Building Resident Resiliency: 
The Challenge of Feedback and the Millennials

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Neither of the above speakers have any conflicts of interest to report.
A Generation / Cohort Defined

“Generation” is defined as a group of people who share the same formative experiences.

- These experiences bind people that are born in continuous years into “cohorts” - a group of individuals that have a demographic statistic in common.
What’s Next 2000 → ??? Generation Z…Zoomers?

Names also in the running:
Homeland Generation, Generation@, iGeneration, plurals…
Key Demographics – 2010 US Census Data

• In 1900 there were 13 million people in the U.S. over the age of 45

• In 2010, there were nearly 122 million…> 9 fold increase..

• Between 2000 and 2010, the 45 – 64 population grew 31.5.% to 81.5 million and now makes up 26.4 % of the total US population

• Each year more than 3.5 million Boomers turn 55 …
Six Trends Affecting the Multi-Generational Workforce *

**One:** Increased use of new technologies to communicate

**Two:** Increased expectation for work-life flexibility

**Three:** Increased expectation for continual development

**Four:** Increased need for new ways to reward and recognize employees

**Five:** Increased need to engage the entire workforce

**Six:** Increased emphasis on innovation

* IBM Center for the Business of Government, 2011
Key Demographics

• Between 2010 and 2020, 70 million Americans will retire, while only 40 million will enter the workforce...

• By 2020, the key age group of employees (ages 25 to 44) will shrink by 3%, while those aged 55 to 64 will grow by 73%, those aged 65 and older will grow by 54%.

• The aging workforce is a global issue—by 2050, China will have more people over the age 65 than the rest of the world combined.
Educational Trends – US Department of Education

• In 2003 there were more women enrolled in Higher Education than men.

• By 2016, women are projected to earn 60% of bachelor’s, 63% of master’s and 54% of doctorate and professional degrees.

• Forty percent of students reported that the television was their primary source of obtaining news, while 34 percent reported that websites were their primary source (newspapers were the primary source for 11 percent and radio for 8 percent).

• Today’s college grads have spent less than 5,000 hours of their lives reading, but over 10,000 hours playing video games and over 20,000 hours watching TV.

• Omnipresent Grade inflation …
Gender Shifts

Women now:

- Hold nearly half of all paid U.S. jobs (49.8%)
- Own 40% of all businesses
- Hold 43% of executive, administrative and managerial positions in the U.S. economy.

This narrows the male-female wage gap to its lowest point in history…the latest BLS figures show there is no gap between men and women with college degrees.
# Work Patterns – 2016 Survey of US Physicians

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PART TIME</th>
<th>FULL TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>13</td>
<td>87</td>
</tr>
<tr>
<td>2010</td>
<td>21</td>
<td>79</td>
</tr>
<tr>
<td>2015</td>
<td>22</td>
<td>78</td>
</tr>
</tbody>
</table>
Key Medical Demographics

• The current physician workforce is still dominated by male physicians age 42 and older.

• Women comprise half of the new medical school graduates for the first time in history.

• Women comprise half (50%) of Stanford’s Residents/Fellows.

• The proportion of physicians, both male and female, who were reported as working part-time increased to 21% in 2010 from 13% in 2005.

• Gender breakdown: 7% of male physicians worked part time in 2005 – which more than doubled to 13% in 2010.

• While 29% of females worked part time in 2005, this rose to 36% in 2010.
Talkin’ ‘Bout My Generation

Born before 1946
• Traditionalists, Veterans or Silent / Radio Generation

Born 1946-1964
• Baby Boomers – Largest group / Most competitive

Born 1965-1981
• Generation X – Thirteenth Generation
  ▪ “You mean when you were growing up you only had the Rose, Orange, Cotton & Sugar Bowls and no other Bowl games to watch?”
Talkin’ ‘Bout My Generation

Born 1982-2000

• The Millennials or Generation Y
• “Tell me again how when you were a kid you had to walk all the way across the room to change the channel ”

Born 2001–2020?

