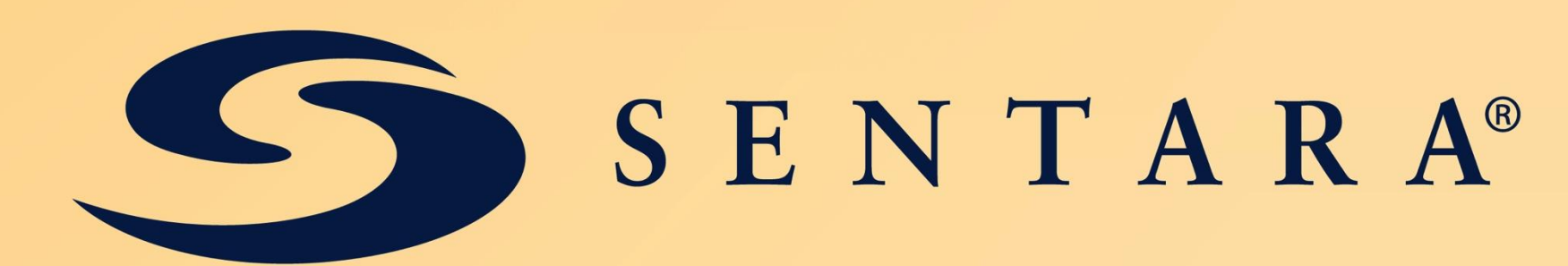


Bridging the Generation Gap in Nursing

Ellen-Marie Walker, MSN RN, Ermi Tisak, MSN, RN and Kathryn Hanks



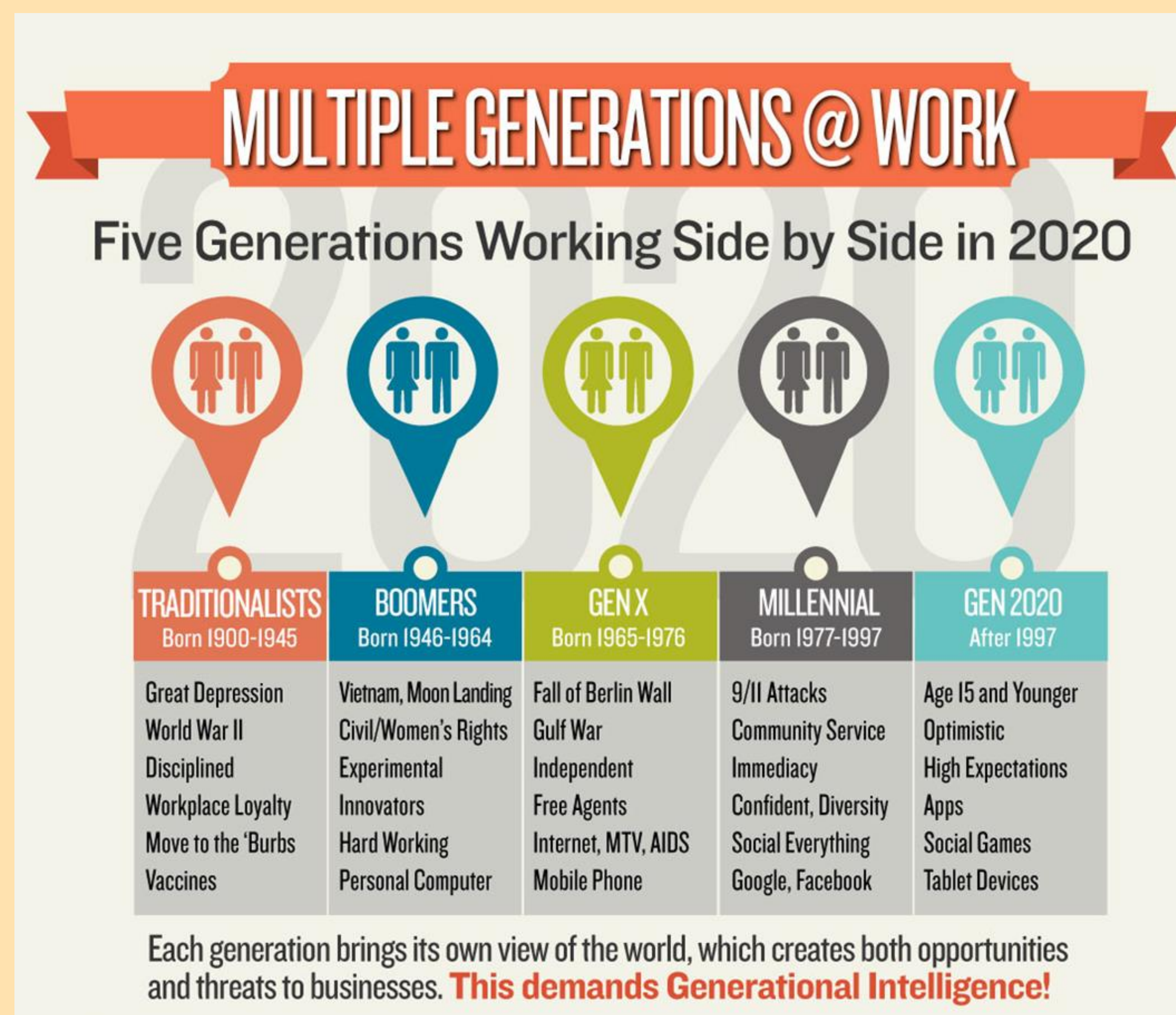
BACKGROUND

There are currently four generations of practicing registered nurses (RNs). This diverse population can bring controversy and convergence. Without raising consciousness of the problem, the issue will remain hidden. Education is a way to enhance awareness of negative behaviors (Chippis & McRury, 2012). The purpose of this project is to introduce the concept of understanding multigenerational nursing practices. The integration of this project will bring about change in nursing relationships and enhance the nursing profession.

Description of Change. The lack of understanding of generational differences can lead to incivility among nurses. Unfortunately, negative nurse-to-nurse workplace behaviors are a part of nursing history and current nursing culture. In order for nursing to continue to advance as a profession; this culture practice must be changed. A clear and direct method for identifying and preventing the problem must be established (Granstra, 2015). Workplace cohesiveness and civility in nursing have far reaching effects. Learning and understanding the differences of each nursing generation can enhance work relationships, support a positive nursing culture, and improve the quality of patient care.

PURPOSE

This project aims to foster and encourage positive relationships among nurses and helps to eliminate nurse incivility through better understanding and awareness of the current multigenerational nursing workforce.



BENEFITS TO NURSING

The ability of organizations to deliver quality, cost-effective patient care depends greatly on the retention of nurses (D'ambra & Andrews, 2014). Older nurses are needed for their clinical and managerial proficiency and transition of knowledge. Newer nurses are needed for their innovation, physical and mental strength, and technologic proficiency (Longo, 2013).

