

Millennials: The Unforeseen Generation That Will Lead Healthcare Transformation

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About Us

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Jefferson™



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Jefferson™

JOHNS HOPKINS



Memorial Sloan Kettering
Cancer Center





Jefferson Health

13 Hospitals

- Abington Hospital
- Abington – Lansdale Hospital
- Aria – Bucks County Hospital
- Aria – Frankford Hospital
- Aria – Torresdale Hospital
- Jefferson Hospital for Neuroscience
 - part of Vickie and Jack Farber Institute for Neuroscience at Jefferson
- Jefferson Cherry Hill Hospital
- Jefferson Stratford Hospital
- Jefferson Washington Township Hospital
- Methodist Hospital
- Physicians Care Surgical Hospital
- Rothman Orthopaedic Specialty Hospital
- Thomas Jefferson University Hospital
 - Sidney Kimmel Cancer Center at Jefferson (NCI-designated)

6,000

physicians/practitioners



7,200

nurses



Abington Hospital, Jefferson Hospital for Neuroscience and Thomas Jefferson University Hospital are Magnet-designated hospitals

50+

outpatient and urgent care locations

Over 3.6 million

patient interactions annually



Jefferson Health®

Agenda

- Generational Introduction
- Millennials and Healthcare
- Millennial Recruitment
- Millennial Retention and Advancement
- Perceived Challenges and Case Studies
- Self Assessment of Your Organization



I. Generational Introduction

Polling Question

Members of this generation are known as the “latch key kids.”

- A. Traditionalists
- B. Baby Boomers
- C. Generation X
- D. Millennials
- E. Generation Z

Polling Question

This generation idealized the “American Dream.”

- A. Traditionalists
- B. Baby Boomers
- C. Generation X
- D. Millennials
- E. Generation Z

Polling Question

This generation is the most racially diverse.

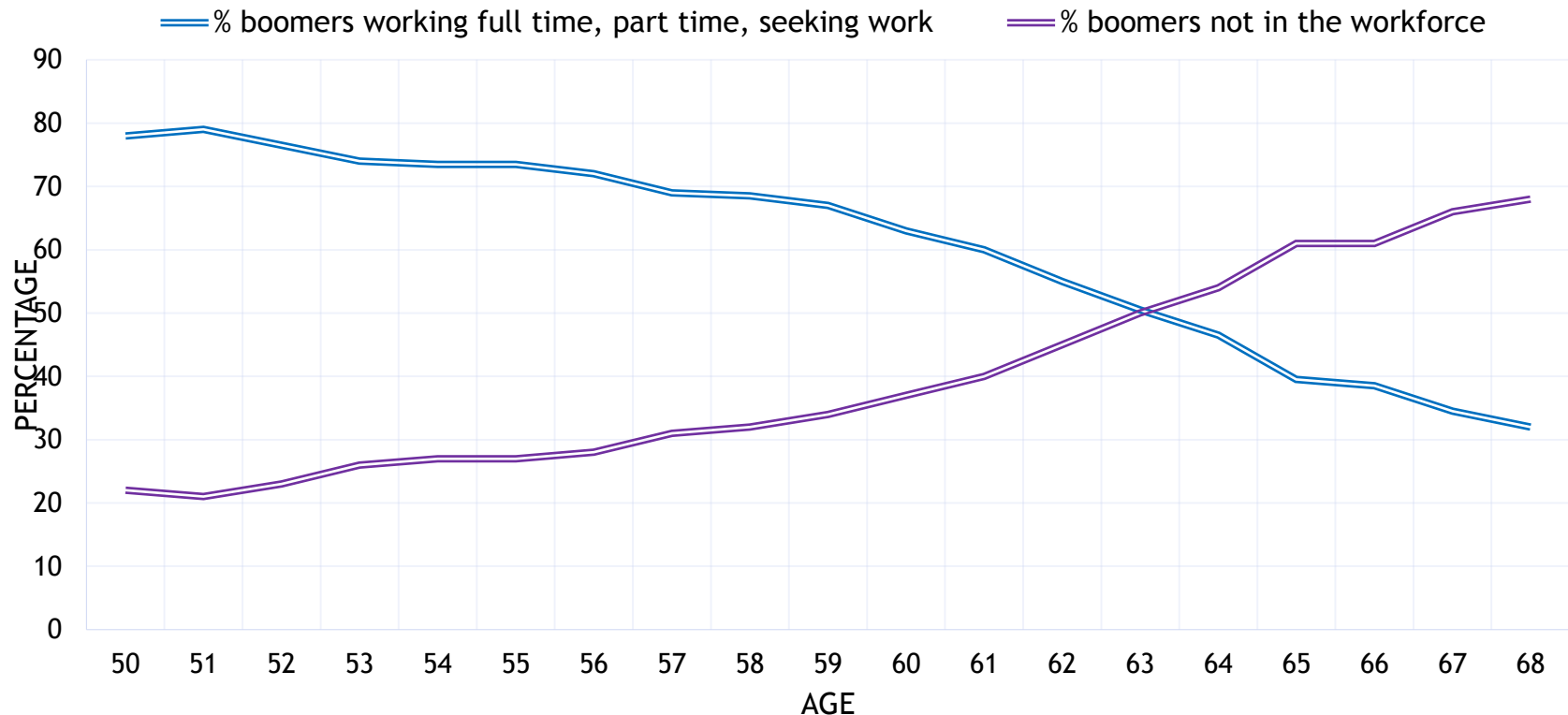
- A. Traditionalists
- B. Baby Boomers
- C. Generation X
- D. Millennials
- E. Generation Z



Why is this important?