• Generation Z “Zoomers” - “You mean you couldn’t watch TV in your swimming pool or garage? – You had to be where there was a cable connection? You didn’t have wireless receivers?...You couldn’t see people you were talking to on the phone?” No Skype or Facetime? You couldn’t watch baseball or basketball on your phones?
“Wow: That’s the first keyboard I’ve seen that doesn’t need a printer.”
Traditionalists/Silents (1900-1945) Seminal Events

World War II

The Great Depression

The New Deal

Korean War

Rise of Labor Unions

Typewriters

Phones with Party Lines sitting on the kitchen counter or mounted on the wall
Characteristics of ‘Silents’

Postpone Gratification
Risk Aversive
Loyal
  • Family
  • Country
  • Job
Respectful Communication
Adherence to Rules
Detail Oriented
Paying Your Dues

• They were prepared to endure situations or master a body of knowledge.
• They were willing to demonstrate respect for those who came before them.
• Age and experience counted.
• They didn’t grow up with computers…
Baby Boomers (1946-1964) Update

- 80% indicate they plan to work past age 65
- They will control the workplace until about 2020.
- 30% of the Baby Boomer generation are grandparents.
- 28% who are grandparents have divorced, remarried and have second or third sets of children. In some cases their children are playing with their grandchildren.
- Baby boomers are on the brink of retiring in droves leaving behind the largest labor shortage in history.
Baby Boomer (1946-1964) Update

New government figures show a surprising jump in suicides for adults 50 - 64.

- The suicide rate in this group rose 45% between 1999-2010, with even higher increases for men in their 50s (a 48% rise) and women 60-64 (a 60% rise) according to an AARP analysis of a report from the CDC.
- In 2015, the highest suicide rate (19.6 /100,000) was among adults between 45 and 64 years of age. The second highest rate (19.4) occurred in those 85 years or older.
- Younger groups have had consistently lower suicide rates than middle-aged and older adults.

Why the rise?

- Besides financial woes, boomers also face being squeezed between caring for their own parents and supporting their adult children according to the CDC Principal Deputy Director.

From American Foundation for Suicide Prevention
Baby Boomers

• Largest Generation Now: Approximately 80 Million
• Optimistic
• Redefined Roles
• Management by Buzz Word (MBO, MBWA)
• Skewed Work > Life Balance
• Brought Up in a Competitive Environment
• Will Revolutionize Retirement
• “Work Ethic” and “Worth Ethic” Are Synonymous
The Baby Boomers Seminal Events

• 1954 McCarthy HCUAA hearings begin
• 1955 Salk Vaccine tested on the public
• 1955 Rosa Parks refuses to move to the back of the bus in Montgomery, Alabama
• On September 9, 1956, Elvis made his first appearance on The Ed Sullivan Show
• 1957 First Nuclear Power Plant and Congress passes the Civil Rights Act
• 1958 National Defense Education Act
• 1960 Birth control pills introduced
• Nov 8th 1960 John Kennedy elected president
The Baby Boomers Seminal Events

- Kennedy establishes Peace Corps on September 22, 1961
- 1961 United States sends military advisors to Vietnam
- 1962 John Glenn circles the earth and the Cuban Missile Crisis
- 1963 Martin Luther King leads march on Washington, D.C.
- 1963 President John F. Kennedy assassinated
- "I Want to Hold Your Hand" by the Beatles released in the US on December 26, 1963 and they appeared on the Ed Sullivan show on February 7, 1964
The Baby Boomers (late) Seminal Events

1966 Cultural Revolution in China
1967 American Indian Movement founded
1968 Martin Luther King and Robert F. Kennedy Assassinated
1969 First Lunar Landing and Woodstock
1970 Kent State University shootings
  • “Four Dead in Ohio…”
Generation “X”- They are often called the “MTV Generation”

“Baby Busters”

“The Thirteenth Generation”

- Author John Ulrich states: "Generation X" has always signified a group of young people, seemingly without identity, who face an uncertain, ill-defined (and perhaps hostile) future.”
Gen “X” Seminal Events

- 1973 Oil crisis / 1979 Energy crisis
- 1980 Election of Ronald Reagan
- 1986 Chernobyl disaster
- 1986 Space Shuttle Challenger disaster
- 1987 Black Monday
- Elections of George H.W. Bush, Bill Clinton and the savings and loan crisis that preceded the early 1990s recession …
- 1989 Fall of the Berlin Wall and the end of the Cold War
Gen “X” Seminal Events

Generation X saw the introduction of:

- the home computer / PC’s and Apples
- the beginning growth of cable television and the Internet
- VCRs and Video Recorders

Other attributions include the:

- AIDS epidemic
- Cocaine/Crack epidemic
- Iran hostage crisis, Iran-Contra Affair, and Operation Desert Storm
- Dot-com bubble, grunge and alternative rock and the global influence of the hip hop culture and music genre
- War on Drugs

