



# HPOE *Live!* Webinar Series 2014

**The presentation  
will begin shortly.**

# **Strategies for Managing an Intergenerational Workforce**

**Presented by Lesley Meyer, RN, MBA, NE-BC,  
SPHR**

**Manager, Human Resources  
Atlantic Health System**



# ATLANTIC HEALTH SYSTEM



Morristown



Atlantic  
Rehabilitation



Newton



Overlook



Goryeb Children's  
Hospital



Chilton



# Atlantic Health System

- 1,599 licensed beds
- Nearly 13,400 employees
- More than 3,700 physicians
- Part of Atlantic Accountable Care Organization
- Clinical and academic affiliate of The Mount Sinai School of Medicine





- FORTUNE Magazine – “100 Best Places to Work”
- NJ Biz Magazine – “Hospital of the Year” (Morristown Medical Center)
- “Health Care Most Wired” – Hospitals & Health Networks
- AARP – Top 3 “Best Employers for Workers Over 50”



# Goal:



# Atlantic Health System

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# Traditionalists/Veterans (Born before 1945)



*"Your experience is  
Valued here"*



# Baby Boomers (largest cohort) 1946-1964

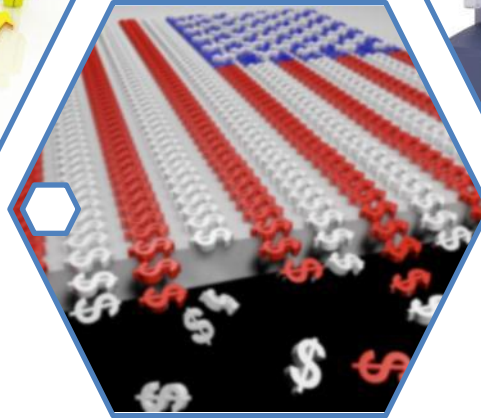


*"You're important to our success"*





# Generation X ( 1960 -1980)



*“Do it your way”*



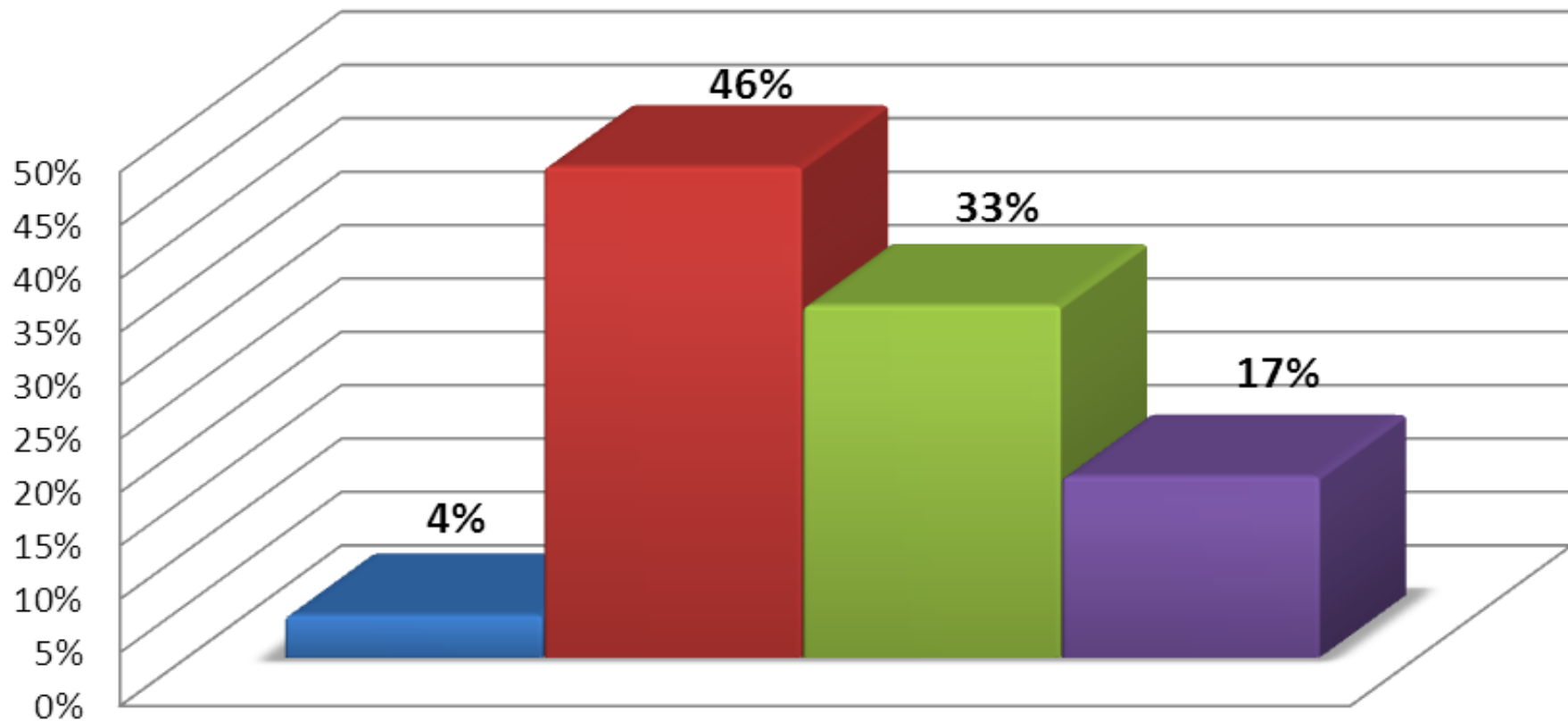
# Generation Y or Millennial (1980 → \_\_\_ )