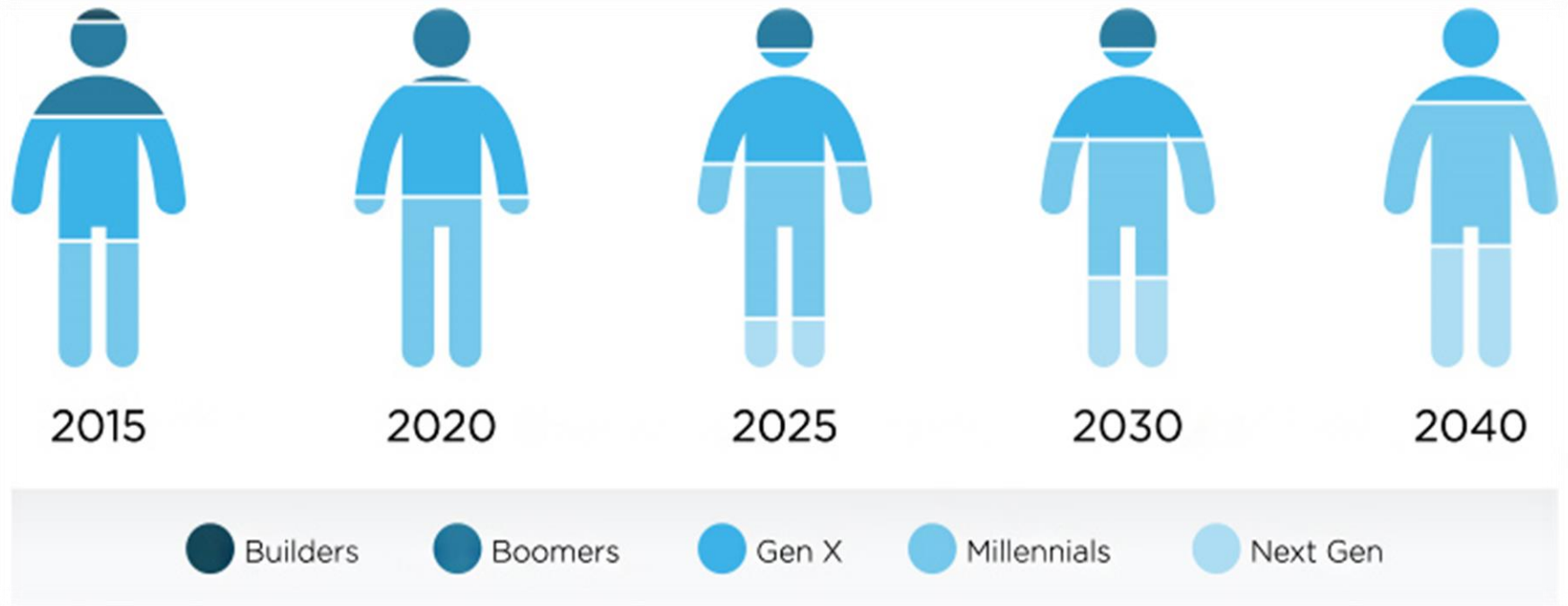
The Mass Exodus

BABY BOOMERS' EMPLOYMENT



Every day, 10,000 boomers reach the traditional retirement age of 65.
That trend began in 2011 and is forecasted to continue for the next 14 years.

The Multigenerational Workforce



For the first time in history, we are seeing 4 generations together in the workforce.

Polling Question

Does your organization account for the change in the multigenerational workforce through your strategic planning process?

- A. Yes, we have recognized these trends for sometime.
- B. Yes, we just started thinking about this.
- C. No, but I wish we did.
- D. No, this is not an organizational priority.