Retention is a key element in fostering productive work relationships and ultimately providing safe, quality care for patients (Cockerham, Figueroa-Altmann, Eyster, Ross, & Salamy, 2011). Critical patient decisions, meeting demands, and constantly readjusting plans can be anxiety provoking. Incivility increases stress levels and can often put patients at risk. Incivility has a harmful influence on all levels of nursing. Patients are safer when there is an environment of teamwork and collaboration. Stress is limited and this promotes understanding and cohesion. Ultimately safer nursing practices and decisions are made when the environment is cohesive (McNamara, 2012).

CONCLUSION

The nursing profession will progress and advance when nurses have a deeper appreciation of the current multigenerational nursing workforce. Exploring and understanding the differences of each nursing generation can enhance work relationships, support a positive nursing culture, decrease costs due to nurse turnover, and improve the quality of patient care.

WORKPLACE CHARACTERISTICS	GENERATIONS			
	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic and Values	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
Work is ...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
Leadership Style	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
Interactive Style	Individual	Team player Loves to have meetings	Entrepreneur	Participative
Communications	Formal Memo	In person	Direct Immediate	E-mail Voice mail
Feedback and Rewards	No news is good news Satisfaction in a job well done	Don't appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Messages That Motivate	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people
Work and Family Life	Ne'er the twain shall meet	No balance Work to live	Balance	Balance

*As this group has not spent much time in the workforce, this characteristic has yet to be determined.



