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Thank you for holding. The conference will begin shortly. Thank you for your patience. Once again, your conference will begin shortly.

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Welcome to the Generation Z . I am Sherry and on your operator for today's call. At this time all participants are in a listen only mode. Later we will have a question-and-answer session. This call is being recorded. Lisa you may begin.

Thank you and welcome. Thanks everyone for joining the webinar today. I am Lisa good well, with Telligen QIN-QIO serving Illinois, Iowa and Colorado. QIN-QIO is a quality innovative network , quality improvement organization. I will be moderating today's program Presented by Dr. Cheryl -- Dr. Cheryl Kruschke . We are pleased to be able to bring your program entitled Generation Z , coming to the workforce. Today at the end we hope I can discuss are you able to attract, Tran and retrain this generation of nurses. Today Cheryl will describe the generally sticks -- characteristics of Generation Z . The newest member of our workforce. She will say why it's important to understand how this is, when you're talking about attracting, training and retaining this individual.

As I said before, as a reminder all lines will be muted during the program lines will be open at the end of the program during the question-and-answer period. Feel free to put your questions or comments in the chat box. As you access today's WebEx, there will be in a valuation following today's program. Please take the opportunity to complete it so we can share your feedback on how to make our program of greatest value to you. Cheryl.

Good morning, and good afternoon everyone. I hope you're all doing well. This is an interesting topic that began for me many years ago as a baby boomer. And each generation coming into the workforce, working in long-term care, has always been not so much a struggle, but an opportunity. To learn about the new folks coming in. To understand them a little bit better there always seems just to be a little bit of a glitch in being able to do that. It certainly dawned on me -- [indiscernible] we're really trying

to understand each new generation but were doing it from our own framework. For me I'm trying to understand generation X, Y and Z, but the baby boomer thought process. That could be what's holding me back. You look at this picture and one thing that comes to my mind and my grandchildren who are in elementary school. I can recall that they have been holding technology in their hand since they were born. So looking at this picture, this is the norm. This is to Generation Z is. Technology came to others at different points in their life, but for the baby boomers -- we were adults already. I can remember high school, enjoying the thought eventually I would be able to take algebra and geometry and use a slide rule, because my brother had one. I couldn't wait to use it. When I got to high school they came out with the calculator. I was blown away. Because now this technology came into my chance to lose -- you societal -- a slide will. I remember thinking in high school it was not fair, technology just took off from there. Can you look today at children holding technology in their hand in the time they are born, it's normal. We have to understand that. In order to understand who we are dealing with. Generation see, the most -- Generation Z the most recent generation. Someone born in 2010 may not be in the workforce but were talking about a group of people born in the 90s two 2010. We're seeing them into the workforce and they have a whole different mentality even from generation Y. These are folks that technology has been with them their entire life. They don't know another way. This is what they know. When you think about the thought everything you look at on the Internet is click and click and as fast as you can click in some cases, that information goes by. So through time, our thinking processes have changed a little bit. We're thinking faster, in shorter snippets.? Of information coming to us, you get the information and move on to the next piece of what we are doing.

So technology for Generation Z is integrated into their life from their first breath. This makes them more driven than any of us but in a different way. For myself as a baby boomer, being driven is thinking about going to work, making a living, raising a family. For them it's more than that. One of the things that stands out for me, having grandchildren who are in this Generation Z , they are also not just driven to work that they have a work ethic, it's a blended work ethic. Their work ethic is I will work for you, for the right amount of money, but if there's something else I want more, and that's time for myself. When I listen to my grandkids talking about this, 20-year-olds, they are saying if I can't get the free time I'm looking for -- I never as a baby boomer would ever do that. That's not something this group of individuals are supposed to do. If not given those opportunities from the start, they want to know they can put their time in and work hard, but by the same token they want something in return beyond the money. They want the free time to do what they want to do.