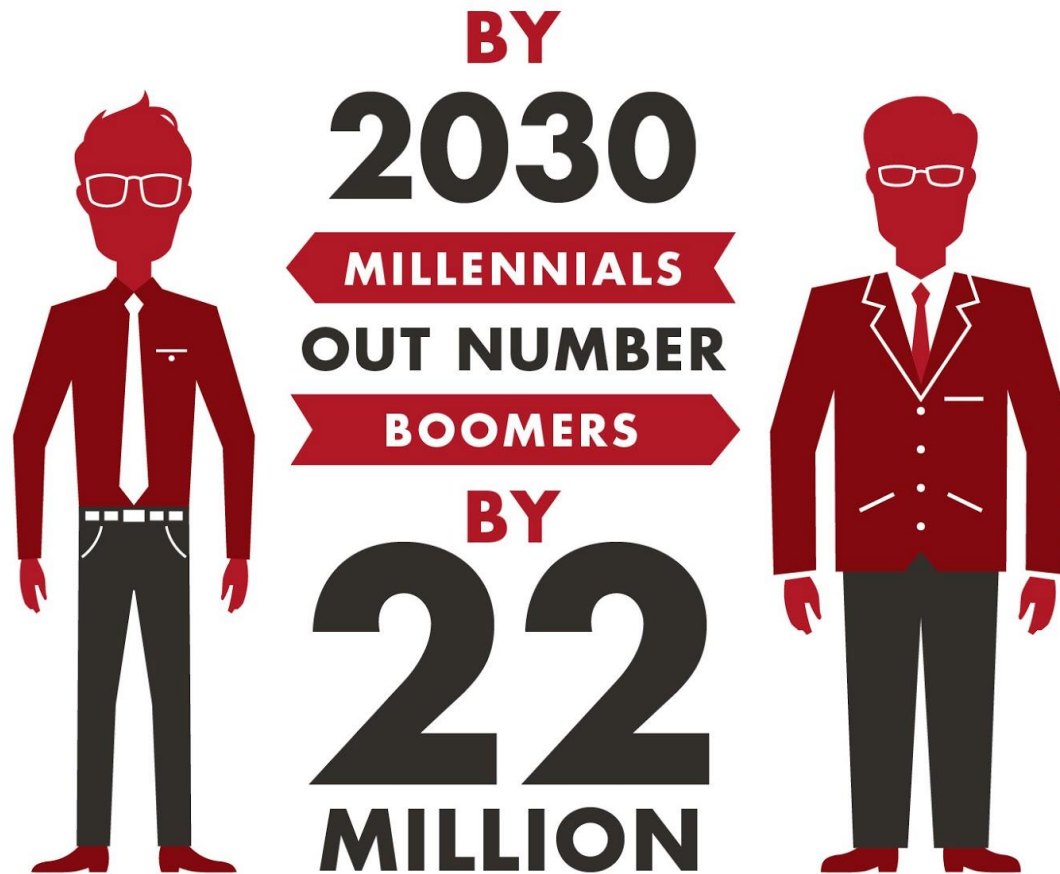
Glaring Reality



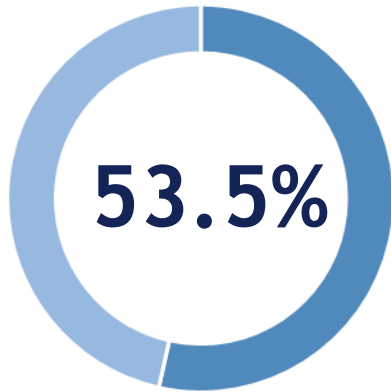
**ONLY 5% OF COMPANIES TAILOR
THEIR RECRUITING EFFORTS TO
A MULTIGENERATIONAL
WORKFORCE**

KORN FERRY • FUTURESTEP

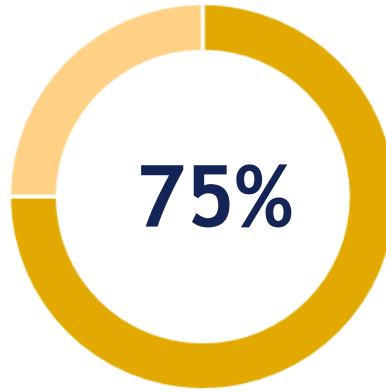
Staggering Changes in Workforce



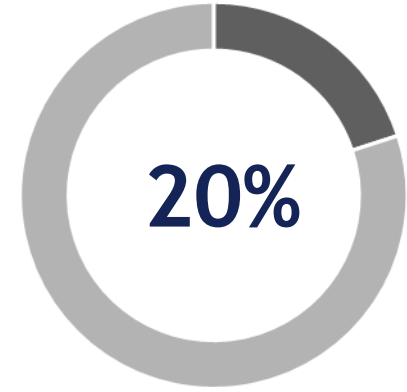
Millennials on the Rise



53.5% majority
of US labor
force



75% of
workforce by
2030



20% hold
leadership
positions

Clinical Workforce

700,000

Nurses expected to retire within the next 5-7 years

1 in 4

Nurses leave their job within the first year of tenure

31,100

Potential shortfall of PCPs by 2025



Healthcare is Being Transformed

- Volume to Value
- Medical and Payment Innovation
- Risk Sharing
- Consumer Expectations
- Regulatory Changes
- Financial Challenges
- Market Consolidation
- Disruptive Innovation



II. Millennials and Healthcare

Millennials and Healthcare

“The revolution is going to come from the millennials.”

