



COLLEGE of AMERICAN  
PATHOLOGISTS

# Attracting and Retaining a Multi-generational Workforce

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The information in this presentation is provided for educational purposes only and is not legal advice.

# Timothy Travis, MBA, MS, FACHE, CMPE, CHFP

- CAP-Practice Management Committee Member
- ACHE IHEN-Board of Directors, Program Committee
- HFMA-Membership Committee
- MGMA Indiana-Legislative Committee
- Medical Education Foundation: IU School of Medicine South Bend-Board of Directors
- President & CEO SBMF



# Juanita Evans MD, FCAP

- Vice Chair – Practice Management Committee
- Member: Diversity, Equity and Inclusion Committee
- Medical Director of Henry Ford Providence Southfield/Novi
- AP/CP Board Certified with Hematopathology Fellowship



# Racquel Harris, MBA

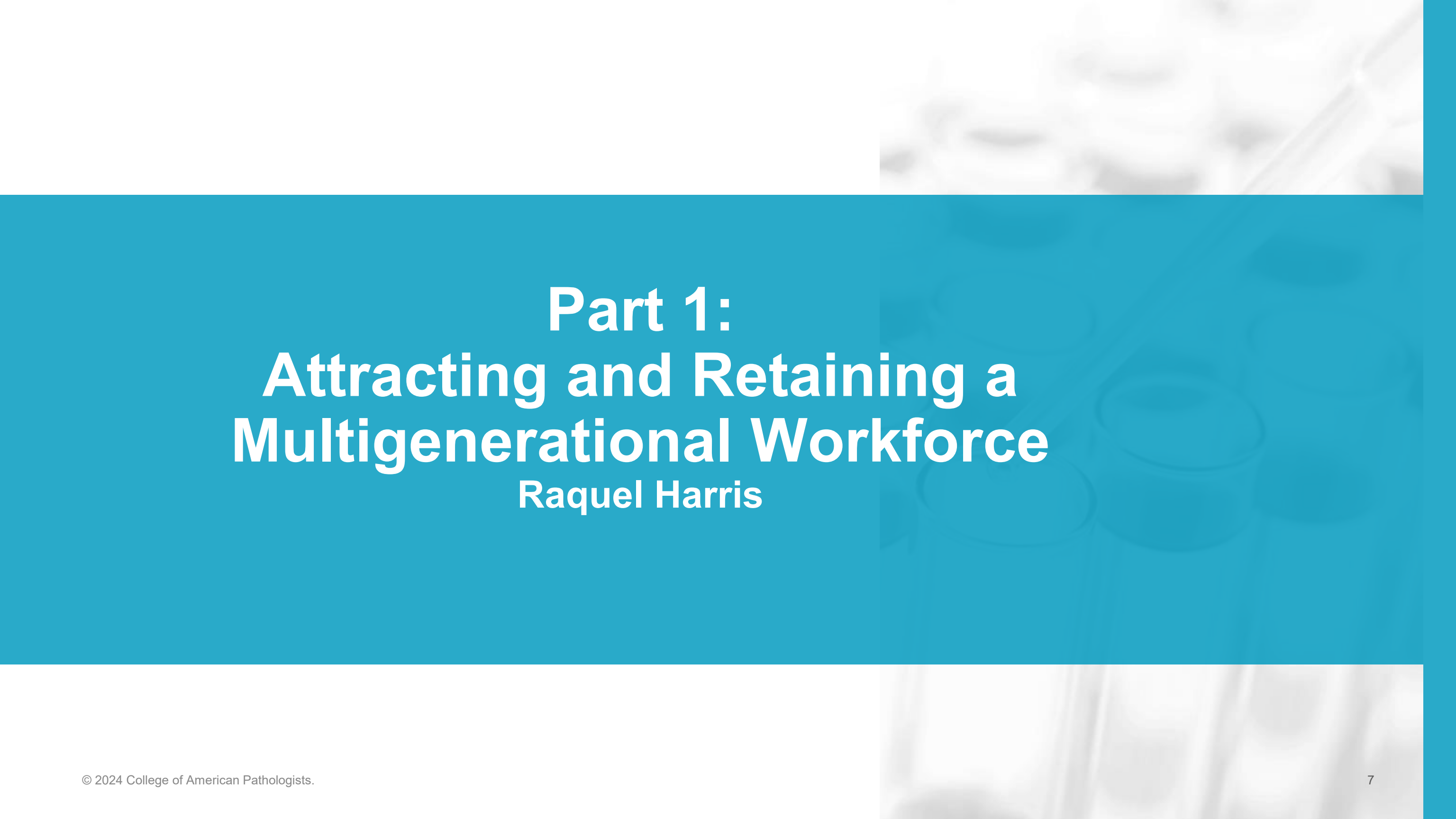
- More than 25 years of Executive level experience in Human Resources and earned two certifications in Human Resources and one certification in Risk Management.
- Graduate of Indiana University where she received a Bachelor's Degree in Organizational Communication, and a Master's Degree in Business Administration from Purdue University.
- She is currently a Doctoral candidate at Regent University in Healthcare Leadership.



