

Communication

BRIDGING THE GENERATIONAL DIVIDE

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Learning Objectives

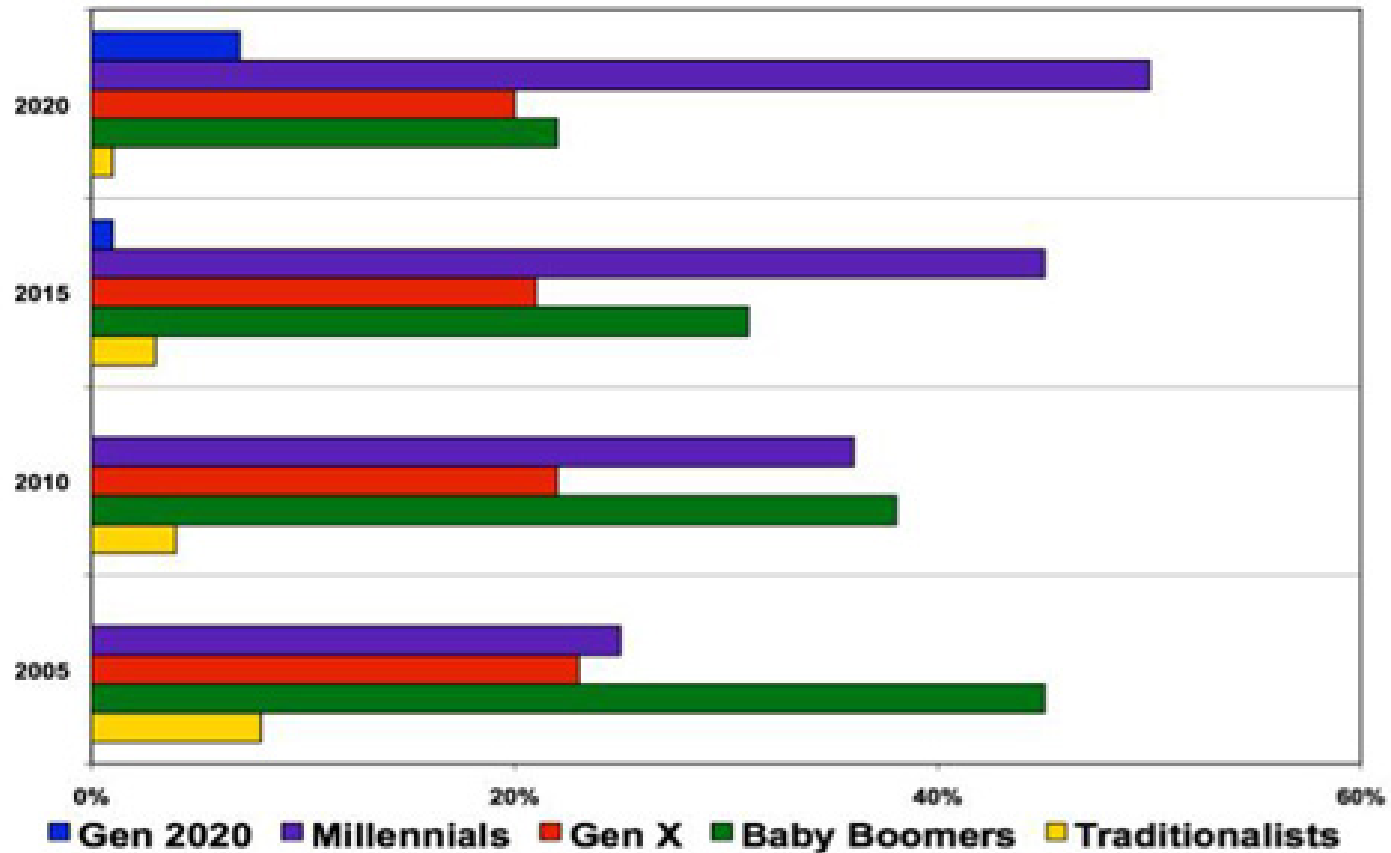
By the end of the session, participants will be able to:

