



Millennial impact in the healthcare workplace

THE NEXT GENERATION IS HERE

Are you paying enough attention to the changes underway in the healthcare workforce? Are you actively engaged, understanding and making adjustments in response to changing demographics? When you consider the role caregivers play in care delivery, quality, safety, costs and effectiveness of patient care, you should be very attentive to emerging critical trends.

If you don't recognize and address workforce changes, you're already behind the curve. As one of the largest populations in our history, baby boomers, begin to age out of the workforce, the workplace is becoming a mixture of Generation X, Generation Y (also known as millennials) and the upcoming Generation Z.

Understanding the culture in which these new working generations thrive will help your healthcare business attract and retain top talent.



WHO ARE MILLENNIALS?

The millennial generation consists of those born between 1982 and 2003. According to Pew Research³, 35 percent of people participating in the American workforce fall into this category, making them the largest generation in the United States labor force.

To put it more definitively, as of 2017, there were more than 56 million millennials working or actively looking for work. By 2025, estimates indicate that millennials will make up as much as 75 percent of the workforce.

Whether you are ready or not, your workforce is changing. Understanding the work priorities of this generation will help you shape your healthcare operation for a more competitive future.

MILLENNIALS AT-A-GLANCE³

BORN
BETWEEN

1982
AND
2003

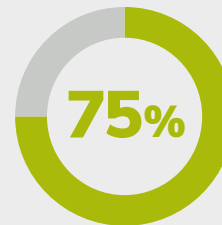


More than

1 in **3**

are workforce
participants

56 million
are in the workforce



Will become an
estimated 75% of
the workforce by

2025

EMPLOYER PERCEPTION AND IMAGE

Millennials desire fair treatment of employees and a strong sense of corporate social responsibility.

SALARY AND PERKS

They prefer flexible work hours and schedules while also placing a high value on benefits packages and company perks.

JOB-SPECIFIC OPPORTUNITIES

They want ways to gain skills to advance their careers.

WORK ATMOSPHERE AND ENVIRONMENT

The predominant focus of their work environment is on work/life balance.

WHERE MILLENNIALS WANT TO WORK

An often-cited resource for millennial choices in industry and workplace is the annual career survey conducted by the National Society of High School Scholars (NSHSS)⁹. With more than 18,000 survey participants, NSHSS provides a cross section of views from a diverse group of students between the ages of 15 and 29 across geographic, ethnic and gender variants.

Through this survey, millennials answered questions about their desired industries, employers and employer characteristics that would offer an ideal work environment. They cited the factors to the left as key attributes in considering prospective employers⁷.

Fostering the type of environment, image and perks that millennials are looking for can help employers attract top talent, but understanding how millennials work is the key to retaining them.

HOW MILLENNIALS WORK

Regardless of industry, there are key characteristics shaping how millennial employees prefer to work and what type of environment will keep them satisfied.

In their 2018 Millennial Survey⁸, Deloitte questioned more than 10,000 millennials across 36 countries, focusing on those who have college degrees, are employed full time and work predominantly in large, private-sector organizations. The results provide a stark contrast to the committed, hardworking and career-focused baby boomers or the entrepreneurial spirit and do-it-yourself attitude of Gen Xers.

Typical millennials are smart, creative, productive and achievement-oriented. They also seek personal growth, meaningful careers and a guided path to professional development. **But because they are constantly surrounded by choice, they don't tend to stay in one job for very long.**

HOW MILLENNIALS WORK

The resulting concern for employers of millennials is loyalty, and thus, retention. This generation doesn't walk through the door with company loyalty as a given. It's something that must be earned, and if it's not earned quickly, millennials are likely to leave for another employer. In fact, of the millennials surveyed by Deloitte, 43 percent envision leaving their jobs within two years.

The cost to employers can be alarming. Gallup reports that millennial turnover costs the U.S. economy \$30.5 billion annually.