# Jaqui Melton, MBA

- Lead DEIB Consultant, BJC Health System (Missouri + Illinois)
- Manager, Organizational Healing Programs, InPower Institute
- Founder, Shift the Paradigm Consulting
- Graduate of University of Missouri-Columbia (Secondary Education), Webster University (MBA)





# Part 1: Attracting and Retaining a Multigenerational Workforce

Raquel Harris

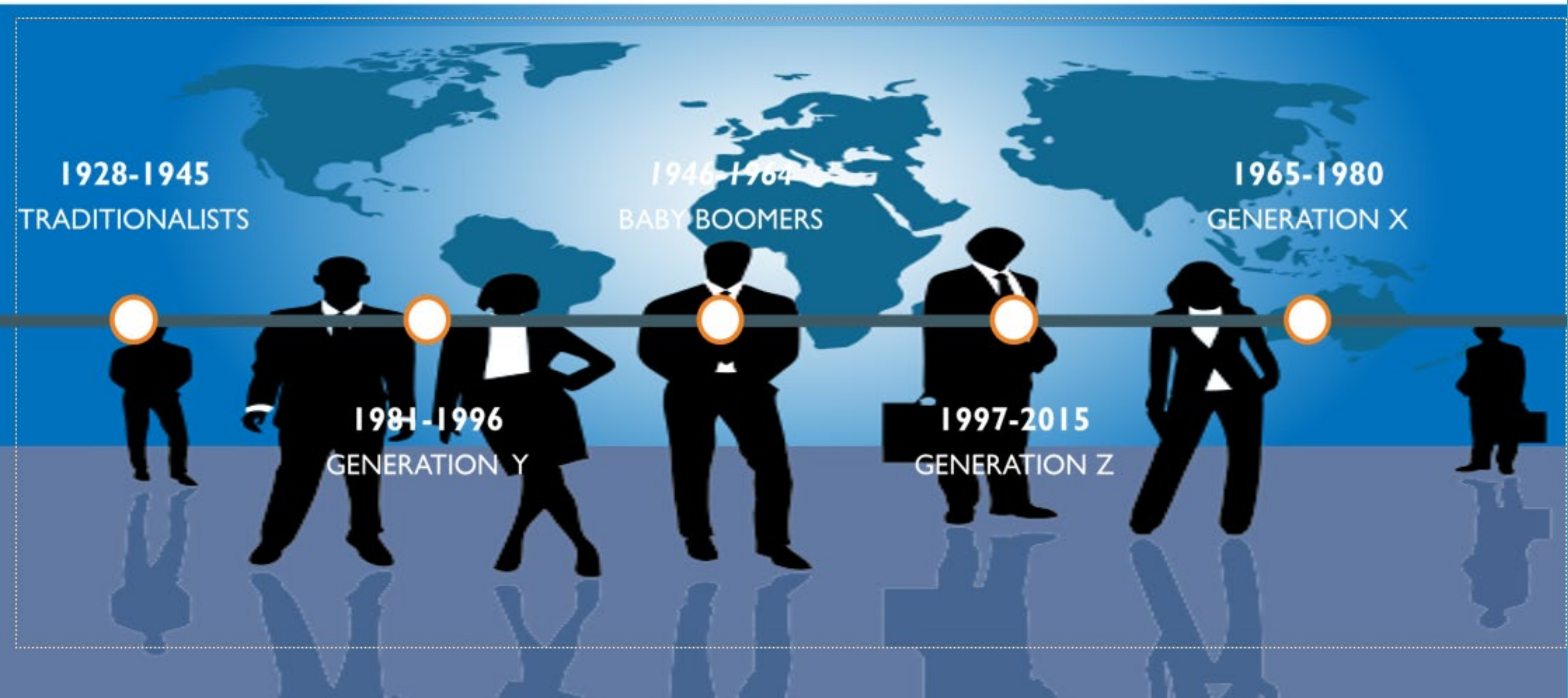
# Attracting and Retaining a Multigenerational Workforce



- How to make your company attractive to any generation.
- Defining moments from each generation that shapes the values they bring to the workforce.
- How to build cohesive generational diverse work teams to build upon everyone's skills and strengths.
- How understanding generational diversity can fortify your retention strategy.