Think about this picture in terms of how they grew up. They had a lot of things happening. And when you think about what is happening today with Isis, there's so

much more -- they had Columbine, the Oklahoma City bombing. The impeachment of President Clinton, the World Trade Center, Rodney King. So many things that impacted their life differently than our own. For the baby boomers, our claim to fame was the assassination of President Kennedy. Where were you on that day. I was in third grade. We had a discussion and I can still remember -- told us what had happened. We didn't have a clue. When I got home my mom was crying. For these kids, look at the list of things that have occurred in their lifespan already.

It's unbelievable.

Can you speak up a little bit.

Sorry about that. I have the volume up. I will sit closer. Does that help?

Thank you. I will monitor for feedback in the chat.

Okay. So moving from there we have to think about the fact this is where these folks are coming from. One of the things we also have to consider is that the communication that they work through is a little bit different than our own. For myself, we used to write letters. We would talk on the phone. We would talk in person for hours on end. These folks are texting as a means of communication. They might not even have verbal skills. That we are used to having, talking face-to-face, they may not have that. I don't want to keep going back to it, but in the room with my grandkids, they all have their technology. Phones, iPads, whatever. They were texting each other, sitting by each other and texting. Not a word was being said. This is their downtime. This is what they were doing. It was very interesting. They have all of these things. Someone showed me snapshot or something, where a student was, you take the Sophie and it's immediately sent to a group of people in the snapshot thing. You use pictorials to describe what's happening in your day. It happens hundreds of times a day. Back and forth continuously. The phones are constantly beeping. The talking on them, and not even talking the texting. They send these pictures. They use abbreviations we have never heard of. Short sentences. They do this all the time. To the detriment of good communication skills, but this is what they know.

They never leave home without their technology. They hold in their hands, they carry it with them, they are connected to each other at all times. That is something we are not used to. I can still remember when I got my first paycheck. I thought how exciting. And I thought it was really connected with that. And then there were cell phones, but for these folks in Generation Z especially, they are truly connected to each other. They use social media every day all day. They have friends of friends of friends on Facebook. In Facebook you can limit who sees all of your information.

These folks don't do that. They have hundreds upon hundreds of friends that they converse with. People they don't even know how they get to know on Facebook. And they don't have the fear we have of what if you get -- they are out there for the world good or bad. So we have to sit next to them and often times the same way they connect to us. I know for myself, we have a Facebook page at Regis for the nursing students. We connect with them through their pig you connect your email, texting, these are the ways Generation Z wants to communicate. They want this information in this way. So we want them to conform but, in a way we have to start conforming to them. Not complete but enough that we can communicate with them. To embrace them as part of the workforce because they are coming and they are going to be in the workforce. We need to find a way to work with them. One of those things is attracting the generation and using social media to do that. By the way, we can certainly use social media as a way to go through these, to look at what they are doing and determine -- you can go on Facebook and look them up and see the kind of post they have I can tell you from doing the research, folks have a lot of positions based on what employees are finding that employers are finding on social media. This helps us determine if this person is a good fit for us by looking at their postings.

When you're hiring Generation Z you need to think about that and not only what's in their best interest but what's in yours. It still has to be a good fit. We have to be mindful that we need to think about what they need as well as what we need. And find a way to work with these folks, to better understand what their needs are. So then we are hiring them, sitting down and interviewing them, we might consider the questions we ask, baby boomers are generation X or Y, may not be the questions we want to ask these folks. We want to find out from them what they're about to but we may want to use a different approach. I think about management by walking around. When I think about this, we may want to take them out with us and walkabout we're going to be working and interview them as we walk. As we show them what we will be expecting of them. We might have a better interview than having them sit across the desk from us in the office. This may not be the best approach. As a matter of fact they used to do this all the time. One of the things I always did as part of the interview process, was take anybody out and walked to the building with them. I had my best interviews outside of my office. And when I think about Generation Z and realize this is a group of people for this would work the best. Instead of asking questions across a desk. We go side-by-side and we are talking and conversing. I'm able to show them this is where you will be working at these are folks you would be working with. These are folks you would be taking care of. Whatever their job is going to be. It might work better for them. The other thing we want to look at is using their technology. The technology they are used to. In order to help them understand the expectations of what we want as them. What they will be doing. You would see short PowerPoint presenters might be effective. These run on their own. You don't want more than 10 or

15 minutes on any type of presentation, whether it up in front of the room, no matter what it is you need to confine it to shorter amount of time and give them the opportunity to go from topic to topic.