*Dr. Stephen Klasko, MD, MBA
President and CEO of Jefferson Health*



93%

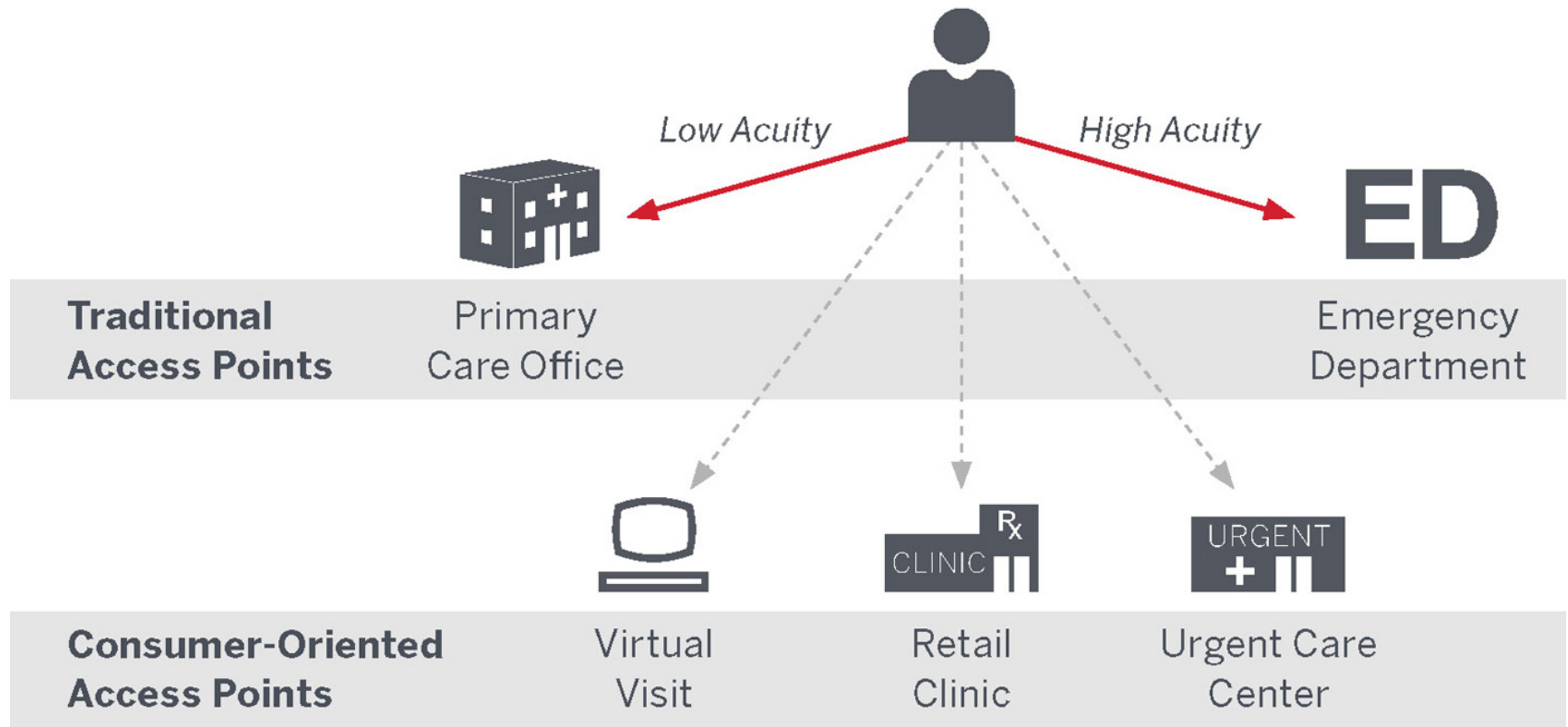
Millennials that do not schedule preventive physician visits



