Millennials: The Unforeseen Generation That Will Lead Healthcare Transformation

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Thomas Jefferson University Hospitals
About Us

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Clinical and Support Services

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Associate Administrator,
Clinical Services
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
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?
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.
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

By 2030, Millennials out number Boomers by 22 million
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.
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

<table>
<thead>
<tr>
<th>Technologically Driven</th>
<th>Mobile Apps, Telehealth, EMRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thrive in Fast Paced Environment</td>
<td>Rapid Market Consolidation</td>
</tr>
<tr>
<td>Convenience Oriented</td>
<td>Improving Access in Unique Ways</td>
</tr>
<tr>
<td>Innovative and Creative</td>
<td>Innovative Payment Models</td>
</tr>
<tr>
<td>Adaptable and Embrace Change</td>
<td>Rise of ACOs, CINs, Volume to Value</td>
</tr>
</tbody>
</table>
III. Millennial Recruitment
Jefferson's fellows come from a wide variety of top rated graduate programs with degrees in business, healthcare, engineering, public health, and more.

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

~100 APPLICATIONS/YR

...including many international candidates

Former CEO was Jefferson's first fellow 40 years ago

1976 → 2018
The top organizations in the country have all established Administrative Fellowship programs and are actively investing in the future of young leaders.
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

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

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”

“87% I want to learn and grow”

“I need an approachable manager”

71%

87%

93%

Gallup, 2016
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
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
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 Inpatient Units
Includes 3 hospital campuses

5201 Surveys Completed

125 Leaders are rounding on the units and practices

2836 Employees Interviewed

2365 Patients Interviewed

2900+ Employees Recognized

79 Ancillary Departments

8,375+ Cumulative Rounding Hours
Including nights & weekends

56 Rounding Teams

1338 Issues Identified

18 Active Process Improvement Projects

1012 Tickets Resolved
AYS Action Plans

1. Ancillary Support Services
   Communication
2. Care Transitions & Handoffs
3. Insurance Updates
   Service Excellence Training
4. Communication from Leadership
5. Continued Education
6. Equipment
7. Surgical Schedule
   Courtesy of Front Desk Staff
8. Pharmacy Delays & Missing Medications
9. Noise on Units
10. Physician Onboarding
11. Patient Transport
12. Food & Nutrition
13. Patient Experience Reporting
14. Visitors on Unit
15. Facilities & Maintenance
16. Service Excellence Training
<table>
<thead>
<tr>
<th>EMPLOYEE</th>
<th>PATIENT</th>
<th>CENTER CITY - INPATIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Entered</td>
<td>Time Ago</td>
</tr>
</tbody>
</table>

**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

- 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
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

<table>
<thead>
<tr>
<th>Stereotype</th>
<th>Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disloyal</td>
<td>Mission driven</td>
</tr>
<tr>
<td>Entitled</td>
<td>Creative</td>
</tr>
<tr>
<td>Lazy</td>
<td>Enjoy change</td>
</tr>
<tr>
<td>Needy</td>
<td>Tech-savvy</td>
</tr>
<tr>
<td></td>
<td>Passionate</td>
</tr>
<tr>
<td></td>
<td>Risk takers</td>
</tr>
<tr>
<td></td>
<td>Collaborative/team oriented</td>
</tr>
</tbody>
</table>
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?