Because their attention span isn't the same, for myself I could work on hours, that's not something they want to do. You may want to provide it in small snippets. Not that they are stupid by any stretch of the imagination, they just think differently than I do. For me to work on something for hours and hours may not be the best approach for them. We need to give it to them in snippets or allow them to work on it outside of the work environment, they can download your -- use the iPhone, iPad. Whatever the case may be. When we do that we need to make sure any presentation we provide, we need to start moving forward, providing it in a variety of ways. So they can use it on different technology. And we have to come into the 21st century as well. Be able to provide that to them.

Part of that can come from your own group of individuals you have working for you already. This is something we have done in the past for many years. We talk to the folks already there. What makes you a good employee. We want someone to learn the things you need to do likewise. If you get a higher folks from any generation, if you have someone in your workplace from a specific generation, ask them how do you learn. What do you and your friends think about and want to know about in terms of job. As them the basic questions you would ask a new recruit. They will guide you to understand who they are and what they are about. The same thing for myself as a baby boomer, I would like to be part of any process of my own training. The same holds true for generation X, Y and Generation Z. Think about that as your moving forward with the hiring process.

As for the nurses, when we think about nurses, we see them as novices. As they work through that first year, to the second year and third year, they move from novice to expert. We need to help guide them to go in that direction. There in the mind that the youngest generation has come in and the nurses are coming out of school and they may be associate degree nurses, made be starting a BSN program. Probably in the freshman or sophomore year. But they have a whole different process than we do. We have to understand that. They want responsibility but they want us to respond -- understanding them as well. Giving them information the way they understand it. Allow for them to have more time to complete an orientation that you have. Again they are not stupid by any stretch of imagination, but they were two things differently than we do. When we present information we may be presenting at, like and thinking about Generation Z using my baby boomer brain, I set up the orientation based on myself. If we are doing that, then we need to change how they do that. They are not going to be interested in what's going on in my head. They want me to know what's

going on in there's. To give them that information so they can relate to it. So they can understand it. So I have to shift my thinking. They don't have to shift bears. That's something we need -- to shift their thinking. Your work team shouldn't have to shift to you. You should have to shift to understand them first.

Because that is showing them what your expectations are rather than directing them to the expectation.

Give them the opportunity to help develop their own expectations. They want to be part of the process. We all want to be part of the process. When I think back [indiscernible-low volume] back in 1980. We were trained in a certain way. We didn't have any input in the training. Went on for many years. The different roles I had in the nursing home setting, I was trained in the same way everybody else was trained. Cookie-cutter training. Best training. This is the manual, everybody got it, everybody followed it, it was done the same way. Someone standing in front of a room explaining what's going to happen. Following through on that. These are the expectations and that was it. There was no room for individuality. As the generations have come into the workforce, we are moving away from that type of education, the lecture type in front of the room. Whether it's education or in the workforce in your training, you don't belong in front of the room lecturing them all the time. We need to change our thinking and start to think like they do in terms of how can I present this in a way that you are going to accept it. Ask them what do you need. These are the things I am expecting you to do, how can I help you achieve that.

They are driven as well for their own success. Through the years as each generation has come forward, there's less and less driven. That is not true. The drive is still there, it's just in a different way. These folks require work life balance. They are driven to that. They expect that to be part of the package. They don't expect to work 70 hours a week, and have no time for anything else. They don't necessarily want to be the one that asked for overtime. They're not interested enough. If there's something they want they will do it. But like the baby boomers, you could say okay, yes. This group will say yes but not necessarily the first answer. It just makes them more focused on the things they want. One of the things I found in the research as I was working on the presentation, in terms of nurses specifically, is the need for mentoring. I have that as a final point. Looking at their role as a nurse, they need mentorship. That is something we been working towards for years. We don't always provide it. It's something they really need. And they need them in order for them to develop that team spirit. They need to have someone to guide them and help them understand the culture of the organization. We talked about this for years, every organization small or large, has their own culture of their own belief system. Based on the culmination of the owners, the leaders, the managers, directors, staff, ancillary staff. The folks they care for, they