- Discuss the importance of interpersonal communication in building relationships and managing situations
- Review factors that can contribute to within-generation expectations and between-generation conflicts
- List approaches to effective patient-provider and provider-pharmacist health care communications
- Provide train-the-trainer strategies for coaching learners in understanding techniques in effective generational and health care communications

*Generations in Our
Workplace & Health Care*

Workplace Generations

Five Generations in the Workplace



Bureau of Labor Statistics Employment Projections

http://blogs.harvardbusiness.org/cs/2009/10/are_you_ready_to_manage_five_g.html

ACORN Imperatives

Zemke R, et al. Generations at Work. 2000

- Accommodate employee differences
- Create workplace choices
- Operate from a sophisticated management style
- Respect competence and initiative
- Nourish retention
- Market internally

Supervisor's Impact on Employees

Work and Stress/Psychology Today/Gallup report

Misconceptions

- They were not the right fit
- We always knew that they probably wouldn't work out
- It's just the business that we are in
- I can't believe they wanted more money

Reality

- Intimidation from management
- Incompetent management
- Lack of emotional intelligence of manager
- Positional managers

Retooling for an Aging America

Rebuilding the Health Care Workforce

Institute of Medicine

- Project future health status and service utilization
- Determine composition of future health care workforce
- Identify educational and training needs of future health care workforce
- Determine how to improve public programs

Career Path in Pharmacy

Emphasizing communication needs

Pharmacy Careers

- Community
- Institution
- Ambulatory
- Managed Care
- Academia
- Industry
- Regulatory
- Consulting

Communication with

- Patient
- Provider
- Pharmacists
- Multidisciplinary team
- Student/Residents
- Staff

Demystifying the GenGap



NICK_TONGE

Where Do *You* Belong?

The Generations

- Pre-1945 Traditionalists
- 1946-1964 Baby Boomers
- 1965-1976 Gen Xers
- 1977-1997 New Millennials
- *Post-1997* *Gen 2020*

“Research has shown that a generation can be characterized by a certain set of attitudes and beliefs ... even if not all in the group share the majority’s views.”

– *Deloitte and Touche*

Look For Signposts

- Def. Generational Signposts:
 - (n.) attitude and behavior of individuals that is influenced by cultural and personal experiences during a certain time period
- Generational overlaps
- Value of a multigenerational team
- Key to optimizing collaboration

Traditional Generation

Silent generation, veterans, traditionalists

Signposts

- Great Depression
- World War II
- Consumer goods
- For the greater good
- Job loyalty
- Work = privilege
- First home \$7k

Generation-conscious

- Value their experience
- Emphasize traditional values
- One on one training
- Share your history

Baby Boomers

Teamwork generation, Woodstock generation

Signposts

- Works and plays well w/ others
- Time of prosperity
- School attendance
- Challenge standards
- Women's movement

Generation-conscious

- Provide challenges
- Show their impact
- Emphasize future
- Know individuals
- Coach, not direct

Gen Xers

Latchkey kids, generation X

Signposts

- Working parents
- Responsible
- Independent
- Problem solvers
- Skeptical
- Black Monday
- Watergate

Generation-conscious

- Evaluate productivity based on end product
- Hands-off approach
- Know why and explain
- Emphasize change
- Meritocracy
- Work-life balance

New Millennials

Gen Y, echo boomers, group thinks, the entitled

Signposts

- 'Do it right' parents
- Respect Traditionals
- Overscheduled
- Group everything
- Computer savvy
- Instant gratification

Generation-conscious

- Give moral support
- Clear expectations
- Provide structure
- Frequent feedback
- Job selling points
- Make a connection
- Use technology

Generation-Conscious Youths

Getting ahead by knowing your leaders

If they belong to the:

- Traditionalists
- Baby Boomers
- Gen Xers
- Millennials

Generation-conscious

- Show respect and value their experience
- Show teamwork and be up for a challenge
- Expect independence and when to reach out
- Get to know them and interact frequently

Framework of Health Care Communications

Health Care Communications

Pharmacist-Physician / Pharmacist-Patient

- Improve patient care
- Establish trust
- Motivate behavior change

Prescriber Education

Academic Detailing

- Non-commercial, evidence-based educational outreach
- One-to-one interactions
- Build relationships

