



WELCOME

GINA GAMBARO

Director of Marketing

Asking a question is easy!

- About the topic being presented —
 - ❖ Click on the **Q&A** icon at the bottom of your screen
 - ❖ Type your question & hit Enter
 - ❖ Questions will be answered at the program's end, or offline if time runs out

- About technical issues or CE credit —
 - ❖ Click on the **Chat** icon at the bottom of your screen
 - ❖ Type your question & hit Enter
 - ❖ Our team will reply to your question right away

Housekeeping notes

- ▶ This webinar is being recorded for on-demand access later, after the series' conclusion
- ▶ To earn CE, you must attend the entire session
- ▶ **For those sharing a computer**
 - Complete a manual sign-in sheet before the program ends
 - Go to **Chat** to access the link for the sign-in sheet
 - Each participant must complete an evaluation to obtain CE credit
 - Instructions will also be emailed to the program registrant



***LEADERSHIP IN A
MULTIGENERATIONAL
ORGANIZATION***

Thomas Annarella, LNHA
Valley Hi Nursing & Rehabilitation
Administrator

Leadership In a Multigenerational Organization

Agenda

- Changes to the Health Care Landscape
- Staffing Challenges
- Overcoming Staffing Challenges
- Organizational Health
- Multigenerational Workplace
- Leadership and Accountability



Changes to the Health Care Landscape

84% of nursing homes are facing moderate to severe levels of staffing shortages

45% of nursing homes say their overall workforce situation has gotten worse since mid-2022
(18% said much worse)

79% of nursing home providers are very concerned about being able to meet the potential staffing mandates

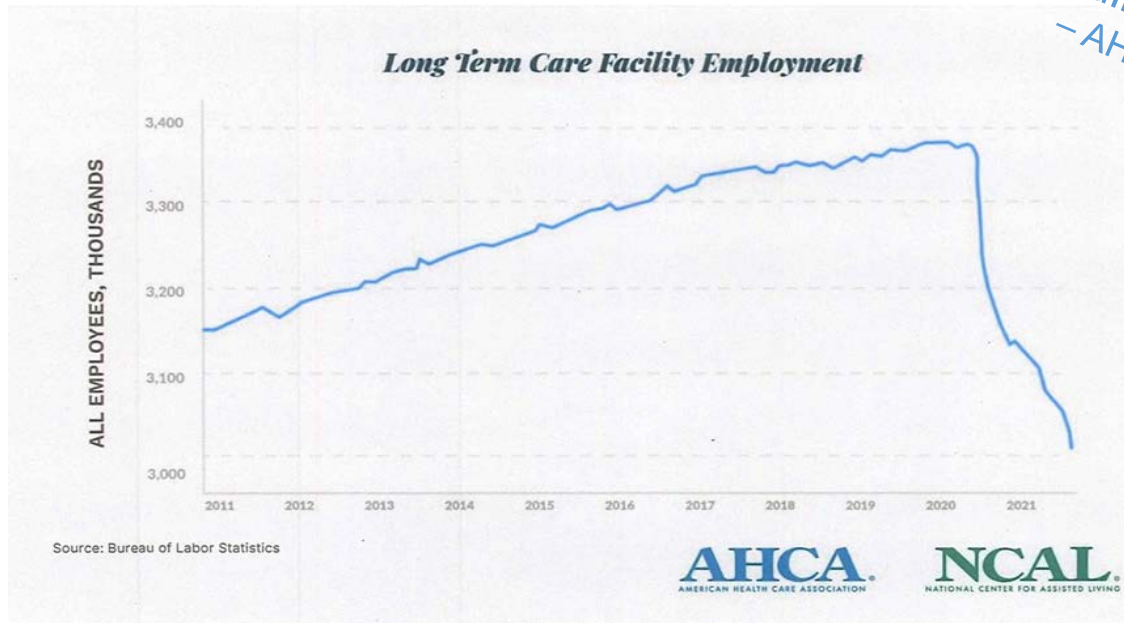
More than two-thirds of nursing homes are concerned about having to close their facilities over staffing woes
(24% said very concerned)

More than half of nursing homes are operating at a loss
More than half of nursing homes say they cannot sustain operations at the current pace for more than 1 year

Staffing Challenges

Where did all the healthcare workers go?

3% of long-term care providers nationally are fully staffed
 - AHCA survey 12-2022



330,000 workers lost since 2020

Staffing Challenges – Those That Stayed

55% of healthcare workers report burnout
(mental and physical exhaustion from
chronic workplace stress)

The highest rate of burn out 69% is
among the youngest staff (age 18 - 29)



62% of healthcare workers report some
mental health repercussions from the
COVID-19 pandemic, including depression,
anxiety, and mental distress



Staffing Challenges – Those That Stayed

What does all this amount to?

- Healthcare Access Issues
- Decrease in Quality
- Healthcare Worker Burnout / Moral Injury
- Quiet Quitting



Overcoming Staffing Challenges

We cannot simply fill our shifts with agency and OT anymore

- Financial impacts
- Quality impacts
- Organizational health impacts

Overcoming Staffing Challenges



Beyond recruitment
– what can we do?