51%

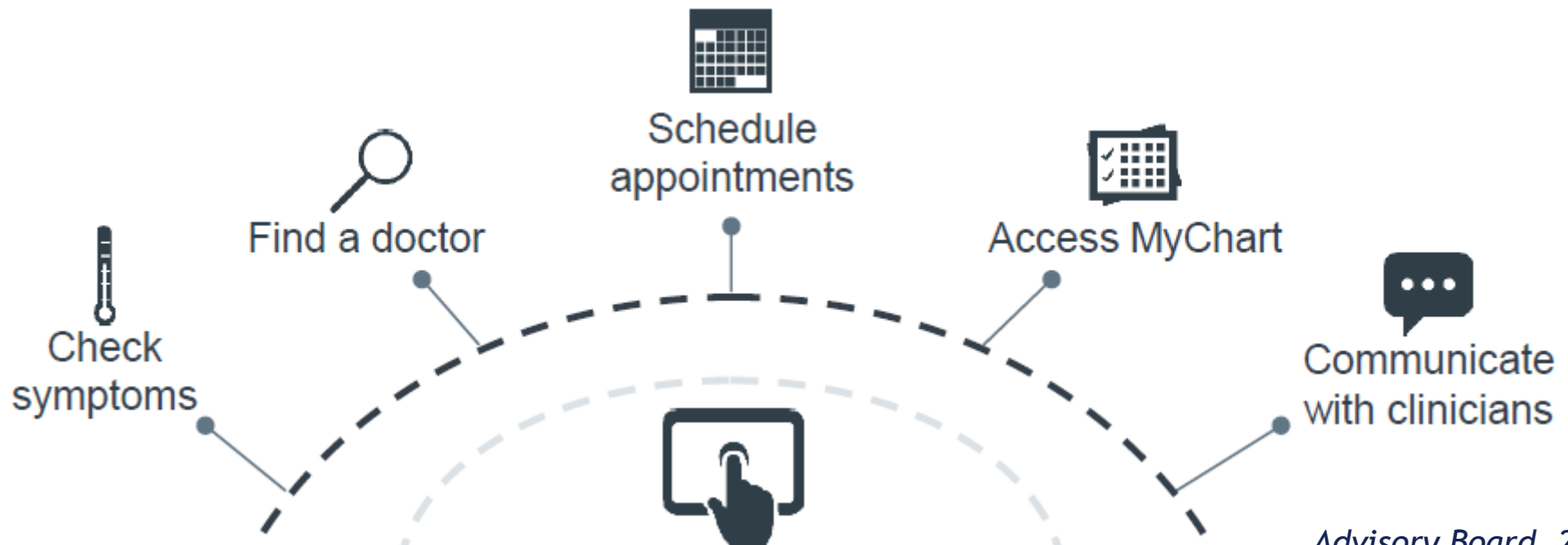
Millennials that visited a physician less than once a year

Customer-Orientated Delivery Sites Satisfying the “Instant Generation”



Is there an App for that?

- 71% of millennials would be interested in using a mobile app to manage their healthcare, review records, and schedule appointments.
- 74% of millennials said they would use telemedicine; however they will not settle for a choppy or disjointed video platform



Advisory Board, 2016

Millennials Want to Work in Healthcare

- 45% of students aged 15-29 expressed they want to work in healthcare
- Millennials skills and desires align with the changing healthcare market

Technologically Driven

Mobile Apps, Telehealth, EMRs

Thrive in Fast Paced Environment

Rapid Market Consolidation

Convenience Oriented

Improving Access in Unique Ways

Innovative and Creative

Innovative Payment Models

Adaptable and Embrace Change

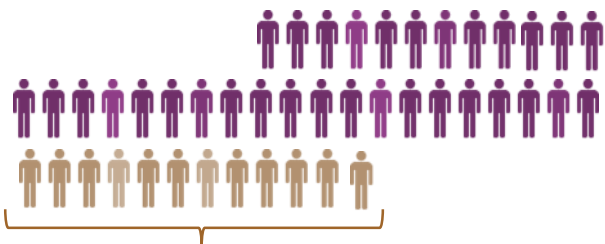
Rise of ACOs, CINs, Volume to Value

III. Millennial Recruitment

TJUH ADMINISTRATIVE FELLOWSHIP

A Walk Through The Past 42 Years

44 Administrative Fellows



12 current employees

Strategic Planning
Performance Excellence
Patient Flow
Transplant
Medical Oncology
Payer Strategies
Medical Staff Affairs
Perioperative Services
Patient Experience
Epic
Business Development

Jefferson's fellows come from a wide variety of top rated graduate programs with degrees in business, healthcare, engineering, public health, and more



~100 APPLICATIONS/YR



...including many international candidates

Former CEO was Jefferson's first fellow 40 years ago

1976 → 2018



2017 - 2018 US News & World Report Best Hospitals Honor Roll



The top organizations
in the country have all
established
Administrative
Fellowship programs
and are actively
investing in the future
of young leaders

- ✓ Mayo Clinic
- ✓ Cleveland Clinic
- ✓ Johns Hopkins Hospital, Baltimore
- ✓ Massachusetts General Hospital, Boston
- ✓ UCSF Medical Center, San Francisco
- ✓ University of Michigan Hospitals, Ann Arbor
- ✓ UCLA Medical Center, Los Angeles
- ✓ New York-Presbyterian Hospital, N.Y.
- ✓ Stanford Hospital, Stanford
- ✓ University of Pennsylvania-Penn Presbyterian, Philadelphia

Additional Opportunities for Young Professionals

- Diversity Internship
- Future Health Professionals Program
- JeffSTEP-UP
- Young Women's Professional Committee
- Nurse Residency Program
- JeffTemps






Polling Question

What keeps a millennial happy at work?

