

Generational Change in Healthcare Delivery: What Does the Future Hold?

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GENERATIONS

- **Boomer** – Born 1946-early 1960's
- **Gen X** – Born 1960's-mid 1980's
- **Gen Y** – Born since mid 1980's

- Since we are talking about blended groups rather than pure separate ages we will refer to Gen X as representing current mid and older members and Gen Y as representing new arrivals or potential new members.

GENERATIONAL CHANGE

More fundamental than anything we have seen to date.

There are no "do-overs".

GENERATIONAL CHANGE

Membership and participation have shifted from a "Church" model to a "Theatre" model.

They will come if they like what they see, not because someone else tells them they should.

They will buy tickets to individual performances, not show up each week.

GENERATIONAL CHANGE

Opportunities are fleeting and trends and technology changes must not be missed.

Encyclopedia Britannica

NEJM

Timepiece to Watch to Cell Phone

General Motors

GENERATIONAL CHANGE

Want mentors, not teachers.

3rd Generation Phenomenon

Lifestyle values.

Are not "Genetic" Joiners.

Don't care about who makes the tide rise.

Don't read from hard copy, go on-line.

GENERATION Y

Ambitious, Demanding, High Maintenance,
Question Everything.

They need a good reason for everything
(*"Because that's the way we do it"*, is not a
good reason)

They believe their companies or
organizations should be loyal to them, not
the other way around. They will work hard
but will not make their job their highest
priority in life, or even in their schedule, the
way many of us did.

GENERATION Y

DRESS CODE - Are you kidding?

One third will have tattoos

One quarter will be pierced
somewhere

Get used to it!!

We need them more than they need us.

GENERATION Y

Generation X -

Started our first job free of debt and on our own

Our parents were traditional

The threats we faced were far away—USSR and the atomic bomb

Our future was assured and if we worked hard we would get our reward later

Average age at first marriage M 23 F 20

GENERATION Y

Generation Y- We are their parents

They will start their first job in debt and may well be living with their parents

Self-esteem replaced rules and discipline

Spanking was out, coaching was in

The threats they face are near and now - 9/11 and Global Warming

Their future is not assured even if they work hard so they want their reward now

Average age at first marriage M 28 F 26

GENERATION Y

Likely effect on Societies

Less ancillary revenue, particularly from current sources.

Mergers

Shorter Meeting

Former allies will be seen as competitors

Threats to membership if we don't evolve

Managing Generation Y

Martin & Tulgan

Very Impatient and much more altruistic than Gen X
Want to work for the good of all, not just themselves

Climbing long career ladders - OUT!!

"Paying their Dues" - OUT!!

"Golden Handcuffs" - OUT!!

What value can I add today - IN!!

What can I learn today - IN!!

What will I be rewarded today - IN!!

Customize training, career paths, incentives and responsibilities to keep them. One size does not fit all.

GENERATION Y

MOST IMPORTANTLY

DO NOT FOR ONE MINUTE BELIEVE THAT THE CURRENT TRAINEES ARE JUST LIKE WE ARE, ONLY TWENTY OR FORTY YEARS YOUNGER. They are not.

Changing Pay Pattern

- Higher starting salaries (immediate reward)
- Smaller buy-out for senior partners
- Smaller bonuses or at least more equal among all
- Ratio of starting-to-final salaries will be a much smaller number

This goes along with a much more equality-based relationship among all the members of the organization, subject only to the effects of a meritocracy.

Changing Work Pattern

Gen Yer's will only participate if it meets THEIR standards and goals

More specific task forces, fewer fixed committees

Much less rigid hierarchy, more access to policy makers

Boards will need to be more responsive to all these groups

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Build a data base of transiently involved people based on subject matter or other commonality of interest

Shorter time-frame from start to finish for most projects

Treat Generation Yer's as colleagues, not interns

MENTOR, MENTOR, MENTOR!!

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Gen Y Physicians as Leaders in Healthcare

They will be very active in "Big Picture" issues, Uninsured, Racial Inequity, Poverty, etc.

They will be less concerned about our specific issues, Fixing SGR, Medicare Rates, etc.

Different Leaders for Different Issues, not a fixed spokesperson representing an organization.

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They will be much more casual about many of their work habits than we have been, but much of this is okay because so will everyone else they will encounter.

Judge them by what they do, not by how they do it, or how they look while they are doing it (within broad limits)

They will make us uncomfortable at times

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GENERATION Y

They are not necessarily better or worse, just different, and will respond differently to requests, demands, and threats than we did. They will also perceive them differently.

They face different pressures than we did which affects the decisions they make.

The generation raised in the environment in which the 13 year-old is called on to fix the home computer because his or her parents can't figure it out, will not hold the tribal elders in awe the way we did.

Questions?

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