Effective Educational Interactions

Pharmacist-Physician

- Define clear educational objectives
- Assess physician needs
- Establish credibility
- Stimulate active participation
- Highlight educational messages
- Use of concise graphic educational material
- Provide reinforcement during follow-up

Effective Educational Interactions

Pharmacist-Physician

- Demonstrate respect for knowledge of physician
- Organize outreach visit based on needs assessment
- Provide opportunities for questions
- Motivate physicians to use evidence based practices

Stages of Change

Pharmacist-Patient

- Pre-contemplative
 - *No intention to change in next 6 months*
- Contemplative
 - *Intend to change in next 6 months*
- Preparation
 - *Intend to take action in next month*
- Action
 - *Made changes within last 6 months*
- Maintenance
 - *Strive to prevent relapse*

Motivational Interviewing

Definition and Goals

- Intervention to help people change behavior
- Enhance a person's intrinsic motivation to change
- Communication to highlight discrepancies between current behavior and goals, values, or self-perceptions
- Meet at person's level of motivation

Motivational Interviewing

Stepwise Approach

- Establish rapport
- Elicit priorities
- Facilitate talk of behavior change
- Offer advice
- Provide summary and plan

Motivational Interviewing

Behavior Change Tools

- Importance or confidence ruler
 - “On a scale of 1 to 10...”
- Change talk
 - “I’m going to...”
 - “I think it’s important...”
 - “I want to...”
- Commitment to change
 - Written contract to change

*Train-the-Trainer:
Engaging Your Learners*

Train-the-Trainer

Coaching learners in effective communication

- “Prove them wrong” approach
 - Describe preconceived opinions of them
- Describe generational differences
 - Illustrate using personal examples
- Illustrate communication framework
 - Use established health care example
- Learner exercises & personal reflections

Salutations

Mix & match

- Traditionals
- Baby Boomers
- Gen Xers
- New Millennials
- Hey!
- Dear Dr. Smith,
- Joe,
- Dear Joe,

Translation, please!

What it means to each generation

When they say “I’ll check that out”,

- Traditionalist means:
- Boomer means:
- Gen Xer means:
- Millennial means:

Personal Reflections

Relating learned content to experience

Part 1

- Describe at least one personal communication conflict
- Identify generational characteristics
- Explain how you could improve it

Part 2

- Try proposed communication change and reflect on changes in response

Group Solutions

Relating learned content to experience

Part 1

- In groups of four, identify the best personal example of a communication issue
- As a group, discuss the generational factors contributing to the break in communication

Part 2

- As a group, perform a skit highlighting improved communication

Choose Your Adventure!

Impact of how you choose to counsel patients

Part 1

- Get to know your patient and medical history
- Choose how you counsel your patient given available communication options
- Continue through several counseling sessions

Part 2

- Discover the outcome of your patient counseling!

Mock Interviews

Using generation-conscious language

Part 1

- Transform statements of personal interests into generation-safe language
 - Example 1: I want a lot of days off
 - Example 2: I need a lot of guidance when I learn

Part 2

- Participate in a mock interview using only generation-conscious language
- Explain hired and rejected, and why

Health Careers Expo

Careers in Pharmacy:

Managed Care - Formulary on a Budget

Interactive Presentation illustrating
the Role of a Managed Care Pharmacist

Presented by Our Pharmacy Resident/Fellow Team

Conclusions

What's in it for us? For them?

- A chance to leverage the best qualities of each generation
- A chance for young people...
 - to learn how to be professionals as well as business leaders
 - to enhance communication and networking
 - to be prepared to dispel preconceived notions
- A workplace that uses the full dimension of available talent

Let's Work to Bridge the Gap!



Recommended Readings

- Special recognition to Meagan Johnson for her advocacy in generational awareness in the workforce and providing resources/education important in designing this presentation.
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Recommended Readings

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- Prochaska JO, Redding CA, Evers KE. The transtheoretical model and stages of change. In: Glanz K, Rimer BK, Lewis FM. Health behavior and health education: theory research and practice. Wiley, John & Sons, Inc., 2002. p. 99-120.
- Rollnick S, Miller WR, Butler CC. Motivational interviewing in healthcare: helping patients change behavior. New York: Guilford Press, 2008.

Recommended Readings

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