



Making Outcomes a Priority: A Generational Approach

THE
GREATER
GOOD

Advocate . Educate . Engage . Inspire



LeadingAge®
Washington

Objectives for course:



- *Link the impact of staffing on clinical outcomes*
- *Define hiring across the generations and the impact on retention of employees.*
- *Compare personality types and how to motivate employees for patient-centered care.*
- *Determine methods for promoting wellness across personality and generational types.*

Impact on Outcomes

- Medical errors-250,000-440,000 deaths annually
 - Dr. Makary, Professor of Surgery at Johns Hopkins University, School of Medicine suggests this is the 3rd leading cause of death in US.
 - This follows 1st heart disease and 2nd Cancer
- Misdiagnosis-12,000,000 cases
- Billing errors-80% contain at least one error
- Incorrect medication/incorrect dosage- 7,000-9,000 deaths per year
- Surgical errors-4,000 per year

\$210,000,000,000 annual cost to Americans

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The Great Resignation - 2021

11 million resigned from jobs between April-June

- Hospitality-1st
- Healthcare-2nd

Impacts on Healthcare Delivery

- Patient satisfaction
- Workflow efficiency
- Healthcare costs
- Worker Retention
- Patient Outcomes

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Impact of the Great Resignation

PATIENT:

- Patient/family dissatisfaction
- Quality of care
- Medical mistakes
- Hospital readmissions
- ED visits
- Decline in function

STAFF:

- Health effects
- Lower productivity
- Absenteeism
- Job dissatisfaction
- High turnover
- Decreased motivation

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Traditionalists

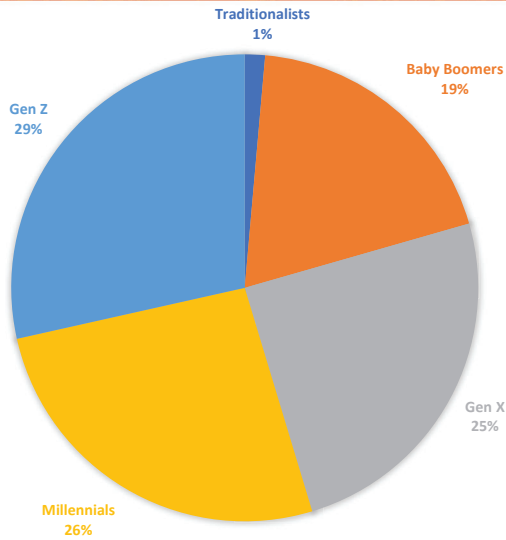
Baby Boomers

Gen X

Millennials

Gen Z

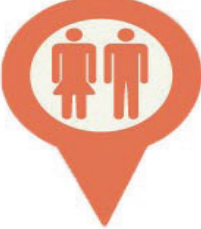




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Multigenerational Workforce

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MULTIPLE GENERATIONS @ WORK

 TRADITIONALISTS Pre-1945	 BOOMERS 1946-1965	 GEN X 1966-1977	 MILLENNIAL 1978-1995	 GEN 2020 After 1995
Experienced: Great Depression, WWI and II, GI Bill Work is: An obligation Aspiration: Home ownership Changing Jobs: Stay for life Career Paths: Slow and steady	Experienced: Television, Moon Landing, Watergate, Vietnam War Work is: Expected Aspiration: Job security Changing Jobs: Loyal to employer; connecting to values Career Paths: Upward mobility	Experienced: MTV, Nintendo, PC's Work is: A difficult challenge Aspiration: Work-life balance; independence Changing Jobs: If necessary for compensation Career Paths: Need to know options now	Experienced: Natural disasters, diversity, mobile technology Work is: A means to an end Aspiration: Freedom and flexibility Changing Jobs: Is expected Career Paths: Switch frequently and fast	Experienced: Economic downturn, Global Warming Work is: Constantly evolving Aspiration: Structure and stability Changing Jobs: Constantly Career Paths: Career "multitaskers"

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Traditionalists:



TRADITIONALISTS Pre-1945

Experienced:
Great Depression, WWI
and II, GI Bill

Work is:
An obligation

Aspiration:
Home ownership

Changing Jobs:
Stay for life

Career Paths:
Slow and steady

- Less than 3 million in workforce
- Attributes: Dependable, Loyal, Tactful
- Motivation: respect and recognition
- Communication style: personal, handwritten notes
- Type of employee: strong work ethic and prefers formal work environment
- Employer focus: stability and satisfying work with opportunities to contribute

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Baby Boomers:



BOOMERS 1946-1965

Experienced:
Television, Moon Landing,
Watergate, Vietnam War

Work is:
Expected

Aspiration:
Job security

Changing Jobs:
Loyal to employer;
connecting to values

Career Paths:
Upward mobility

- 41 million in the workforce
- Attributes: optimistic, competitive, workaholic, team-oriented
- Motivation: company loyalty, teamwork and goals.
- Communication style: phone call or face/face
- Type of employee: job-centered mindset, multi-tasker that lives to work
- Employer focus: provide goals and deadlines, put them in mentor roles

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Generation X:



GEN X
1966-1977

Experienced:
MTV, Nintendo, PC's

Work is:
A difficult challenge

Aspiration:
Work-life balance;
Independence

Changing Jobs:
If necessary for
compensation

Career Paths:
Need to know options now

- 53 million in workforce
- Attributes: low key, informal, skeptical and independent
- Motivation: diversity, work-life balance, personal interests over company interests
- Communication style: efficiency- email, phone call or face/face
- Type of employee: independent, results-driven self-starter with entrepreneurial spirit
- Employer focus: give immediate feedback, flexible schedule, personal development

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Millennials



MILLENNIAL
1978-1995

Experienced:
Natural disasters, diversity,
mobile technology

Work is:
A means to an end

Aspiration:
Freedom and flexibility

Changing Jobs:
Is expected

Career Paths:
Switch frequently and fast

- 56 million in the workforce
- Attributes: competitive, civic-minded, achievement-oriented
- Motivation: responsibility and the quality of their manager
- Communication style: instant messaging, texts and email
- Type of employee: skills training mentorship and consistent feedback-will work at multiple jobs to find the right career fit.
- Employer focus: be flexible, get to know them personally, manage by results, provide immediate feedback

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Generation Z:



- 61 million of them trickling into the work force
- Attributes: entrepreneurial, progressive, less focused
- Motivation: diversity, personalization, individuality and creativity
- Communication style: everything electronic
- Type of employee: curious and willing to learn but wants clear directions, flexibility and transparency. Constantly changing jobs.
- Employer focus: work-life balance and allow self-directed and independent work environments, want fast promotions

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Link Between Generations and Staffing

- Company Vision and Mission
 - Job Descriptions
 - Personality tests
 - Data analysis techniques
- Connect to Job-Seekers
 - Where did our current quality employees come from?
 - What other companies did our valued employees leave for and why?
 - What does their employment branding efforts look like?
 - Mobile and social recruiting techniques
 - Interview process is now 3.7 days → usually takes 22 days to get someone onboarded
- AI in HR
 - Employment talent recovery solutions that review candidate credentials to see what positions they might be qualified to do

Assessing Your Team

- Myers-Briggs-personality
- Enneagram Test-personality
- 5 Minute Personality Test
- The Caliper Profile-personality for business
- DiSC-personality for business
- Hogan Personality Inventory for business
- 16 Personalities
- The Big Five

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THE 5-MINUTE PERSONALITY TEST

Below are ten horizontal lines with four words on each line, one in each column. In each line, put the number "4" next to the word that best describes you in that line, a "3" next to the word that describes you next best, a "2" to the next best word, and a "1" by the word that least describes you. On each horizontal line of words, you will then have one "4", one "3", one "2", and one "1".