*"You'll be working with other bright & creative people"*



# Atlantic Health System Generational Analysis



■ Silents (1925-1945)

■ Baby Boomers (1946-1963)

■ Generation X (1964-1978)

■ Generation Y (1979-current)

# Targeted Recruitment Efforts

- Average tenure for employees at Atlantic Health System age 50 and above is 16 years. To offset potential loss of organizational knowledge and expertise, we go out of our way to target mature workers:
  - Senior placement agencies
  - Clubs, organizations and events for older workers
  - Posts jobs in media outlets geared toward the 50+ population
  - Alumni reach-out programs
  - Employee referrals

*“Your experience is valued here ”*



# Targeted Retention Strategies

## The 1,000 Hour Club

The 1,000 Hour Club was established in 2006 to retain talent and continue to benefit from the experience and expertise of employees age 50+



*“Your experience is valued here ”*

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# Targeted Retention Strategies

## The 1,000 Hour Club

As a result:

The number of rehires increased by 16 percent.

*"I'm very happy being retired, but I missed my friends at work. When the chance to return came, I didn't hesitate. I work per diem, and it is very rewarding to contribute and share my skills with others."*

*"I am proud to tell everyone that I was hired in the 1,000 Hour Club at Atlantic Health System. I can make a difference, and work amongst friendly, competent people."*



# Targeted Retention Strategies Ergonomics Program



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# Targeted Retention Strategies





