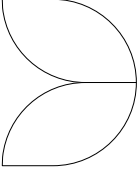


Bridge the Gap: Retaining the Multigenerational Workforce


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Director of Professional Practice
Mercy Medical Center



1

Review of the Past


- Background history
- 1835: Nursing and hospital care in US
- 1839 - 1850: Beginning of nursing education
- 1873: Professional nurse education begins
- 1890: Profession of nursing organizes
 - Nursing Challenge
 - Nursing diversified
- Mid- Twentieth Nursing
- Late Twentieth: Modern nursing practice
- 1930: Beginning of nursing shortage
- 2020: Nursing Shortage



2

2020- 2021 Challenges on Nursing Staffing


- Hospital nurses demands increased by 245% or 50k nurses.
- Nursing vacancies increased by 30%.
- Increased demands for nurses with shortened supplies leading to hiring of travel nurses by 130%.
- Increased hospital expenses 17% above pre pandemic levels



3

Impact on Nursing & Outcomes

- Aging population
- Aging workforce
- Nurse Burnout
- Careers and family
- Regions
- Growth
- Violence in healthcare settings
- Clinical significance: staffing ratio, technology, empowerment




4

Differences of Multigenerational Team



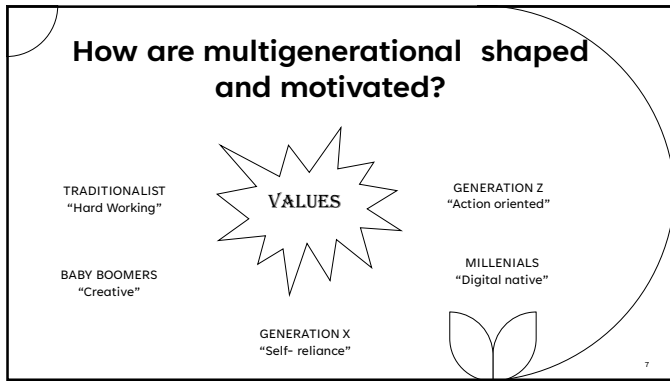
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Years Born



1	2	3	4	5
BORN 1925 – 1945 Traditionalists	BORN 1946- 1964 Baby Boomers	BORN 1965 – 1980 Generation X	BORN 1981 – 2000 Millennials	BORN 2001 – 2020 Generation Z
←		→		

6



7

What influence the multigenerational communication style

Characteristics	Traditionalist	Baby boomers	Generation X	Millennials	Generation Z
Aspiration	Home ownership	Job security	Work life balance	Freedom and flexibility	Security and stability
Attitude towards technology	Disengaged	Early IT adaptors	Digital immigrants	Digital natives	Technoholics
Attitude towards career	Jobs for life	Org. careers are defined by employers	Early portfolio. Loyal to profession	Digital entrepreneurs: work with and not for employer	Career multi-tasker
Signature product	Automobile	Television	Personal computer	Tablet & smart phone	Google glass, graphene, nano computer, 3-D printing, driverless car

8

What influence the multigenerational communication style

Characteristics	Traditionalist	Baby boomers	Generation X	Millennials	Generation Z
Communication media	Formal letter	Telephone	Email & text message	Text & social media	Hand held or integrated in the clothing communication devices
Communication preference	Face to face in person	Face to face ideally but email or telephone if required	Text messaging or email	Online or mobile (text messaging)	Face time / video conferencing
Preference when making a financial decision making	Face to face meeting	Face to face ideally but increasingly will go on line	Preferred on line and face to face if time permits	Face to face in person	Solutions will be digitally crowd - sourced

9

How multigenerational want their leaders to manage them?

- Traditionalist
 - Have patience, but be firm and clear with traditionalists
 - Recognize their respect for authority, but aren't fond of pressure
 - When they need coaching, do so casually, assist them with change
 - Provide information in a timely manner, and always respect their work experience, lives, and careers
 - Recognize their loyalty to employer and respect for chain of command and authority
 - Encourage personal time for work balance

10

How multigenerational want their leaders to manage them?

- Baby boomers
 - Recognize their loyalty to their employers, confidence and self reliant
 - Appreciate their individualism, hard work ethics and individual success
 - Ask for their advice
 - Listen to their stories
 - Recognize competitive nature and goal centric.

11

How multigenerational want their leaders to manage them?

- Generation X
 - Self-sufficient, results-oriented and hard-working with a tendency to be quiet achievers.
 - Allow various forms of communication including direct communication
 - Encourage their ability to manage their multiple priorities and desire for balance and flexibility
 - Entrepreneurial, educated and independent thinkers.
 - Value diversity, challenges, and responsibility.

12

How multigenerational want their leaders to manage them?

- Millennials
 - Provide collaborative culture and allow them to be leaders
 - Recognize the importance of work life balanced
 - Provide leadership guidance, input and direction
 - Recognize their work, tech savvy and personal values
 - Allow freedom for self expression




13

13

How multigenerational want their leaders to manage them?