# There are Five Generations in The Current Workforce



# Traditionalists

Traditionalists, workers who were born between 1928-1945, and account for about 3% of the workforce today.

**Values:** Respect for authority and follow the chain of command.

**Type of employee:** They exemplify a strong work ethic and a formal structure in the workplace. They appreciate rules and regulations and are less likely to migrate towards organizations with a relaxed work environment. Success is achieved by following the rules.

**Defining Moments:** World War II and The Great Depression.



# Baby Boomers

Baby boomers, born 1946-1964, make up a large portion of the U.S. population.

**Values:** They value collaboration and a team-based approach to work.

**Type of employee:** They are very loyal to their jobs and are goal oriented and career focused. They enjoy being mentors.

**Defining Moments:** The Vietnam War



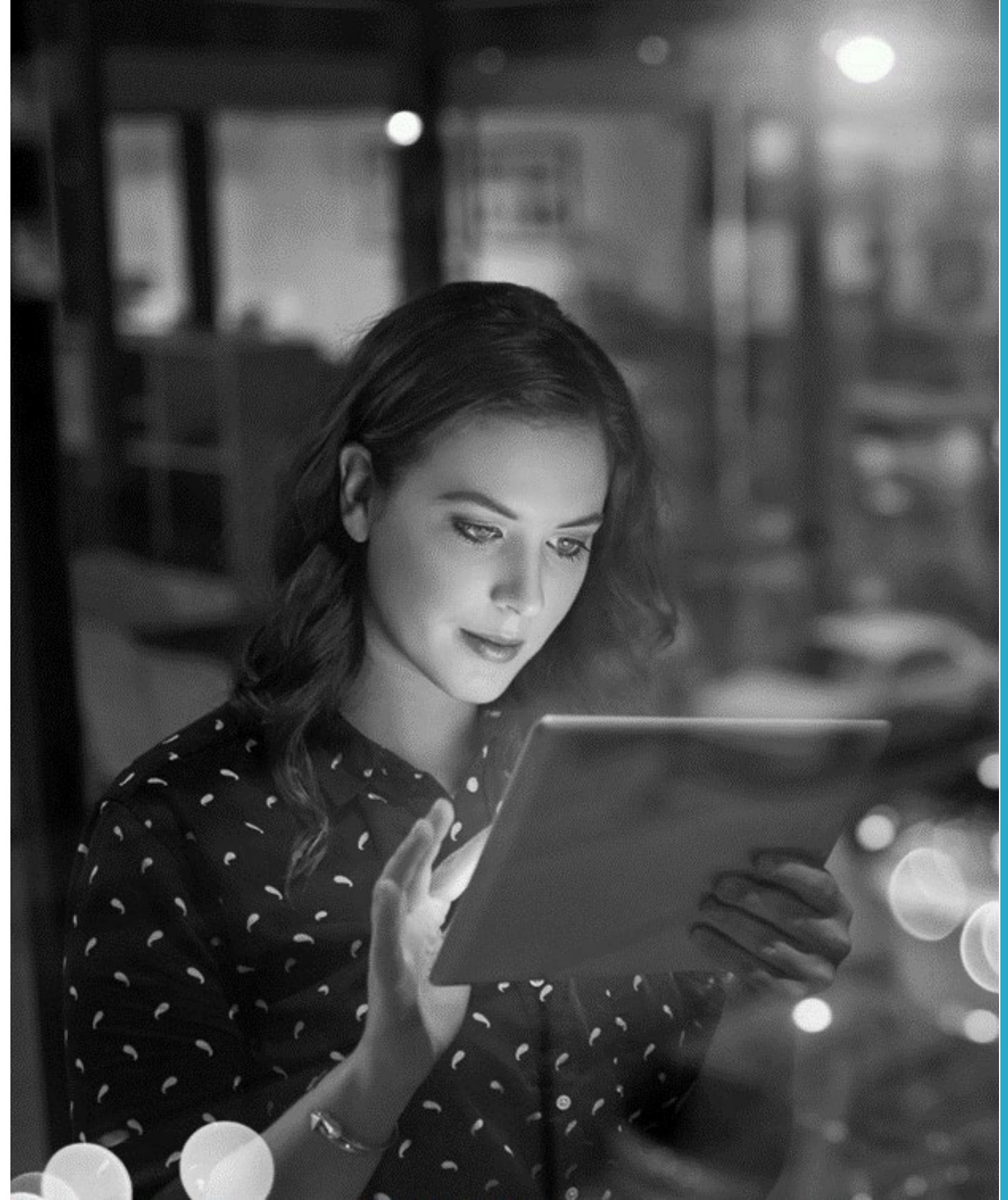
# Generation X

Generation X, born 1965-1980, make up approximately 44-50 million Americans. They are known as the “latch key kids” who grew up with minimal supervision. They watched their parents get laid off from companies they had been loyal to.

