

flourish

CDI IN BLOOM | **acdis 2023**

MAY 8–11, 2023



Key Conversations: Cracking the Code of a Multigenerational Workplace

Ella Elizee, MSN, APRN, CCDS

CDI Educator

Tampa General Hospital

Tampa, Florida

Gregory S. Simms, RN, CCDS

CDI Manager

Tampa General Hospital

Tampa, Florida

hcpro

acdis

Presented By



Ella Elizee, MSN, APRN, CCDS, is the CDI educator at Tampa General Hospital in Tampa, Florida. She brings with her approximately 10 years of experience in the nursing profession. Prior to joining the CDI team, she practiced as an adult oncology/medical-surgical nurse until she obtained her current degree of advanced practice RN (APRN) in family practice. During her time in CDI, Elizee has contributed to the *CDI Journal* and serves on the ACDIS Diversity & Inclusion Committee and Leadership Council.

Presented By



Gregory S. Simms, RN, CCDS, is CDI manager at Tampa General Hospital in Tampa, Florida. He began his nursing career in critical care and joined CDI in 2015. As manager, he grew his team from 26 to 40 CDI specialists and enhanced the department's education initiatives with the creation of a CDI educator position. He partnered with IT to populate working DRG data in real time and to improve length of stay initiatives by leveraging AI to identify discharge barriers. Simms is working toward his MSN in nursing leadership and management and is a member of the ACDIS Leadership Council and his ACDIS local chapter.

3

Learning Outcomes

- At the completion of this educational activity, the learner will be able to:
 - Identify the current generations in the workplace
 - Gain insight into molding their CDI program to adapt to the multigenerational workplace
 - Find ways to create an environment of trust where concerns and ideas can be voices during key conversations
 - Understand best strategies to explore key conversations in the multigenerational workplace

4

Opening – TGH Stats

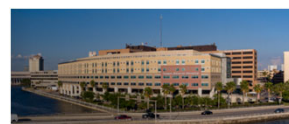
Tampa General Hospital is a private not-for-profit hospital and one of the most comprehensive medical facilities in West Central Florida serving a dozen counties with a population in excess of 4 million. As one of the largest hospitals in Florida, Tampa General is licensed for 1,040 beds, and with more than 8,000 team members, is one of the region's largest employers.

Consistently recognized for world-class care, Tampa General Hospital is ranked as the #1 hospital in Tampa Bay by U.S. News & World Report for 2022-23 and is nationally ranked as among the top 50 hospitals in the nation in seven specialties

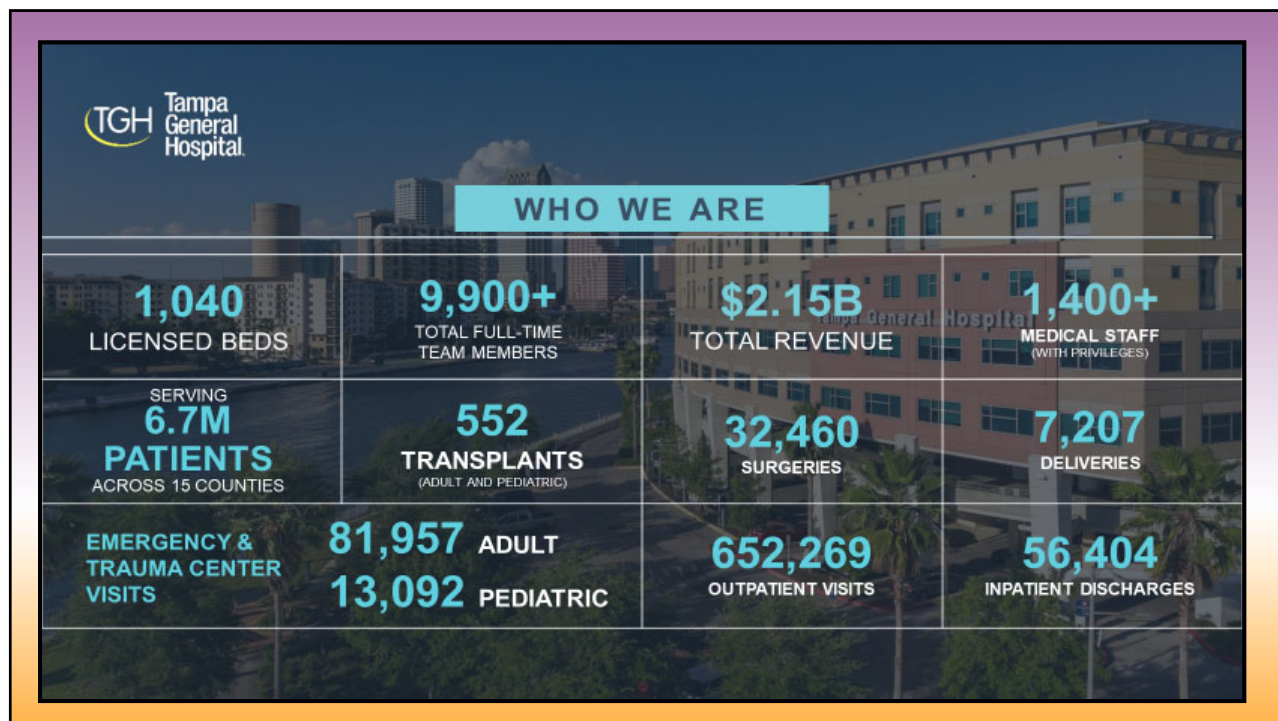
The hospital is home to one of the leading organ transplant centers in the country, having performed over 12,000 solid organ transplants. TGH is also a nationally certified comprehensive stroke center