# Targeted Retention Strategies



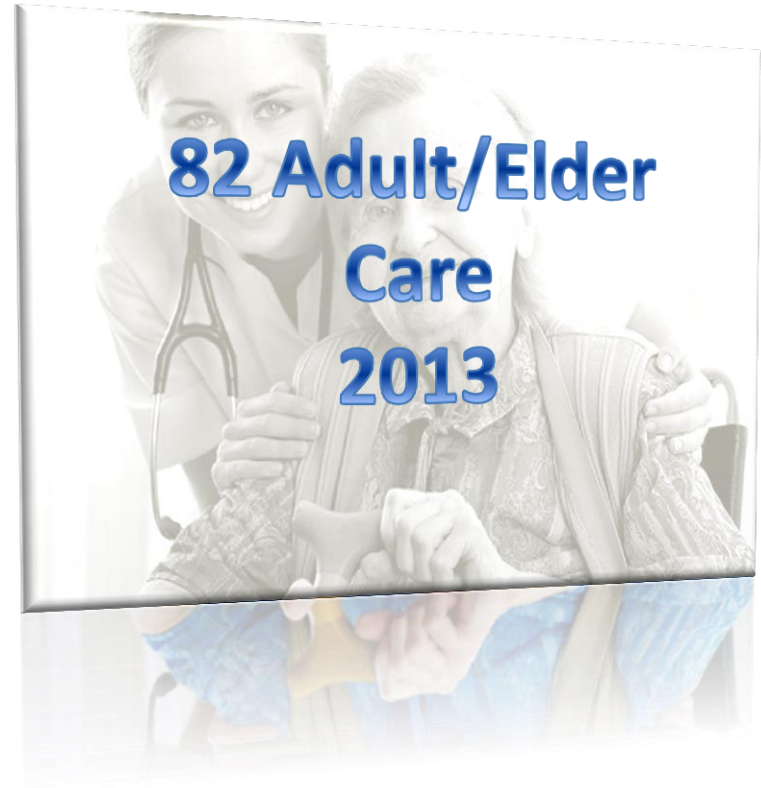
# Targeted Retention Strategies



# Targeted Retention Strategies



# Targeted Retention Strategies






# Targeted Retention Strategies





# Targeted Retention Strategies

- In concert with national findings, AHS annual Employee Engagement and Well-Being Survey in 2013 showed an area of concern was employee financial well-being
  - Financial long-range planning
  - Individual confidence in financial matters
- As a result:
  - Employee communication campaign with Financial Well-Being branding 
  - Financial Well-Being Calendar with monthly offerings such as webinars and in-person seminars at all sites
- Age-Based links to learn about saving for retirement no matter what age. The links include audio slide shows, complete with calculators and quick tips for saving during all stages of life.
  - [Retirement and You - 20s](#)
  - [Retirement and You – 30s](#)
  - [Retirement and You – 40s](#)
  - [Retirement and You – Over 50](#)



**THANK YOU !**



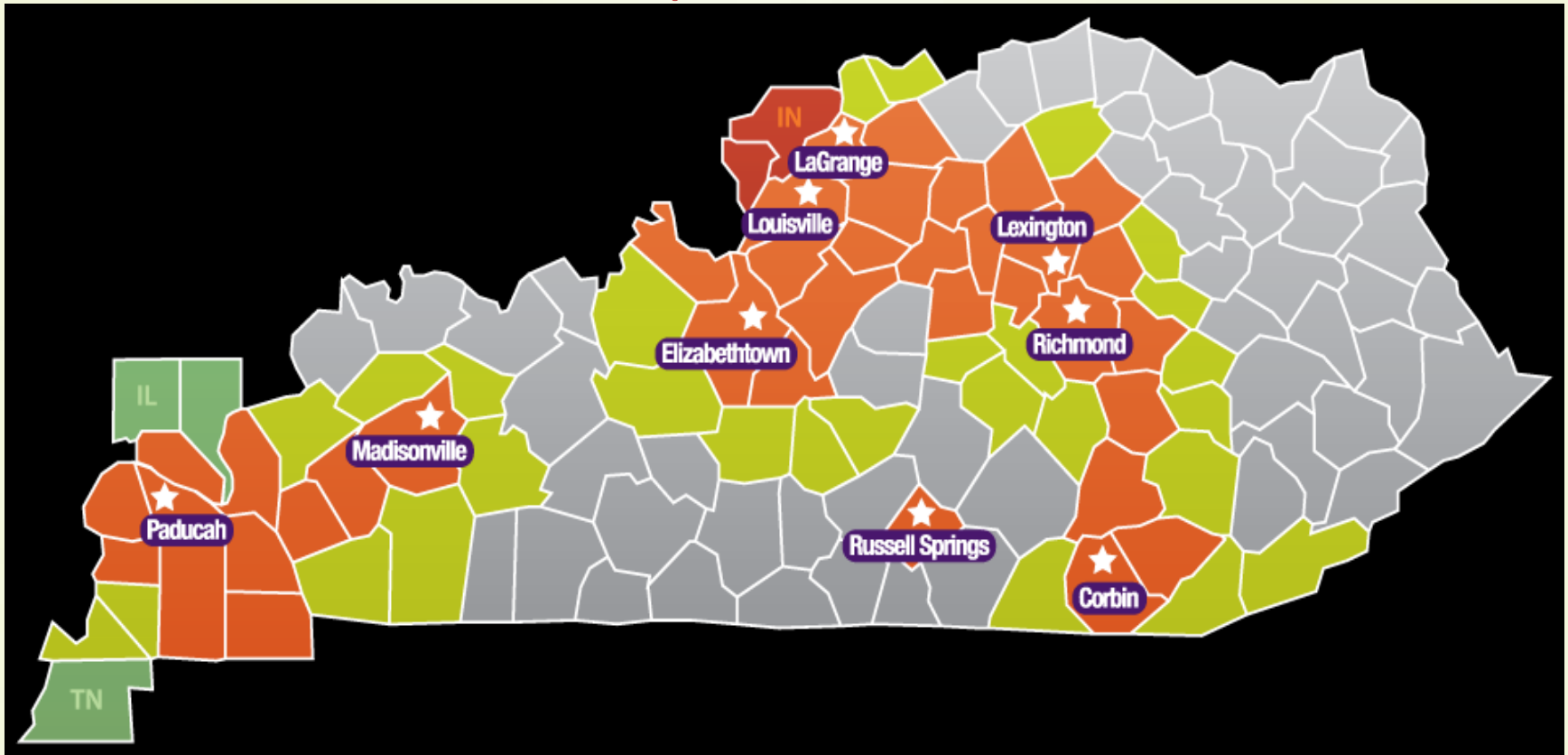
# Managing an Intergenerational Workforce