all come together. They develop a culture. No matter what home you go to, anywhere you work in healthcare, it may look the same as another organization or similar, the layout may be similar but the feel is different. It's place you walk into has an altogether different feel. You can pick up on that the minute you walk through the door. It's like knowing everyone is stressed, you can feel the stress. If everyone is in a good mood you can feel the mood. It's the same thing with the culture, it is there. Somehow we manage to attract folks to our organization that may -- we tend to skip that did not 100% physically. What we have to do is we have to guide them to a complete understanding of who we are and what we believe in. The best way to do that especially with nurses, is mentoring. We don't necessarily do that. I know it is hard. You have someone in training and suddenly a very challenged. [indiscernible]

I hate that term. I think of it more as a challenge or opportunity. When you are short staffed, a very negative feeling that comes over people, including the people we care for and they become anxious and scared. They're afraid they will not get the care they need. So I like to share, it's not that you are short staffed, you are challenged, an opportunity to find another way to do things for the shift. An opportunity to work together and be a team. To rise above what's going on. It is not easy. We can change the way we look at it and it helps us get through a tough situation. So when we were training folks, we get to this place and say, they've been in training for days as a CNA, let's get them on the floor we really need them. It's important to know and understand that, but time and time again to see you pull people from training, from helping them to understand the culture and what we expect of them, we put them out there and say you are seasoned and you've done this before. Yes they have but someplace else. Deposition in another location, another culture. And that you bring them to your location with your culture and after a few short days you're saying enough is enough we need them on the unit. And we stop the process. From that point forward, that individual flounders and sometimes sinks, in order to learn your routine, your policies and procedures, and the culture of your organization. We have put them up against the brick wall of knowing this information is we've taken away the rest of their training. Even if it's an hour, it doesn't matter when you have a program and you don't follow it, you have already sent a message.

That the needs of the organization somehow seems to be higher than their need. As each generation has gone, I'm not saying this to be negative to anyone, I have been in this position. The message we are sending and I have seen through the years in my experience is the message becomes much more negative with each generation coming forward. And I fear with Generation Z, they will leave sooner than later. Because they're not going to want to share that message. They want to know they are valued. I know we value all of our employees that they may not think that way. They may not see past. We needed somebody on the floor so we changed it up and they will see it

differently. What about me. Now I have a whole day's worth of information missing. How do I get that information from you. It takes employees longer and longer to pick it up. You're better off taking the opportunity to work with that challenge, then to pull these folks from the orientation they need. That's where having a mentor will help. That mentor is the transition person. Now they've gone through training, five days or 10 days whatever, who now you have the one more step you can take to help these folks move forward. That is the mentorship. The goal would be great if you could do someone with the same generation mentoring someone. It doesn't have to be another nurse. Nurse to nurse is great, that I can remember working and a nursing home and being mentored by a CNA. That was a phenomenal experience for me. A lot of insight I would not have gotten had I been mentored by another nurse.

It's great to be mentored by a nurse because they know the position you are in. But the opportunity presents itself, to say hey we have a dietary -- 24 years old who was super cool. I'd like to give her an opportunity, why don't we have her mentor Sally did she is 23. I think it might be a good fit. Thinking about a mentor you want to look at all of the of variables associated with that individual and one is age. You're not bashing her age are finding a mentor that works well. As long as the mentor understands the work environment expectation and has been trained to be a mentor. They are able to lead by example. There able to coach, inspire that individual, [indiscernible]

For success. Going back to the work environment expectation to making sure they get the training they need, I can tell you from my experience, the folks I lost in one year, every single person I can remember, and epiphany I had years ago that every single person we pulled early struggles. The vast majority of them from -- individuals we lost were those that we pulled. Others left as well for different reasons. But we lost the ones we pulled early.