**Values:** They value work-life balance. They are loyal as long as their job does not infringe upon their personal freedom. They embrace a workplace that offers flexible work schedules, and innovation.

**Type of employee:** They are less likely to leave their job for career advancement unless work-life balance is threatened. They prefer recognition over monetary compensation and enjoy coaching, building relationships with mentors.

**Defining Moments:** The AIDS Epidemic



# Millennials: Generation Y

## Generation Y (Millennials)

Millennials are workers born between 1981-1996 and sometimes are often referred to as Generation Y.

**Values:** Millennials desire work that is meaningful and allows them to grow. They're very technologically savvy and embrace the use of technology to drive change. They value family and are team oriented.

**Type of employee:** Millennials are known for job hopping. They value constant feedback and are willing to take a pay cut in order to work for organizations whose values match their own.

**Defining Moments:** 9/11



# Generation Z

Generation Z individuals are those who were born between 1997-2015, and are just entering the workforce.

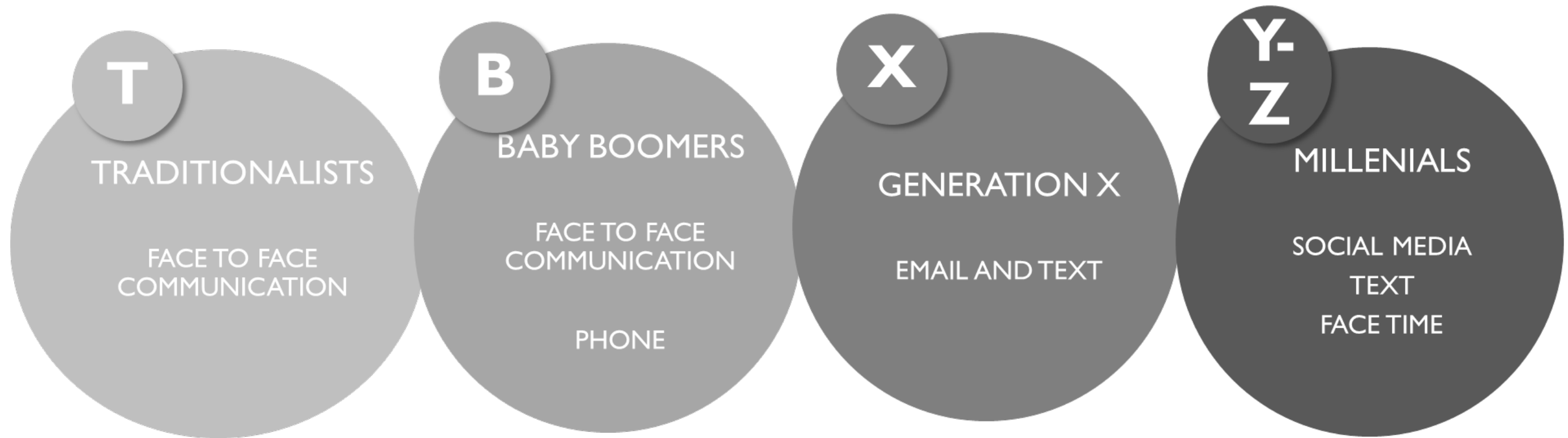
**Values:** They value racial and sexual equality. Diversity is not an option but a must.

**Type of employee:** They demand to be respected in the workplace and have a low tolerance for work rules without significant justification. They are not afraid to speak up, especially for causes they strongly believe in.

**Defining Moments:** The Me-Too Movement, Social Justice Movements



# Communication Strategy By Generation



# How To Make Your Company Attractive To Any Generation

- Recognize that one size does not fit all. Create innovative ways to recruit a diverse workforce.
- Conduct a generational diversity competitive analysis of your current workforce.
- Design training programs to educate your workforce and prevent generational conflict.
- Market your organization as “an employer of choice” by offering flexible work opportunities that appeal to a broad generational audience.
- Think outside the box to create non-traditional ways to advertise your job openings.