For example: One choice for the first line of words would be as follows:
 3 Likes Authority 4 Enthusiastic 2 Sensitive Feelings 1 Likes Instructions

	L	O	G	B
1.	<input type="checkbox"/> Likes Authority	<input type="checkbox"/> Enthusiastic	<input type="checkbox"/> Sensitive Feelings	<input type="checkbox"/> Likes Instructions
2.	<input type="checkbox"/> Takes Charge	<input type="checkbox"/> Takes Risks	<input type="checkbox"/> Loyal	<input type="checkbox"/> Accurate
3.	<input type="checkbox"/> Determined	<input type="checkbox"/> Visionary	<input type="checkbox"/> Calm, Even Keel	<input type="checkbox"/> Consistent
4.	<input type="checkbox"/> Enterprising	<input type="checkbox"/> Very Verbal	<input type="checkbox"/> Enjoys Routine	<input type="checkbox"/> Predictable
5.	<input type="checkbox"/> Competitive	<input type="checkbox"/> Promoter	<input type="checkbox"/> Dislikes Change	<input type="checkbox"/> Practical
6.	<input type="checkbox"/> Problem Solver	<input type="checkbox"/> Enjoys Popularity	<input type="checkbox"/> Gives In To Others	<input type="checkbox"/> Factual
7.	<input type="checkbox"/> Productive	<input type="checkbox"/> Fun-Loving	<input type="checkbox"/> Avoids Confrontations	<input type="checkbox"/> Conscientious
8.	<input type="checkbox"/> Bold	<input type="checkbox"/> Likes Variety	<input type="checkbox"/> Sympathetic	<input type="checkbox"/> Perfectionist
9.	<input type="checkbox"/> Decision Maker	<input type="checkbox"/> Spontaneous	<input type="checkbox"/> Nurturing	<input type="checkbox"/> Detail-Oriented
10.	<input type="checkbox"/> Persistent	<input type="checkbox"/> Inspirational	<input type="checkbox"/> Peacemaker	<input type="checkbox"/> Analytical
	<input type="checkbox"/> TOTAL "L"	<input type="checkbox"/> TOTAL "O"	<input type="checkbox"/> TOTAL "G"	<input type="checkbox"/> TOTAL "B"

Total up the numbers for each vertical column (L, O, G, B).

Retrieved online from: mifarahthey.net/psychology/5minute_personality_test.doc
 Originally developed by Smalley and Trent, 1999.
 The Two Sides of Love, Gary Smalley and John Trent, 1999, Tyndale House Publishers, Carol Stream, Illinois

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What is in a Personality?

L: Lion

- Strengths-decisive, goal oriented, gets results, competitive
- Weaknesses-Impatient, blunt, demanding, poor listener



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What is in a Personality?

O: Otter

- Strengths-Enthusiastic, good communicator, outgoing, dramatic
- Weaknesses-unrealistic, impulsive, reactive, excitable



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What is in a Personality

G: Golden Retriever

- Strengths-patient, stable, compassionate, reliable
- Weaknesses-indecisive, slow to initiate, fears change, avoids confrontation



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What is in a Personality

B: Beaver

- Strengths-accurate, detailed-oriented, orderly, controlled
- Weaknesses-too hard on self, perfectionist, overly cautious



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Create Your Labor Force

- Identify your training needs
- Set your objectives
- Survey your employees
- Types of training programs
 - Internal vs. outsourced
 - CNA Academy
 - Classroom vs. Apprenticeship
 - Individual vs. group training
 - Skills-based training vs. Management training
- Measure your results



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What If . . .

ADMINISTRATOR



Enthusiastic,
good communicator,
outgoing, dramatic,
unrealistic, impulsive,
reactive, excitable



BOOMERS
1946-1965

Experienced:
Television, Moon Landing,
Watergate, Vietnam War

Work is:
Expected

Aspiration:
Job security

Changing Jobs:
Loyal to employer;
connecting to values

Career Paths:
Upward mobility

DIRECTOR OF NURSING



Patient, stable,
compassionate, reliable
indecisive, slow to
initiate, fears change,
avoids confrontation



GEN X
1966-1977

Experienced:
MTV, Nintendo, PC's

Work is:
A difficult challenge

Aspiration:
Work-life balance;
independence

Changing Jobs:
If necessary for
compensation

Career Paths:
Need to know options now

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What If . . .