Others were self-motivated, that is great but you have to think about the majority. Our turnover rate is starting to climb again. Just like someone mentioned to me, they were very concerned because they work in a hospital setting and their turnover rate had dropped dramatically. Starting to climb, like 34%. We are climbing again. Given the fact we have not dropped 34% and long-term care, the health environment in general, we need to look at the generational issues and try to find a way to circumvent those. Think about the expectation. These folks for Generation Z , they want the time off. They want consistency of expectation. Roles are not as important to them. They want to be heard. And they do want to be part of a team. That blew me away because I thought, individualized they sit in their texting doing things on their own, but they do want to be in a collaborative relationship. They do like to work with someone and have conversation. They just also very picky. --. They want to develop their own

routine. That's something we can offer them. What we need to do for ourselves, get out of our own heads a little bit.

Stop thinking like a baby boomer. A younger person, what do they want? Ask your staff, what are you looking for in an associate. Who do you want to work with. What does that person look like. Maybe your staff need to be involved in the hiring process. When I hired on in the role of instructor of nursing and as a nursing home administrator, I had multiple panels interviewing these roles. It included a variety of individuals. It's a lot of cost to do for a role of nurse or CNA, but maybe one or two would be beneficial for you to have. To get the eyes and ears of your staff involved as part of the hiring process. Even if it is while you're walking around, say I'd like to invite you to join us on the walk. Get people involved. We need to start to think a little bit differently.

They want -- invite them to be part of the process. Embrace them by understanding who they are. Start talking and saying what do you want to know, what do you like. What are the things important to you. Do not pass judgment.

Initially with my grandkids texting away to each other, I'm thinking really. You're right next to each other, maybe you should put the phone down and say something to each other. But that is not who they are. I had to stand there and she Cheryl, you are casting judgment. Saying they're not doing it the right way. They are to them.

I even laughed and they looked at me -- like I was a little crazy since I am the grandma. I laughed out loud, thinking your casting judgment on someone else, what do they think of you when you want to talk to them on the phone for an hour. They want to text you.

Share them you care. -- Show them you care, give positive feedback. You can go online and Google their generation. Tons of stuff comes up about these people. You can ask them, look online, find this information that will help you and guide you to be a better employer. We have to think about that also. We have to put our best foot forward. We want to show a positive face. We don't always do that. If you want them to come to you and stay, you have to put out yourself. You have to give up something to get something. You do get a paycheck, but the first time I thank everyone for coming in, it was free. The looks on their faces, it was astounding to me, they were so appreciative of that. The positive feedback of thank you for coming.

We have to go beyond what we've always thought and think something else. We have to also communicate to the management team what our expectations are for any

employee. We need to show them we care about them. And that we are grateful. That they are choosing to work with us.

We have to find ways to motivate them to stay with us. One of the things I thought about -- especially with Generation Z but the ones before as well , people want time for themselves. One of the motivators argues has really worked very well, especially the younger folks, is PTO. Take time off.

We have to -- for a shift in is very expensive. I started giving four hours PTO for every 90 days. Every 90 days of perfect attendance they were given four hours to take off anytime they wanted. They had to set it up in advance. That was a huge success. Because I got folks to stop calling in, because now you have time and a half to replace them with somebody. So you take PTO and pay them for not working, -- four hours of PTO is not a huge amount and a 90 day period. If you consider the cost to attract and retain new employees every time one leaves, it is a minimum of \$6000. Nurses are at least \$15,000-\$20,000, to find and attract them cut to hire them cut to train them and retain them. Thousands upon thousands of dollars. Think how much that cost. If you give a nurse \$25 an hour, and you give them \$100 every day -- it's a drop in the bucket compared to what you could have paid. This is a huge satisfy her -- other folks using it --. -- This time off and it's a benefit. -- One of the things I did well that is great, if they call and replace themselves, before they called in and said so-and-so is working for me, and that person says yes I am working for this other person, it is fine. So putting in overtime it could be that way no matter what. If you have them replace themselves, the chances are no different, the odds are no different that they will retain overtime. You can always adjust that later. But at least the ship discovered in those challenges that come in when you're faced with someone at the last minute not coming, with those opportunities decreased, you get much more satisfaction. That helps retain people. So you're looking at them from a variety of their own need for growth for professional, keeping a social connection, providing all of the things they need while maintaining the structure you need as well.