To shift the tides, employers must understand the key factors that attract millennials to the workplace: diversity, flexibility, good pay and positive cultures. While these factors all rank highly, diversity and flexibility have the greatest impact on happiness and loyalty.

KEY MOTIVATORS FOR MILLENNIAL LOYALTY



DIVERSITY



COMPENSATION



FLEXIBILITY



POSITIVE CULTURE

MILLENNIALS AND TECHNOLOGY

Although millennials don't qualify as digital natives, they are highly tech-savvy and often tech-dependent, especially when it comes to communication.

Because technology is a constant in their lives, they expect to use and rely on it in their workplace as well. With the desire to stay connected

through social media, they are often glued to their smartphones. As an employer, you can use this dependence on technology as a strategy to meet millennial needs in the workplace and keep your organization moving forward from a technology standpoint as well.



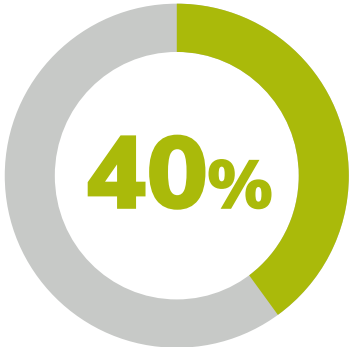
The most recent NSHSS survey indicated that an overwhelming **86 percent of employee prospects prefer to be contacted via email, as opposed to in person, in writing or over the phone⁹.**

MILLENNIALS IN HEALTHCARE

Where can you expect millennials to have the biggest impact in the workforce? Each year since 2008, the National High School Scholars Survey has indicated that STEM-related fields (science, technology, engineering and math) are the most popular employment fields of interest to survey participants.

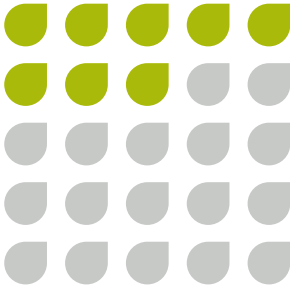
Millennials are actively seeking education that will allow them to gain employment in the healthcare industry. With healthcare employers needing to fill current positions and planning for expected shortages, millennials could provide the needed shift in the healthcare industry.

The challenge is for healthcare employers to create an environment that will attract and retain top talent.



In the 2015 survey, 40 percent of respondents indicated that they wanted to work in healthcare ...

... with eight of the top 25 prospective employers named being healthcare companies⁸.



MILLENNIALS IN HEALTHCARE

How do you combat weaker employer loyalty in millennials? With turnover rates in long-term care already reaching up to 70 percent and an expected shortage of qualified nurses, the status quo is no longer an option.

The critical question is, what are you doing not just to respond to, but get ahead of these changes?

How can you create situations that engage the millennial workforce and respond to their priorities? What changes need to take place when the majority of your workforce prioritize flexibility and work/life balance? What can you do to provide development opportunities? What can you do to provide space and time for learning and nurturing new skills? How can you provide a workplace that focuses on making a positive difference?



CREATE LOYALTY IN THE WORKPLACE

Kate Vonderhaar, a practice manager with Advisory Board, a best-practices firm in the healthcare industry, believes there are three primary reasons millennials leave a workplace, particularly in healthcare⁹:

1

LESS EXPERIENCE

They haven't worked in many positions for many companies and the lure of something bigger and better is often a strong pull.

2

SHORTER CAREER TRAJECTORY

They often think about their career and its growth for the next few months as opposed to the next few years.

3

MORE OPTIONS

Millennials have a wider range of opportunities in the healthcare field than their predecessors.

Vonderhaar suggests that if you can satisfy millennial employees within the crucial first three years of their employment, they're more likely to feel a sense of loyalty⁸. One of the key ways to accomplish this is to empower them with more control over their own work environment.

FLEXIBILITY IN THE HEALTHCARE INDUSTRY

Flexibility and work/life balance are prized highly by millennials. Deloitte surveys have shown that highly flexible working arrangements enhance employee loyalty. This provides not only satisfaction but a level of trust with their employer.