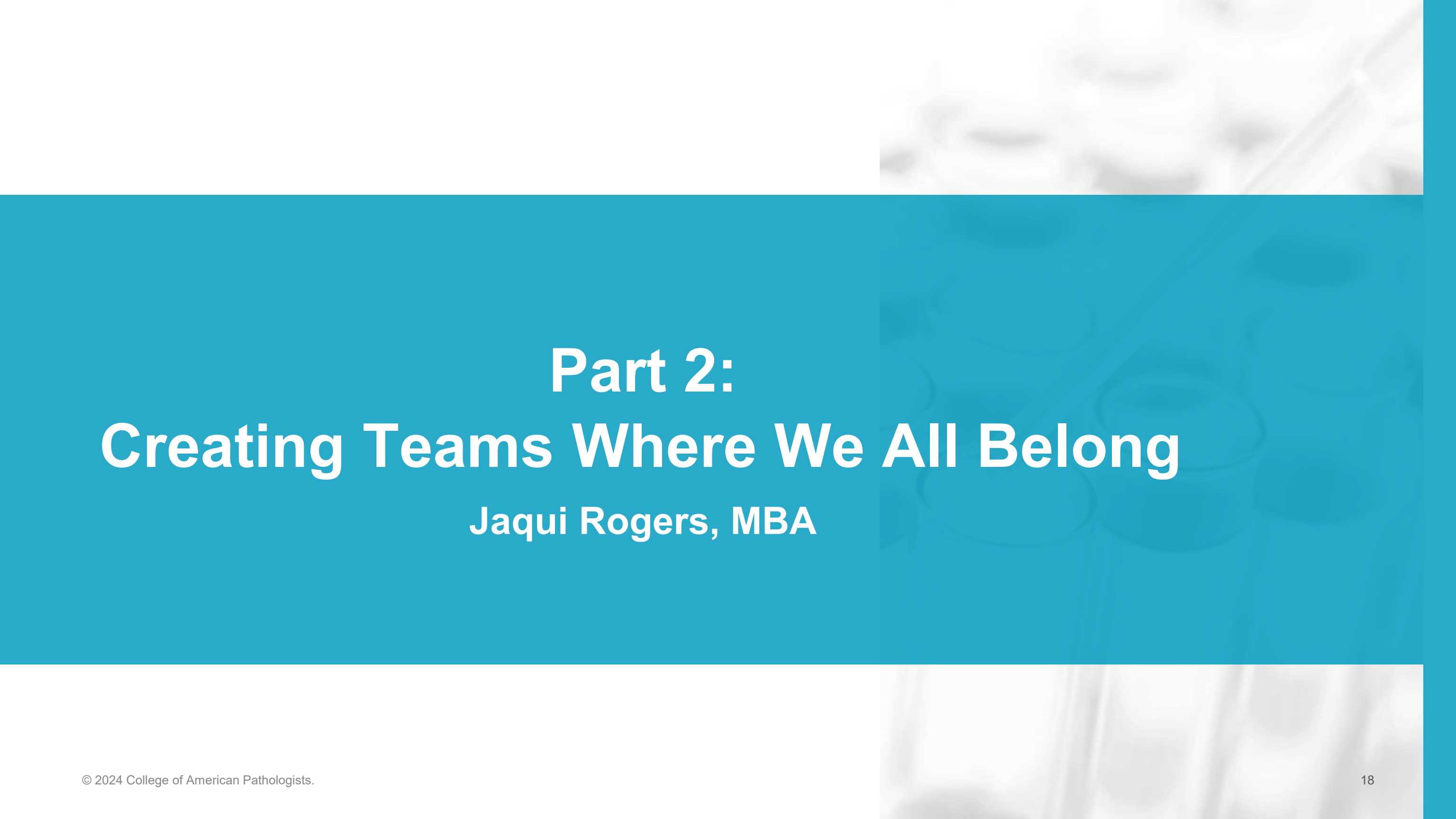
# How To Make Your Company Attractive To Any Generation

- Offer remote work opportunities.
- Create a reverse mentoring program that allows a variety of work groups to learn from each other.
- Evaluate your benefits to ensure that you are offering incentives that appeal to all generations.