[No Drugs]

AAMC
Millennials (Generation Y) Traits (1 of 2)

- Children of baby boomers, born after 1981
- Will outnumber baby-boomers by 2020
- One in nine has a credit card co-signed by his or her parent
- 1/3 have been raised by a single parent
- Grew up in technological boom *(99% are carrying smartphones)*
- Raised by “soccer moms” and “helicopter parents”
- “Can I come to new Resident Orientation in June with my son?”
- Raised in atmosphere of high expectations, plenty of feedback, and heaps of praise
- Some have been over parented, overindulged and overprotected.
  - “Everybody gets a trophy or award…”
Millennials (Generation Y) Traits - Continued

“It’s so hard ADULTING!!”
Millennials – Seminal Events

MTVs “The Real World”
Debut of Napster
September 11, 2001
The “Facebook”, 2004
First US legal same sex wedding
2007/08 Recession
Election of Barack Obama – Nov 4, 2008
Generation Z – Traits

- Reflect the lack of majority in American society and increasing fragmentation in families, media, communication, religion, politics, and demographics.
- Ethnic composition is the most diverse of any generation in America – “Plurals” = 54% of the US population in 2012…
- Least likely generation to believe in the ‘American Dream’
- Expected to be the first generation to earn less than their parents…
Generation Z – Traits

• Highly connected …“Digital natives”
• Lifelong use of communication and highly sophisticated media technology
• World Wide Web - They are used to instant action and satisfaction due to internet technology
• Text messaging / Mobile phones
• Facebook / Twitter
• Apple TV / Instagram / Snapchat / Twitter
Generation Z – Seminal Events

Economic decline of the first decade of the new millennium
Wars in the Middle East
ISIS
Different Approaches

Traditionalists / Silents
• Ready-Ready-Ready-Aim-Fire!

Boomers
• Ready-Aim-Fire!

X’ers
• Ready-Fire-Aim!
• (Learn – Experiment – Adapt)

Millennials (Y’s)
• Fire-Fire-Fire-Aim-Fire!
Exercise #1

What are your biggest challenges?
Each Generation Has Its Own:

- Attitudes
- Behaviors
- Expectations
- Habits
- Motivations
- Ways of Communicating
### Who are They?

<table>
<thead>
<tr>
<th>Generation</th>
<th>Values</th>
<th>Others say</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>Hard work</td>
<td>Fossilized</td>
</tr>
<tr>
<td>Boomers</td>
<td>Loyalty</td>
<td>Narcissistic</td>
</tr>
<tr>
<td>Generation Xers</td>
<td>Work-life balance</td>
<td>Slackers</td>
</tr>
<tr>
<td>Millennials</td>
<td>Innovation</td>
<td>Worse than the Boomers/Gen X</td>
</tr>
</tbody>
</table>
Values by Generation

**Traditionalists**: Respect for authority, Achievers, Conformers, Discipline

- "I think I’ve acquired some wisdom over the years, but there doesn’t seem to be much demand for it."

**Boomers**: Optimism, Involvement

**Gen Xers**: Skepticism, Fun, Informality

**Millennials**: Realism, Confidence, Extreme fun, Social
Educational Views by Generation

Traditionalists: A dream

Boomers: A birthright

Gen X: A way to get there

Millennials: An incredible expense
  • “Hoping I’ll never have to pay it back”
“Work is” by Generation

Traditionalists: An obligation

Boomers: An adventure

Gen X: A contract

Millennials: A means to an end – “It’s so hard acting like an adult”
Work vs. Family by Generation

**Traditionalists:** Separate-do not meet

**Boomers:** Work to live - “Work Ethic” and “Worth Ethic” Are Synonymous

**Gen X:** Balanced Work and Family

**Millennials:** Even More Balanced Work and Family
“Messages that Motivate”

**Traditionalists**: “We respect your experience”  
**Boomers**: “You are valued / needed”  
**Gen X**: “Do it your way / forget rules”  
**Millennials**: “You will work with other bright people”
Feedback to Different Cohorts

Traditionalists:
No news is good news

Generation X:
Frequent, honest

Baby Boomers:
Annual review

Millennials:
Whenever I want it, at the push of a button
Generation vs. Age

Guidelines, not set in stone

Many individuals define themselves outside of their generation

Individual influences may supersede generational differences

Despite variance in age/generation, differences in attitudes/behaviors do do exist
Generations also have similarities

