ providers, 96% retention, \$73M processed in one system) have already made by switching to Wingspan.

[Read the case](#)

### Wingspan is the payroll platform built for credentialed 1099 networks.

Multi-state credentialing, per-session pay, and 1099 filing in one platform. Used by Teladoc, Octave, Meru Health, Pacify, and other clinical networks at scale.

[Book a demo](#)
[See how it works](#)

The 2026 Future of Flexible Work Report surveyed 500+ US-based finance, HR, and operations leaders. Healthcare cut: n=79 (~15% of sample). Cross-industry comparisons computed against the full sample. Customer metrics from published Wingspan case studies on wingspan.app/customers.