- A. Managing work-life balance
- B. Becoming a senior leader
- C. Doing work they are passionate about
- D. Making a positive impact on the organization
- E. Achieving financial security

Millennials and Other Generations Have Many of the Same Career Goals

Top career goals	 Millennials	 Gen X	 Baby Boomers
Make a positive impact on my organization	25%	21%	23%
Help solve social and/or environmental challenges	22%	20%	24%
Work with a diverse group of people	22%	22%	21%
Work for an organization among the best in my industry	21%	25%	23%
Do work I am passionate about	20%	21%	23%
Become an expert in my field	20%	20%	15%
Manage my work/life balance	18%	22%	21%
Become a senior leader	18%	18%	18%
Achieve financial security	17%	16%	18%
Start my own business	17%	12%	15%

IV. Millennial Retention and Advancement

Polling Question

Does your organization have a leadership development program targeted toward millennials?

A. Yes

B. No

Millennial Retention

60%

60 % of Millennials are currently open to a new job opportunity

45%

45% of millennials would quit their job if they didn't see a future career path with the company

20

Millennials can have as many as 20 different jobs in their lifetime

"I need to find meaning in my work"

71%

87%



"I want to learn and grow"

"I need an approachable manager"

93%

Jefferson's LEAD Program

- Managing organizational politics
- MACRA/MIPS and population health
- Public speaking
- Interacting with physicians
- Leadership pipeline
- Mergers and acquisitions
- Crucial conversations
- Thinking like a system
- Transforming organizational culture



Leadership

Education

and

Discussion

Jefferson's Leadership Academy



The Challenge:

Develop an intervention that would change culture by changing its leaders

V. Perceived Challenges and Case Studies

Polling Question

Does your organization currently have a millennial working closely with or as part of your hospital leadership team?

A. Yes

B. No

Perceived Challenges

“Millennials always ask so many questions; can’t they just get it done!?”

Case Study #1: 2015 Papal Visit to Philadelphia



“I need you to break out our emergency plan for housing staff overnight in the hospital.”



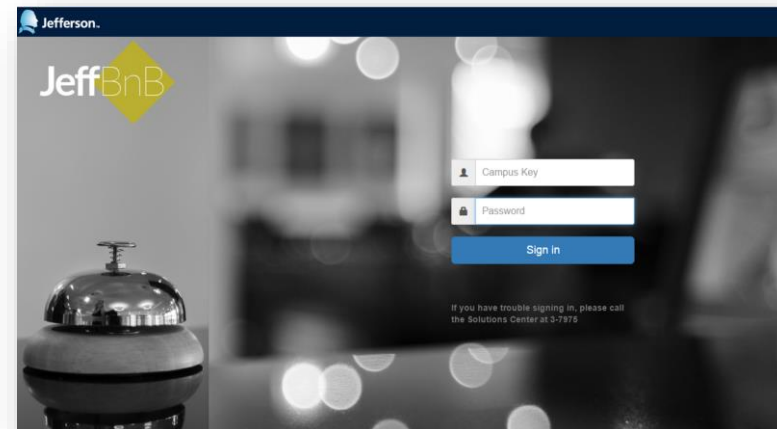
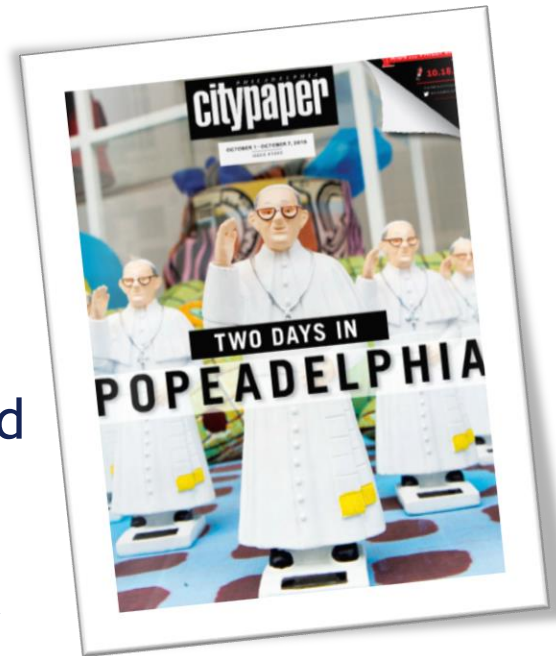
“Okay, no problem.”





“Is this plan most effective? Has this process always been in place? How do we keep track of the staff? Why is this done on paper?”