Similar values
Everyone wants respect
Everyone wants to learn
Everyone likes feedback (especially when it is positive about them)

No one really likes change …
# Multigenerational Dynamics in Clinical Learning Environments

<table>
<thead>
<tr>
<th>Learning Characteristics</th>
<th>Traditionalists</th>
<th>Generation X</th>
<th>Generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High Idealism</td>
<td>• Cynical</td>
<td>• Optimists</td>
<td></td>
</tr>
<tr>
<td>• Loyal to organization</td>
<td>• Skeptical</td>
<td>• Confident</td>
<td></td>
</tr>
<tr>
<td>• Expect to receive loyalty</td>
<td>• Independent (Latchkey Kids)</td>
<td>• Sheltered (Year of the child)</td>
<td></td>
</tr>
<tr>
<td>• Love-Hate relationship with technology</td>
<td>• Problem-solvers/resourceful</td>
<td>• Team oriented/Collective action</td>
<td></td>
</tr>
<tr>
<td>• Career Oriented</td>
<td>• Defy Authority</td>
<td>• More accepting of authority</td>
<td></td>
</tr>
<tr>
<td>• Workaholics</td>
<td>• Reality driven</td>
<td>• Pressured about grades</td>
<td></td>
</tr>
<tr>
<td>• Answers easily to authority</td>
<td>• Distaste “touchy feely”</td>
<td>• Expect Technology</td>
<td></td>
</tr>
<tr>
<td>• Prefers documentation</td>
<td>• Technology Competent</td>
<td>• High achieving</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Resist Hierarchy</td>
<td>• Mosaic Learners (Internet surfers)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Multitasker</td>
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</table>

<table>
<thead>
<tr>
<th>Instructional Strategies</th>
<th>Traditionalists</th>
<th>Generation X</th>
<th>Generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Communication is key</td>
<td>• Communication is key</td>
<td>• Communication is key</td>
<td></td>
</tr>
<tr>
<td>• Provide personal investment statements</td>
<td>• Clear instructions</td>
<td>• Clear objectives/standards</td>
<td></td>
</tr>
<tr>
<td>• Like a step-by-step road map to knowledge</td>
<td>• Make assignments “real-world”</td>
<td>• Clear evaluation criteria</td>
<td></td>
</tr>
<tr>
<td>• Learn by doing (“on the job”)</td>
<td>• Tell them why topic is relevant</td>
<td>• Want self-assessment items</td>
<td></td>
</tr>
<tr>
<td>• Like graphics and bulleted lists</td>
<td>• Like individual work/projects</td>
<td>• Like group activities/projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Incorporate technology when possible</td>
<td>• Prefer coaching over counseling</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Games, skits, ‘edutainers’</td>
<td>• Incorporate technology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Case studies</td>
<td>• Simulations, Case studies</td>
<td></td>
</tr>
</tbody>
</table>

*(From Dora DiGiacinto, University of Oklahoma, 2010)*
How does this relate to the Resident / Fellow Experience?

Components of the resident experience from their perspective…

Clinical experience

Use of technology

One-on-one interaction with our teachers

Life outside of medicine

Formal, structured learning
Resident Experience with: Formal, Structured Learning

Multitasking
Visually oriented
  • Entertainment factor

More conversation/discussion and less formal presentation

  “I’m so glad we didn’t have to sit and listen to three hours of presentations this morning- I’m so tired of going to lectures…..”

(quote from new resident attending our Orientation)

Does not learn well under pressure

Structured, but with flexibility and autonomy for completion
Resident Experience with: Clinical Interactions

Burden of documentation

Desire for more hands-on time and bedside teaching

Less time at the bedside

Learn better from real-life examples

Self-presentation plays out at the bedside

How casual is too casual?
Resident Experience with: The Teachers

Combination of Boomers, Xers and now Millennials, too

Increased demand for clinical/research productivity in a time of decreasing reimbursements

Less time for teaching, not less commitment to it

Comfortable talking about their disillusionment

Increased administrative burdens
Resident Experience with: Technology

Process information quickly
Desire streamlining
Rapid access to online research tools
In many ways, students become the tech teachers
Little-to-no separation of professional and social applications
Resident Experience with: Life Outside of Medicine

Importance of healthy lifestyles, healthy relationships and preventive care

- “I don’t eat any processed turkey or ham …..”

