



Challenge of the Generations!

How can we attract and retain the millennial nurses?

Cindy Ford, PhD, RN, CNE & Kimberley Stunkard, MSN, RN-BC

INTRODUCTION

The purpose of this poster is to explore the emerging evidence related to attracting and retaining the millennial generation to nursing.

- One local large health care facility recently reported of the recent resignations, 63% were from millennial nurses.
- There is growing interest and focus of strategies to attract and retain millennial nurses to diminish millennial turnover and increase millennial job satisfaction.

It has been reported the challenges for nursing, for organizations, and the millennial generation, are under-researched (Hutchinson et al., 2012). Little empirical research exists supporting the generational stereotypes associated with the generations represented in the workforce today (Menci & Lester, 2014).

Much of the research found on millennials in nursing depicts the current situation in health care, the aging workforce, estimating that 50% of nurses will retire or leave in the next 5-10 years, creating widespread nursing shortages (Carver & Candela, 2008).

The profession of nursing is facing the potentially most severe shortage seen in years. It is anticipated the millennial generation will comprise 50% of the nursing workforce by 2020 (AHA, 2014). Employees from different generations may have varying expectations of what they want (or value) from the workplace, both from an intrinsic and extrinsic standpoint, and therefore may approach work, how they prefer to be motivated, differently (Lester et al., 2012).

The millennial (or generation Y) generation is most often defined as those born between 1980- 2000 and have recently begun to enter the nursing profession. The millennial generation is the largest generation to enter the workforce since the baby boomer generation, born in the years 1946-1964 (Phillips, 2016).

While there is an abundance of descriptions of the characteristics of the millennial generation characteristics and values, there is limited reference to what attracted them to nursing and what might work to retain them in nursing (Hutchinson et al., 2012).

OBJECTIVES

OBJECTIVE #1 Identify the background to, and unique challenges for recruitment of the millennial generation.

OBJECTIVE #2 Discuss most current evidence supporting background and strategies for retention of the millennial nurse.

LITERATURE REVIEW

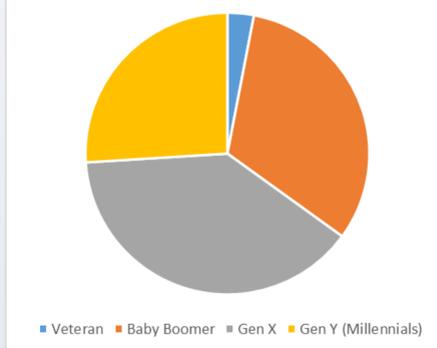
Generally, the literature reports characteristics of the millennial generation as, they like to be entertained and stimulated, are highly adaptable, tech savvy, adept at multitasking and therefore are inclined to bore easily.

-They are progressive thinkers, process new information quickly and embrace change, high standards and excel at teamwork (Lower, 2008). Among other characteristics, McCrindle (2007) says the millennial generation is the most educated, entertained, materially endowed, and entrepreneurial, yet supported and protected generation in history.

Their age and their times have created a generation very distinct from other generations. This generation understands the significance the size their generation has towards nursing's future and know they are needed. This places them in a highly negotiable and employable position (Sheehan, 2005).

LITERATURE REVIEW

Generations in the Workplace



Veterans are defined as being born 1925-1945, with defining events of the great depression and World War II. They have characteristics of respectfulness, loyalty, rule followers, and are hard workers.

Baby Boomers are defined as being born 1943-1960, with defining events of the Vietnam War, Kennedy/Martin Luther King assassinations, and walking on the moon. They have the characteristics of liking to be recognized, being work oriented and team players.

Generation X are defined as being born 1961-1979, with defining events of the end of the Vietnam War, Watergate, Kent State Massacre and Roe vs. Wade. They have the characteristics of being self-reliant, question the rules and value independence.

Generation Y are defined as being born 1980-2000, with defining events of the Iran Hostage Crisis, Iran Contra Affair, MTV and children using computers. They have the characteristics of Technology expertise, accepting of divergent population s and prefer a health work-life balance.

