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

- Gen 2020
- Millennials
- Gen X
- Baby Boomers
- Traditionalists

Bureau of Labor Statistics Employment Projections

http://blogs.harvardbusiness.org/cs/2009/10/are_y ou_ready_to_manage_five_g.html
ACORN Imperatives

- 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
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

Originated from Zap the Gap! Training Seminar by Meagan Johnson
“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:  Generation-conscious
- Traditionals  • Show respect and value their experience
- Baby Boomers  • Show teamwork and be up for a challenge
- Gen Xers  • Expect independence and when to reach out
- Millennials  • Get to know them and interact frequently

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.
• Deal JJ. Retiring the generation gap: how employees young and old can find common ground. Wiley, John & Sons, Inc., 2006.
Recommended Readings

• Marston C. Motivating the “what’s in it for me” workforce manage across the generational divide and increase profits. New Jersey: Wiley, John & Sons, Inc., 2007.


Recommended Readings

• Ryan M, Romanelli F, Smith K, Johnson M. Identifying and teaching generation x pharmacy students. AJPE. 2003;67(2):Article 42.
• Soumerai SB, Avorn J. Principles of educational outreach ('academic detailing') to improve clinical decision making. JAMA. 1990 Jan 26;263(4):549-56.