

Generational Methodology Differences



Pen versus keystroke



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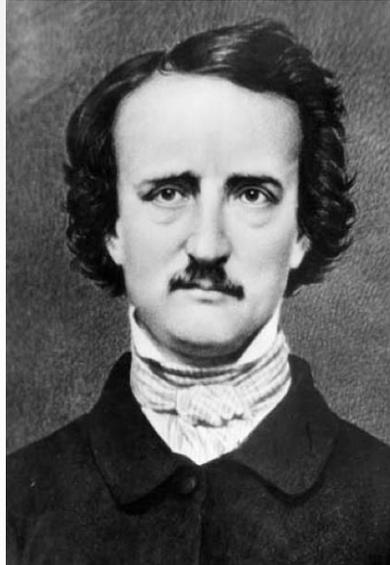
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Baltimore!



Baltimore



B. & O. RAILROAD	
Rent	\$25.
If 2 R.R.'s are owned	50.
If 3 " " "	100.
If 4 " " "	200.
Mortgage Value	\$100.



Disclosure of Conflict

The presenters have no conflicts of interest to disclose.



At the end of this presentation you should be able to:

1. Identify and describe the characteristics of the four most recent generations in our workforce
2. Understand the types of conflicts that may occur between your learners and teachers that are often attributed to generational differences
3. Discuss ways that programs can tailor their residency to training the next generation of residents.
4. Learn ways to recruit in this digital age



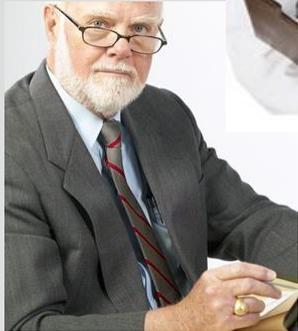
A **GENERATION** is a group of people whose characteristics are shaped and defined by the major societal events that occurred during their formative years.



Why the interest in generational differences in the field of medicine?

- More generations in the workforce currently
- Rapid pace of cultural change is making the experiences of generations more divergent
- Medicine demands effective communications between members of different generations and cultures
- Need for more doctors in the workforce, making retention and job satisfaction important
- Advancements of technology into the field