Healthcare is typically dominated by shift work and some may see the industry as unable to provide the flexibility that this next generation demands. Brecken Anderson, RN, Regional Vice President at a post-acute services company, cites some of the changes she implemented to satisfy millennials¹:

“Here at LHC Group, we recently ended the rigidity of a traditional shift in favor of a shift that allows home health employees to start work in the early

afternoon and end in the evening. Weekend and night shifts were also added – and have become incredibly popular. Not only does this allow greater flexibility for employees, but our patients benefit too, as they are given a wider range of care options.”

Working in healthcare and a millennial herself, Anderson supports a business model that employs millennial “thinking outside the box” while meeting their needs with a flexible work environment.

Not every healthcare company is able to change the infrastructure of their workplace, but many can change processes and implement new technology to help provide a more flexible environment.

USE TECHNOLOGY TO ENHANCE THE WORKPLACE


Knowing that technology is important to millennials makes mobile workforce tools a smart option. It provides a level of flexibility that less savvy workplaces don't offer.

One of the most critical areas to address flexibility and technology in the workplace is staffing automation. If your staffing environment isn't automated, or if you are automated on outdated and clunky technology, you are adding to the distance between you and your millennial employees.

Using technology to aid in a flexible staffing environment invites employee engagement and supports a healthy relationship between staff and managers.

If the idea of incorporating more technology or automating more of your work environment is intimidating, millennials can be a great asset to your team.

Technology is constantly evolving and millennials adapt to change easily. Not only do they expect change, but they are often the driving force behind it. Empower these employees to lead the charge for adopting technologies that will increase employee satisfaction, employee retention and ultimately your bottom line.



One of the most critical areas to address flexibility and technology in the workplace is staffing automation.

Here are a few ways in which automated staffing can contribute to millennial job satisfaction



RESPECTFUL COMMUNICATION

Eliminate phone calls asking staff to work saves time and encourages work/life balance.



CONNECTED WITH MOBILE

Workers no longer need to be at home or near a computer to know what's going on.



EMPOWERED PARTICIPATION

Bring visibility into your staffing needs to empower people to get engaged.



SUPPORTS FLEXIBILITY

Giving staff the capability to swap shifts with other qualified colleagues helps them self-manage life situations or changes that come up without having to explain to managers.



DECREASE MANAGEMENT WORKLOAD

Simplify scheduling to free up manager time to build a positive culture.



PREPARE FOR THE NEXT GENERATION

The best tools in the world can't help you if you aren't willing to review and change the practices, policies and management attitudes that are out of step with the workforce you count on.

Even as you begin to shift your work environment to accommodate millennials, remember that Generation Z is right around the corner. The earliest members of Gen Z are currently finishing high school and starting college. They will be entering the workforce in a few short years.

As with millennials, they prize workplace flexibility and demand to be in the know. They are true digital natives and can quickly pick up new technology and master it. They'll expect technological advances and can stay on top of them.

THE MILLENNIAL EVOLUTION

Healthcare employers can't take responsibility for the happiness of individuals who work for them. However, when they understand what creates happiness and job satisfaction, it's easy to see that investing in a great environment is key.

As you evaluate your healthcare workplace and its readiness for the millennial workforce, remember that simple steps can go a long way in creating a happier, healthier environment for all. A key way to support everyone's well-being is by honoring the value of their time, no matter what generation they represent.

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ABILITY offers leading technology in cloud-based workforce management technology, with ABILITY SMARTFORCE™ applications in staff scheduling, open shift management, attendance and credentials tracking. Organizations in any business vertical with shift-based staffing needs can use these applications to improve scheduling effectiveness and operational efficiency while maximizing workforce utilization, assuring compliance with policies and/or labor contracts, addressing open shifts and better managing labor costs such as overtime and contract labor utilization.

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