- Generation Z
 - Use digital device and social media approaches
 - Make information relevant with frequent communication
 - Provide individualized instruction – break content in short segments
 - Provide growth opportunities
 - Respect independence
 - Provide feedback and recognition
 - Create group activities



14

14

Positive Environment



15

15

Retention Strategies Through Professional Development

- Understand various stages of learning.
- Apply adult learning theory to facilitate transition through those stages.
- Understand employee's level of competence is not necessarily related to age and being able to tailor professional development across the generations.
- Create a professional development program based on the andragogy model: art and science in helping adult learners and reinforce the significance of process and experiential learning.




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Retention Strategies Through Communication and Relationship

- Address the communication preferences of a multigenerational workplace
- Value the differences and avoid stereotyping
- Be willing to learn, engage and modify your style
- Take the time to observe, listen and ask questions without assuming your way is the best or the only way
- Promote an inclusive and respectful workspace
- Relationships are the only things that matter in life focus on your human skills.



17

17

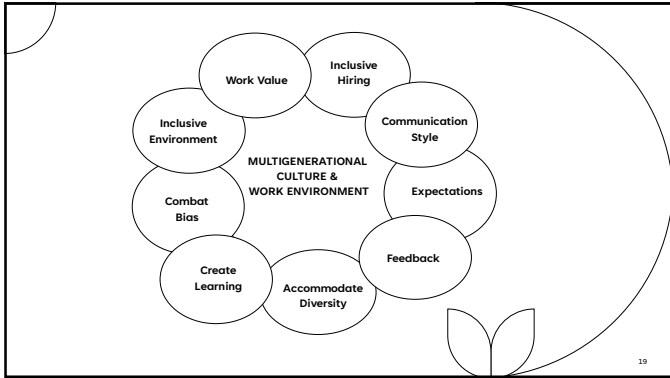
Retention Strategies Through Culture and Work Environment

- Focus on benefits:
 - Multiple perspectives
 - Problem solving abilities
 - Learning and mentoring opportunities
 - Knowledge transfer and retention
 - Unique relationships
- Challenges
 - Communication issues
 - Negative stereotypes
 - Varying employee satisfaction



18

18



19

Meet & Work With Your Team

WORK STYLES. FOUR GENERATIONS.

Traditionalists	<ul style="list-style-type: none"> Hierarchical organizational structures Consistency and uniformity "These are the rules." 	
Borners	<ul style="list-style-type: none"> Coined "team building" Live to Work, until Retirement "Let's talk about the rules." 	
Gen X	<ul style="list-style-type: none"> Work to live, not live to work Flexibility in work, life "Break all of the rules." 	
Millennials	<ul style="list-style-type: none"> Exceptional multi-taskers Flexibility in work hours and dress code "Redefine the rules." 	

GENERATION Z
"The Next Generation"

- 1. **SOCIAL**
Gen Z is socially active and digital natives.
- 2. **INTERACTIVE**
Gen Z is highly interactive and collaborative.
- 3. **TECH SAVVY**
Gen Z is highly tech-savvy and digital natives.
- 4. **LESS FOCUSED**
Gen Z is less focused and more multitasking.
- 5. **EDUCATED**
Gen Z is highly educated and seeks continuous learning.
- 6. **PHILANTHROPISTS**
Gen Z is highly socially conscious and seeks to make a difference.

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Conclusion:

- Lessons learned on retaining multigenerational workforce to solve our nursing crisis
- Foster intergenerational collaboration with a shared purpose
- Always lead transparently
- Embrace revolving work option
- Customization is key
- Take strategic approach to continuous learning

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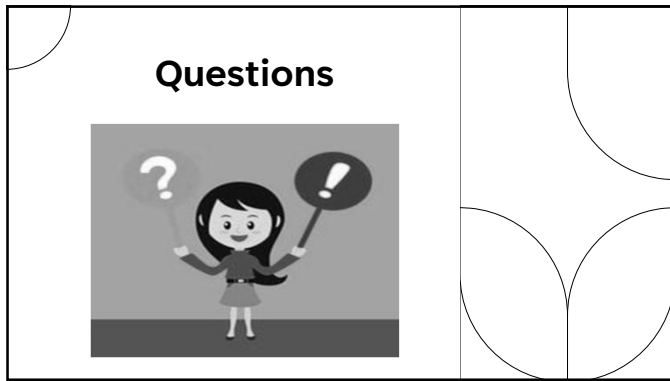
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Thank you

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Question:

Scenario:
 In a unit- governance meeting, the nurses discussed the high rate of unresolved pain relief causing longer PACU LOS. Everyone agreed that the problem need to be solved.

A nurse said, ***“we must review the protocol as a team and discuss what the issues are and identify recommendations to improve the outcomes”.***

Who am I?

- Generation Z
- Millennial
- Traditionalist
- Baby Boomers
- Generation X

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Question:

Scenario:
 The turnover of perianesthesia nurses is increasing. The Nurse Manager called for a staff meeting to discuss retention strategies. Work schedule is the top issue. The nurses presented various approaches and one nurse said, ***“can we be flexible with hours and re-define the rules and find ways how we can meet the unit and staff needs?”***

Who am I?

- Generation Z
- Millennial
- Traditionalist
- Baby Boomers
- Generation X

27

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Question:

Generation Z, is the youngest, most ethnically-diverse, and largest generation in American history, comprising 27% of the US population.

Identify what is **not true** of Generation Z:

1. Likes technology, internet and social media
2. Likes to know trends and research information
3. Likes to focus on single task at a time
4. Likes reading versus watching TV

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