Nurse leaders need to have exemplary knowledge of all four generations in the workplace to understand how to recruit and retain nurses (Parsons, 2002).

Taking the opportunity to consciously explore the nature of generational differences and mental models provides nurse managers worldwide with a strategic tool to use the best that each generation has to offer in the workplace.

This exploration allows for the acknowledgement of wisdom and experience while embracing the newer perspectives of younger nurses. Examining the view point of different generational cohorts begins from a baseline of mutual respect and the strengths of a team lie in valuing diversity and contribution from each team member and focusing on the strengths of each generational cohort (Hendricks & Cope, 2012).

-While Parsons (2002) recommendation is sound, there is absolute paucity of research on recruitment and retention of the millennial generation to the nursing profession (Hutchinson et al., 2012). Managers will need to focus on Millennials strengths and structure a workforce that will support the millennial nurse in their professional nursing role. Health institutions need to recognize the impact of the Millennials to nursing and develop strategies to move forward and prepare the current workforce and environment for a generation that is already here (Hutchinson et al., 2012).

There is a need for flexible leadership to meet the career goals of this new generation (Sherman, 2015). If nurse managers are to effect a positive work environment which attracts and retains staff then they should use the strengths of each cohort as a guidepost to establish management strategies (Hendricks & Cope, 2012). Spence Laschinger and Leiter (2006) suggest patient safety outcomes are related to the quality of the work environment.

If nurse managers can establish a workplace where people are communicative and respectful of differences it is more probable that this respect will lead to an understanding of what it is people want out of work and what they are willing to commit to (Stuenkel et al., 2005)

Spence Laschinger and Leiter (2006) suggest patient safety outcomes are related to the quality of the work environment. If nurse managers can establish a workplace where people are communicative and respectful of differences it is more probable that this respect will lead to an understanding of what it is people want out of work and what they are willing to commit to (Stuenkel et al., 2005).

Some authors have reported marginalization of millennial nurses in the nursing workforce leading to burnout as other generations reject the entering generation of nurses (Lavoie-Tremblay et al., 2008b). There are studies revealing Millennials will suffer stress and burnout if they are not rewarded and supported or if the workload is too great. The difference with this generation is that they will simply leave and move on if the workplace does not provide flexibility and support their lifestyle (Hutchinson et al., 2012).

The literature offers limited evidence of successful programs that have prepared or supported the millennial generation for a future in nursing. Developing an understanding of what attracts the millennial to nursing, what managers can do to retain the millennial in nursing and how the nursing professions can support the millennial generation to assume a role in nursing and nursing governance will assure the retiring generation has left the nursing profession in capable hands (Hutchinson et al., 2012).

Nurse Residency Programs (NRP) have been implemented in many hospitals across the United States (Medas, et al. 2015). By 2014, as many as 48% of hospitals with membership to the American Organization of Nurse Executives reported using NRP as part of the orientation and onboarding process to retain graduate nurses beyond the first year of employment (Barnett et al., 2014).

The efficacies of these programs varies from facility to facility, based on program curriculum and participation standards but have been shown to increase overall retention and satisfaction of graduate nurses. While there is a wealth of research focused on NRP, there is little understanding and connection made to millennial retention and satisfaction.



RETENTION STRATEGY RESULTS

Evaluating Confidence, Competence and Retention

Nurse Residency Program (NRP) retention reports stated a 36.08% to a 6.41% reduction in annual turnover with a cost benefit analysis suggesting a net savings between \$10 and \$50 per patient day when compared to traditional methods of orientation. Additionally, resident confidence outcome was reported as perception of their ability to organize and prioritize their work, communicate, and provide clinical leadership revealed statistically significant increases over the one year program. Residents also reported an 11% improvement in observed competency (Goode et al, 2013; Ulrich et al, 2010; Trepanier et al, 2012).

Rhodes in 2013 and Al-Dossary in 2014 found significant improvement among nurses in the use of technology while providing care, communicating with healthcare providers and patients, the ability to work independently and accountability for actions.