## Examples:

- Telemedicine / Telehealth
- Wellness Programs that include gym memberships
- Mental Health Services / Employee Assistance
- Childcare Services
- Educational Training Programs





# Part 2: Creating Teams Where We All Belong

Jaqui Rogers, MBA

# Where I'm From



I am from...*black eyed peas, homemade macaroni and cheese, and fried cheese egg sandwiches.*

I am from...*fresh pine-sol filled tupperware on Saturday mornings, fireworks and sirens on the 4<sup>th</sup> of July, and four family flats at the end of every block.*

I am from...*“education is the only way out and community is the only way up.”*

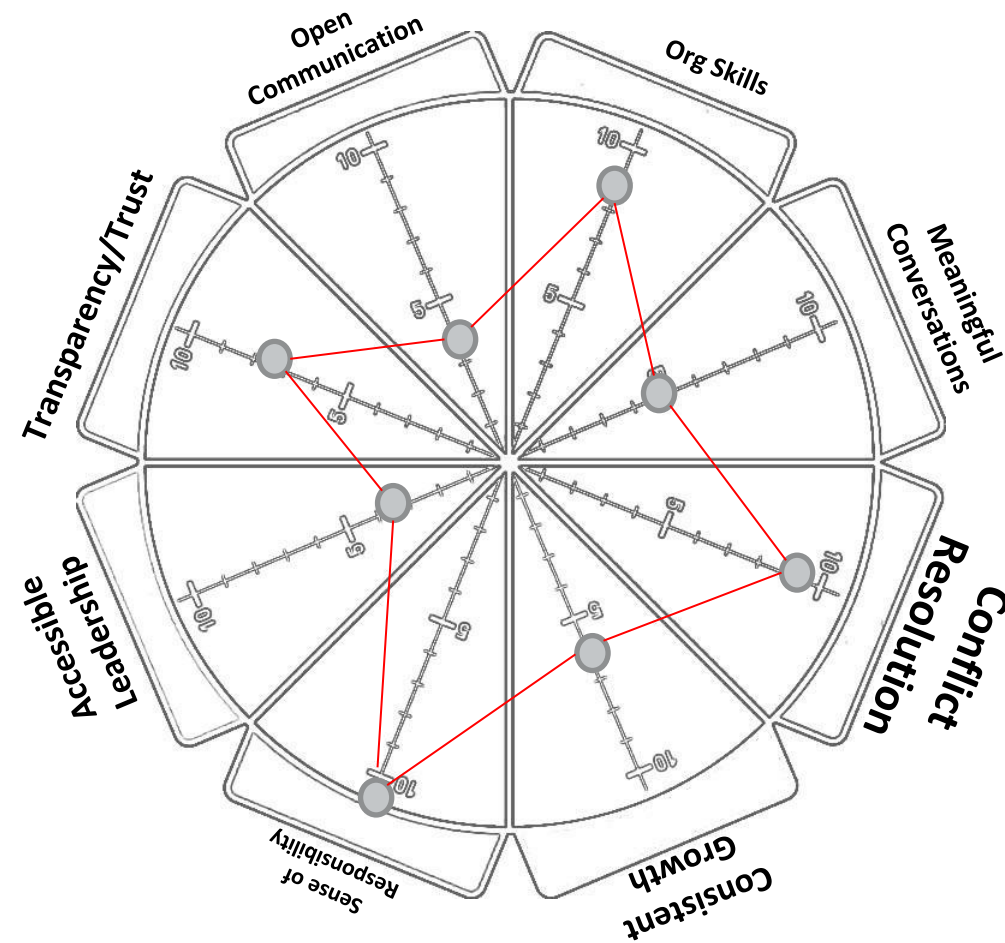
I am from... *Jewel and Lois’s midnight hour prayers, after church-service peppermints from Sister Eunice on the motherboard, and castor oil and ginger ale as the cure for just about any ache.*



# Reflection Question

- How does *Where You're From* impact your “why” and the way(s) you show up as a:
  - ❖ Leader
  - ❖ Team Member
  - ❖ Practitioner

# The Dream Team Assessment



## Examples:

1. Strong Organizational Skills
2. Meaningful Conversation
3. Conflict Resolution Abilities
4. Consistent Growth
5. Innovation and Creativity
6. Sense of Responsibility and Accountability
7. Spirit of Appreciation
8. Healthy Communication
9. Transparency/Trust
10. Accessible Leadership
11. Opportunities to Collaborate

# Assessment Reflection Questions



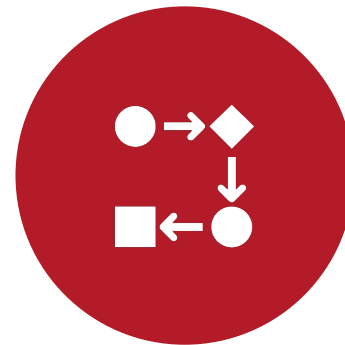
What are your top 5 dream team qualities?