They have responsibility. If you use PTO --

That is something to consider. If we can provide the things they need while maintaining for the organization especially the folks we care for, we will do a much better job. So at this point, I will stop and ask if anyone has any questions for me.

So operator open up the hill.

I'm sorry my line was muted. We will now begin the question-and-answer session. To ask a question please press star and then one on your phone. If you're using a

speakerphone you may need to pick up the handset first. Once again to ask a question, press star and one on your touchtone phone. And the first question your

I have a question. I understand this is the generation of technology. If you have any advice or ideas on how to deal with employees about generation who wants to using their cell phone at all times even during actual work. In a residence room.

That is a great question. I talked about this before. I have had it happen. I was doing work at a nursing home in --. One of the questions posed to me by the employee themselves, with Generation Z and Y, was can I have my phone with me. I thought it was interesting because -- a story about years ago, when I started working in healthcare, we weren't allowed, this is way back, we were allowed to get personal phone calls at work. Then we were allowed to but only emergency calls. Then we were allowed to actually use the work phone to call someone back. Instead of a pay phone. And then I started noticing the younger folks wanted to carry their cell phone. You just don't want them using it in a resident room. Especially with an older adult, they will feel -- there on the phone and not taking care of me. And I thought maybe we need, just to throw out, we need to tell them you cannot carry the phone with you. I the same token were talking about people that have carried it their entire life. It's been in their pocket for ever. Maybe we could find a way to meet them partially halfway. Maybe there needs to be a cell phone Freezone in the building where they can use a cell phone if they need to. But with the understanding, first of all you should not use it in a resident room and that's the way it is. That is a dealbreaker.

However, if you go here or is there, we will allow you to use it for a brief minute if you need to. These folks text all day long. We may need to say I understand, I see workers all the time all day long with their cell phones. -- It's obvious this is happening. Now we have to think what can we do to keep them from using the cell phone inpatient rooms. We need to find a place they can use it to bridge the time. I know folks will abuse the privilege, but they're already sneaking behind screens, going behind privacy curtains, going to resident bathrooms. They are sneaking around already. If we sit down and negotiate some free zones, and how much time they can use it. If they're part of the process you might get better results. Because right now they're already doing it. And they question why can't I. And there is something wrong to this older person, and a younger person that's not concerned. So folks want to use their phones, we need to figure out how to negotiate. If we can give up a little bit we don't have to give up so much.

I know when I had children, and would need to make an emergency phone call it was difficult to work in a place that didn't allow that. This is much different but we have to think out of our own ad. -- Head. If we can ask them what will it take, what can we do

with the understanding you cannot sneak they use. You might get a better result. Knowing this is already happening, we can allow them places where they can use the phone.

Thank you.

You bet.

As a reminder if you'd like to ask a question that is star and one. Debbie, Missouri Lutheran.

I'm a chaplain and I'm interested in finding out, every generation is self-centered and we express that in different ways. Is there a sense of being a team player and Generation Z ? It sounds like I am out for myself, do we see skin in the game so to speak.

They are much into what their needs are, but there also team players. Some of the younger students I have, I have those from the early 20s to the late 60s in terms of students I have taught. They do want to be part of a team. But as long as the team works at the level or above their level of a want to know they have something to say. - Part of the process is making sure the team respects them and they respect that. We have to start by showing it. I think it can be in spirited, as long as we show them they have respect as well. We all remember some things never change. We are very much in and of ourselves, each generation. As a baby boomer I remember being told your generation will end up a no good. Because you all just think about yourselves. You don't care about anybody else. Your rock music is horrible, all of this stuff. But we say it to each generation. My husband says to me back in the 40s they were saying the same thing. When he was growing up in the 50s they said the same stuff. I grew up in the 60s and 70s, saying the same stuff. Each generation is very much into themselves. But we can pass along the each generation, respect them for who they are and don't pass judgment. Invite them to be part of the team. They may not want to but that each generation. I have kids in the 40s they can't stand the work with the team. It's part of the process. We have to respect they don't care for it. Maybe that's not the when you asked to be part of the team all the team -- time. Does that answer your question?