Traditionals
1900-1942

Baby Boomers
1943-1960

Four Generations



Gen X
1961-1980

Gen Y
1981-1999



Characteristics of Generational Cohorts

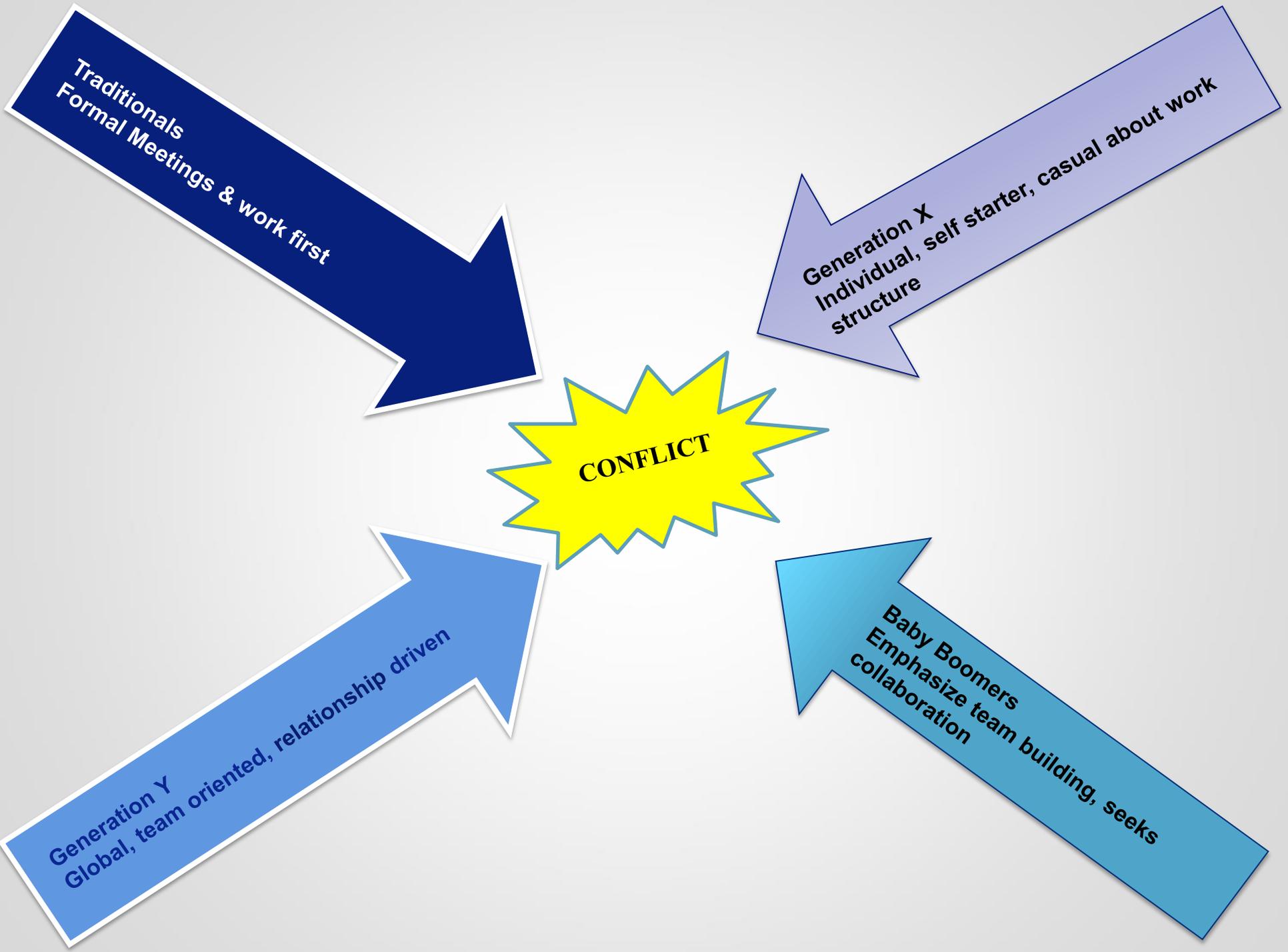
	Traditionalists 1900-1942	Baby Boomers 1943-1960	Generation X 1961-1980	Generation Y 1981-1999
Significant Events	WWI, Korean War	TV, Civil Rights, Vietnam, Space Race, Computers	Single parents, AIDS, Gulf War, VCR, ATM, Exxon Valdez, cellphones, cable	Doting parents, Columbine shooting, 9/11, Princess Diana, smartphones
Idols	Roosevelt, Patton	Gandhi, Martin Luther King	Limited Heroes	Celebrities, athletes
General Characteristics	Sacrifice for family/country, delayed gratification, respect for law and order	Reject authority, individualism, competitive, consumer, work place ahead for family	Independent, skeptical, questioning, cynical. Seeks a life balance	Racial and ethnic diversity, needs structure believe they are special
Career Characteristics	<ul style="list-style-type: none"> • Respect for authority • Adherence to rules • Value self-discipline • Motivated by job security and respect for work 	<ul style="list-style-type: none"> • Education • Workplace ahead of family • Dedication • Pioneering • Technology • Equality in workplace 	<ul style="list-style-type: none"> • “Me” Generation • Individual and self-reliant • Casual about authority and work structure • Integrate technology into workplace 	<ul style="list-style-type: none"> • Technical Training • Team-Oriented • Multi-tasking • Mentorship • Technology • Global citizens

Every generation believes that the

The old saying “well I had to
walk to school in the snow,
uphill, 5 miles, with no shoes,
both ways!”

“*Contempt for authority, they show disrespect for their
elders*” -Kenneth John Freeman (1907)





So what are the issues with
training the Generation Y
resident?



Generation Y Needs

- Close relationships with authority figures
- Constant Feedback
- Teamwork
- Online connectedness
- Work-Life balance



“Helicopter Parenting”

There has been a tremendous amount of investment into childhood development and parental involvement for this generation.

This generation has lived fully scheduled lives, where parents hover and intervene in every aspect of their child’s life.



Programs find themselves becoming...

“In loco parentis”

Latin for “in the place of a parent”

Generation Y residents seek close relationships with authority figures, they want to feel as though they are cared for.

So what should programs do????



Structure & Mentoring

Setup a formal mentoring system for your residents

- Sinai hosts a formal mentorship program. Places the responsibility on not only the faculty, but also the resident to find a symbiotic relationship.

Surgical residents require “hand-holding” when it comes to completing tasks

- University of Maryland program has constructed a map of when specific tasks should be preformed. Examples are applying to Step 3, licenses, fellowships..etc.