The World Meeting of Families September 2015

- Managed staffing plans for over 150 departments across the hospital campuses and university
- Coordinating sleeping and shower arrangements for over 2,500 faculty and staff
- Served 13,000 complimentary meals for all shifts
- Secured priority boarding with SEPTA/PATCO for Jefferson health employees
- Coordinated 101 transfers




Jefferson™



[Dashboard](#)
[Buildings](#)
[Rooms](#)
[Employees](#)
[+ Add Employee](#)
[Assignments](#)
[Settings](#)
[Logout](#)

Campus Key cjl010 **Name** Casey Lorusso

Email
Department

Job Title
Gender

Supervisor
Supervisor Campus Key

Campus

Additonal Information

Cell Phone
Shift

Checked In September, 24 2015 22:06:08 [Remove Check In](#)

Room Assignment

Building

Room

Bed Shift

[Remove](#)

[Cancel](#) [Save](#)

Case Study #1: Papal Visit to Philadelphia



- Leverage technology
- High pressure, high reward
- Let millennials lead
- Inquisitive nature is a positive
- Involvement in “non-typical” projects

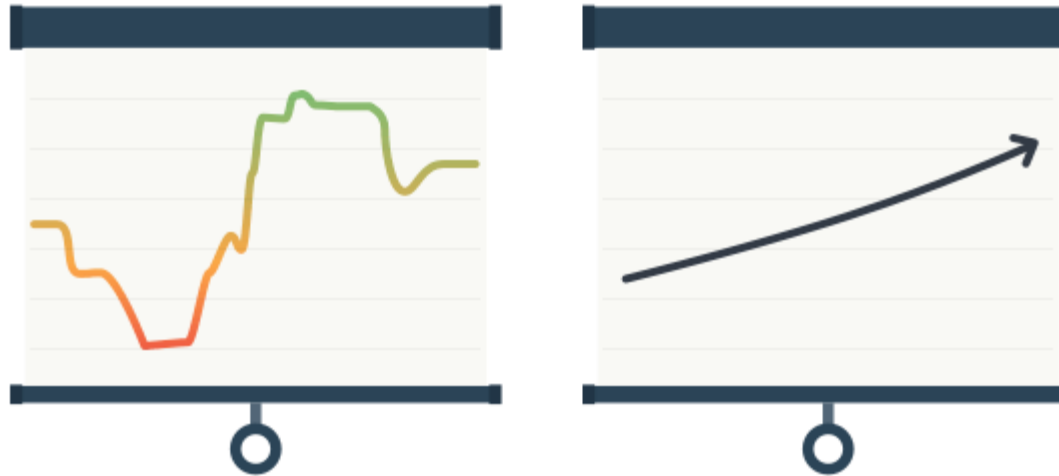


“People who say it cannot be done should not interrupt those who are doing it.”

Perceived Challenges

“Millennials need to find purpose in everything they do.”

Case Study #2: ‘At Your Service’ Leadership Rounds



AYS Overview

 **50** Includes 3 hospital campuses

INPATIENT UNITS

TWENTY TWO
OUTPATIENT
PRACTICE
SITES



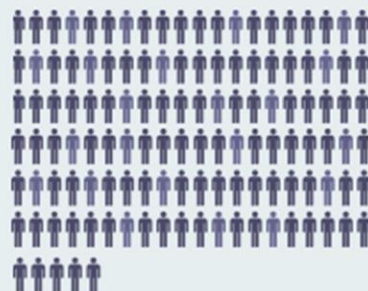
79 Ancillary Departments

8,375+ 

**CUMULATIVE
ROUNDING HOURS**

Including nights & weekends

5201 **SURVEYS**
COMPLETED



125

Leaders are
rounding on the
units and practices

56 **ROUNDING**
TEAMS

Active Process
Improvement Projects

18



2836 EMPLOYEES
INTERVIEWED



2365 PATIENTS
INTERVIEWED



2900+ EMPLOYEES
RECOGNIZED

1338
ISSUES
IDENTIFIED



1012
TICKETS
RESOLVED

AYS Action Plans

1

Ancillary Support
Services
Communication

6

Equipment



9

Noise
on
Units

10



Physician
Onboarding

14



Food &
Nutrition

15

Visitors
on
Unit



Care
Transitions
& Handoffs



2

3

Insurance
Updates

Service
Excellence
Training

4

7

Courtesy of
Front Desk
Staff

11

Surgical
Schedule



12

Patient
Transport



Patient Experience
Reporting

16

Communication from
Leadership

5



Continued
Education

8

13

Pharmacy Delays &
Missing
Medications




Facilities &
Maintenance

17

Service Excellence
Training

18

AYS Application



Filters

Start Date

02/22/2016

End Date

02/22/2017

Category

All Categories

Location

All Locations

Status

All Statuses

Submitted By

Kristi Caldararo

Issue Title

Issue Summary

EMPLOYEE

PATIENT

CENTER CITY - INPATIENT

Status: Closed Entered: 10 months ago (4/8/16 11:37 AM)

ICU BED FALLS

9 Southeast - NICU Nursing Kristi Caldararo

Status: Closed Entered: 10 months ago (4/22/16 11:00 AM)

STROKE UNIT SHOULD BE LOCKED

JHN 6 South Security Kristi Caldararo

Status: Long Term Entered: 10 months ago (4/29/16 12:30 PM)

NEED TO CHECK STOCK MORE OFTEN

9 Southeast - NICU Supply Chain Kristi Caldararo

Status: Closed Entered: 9 months ago (5/13/16 10:53 AM)