What are positive behaviors that you associate with these qualities? How are these behaviors currently showing up on your teams/care delivery?



What are negative behaviors that could hinder these qualities? How are these behaviors currently showing up on your teams/care delivery?



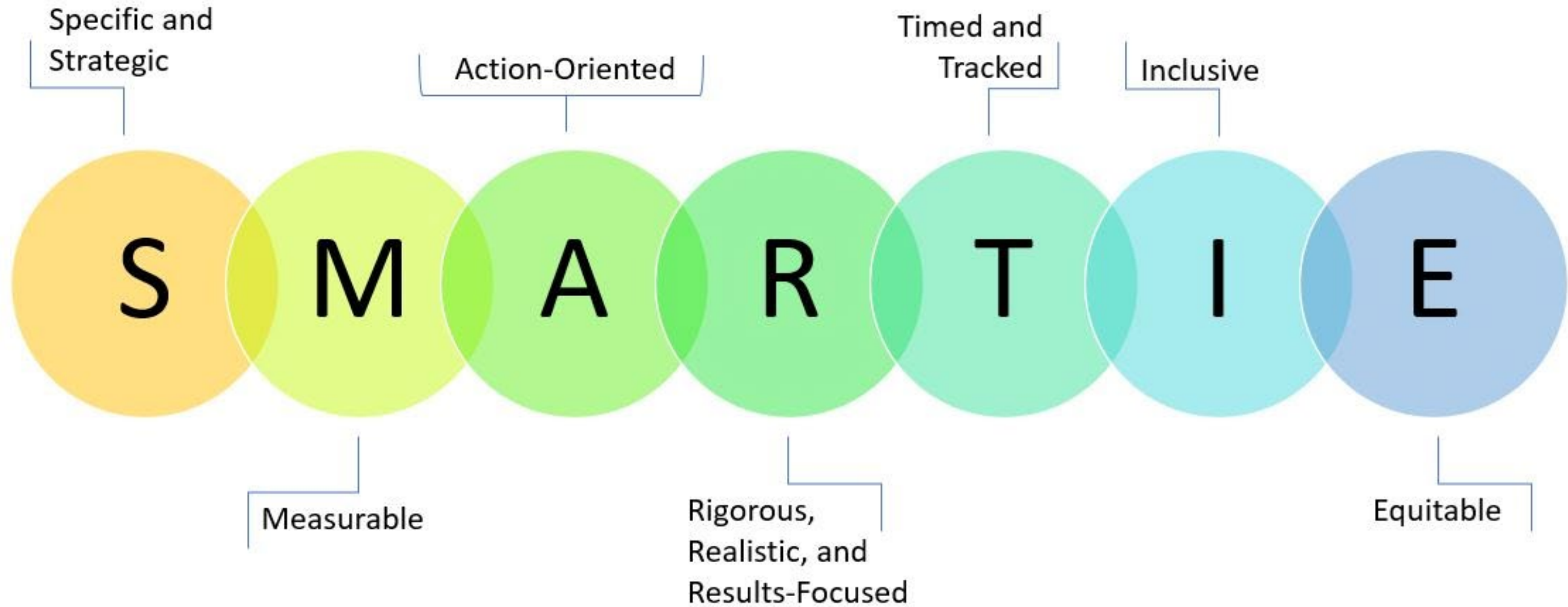
What behaviors and practices will you commit to as you interact with your colleagues and patients?

# Calls to Action

- ❖ Cascade this conversation to your teams. Find out what “Dream Team” characteristics are relevant to them.
- ❖ If they don’t already exist, find ways to measure the satisfaction and well-being of your teams on a consistent basis (i.e. Pulse surveys).
- ❖ Identify opportunities to align organizational values with practical behaviors. Name them and make personal and collective commitments to growth (that can be measured).