**Focus on organizational health
and ensure your good
employees STAY**

Organizational Health and the Importance of Team Strength

Organizational Health Assessment- Ask yourself the following about your Team–

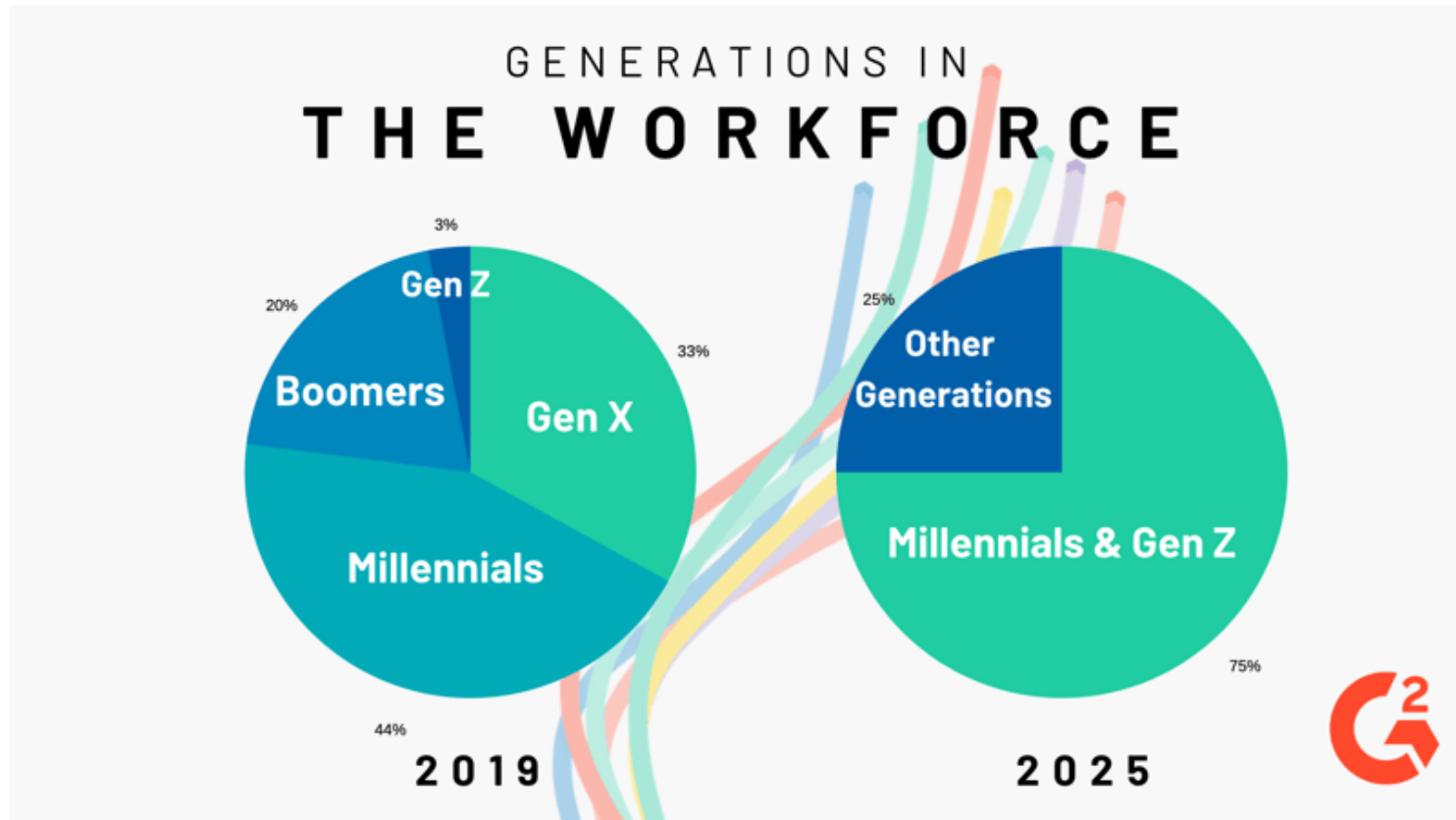
1. Are meetings compelling? Are the important issues being discussed during meetings?
2. Do team members engage in unguarded debate? Do they honestly confront one another?
3. Do team members apologize if they get out of line or when they are wrong?
4. Do team members pay attention in meetings and when others are talking? Are they distracted?
5. Do team members avoid gossiping about one another?
6. Are there silos, cliques, informal “groups”?