Yes, thank you.

The next question is from Holly, good Shepherd Lutheran.

Hello. This is Renée, Holly is in our group. I wanted to ask a question, I'm actually HR background. Recruiting for many years. But there seems to be a lot of

contradictions with this generation. Like in our area, they're not allowed to have phones in school. Making the transition from having a full at school having a phone in their career, shouldn't be that big of a jump. The other part, being a team player. A lot of the time -- they want to be part of the team and they want to be a team player, yet they don't know how to communicate with others very well. So with all of that, communication and education on that, with those expectations and having some of those things that are contradictory, what have you found in evaluating some of those things? Is it basically personality differences? Because some are more engaged than others.

I think part of it -- all we can look at them and say -- [indiscernible] for example for myself, this is who we are in this is what where our about. Different ways we look at someone and we can assign them traits, we are still individuals. There are schools that don't allow cell phones at all so they got used to that. For them the transition is easier. But for others, keeping it on their person the entire day, that is much more difficult. We can look at our geographic area and say we need to know what's going on in the schools in our area and understand the rules, that will help guide us in the workforce. To determine what will be easier for them to figure out and what is harder. I know one thing is communication, because they are used to talking and phrases. Most often they text and do these other things. The technology talks for them. Helping and guiding them towards those crucial combinations as conversations. The leadership teams, managers and directors -- having types of conversations to get someone to engage in feedback. Talking to you and explaining what their needs are without being angry and upset that they're not being respected. We have to set the rules and we have to say to folks, no means no. That's the way it needs to be. When you draw the line in the sand and you say this is an expectation and that is it. You have to be willing to say if you cross that line, this will happen to you. And you have to back it up. One of the things through the years in HR, if you say something will happen to you, you need to be prepared that something happens. Once you draw the line and they cross it you have to be willing to follow through. For some of these generational issues, the line drawn in the sand, they go over the line and the line moves. That is a gray area. We have to be able to decide what were willing to follow and what were not willing to fall on the floor for these students, generation X and Y, the line has shifted. I think about my granddaughters growing up in a world where everybody gets a ribbon for coming to the team game. When I was a girl, there was a winner and a loser. A huge difference, I'm not saying one is right in one is wrong. For me, if your team wins you get a ribbon. With them everybody gets a ribbon. You have to look at what's going on in the geographic area, what's going on in terms of what they were raised with. That requires us as the employer, to give that information and use it. Part of it is talking, what is it you need and what is important to you, learning about folks in deciding if we have these important things that we can't let them cross line for, we have to be

prepared to do what we say we're going to do. Some respect, especially in healthcare and taking care of human beings, no means no. -- We have to understand that for each of our locations. Did that answer your question quick

Yes, thank you.

-- We are approaching the one-hour mark. We will close the call shortly. I would like to thank the participants for today's call and most importantly thank you Dr. Cheryl for your insightful and informative presentation. For those of us that haven't been able to get through, all of the questions if you have any additional questions, feel free to send them to me and I will forward them on and she will get them back to you and we will respond to the entire community. And in Telligen, the last slide, we encourage everyone to join us here we are proud of the quality innovation network. The purpose of the QIN-QIO is to improve the efficiency and effectiveness of quality of services delivered to the Medicare beneficiaries in everything we do. We hope the presentation might be a call to action cut to help you understand the workforce for the Medicare beneficiaries. Please visit our website and follow up with us with any questions you may have. Any final comments?

No but thank you. I will be happy to answer any questions, pass them through.

What I will do also, I will forward the Q&A questions on as well.

Thank you all so much for having me and for attending. I appreciate it very much.

Have a great day, thank you .

Thank you ladies and gentlemen, this concludes today's conference . you may now disconnect. Speakers stand by for your post conference.

[Event concluded]