VISITOR POLICY NOT BEING ENFORCED

9 Southeast - NICU Nursing Kristi Caldararo

Status: Long Term Entered: 9 months ago (5/13/16 10:53 AM)

STAFFING

9 Southeast - NICU Nursing Kristi Caldararo

Status: Long Term Entered: 9 months ago (5/20/16 11:18 AM)



Case Study #2: AYS Leadership Rounds

KEY TAKEAWAY

- Encourage senior leadership to think about the “why”
- Leverage action-orientated nature
- Provide ongoing professional development
- Find mission-driven, collaborative, high-impact and system-level projects



Rich Webster
@RichWebsterTJUH

Follow

It's Friday morning at Jefferson, time for our leadership rounding! #AYS125strong



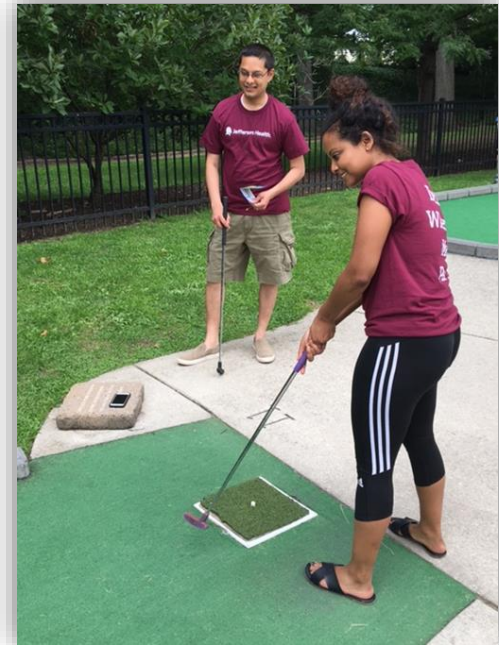
Additional Perceived Challenges

- “Millennials want to dress in jeans, bring their dog to work, and check out at 4:30pm.”
- “Millennials insist on frequent and formal feedback.”
- “Millennials are entitled and don’t want to earn their place.”



Reacting to the Challenges

- “Millennials want to wear jeans, bring their dog to work, and check out at 4:30pm.”
 - Work life balance is often quoted as the #1 important factor for millennials when choosing a job
- **Allow flexibility**
 - ...or another organization will
 - Be clear regarding expectations, results, and timelines
 - Granting flexibility comes easier once trust is developed
 - Build relationships and socialize
 - Balance structure and autonomy



Reacting to the Challenges

- “Millennials insist on frequent and formal feedback.”
 - Only 17% of millennials say the feedback they receive is meaningful
- **Mentoring and coaching is crucial**
 - Encourage relationships with other leaders
 - Create a “safe environment”
 - Empower and recognize
 - Listen carefully
 - Give direct, in-person feedback
 - Seek out reverse mentoring

Creating a Professional Development Plan

- Short Term Goals
 - Direct reports
 - Expand scope of responsibility
 - Participate in additional system level initiatives
- Long Term Goals
 - Non-Profit Board
 - ACHE Fellow
 - Transplant Regional Committee
- Personal Goals
 - Travel once/year
 - Fitness/marathon training
 - Publication
- Competencies
 - Business plans
 - Budgets
 - Physician collaboration
 - Human resources

Reacting to the Challenges

- “Millennials are entitled and don’t want to earn their place.”
 - The most common millennial myth is that they are “ladder climbers,” a group of entry level employees who want to make it to the corner office without paying their dues
- **Allow millennials to contribute**
 - Don’t confuse their expectation of fairness with entitlement
 - Use their ambition as an advantage
 - Millennials should be part of the team, not the aiding intern

VI. Wrap Up

Eliminate Stereotypes in Order to be Successful

Stereotype

- Disloyal
- Entitled
- Lazy
- Needy

Reality

- Mission driven
- Creative
- Enjoy change
- Tech-savvy
- Passionate
- Risk takers
- Collaborative/team oriented

Parting Advice



- Allow millennials to lead
- Support other colleagues that are hiring young professionals
- Introduce millennials as part of the team
- Be open to new ideas
- Teach your leaders how to work with millennials
- Provide professional development and mentorship



- Empower millennials
- Provide support and guidance
- Promote collaboration and meaningful work
- Challenge millennials with difficult tasks
- Allow for “hands-on” experience
- Get to know millennials and what matters to them

Post AHA Webinar Organizational Assessment

- ☐ Do we have a plan to recruit and retain millennial talent?
- ☐ Are our leaders educated on the facts governing a multigenerational workforce?
- ☐ Do we as an organization value the work of a millennial?
- ☐ Do we provide mentorship and professional development to younger generations?
- ☐ Do our leaders understand generational diversity?
- ☐ Do we have a structured approach to succession planning for key leadership positions?



Questions?