The Multigenerational Workplace

- ▶ Why does understanding generational differences matter?
 - We have representation from 4–5 working generations within our organizations, do you suppose there are some differences? **Significant?**



The Multigenerational Workplace



The Multigenerational Workplace

Generation	Defining Moments
Silent Generation / Traditionalist	Economic fragility (Great Depression), 2 World Wars, firm parenting style
Baby Boomer	Post-war, prosperity, Vietnam War, Civil Rights Act 1964
Gen X	Increase in single parenting, first to interact with technology, last generation to hold dear to its culture and education, latch-key children
Millennials	Rapid changing technology, 9-11
Gen Z	Full digital immersion, 2008 recession, “digital natives”

The Multigenerational Workplace

Generation	Key Traits
Silent Generation / Traditionalist	Loyal, determined, respectful, thrifty
Baby Boomer	Ambitious, goal orientated, competitive Focused and believe in more hours at work Resourceful and team players
Gen X	Work hard, believe in work-life balance Independent minded, flexible and direct Self-reliant, thinkers, embrace feedback, cynical
Millennials	Socially driven, ethically diverse, tech-driven, curious Educated and multi-career based, Financially conscious Poor interpersonal skills, less religious, realism
Gen Z	Tech-savvy, always “on” Poor interpersonal skills, reduced attention span Indoor generation Ethically diverse Set for online social interactions, less religious, personalized learning

The Multigenerational Workplace

Generation	Communication Preferences
Silent Generation / Traditionalist	Written and formal
Baby Boomer	One-on-one, telephone
Gen X	Direct, email, text messaging
Millennials	Text messaging, social media
Gen Z	Text messaging, social media Hand-held and wearable devices Video

The Multigenerational Workplace

Generation	Feedback Preferences
Silent Generation / Traditionalist	No news is good news Pride in a job well done Have a desire to lead
Baby Boomer	No keen on feedback Comfortable in leadership / mentoring positions
Gen X	Direct feedback Being a mentor, supporter, and educator boosts engagement / retention
Millennials	Lots of instantaneous feedback and touch points Hate being called Millennials (or any other label)
Gen Z	Bite-sized and instantaneous feedback, reward driven

The Multigenerational Workplace

Generation	Recruitment and Retention
Silent Generation / Traditionalist	<p>Focus on company history and how they can contribute to it</p> <p>Create a sense of satisfaction for a job well done</p> <p>Rewards are those earned honestly and include monetary and retirement benefits</p> <p>Want responsibility and control over environment or projects</p>
Baby Boomer	<p>Be transparent and inclusive, show respect for experience and allow for questions</p> <p>Feedback is not as desired as recognition, title, acknowledgement, and advancement</p>
Gen X	<p>Be clear about what the organization has to offer and the exact expectations</p> <p>Expect candid communication and a collaborative mindset</p> <p>Loyalty to a leader is more important than to the organization</p>
Millennials	<p>Looking for meaningful work and will want to know exactly what working for your organization will be like</p> <p>Key to retention is providing regular feedback and structure, flexibility and bonuses are important</p>
Gen Z	<p>Emphasize stability and security the organization can offer, focus on benefits</p> <p>Perform best with regular feedback from managers, even as often as 5 minutes several times a week</p>

The Multigenerational Workplace

Generation	Views on Management
Silent Generation / Traditionalist	Chain of command, follow the rules (top down)
Baby Boomer	Challenge the chain of command Respect authority but don't always trust it
Gen X	What chain of command Not intimidated by authority
Millennials	No chain, we are all in the same boat
Gen Z	Put me in coach, I can run this company, want coaching / mentoring

The Multigenerational Workplace

What does all
this mean?

Why is it
important?



The Multigenerational Workplace



- ▶ **6 Strategies for a Multi-Generational Workplace**
 1. Establish a culture of respect
 2. Be flexible and accommodating
 3. Avoid stereotyping
 4. Learn from one another
 5. Tailor your communication and feedback style
 6. Don't overlook the similarities

- ▶ **Always fall back to your Core Values**

Overcoming Staffing Challenges

- ❑ As leaders we need to understand the perspectives of our teams and how they view the world
- ❑ As teammates we need to do the same
- ❑ Perspective matters, **but what is more important is intent**



Leadership and Accountability

- ✓ Recovery is going to take great leadership, presence and accountability – the three most important things that make the difference from good to great, from 1-star to 3-star (or even better, 5-star).
- ✓ We must hold ourselves and our team(s) accountable when we get off track, and quickly recover. There is no room for ego, no time for fighting, and certainly no need to waste time.
- ✓ Understanding generational differences allows us to gain better perspective on where our teams are coming from and allows us to be more effective leaders.

LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING SURE
THAT IMPACT LASTS IN YOUR
ABSENCE.

Q & A



Jordan Healthcare Group
solution driven healthcare

About CE credit

Administrator credit

This program has been approved for one clock hour of continuing education credit by the National Continuing Education Review Services (NCERS) of the National Association of Long-Term Care Administrator Boards (NAB).

Approval #20240920-1-A96548-DL

Nursing credit

This program has been approved for one clock hour of continuing education credit by The Illinois Board of Nursing, an approved sponsor of continuing education by the Illinois Department of Professional Regulation.

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- ▶ Certificates should be **emailed in the next 30 days**

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Nov: *Global Approaches to Dementia*

Dec: *2024 Forecast: What Should be on Your Radar to Set Yourself Up for Success*

Jan: *Using Neurolinguistic Programming to Positively Affect Your Outcomes*

Feb: *How Pharmacy Can Affect your Bottom Line*

THANK YOU!