# SMARTIE Goals



# Membership

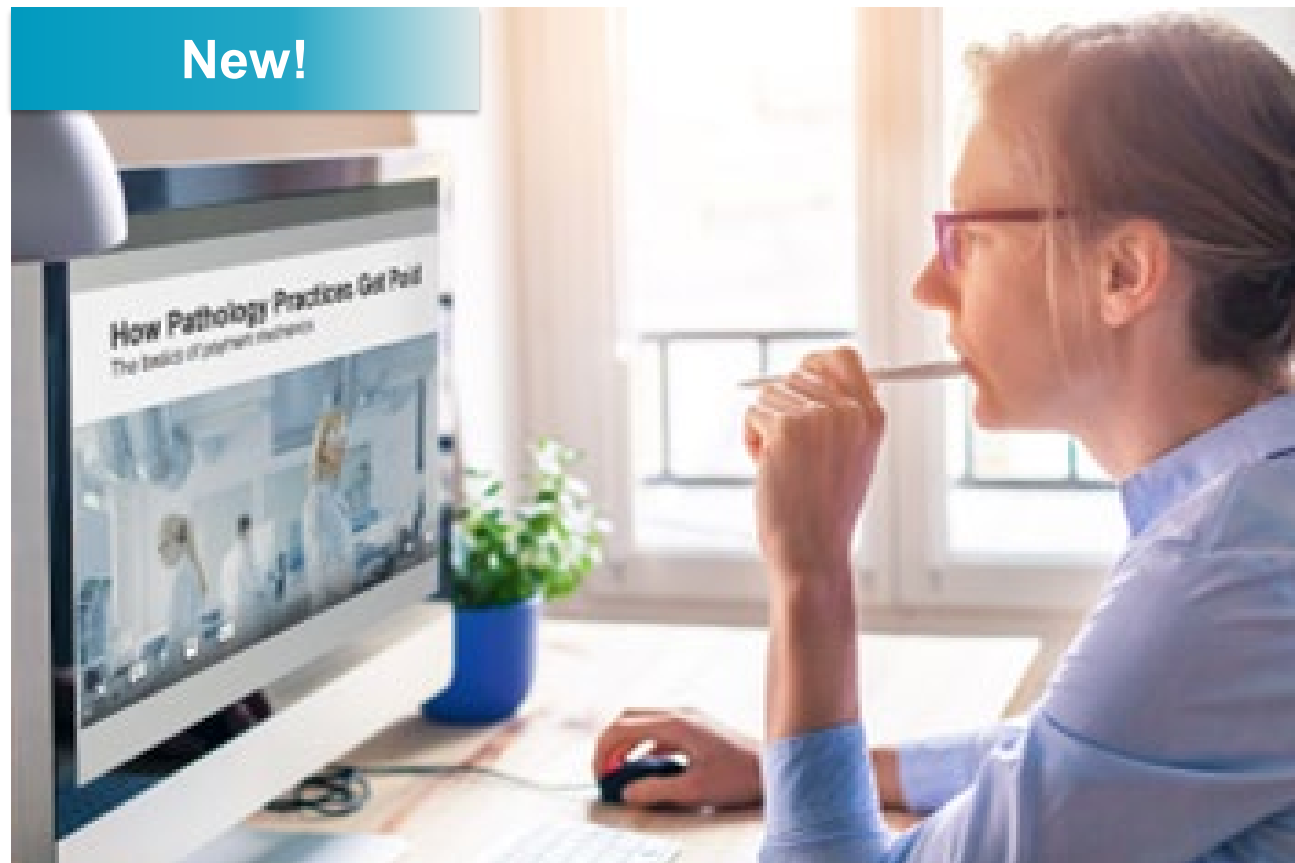
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# Pathology Business Fundamentals

Essential online courses to help grow your management skills to lead your practice



1. Relative Value Units (RVU's)—Understanding the Basics
2. How Pathology Practices Get Paid
3. Revenue Cycle Management
4. Analysis and Interpretation of Billing Reports
5. Basic Practice Cost Analysis
6. Capacity Management and Workflow Analysis
7. Basic Contracting and Fee Analysis
8. Basic Budget Development

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# Additional Resources

- **Practice Management Webpage**
  - <https://www.cap.org/member-resources/practice-management>
- **Previous and Upcoming Roundtables/Webinars**
  - <https://www.cap.org/calendar/webinars/listing/practice-management-webinar>
- **Articles Authored by Members of the CAP Practice Management Committee**
  - <https://www.cap.org/member-resources/articles/category/practice-management>
- **Practice Management Networking Community**
  - <https://www.cap.org/member-resources/practice-management/practice-management-networking-community-application>
- **Practice Management Frequently Asked Questions**
  - <https://www.cap.org/member-resources/practice-management/frequently-asked-questions>



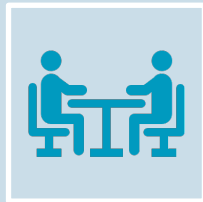
## Starting a New Job?

Join the Job Prep Bootcamp December 2024 for a fast-paced interactive review of cases and panel discussions on professional development courses.

Learn More



# We value your feedback!



If after attending this discussion and later you applied any of what you learned to your practice, please share your feedback of how it worked for your practice at <https://www.cap.org/member-resources/practice-management/practice-management-inquiry-form> .



Watch for the session evaluation form. Your feedback is important!



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