NURSE MANAGER



Accurate, detailed-oriented, orderly, controlled, too hard on self, perfectionist, overly cautious



GEN 2020
After 1995

Experienced:
Economic downturn, Global Warming

Work is:
Consistently evolving

Aspiration:
Structure and stability

Changing Jobs:
Constantly

Career Paths:
Career "multitaskers"

CERTIFIED NURSING ASSISTANT



Decisive, goal oriented, gets results, competitive
Impatient, blunt, demanding, poor listener



MILLENNIAL
1978-1995

Experienced:
Natural disasters, diversity, mobile technology

Work is:
A means to an end

Aspiration:
Freedom and flexibility

Changing Jobs:
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Career Paths:
Switch frequently and fast

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It's Not a Job, It's a Career!

- Review the compensation and benefits packages
 - Menu-like variety of benefit options
 - Weekly pay
 - Technology
 - Wellness opportunities
 - Maternity/Paternity Leave
 - Childcare
- Address management issues
- Monitor retention levels
- Develop new career paths for current employees
- Allow flexible scheduling
 - Hybrid, remote, flexible hours/shifts
 - Boomerang employee



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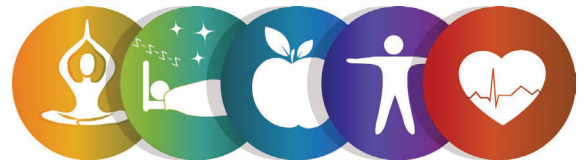
Health and Wellness

- 55% of Americans don't use all their vacation days-768 million days
- Design and analyze
 - What do your employees need
 - Exercise class
 - Nutritious lunch options
 - Support Groups
- Implement
 - Accessible to employees/family/Residents
 - Low cost
 - Convenient
 - Incentive program (shirts, water bottles, meal tickets, healthy snacks)
- Evaluate success
 - share success stories, survey participants, provide recognition to staff

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Engage Employees/Residents in Health and Wellness

- Wellness moments
 - Walking
 - Walking paths around facility or to different countries
 - Staff vs. Residents activities
- Exercise Classes
 - Stretching
 - Bodyweight Bootcamps
 - Pool Classes
- Relaxation minute
- Music guided activities to encourage hydration

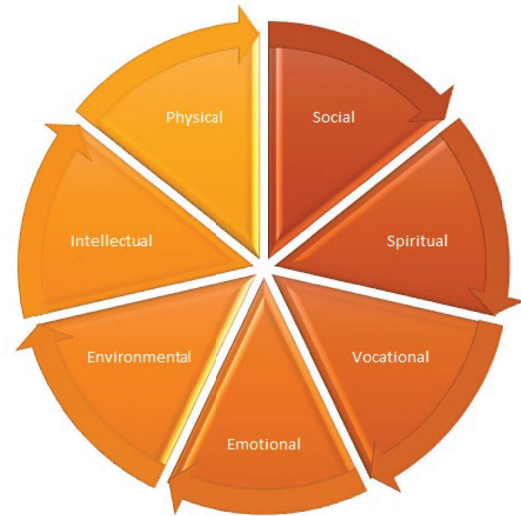


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Engage Employees/Residents in Health and Wellness

Services

- Screenings
- Health coaching
- Functional fitness testing
- Nutritional guidance
 - Healthy food options during work hours
 - Cooking classes



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What Do We Do Now?



ADDRESS NEEDS
OF STAFF



MULTIGENERATIONAL
APPROACH TO HIRING



RECRUIT LIKE ITS
2023!



INNOVATIVE EMPLOYMENT
PACKAGE



STREAMLINE INTERVIEW/
ONBOARDING



HEALTH AND
WELLNESS A MISSION



STAFF FOR THE
RESIDENT'S
QUALITY OF LIFE

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If you have questions or would like further resources, contact:

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