CONTACTS

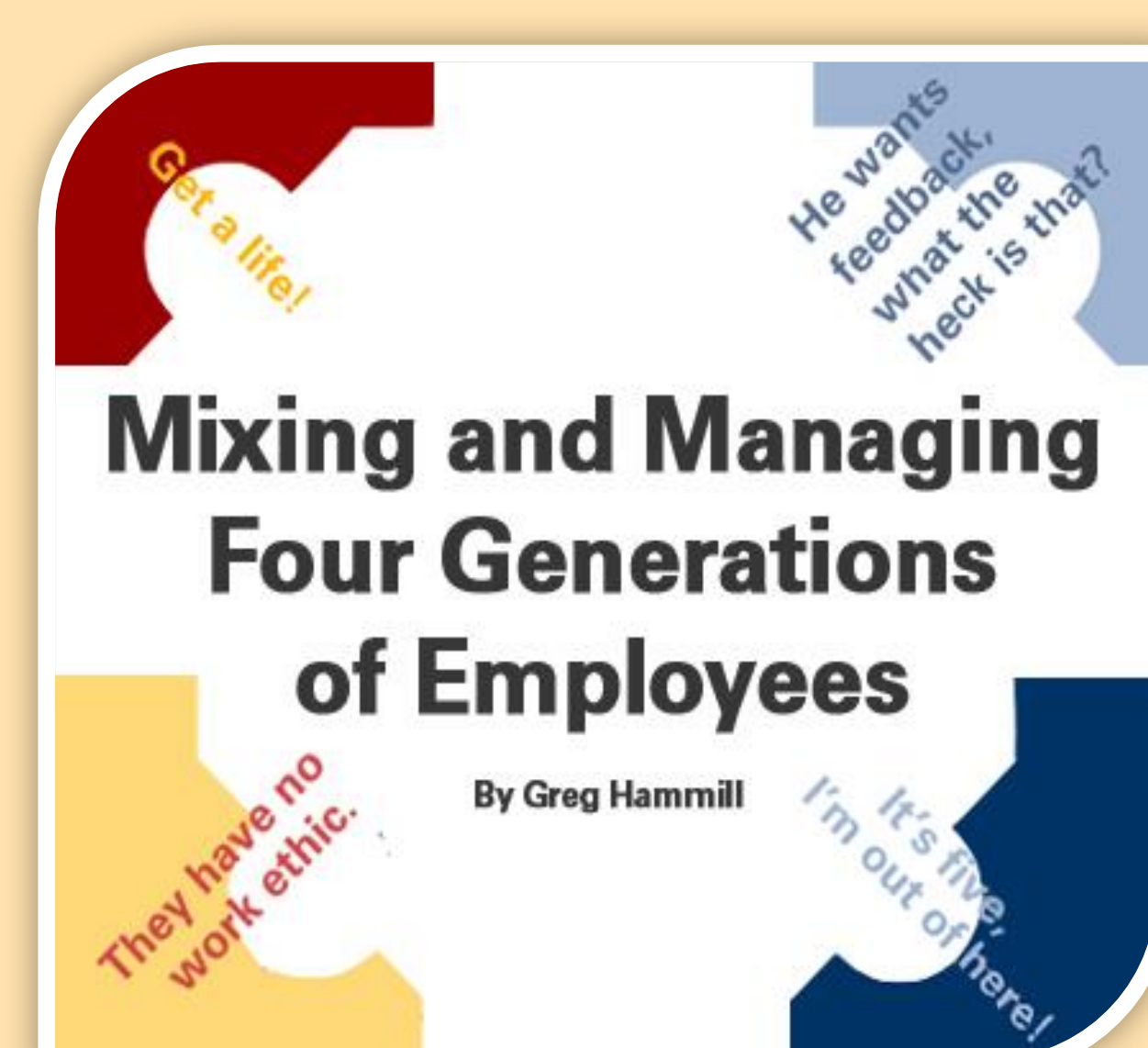
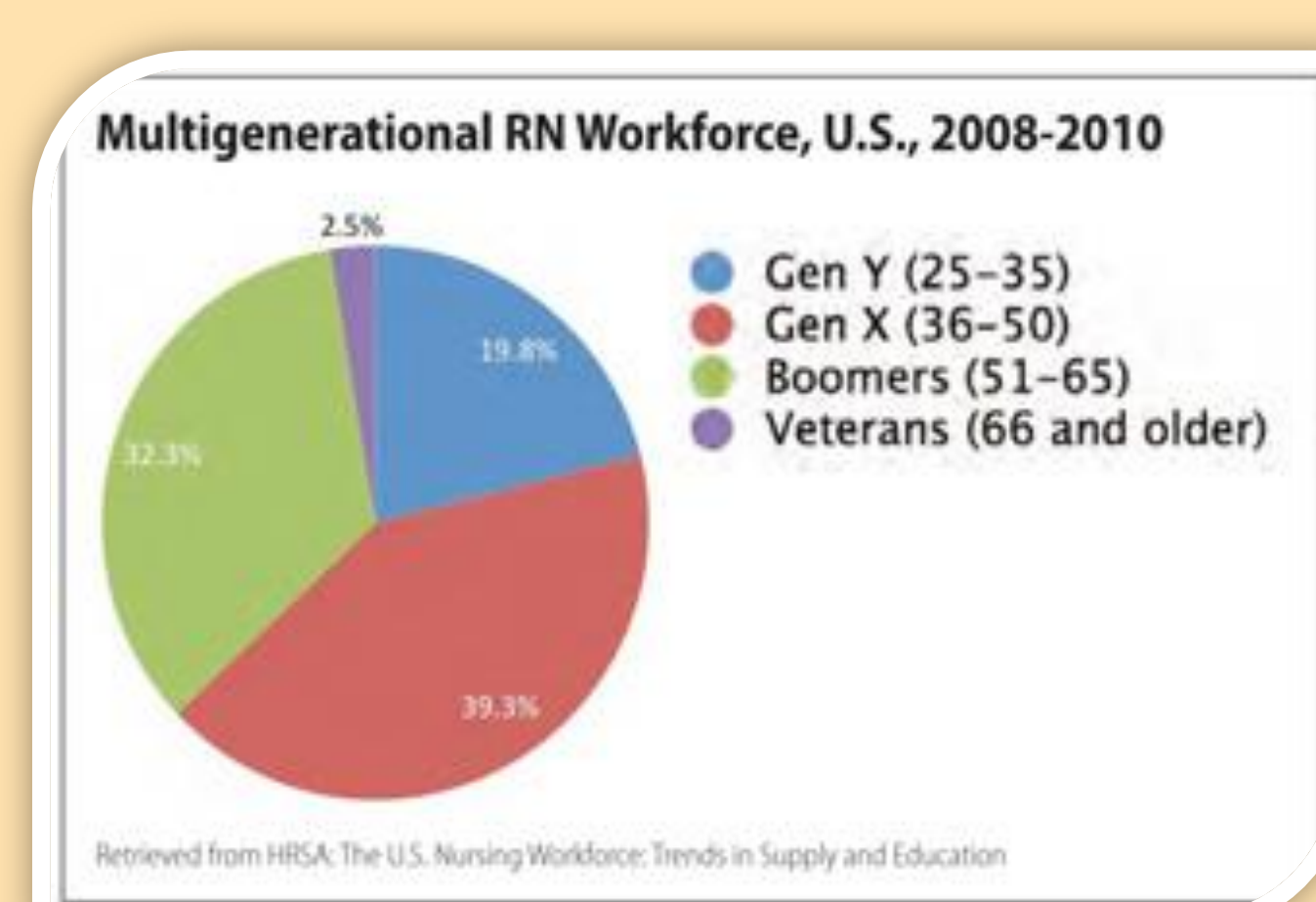
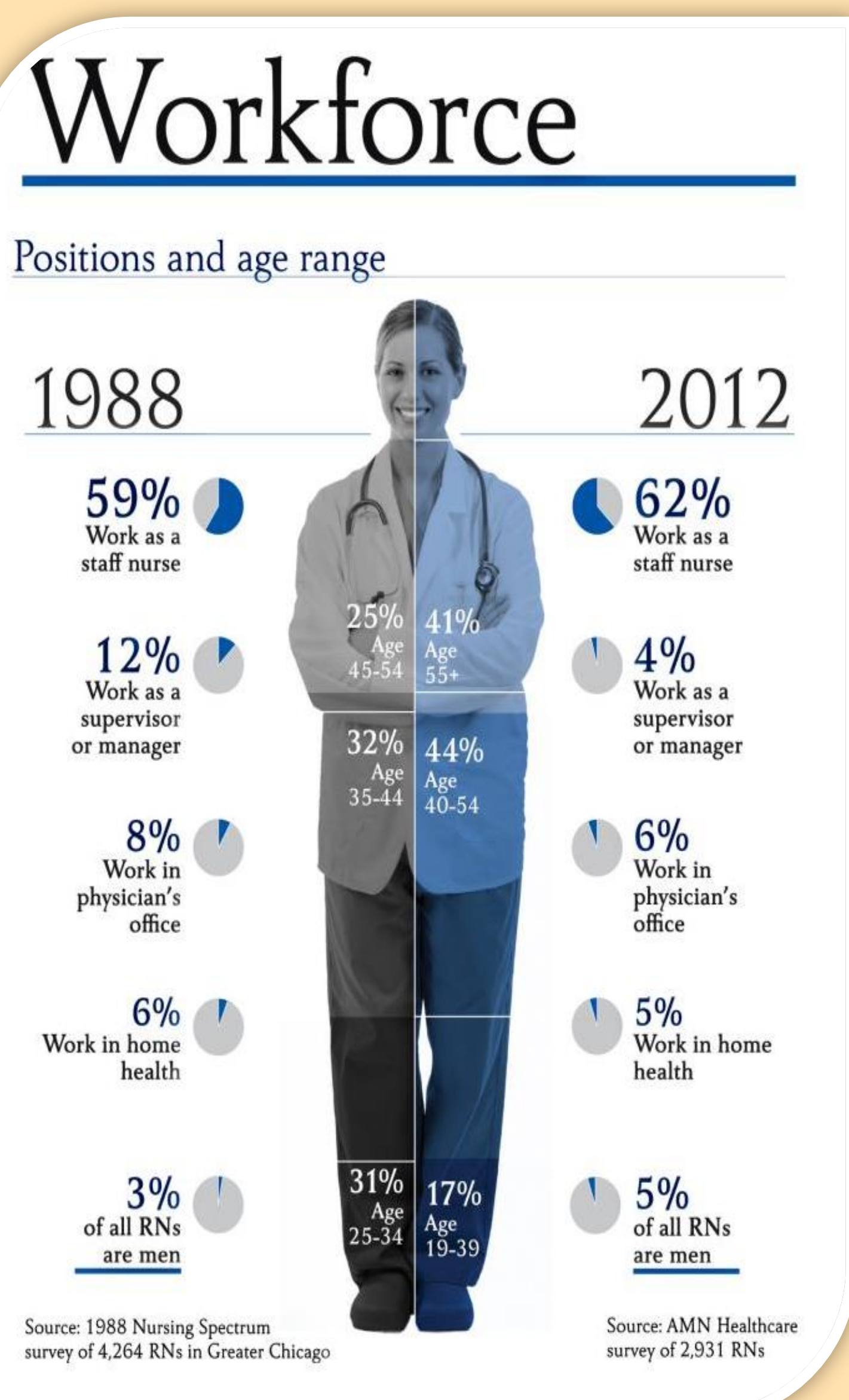
Ellen-Marie Walker, MSN RN EMWALKE1@sentara.com
Post Anesthesia Care Unit Nurse Clinician II