Rhodes (2013) reported at least 50% of nurse graduates remained working in the same service area in which they started, supporting a low intent to leave respective service lines. A statistically significant increase in job satisfaction was reported with an increased nurse graduate performance when evaluated by their nurse preceptors and mentors. Their performance was improved in communication, patient assessment skills, and use of clinical technology.

Evaluating Job Satisfaction

A positive correlation has been found between NRP implementation and job satisfaction among nurse graduates, along with a higher level of commitment to the organization

In his book *Talent Exodus*, John Grubbs (2012) reports according to Gallup you must ask yourself the 12 questions below to learn how your employees measure your workplace.

1. Do I know what is expected of me?
2. Do I have the materials and equipment I need to do my work right?
3. Do I have the opportunity to do what I do best?
4. In the past 7 days, have I received recognition or praise?
5. Does anybody at my workplace seem to care about me as a person?
6. Is there anyone who encourages my development?
7. Do my opinions count?
8. Does the mission/purpose of my company make me feel that my job is important?
9. Do I have a best friend at the organization?
10. Has someone talked to me about my progress in the last 6 months?
11. This last year, has my job given me an opportunity to learn and grow?
12. Are my co-workers committed to accomplishing excellence while performing their job responsibilities?

"The workplace is changing so fast, and we cannot see (or in some cases deal with) the rate of change we are experiencing. Most companies are stuck in models of the past and they are not preparing for the enormity of the future" (Grubbs, 2012, p. 201).

According to Jack Welch, "An organization's ability to learn and translate that learning into action rapidly is the ultimate competitive advantage" (Grubbs, 2012, p. 100).

RETENTION STRATEGY RESULTS CONT.

Cost Savings

NRPs are expensive to implement and hospital leaders made encounter difficulties in expanding budgets to meet the needs of nurse graduates. The participation cost per nurse graduate is approximately \$21,000 (Letourneau & Fater, 2015) however healthcare leaders should view NRPs as a return on their investment. NRPs not only produce higher job satisfaction, but they also reduce turnover rates among nurse graduates. Expenses are higher to replace a nurse graduate than an experienced nurse because of the increased need for education/training and supervision.

Trepanier et al (2012) found a positive total cost benefit as a result of NRP implementation. Of 15 hospitals studied, 36% reduction in turnover rates among nurse graduates in an NRP occurred versus graduates who did not participate in an NRP. This reduction in turnover represents a cost savings for healthcare facilities. While NRPs are expensive to initiate, they provide long-term cost savings to healthcare facilities (Al-Dossary, 2014)

According to Warren Bennis, "Good leaders make people they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning"

CONCLUSION

The health needs of people, populations, and healthcare delivery systems require the availability of an effective, productive, and sustainable workforce, and nurses are the largest group of healthcare providers. Given the critical nursing shortage globally, strategies to enhance recruitment, socialization and retention of nurses is essential (Price et al, 2013).

Millennials expect to be respected, valued, stimulated, included and supported in their workplace (Sheahan, 2005). They are not prepared to work the hours their parents worked and strive for much more of a work life balance (McCrindle, 2007). It is imperative each generation understand the characteristics of other generations to ensure the best outcomes particularly from mentoring relationships (Sheahan, 2005). Other generations do not need to approve or adopt the millennial values but they should respect them (Kupperschmidt, 2006). Nurses and nurse managers need information on the role of Millennial nurses in more specific roles such as the rural setting and nursing governance (Hutchinson et al., 2008 a,b).

Taking the opportunity to consciously explore the nature of generational similarities and differences, and mental models provides nurse leaders worldwide with a strategic tool to use the best that each generation has to offer in the workplace. This exploration allows for the acknowledgement of wisdom and experience while embracing the newer perspectives of younger nurses. Examining the viewpoint of different generational cohorts begins from a baseline of mutual respect. The strengths of a team lie in valuing diversity and contribution from each team member and focusing on the strengths of each generational cohort (Hendricks & Cope, 2012).

REFERENCES

References available upon request

CONTACT INFORMATION

For further information, contact either author.

Cindy.Ford@LUCU.edu

Or

Kimberley.Stunkard@UMCHHealthSystem.com