Structure and Guidance

Certifications			
		<u>Complete</u>	<u>ABS</u>
			<u>Expires</u>
BLS Basic Life Support	Orientation	Required*	2 years
ACLS Advanced Cardiac Life Support	Orientation	Required*	2 years
ATLS Advanced Trauma Life Support	Orientation	Required*	4 years
FCCS Fundamentals of Critical Care Support	PGY-2	Not required	No expiration
FLS Fundamentals of Laparoscopic Surgery	PGY 3-5	Required	10 years
FES Fundamentals of Endoscopic Surgery	PGY 3-5	Required (as of 2016)	10 years
		* required once does not need to be active at time of ABS application	

Retirement plans				
	<u>Contributions</u>	<u>Limits</u>	<u>Contribution type</u>	<u>Earnings</u>
403b	Employee	\$15,500	Pretax	Tax deferred
401a	Employer	4% of income	-	Tax deferred
IRA	Employee	\$5,500	Pretax Post (immediate Roth conversion)	Tax deferred Tax exempt
	All residents are automatically enrolled in the UMMC 401a starting in the PGY-2 year.			
529	College Savings Plan			
	www.collegesavingsmd.org	T. Rowe Price	\$2,500 MD tax exempt per parent per year	
			Earnings tax exempt if used for higher education	

Structure & Mentoring

Generation Y residents are not accustomed to receiving negative feedback or criticism. (trophy generation)

It is best to ask the resident to perform “self reflection” on their strength and weaknesses before providing the feedback or to reflect on reasons for struggles or successes. (Eckleberry-Hunt)

Regular meetings with their mentors are a great way to provide on-the-spot feedback.



Mentorship Program

	1	2	3	4	5
My mentor is easily approachable outside of scheduled meetings.					
It is easy to schedule a meeting with my mentor.					
I have had ... number of meetings / discussions with my mentor.					
My mentor has shown an interest in my career development / progress and has helped with valuable advice and/or goal setting and follow through.					
My mentor knows my problems / current issues					
My mentor's interests and/or career direction are aligned with my own goals (academic vs. non-academic, surgical field, ...)					
I have developed a strong level of trust with my mentor.					
I would like to stay with my current mentor.					
If you would like to change mentor who would you choose:					

DEPARTMENT OF SURGERY
ADVISOR/ADVISEE REPORT

Advisor: _____ Date: _____

Advisee: _____ Level of Training: _____

Professional:

Concerns/Adjustments/Problems:

Future Plans:

Personal:

Concerns/Adjustments/Problems:

General comments:

Professionalism

Millennials have had close relationships with authority figures, in the form of their parents, all of their lives. They may not recognize the structure of hierarchy within the residency program.

They also tend to “multitask” much more than previous generations. They often don’t know when to “stop communicating”.

It is important to provide them with clear and concise expectations for appropriate behaviors.

“Professionalism is a journey rather than an end state.” (J.Eckleberry-Hunt, et al.)



Work-Life Balance

Generation Y youths have a different attitude towards work. It means something different to them than it did to their parents or grandparents. They do not want to work as hard as their parents but spend their life in a meaningful way.

They do not live to work, they work to live.

Has the 80 work week helped this work-life balance?



NRMP Match Data

A larger proportion of U.S. seniors have matched to Internal Medicine (categorical) every year since 2010

Although Anesthesiology, Emergency Medicine, and Family Medicine saw fluctuations between 2010 and 2014, a larger proportion of U.S. seniors matched to those specialties in 2014 compared to 2010. In contrast, the *percentage of U.S. seniors matched to Surgery (categorical) in 2014 is the lowest in five years.*

2014 NRMP Main Match Results & Data



Communication & Technology

Generational differences are perhaps the most pronounced in communication advances.

- Communication is less individualized and is broadcast more than before.
- “The Google Effect” – ease of accessing updated, relevant information with the click of a mouse
- The development of asynchronous communication forums.
List servers, web forums, discussion pages, social networking



Communication & Technology

How can programs use technology in their training programs?

- Online didactic materials-SCORE Curriculum, Fundamentals of Surgery, ACCESS Surgery
- Web Based ERAS
- Electronic Medical Records
- Simulation Skills Lab
- Social Media-Twitter, Facebook, LinkedIn



Communication & Technology

Generation Y has been referred to as the first humans that are native to the “digital landscape”.

“They have never known a world without the internet, cell phones, and immediate parallel communications.” (M. Ramirez-Globalization and Generation Y)

Ask the residents that are tech based for ways in which they think the program could be integrated better with technology.

They are interested in innovation and efficiencies in a way to achieve independence and balance



What can we do to better bridge the “generation gap”

- Assimilate technology
- Give feedback and coach
- Include residents in decision-making
- Expect requests for exceptions/absences
- Expect students to be “connected”



Has the internet made the world too small?

Many medical students have exposure to global electives during medical school. Their focus has now turned towards global health initiatives. They seek the opportunity to participate in these electives during residency training.

How can programs offer and support these elective rotations for their residents?

Global Health –International electives



Communication & Technology Recruitment

Programs can use technology to aid their recruitment strategies.