Karen S. Hill, DNP, RN, NEA-BC, FACHE, FAAN  
Chief Operating Officer/Chief Nursing Officer  
Baptist Health Lexington  
Lexington, KY  
February 21, 2014



# Managing an Intergenerational Workforce

Baptist Health



# Managing an Intergenerational Workforce

*Baptist Health Lexington Workforce Development Strategic Plan, 2011-2013:*

## **Key Strategy: Engaged Workforce**

- Create systems and programs that will engage employees as partners in improving quality, patient safety and organizational development
- Formalize opportunities for generational and organizational transfer of knowledge

*Baptist Health Lexington Nursing Strategic Plan, 2011-2013:*

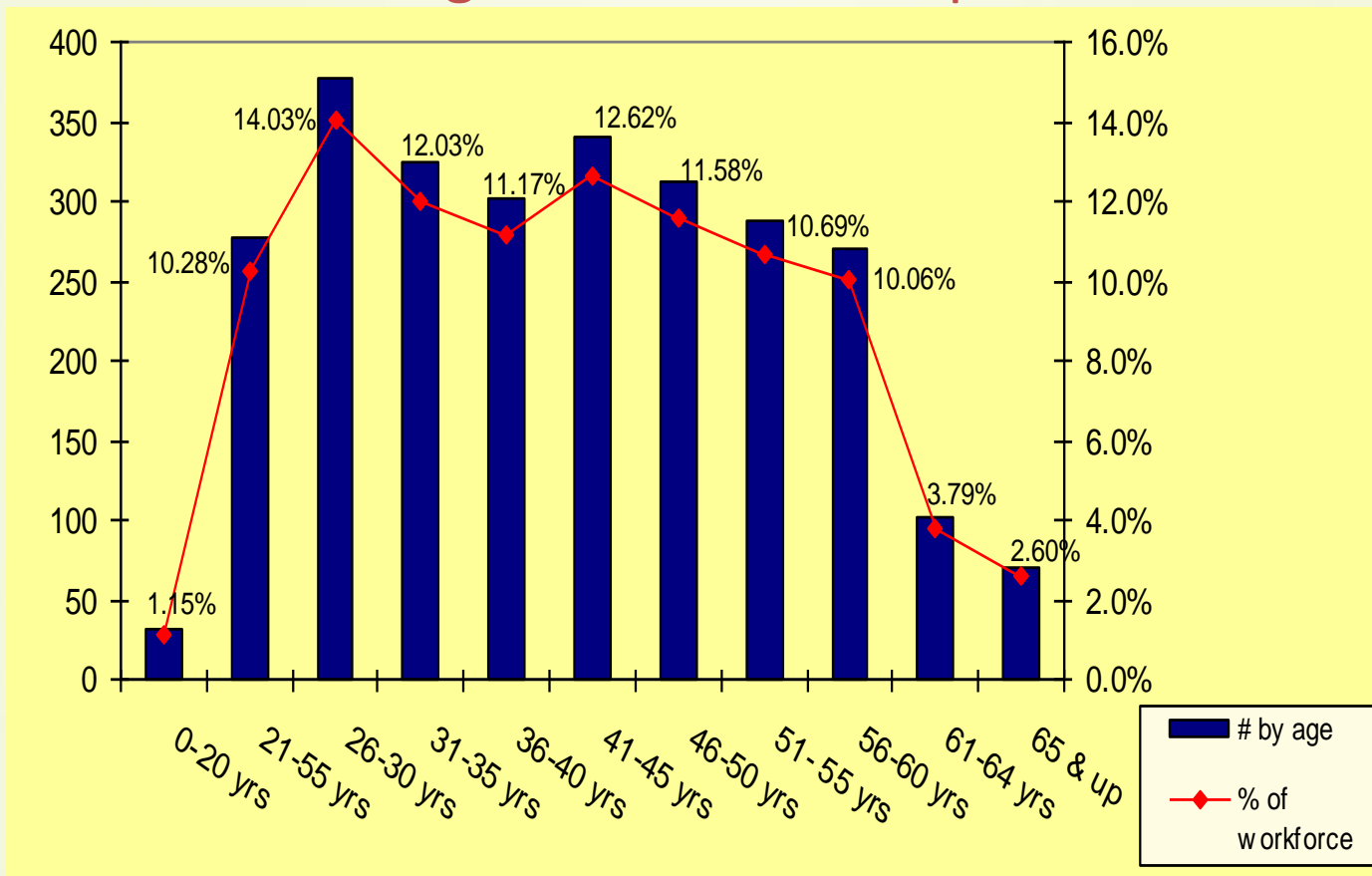
- Collaborate with HR to develop strategies targeted to support age diversity of nursing staff