  (Quote from a new resident at Stanford’s Orientation on when they were looking over the sandwich possibilities offered at lunch…)

Today’s clinical learners expect to care for themselves, their relationships, their patients

- Balance of competing loyalties
Feedback from PDs: Generational Impact on Training

• Extensive questioning by residents: “Why do I have to learn that?” Why do I have to answer your questions? What is this information going to be used for?

• Professionalism issues: Dress, music players, cell phones, texting, taking time off when they want it

• Too much reliance on technology, not thinking (i.e. cut and paste electronic records, “Smart Text”)

• Poor lecture attendance – residents stating it should not be required, requesting materials to be placed on-line

• Lack of participation in large lecture formats

• Increased emphasis on activities outside of work
Resident Perspective

• Trying to strike a work/life balance and questioning helps prioritize.

• More informal dress is appropriate to accomplish daily work. Cell phones and music help with connection to outside life and with enjoyment of the work day.

• Use of technology increases efficiency – why redo a document that was already created? More documentation needed now than when faculty trained.

• Residents want the option to choose what they learn – some topics do not appear relevant.

• Why risk embarrassment in front of peers by speaking out on a topic?

• Life/work balance is important.
ACGME Competencies: Generational Differences

Professionalism
• Different definition of professionalism

Interpersonal and Communication Skills
• Formal vs. informal communication

Medical Knowledge
• Best way to acquire knowledge

Systems-Based Practice
• Working within system - electronics

Practice-Based Learning and Improvement
• Methods used- Historical vs Current

Patient Care
• Paper Charts vs Use of electronic devices/EMRs
Competencies and Generations X and Y

Program directors need to have residents meet the basic competency requirements (and now milestones) as set by the specialty boards and ACGME.

Program Directors and Faculty need to adjust definitions of the competencies and how they are taught to maximize resident learning in the new generations.
## Compromise Opportunities in the Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Seasoned Faculty</th>
<th>Common Ground Compromise</th>
<th>Young Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Knowledge</td>
<td>Attend 100% of all lectures</td>
<td>Adjust attendance requirements to 75% unless in-service exam scores are &lt;50%ile</td>
<td>Rather read lectures of choice online</td>
</tr>
<tr>
<td>Patient care</td>
<td>Insist on personal or phone signout daily on inpatient services</td>
<td>Call only if there are urgent issues requiring action that evening</td>
<td>email or electronic signout is available, so no need to call</td>
</tr>
<tr>
<td>Systems Based Practice</td>
<td>Personally phone in all consults</td>
<td>Call in urgent consults</td>
<td>Electronic orders placed, no need to call</td>
</tr>
</tbody>
</table>
## Compromise Opportunities in the Competencies

<table>
<thead>
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<th>Seasoned Faculty</th>
<th>Common Ground Compromise</th>
<th>Young Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionalism</td>
<td>Formal clothes and white coat required for all patient interactions</td>
<td>Adjust dress code to include casual clothes but maintain professional appearance</td>
<td>Patients can relate better to someone dressed more informally, white coat is too formal</td>
</tr>
<tr>
<td>Practice-Based Learning and Improvement</td>
<td>Weekly Journal Clubs scheduled for 7am</td>
<td>Monthly journal clubs and incorporate more informal, patient-based literature review on rounds</td>
<td>Would rather review pertinent literature at home based on patients on service</td>
</tr>
<tr>
<td>Interpersonal &amp; Communication skills</td>
<td>Use titles to formally address patients, introduce yourself as Dr. …</td>
<td>Adjust your style based on the patient – can be a learning process for the trainee</td>
<td>Use first names to establish a better relationship with patients</td>
</tr>
</tbody>
</table>
Take Home Points: Providing Effective Feedback to Millennials

Contract at the beginning of each rotation
- Set mutual expectations

Strike a balance
- Both corrective and positive feedback...the ‘sandwich‘...if appropriate
- Let them know they are valued

Be specific and behavioral
- Details!

Create a “co-solution” .... “collaborate”
- Seek their input

Establish follow-up expectation
- Concrete plan

Remember – “Get SMART” about giving Feedback
Take Home - Thoughts …

There are new generations of residents and fellows training in our programs.

The new generations are bright, educated people.

Our clinical settings and workplaces often contain four or more generations!!

Program modifications may be needed to maximize learning and the impact of feedback while maintaining quality and core values.
Questions - Contact Information:

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