Applicants to the Sinai Residency program were asked to list how they found out about the training program.

25% listed FREIDA

36% listed the Program Website

20% listed the internet

19% listed a colleague/friend



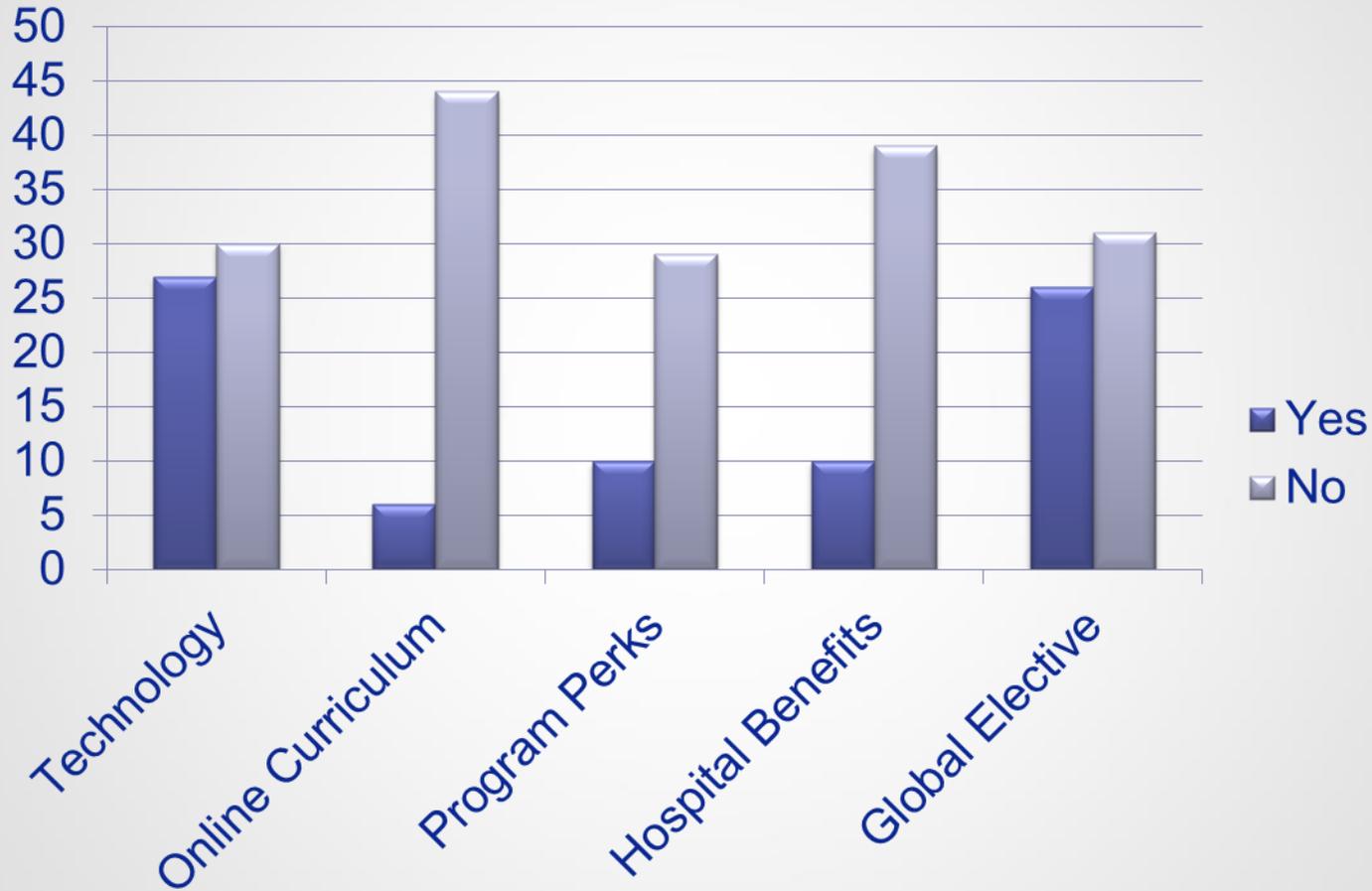
Before this was our only platform to advertise.....



Now look at our options!



Interview Exit Survey Data



Conclusions

- It is important to understand the unique characteristics of each of the four generations that are currently present in the medical workforce.
- By appreciating the generational characteristics, academicians have the opportunity to optimize their interactions with those generational cohorts.
- Generational issues have a significant effect on daily life and academic life is not immune from these generational influences.



Tools for Today's Generation



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Questions or Comments?

Thank you for your time and attention !