# Managing an Intergenerational Workforce

## BH Lexington Annual HR Report 2013



# Managing an Intergenerational Workforce

**BH Lex** Data From Age/Flexibility Study conducted in 2010

- Employees rating themselves as “mid-life” ranged from 25-65 yrs of age; Employees rating themselves “older” ranged from 48 yrs to 74 yrs
- Employees rating themselves in “early career” ranged from 20’s to early 40’s, mid-career from late 20’s to early 60’s and late career from early 40’s to late 60’s.
- 91% of BH Lex respondents agree that having flexible work options contributes to their quality of life

# Managing an Intergenerational Workforce

- Plans:
  - Creation of “generationally sensitive” leaders
    - *Provide performance feedback:*
      - ***Be flexible***
      - ***Customize approach to generational perspective***
    - *Recognize value of each employee - Recognition is key!*
    - *Don't stereotype - Generation is only one factor*
    - *Be sensitive to “cuspers”*
    - *Recognize impact of your own generation on your perceptions, behaviors, beliefs, values and style*

# Managing an Intergenerational Workforce

## – Education through the Evolving Leader program

- Communication; HR legal fundamentals; Role model best practices for leaders; Principles of Adult Learning; Managing Across the Generations

## – Encourage employee empowerment

- Employee focus groups; New graduate RN residency program; Career coach, Nursing Leadership Council, Formal mentorship, Unit-based teams/Shared governance

## – Outcomes

- Vacancy rate; Turnover rate; Age profile per department and skill (ie. RN, RT); Employee engagement scores bi-annually

## – Financial Management Education

- Series offered free of charge for employees over 45 and series for employees under 45 years of age

# Managing an Intergenerational Workforce

- Future Challenges:
  - Diverse ages among novice staff
    - Create a workforce plan and leadership awareness which is not focused on age ranges but on levels of experience (novice to expert)
  - Low management turnover thus fewer opportunities for advancement
    - Focus on skills, competencies, organizational exposure, roles
    - Career coaching/mentoring/relationship building



# Managing an Intergenerational Workforce

- Create and support sensitivity to evolving social stress affecting employees
  - Offering information to employees on resources to help with issues of older relatives in our community
  - Reinforce to employees the value of their participation and the commitment to the organization
  - Offer ongoing education to leaders on generational diversity and best practice approaches
  - Continue to monitor trends in organizational workforce to the skill and department level as systems develop (population health/ACOs)

# Managing an Intergenerational Workforce

Questions/Discussion

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