Ermi Tisak, MSN, RN EXTISAK@sentara.com
Nursing Education Team Coordinator

Kathryn Hanks KLHANKS@sentara.com
Clinical Neurophysiology Cardiac Technician

REFERENCES

Chippis E.M. & McRury M. (2012) The development of an educational intervention to address workplace bullying. *Journal for Nurses in Staff Development*, 28 (3), 94-98.
Cockerham, J., Figueroa-Altmann, A., Eyster, B., Ross, C., & Salamy, J. (2011). Supporting newly hired nurses: A program to increase knowledge and confidence while fostering relationships among the team. *Nursing Forum*, 46(4), 231-239. doi:10.1111/j.1744-6198.2011.00236.x
D'ambra, A. M., & Andrews, D. R. (2014). Incivility, retention and new graduate nurses: integrated review of the literature. *Journal of Nursing Management*, 22(6), 735-742. doi:10.1111/jonm.12060
Granstra, K. (2015). Nurse against nurse: Horizontal bullying in the nursing profession. *Journal of Healthcare Management / American College of Healthcare Executives*, 60(4),249-257.
Longo, J. (2013). Bullying and the older nurse. *Journal of Nursing Management*, 21(7), 950-955. doi:10.1111/jonm.12173
McNamara, S. A. (2012). Incivility in nursing: unsafe nurse, unsafe patients. *AORN Journal*, 95(4), 535-540. doi:10.1016/j.aorn.2012.01.020



DOMINANT PERSONALITY TRAITS ACROSS GENERATIONS				
Gen Z	Gen Y	Gen X	Baby Boomer	Greatest Generation
<i>Leads by (%)</i>	<i>Leads by (%)</i>	<i>Leads by (%)</i>	<i>Leads by (%)</i>	<i>Leads by (%)</i>
Liking for Stress, 12 Creativity, 9.74 Motivation, 6.84	Risk-taking, 11.2 Emotional Stability, 10.97 Intellectual Curiosity, 7.2	Competitiveness, 10.9 Social Adaptability, 9.4 Collaboration, 8	Idealism, 18.39 Democrateness, 7.64 Social Confidence, 7.54	Flexibility, 6.35 Empathy, 5.04