In 2022:

- 56,404 inpatient discharges
- 652,269 Outpatient Visits
- 682 Transplants
- Serving 6.7M Patients Across 15 Counties



5





Generations in the Workplace

Generations in the Workplace

- When dealing with team members in the workplace, one size does not fit all
- Post COVID, the workplace and technology continues to evolve
- Currently, we have at about 4-5 generations who all are at various stages in their live with varying value sets, communication preferences, and work styles.
- Some economic researchers argue whether these generational gaps affect the workplace and is it worth it to uncover myths or biases toward certain generations.

Multigenerational Workplace



Are you able to think about some "truths" or "myths" you have heard about various generational groups?



Do you know what generational group you are apart of and do you identify with a lot of their themes?



Think about your current workplace/department and see if you can identify your multigeneration framework

Assumptions About the “Traditionalist” (Silent) Generation

Work hard in life and save money

Some important values:

- Security
- Respect
- Stability

Thrives on clear directions, formal structure, and routines

Born before 1946*

Assumptions About the Boomer Generation

Ruined the environment and driven by greed

Not technologically adept or savvy

Economically, times were easier

Visionaries

Thrives on advancement and recognition

Born around 1946-1964*

Assumptions About the Generation X

Thrives on flexibility

Seeks opportunities for development – professionally or personally

Looks for efficiency in processes

Born around 1965 – 1980*

Assumptions About the Millennials (Generation Y)

Need participation rewards

They are tech-savvy and have grown up with access to digital tools and technology

Socially conscious and more likely to choose employers that align with their values and beliefs

They are lazy

Born around 1980 – 1997 *

Assumptions About the Gen Z

They have less experience in the workforce

Technology dependent

Values flexibility

Similar to Millennials, they prefer more personal interaction over virtual

Are competitive

Born around 1996 – 2010*



Our Home Team

TGH CDI Demographics



Who we are? 39 CDI professionals

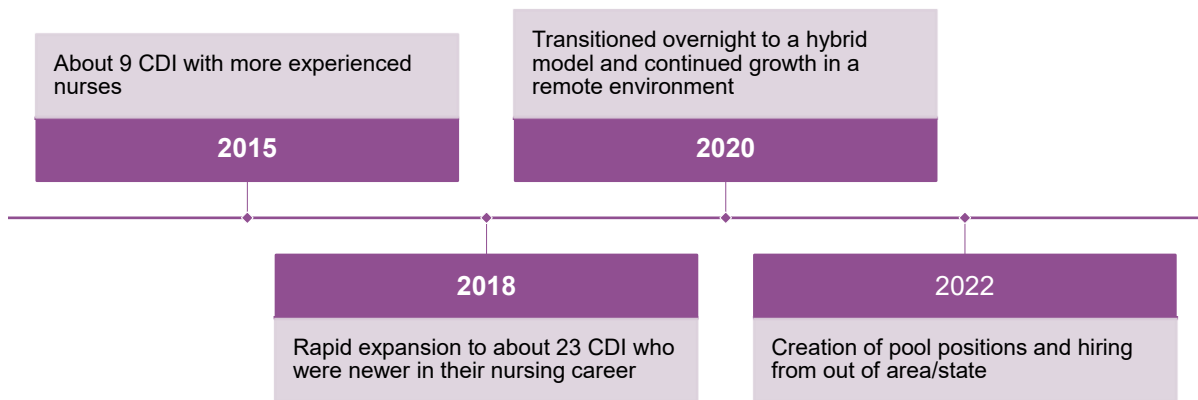
4 team leads, one of which is the CDI educator

Average 2900 reviews monthly or 56% of all inpatient encounters

Query focus of completeness of the medical record. Adapting to account for post COVID query fatigue

Recent growth of 7 new positions over last year

Embracing Change in the Workplace Dynamics: A Timeline



17

CDI Demographics – What We Have Done

SharePoint –
leveraging
technology

Increasing 1:1
with staff

Workgroup

Weekly huddles

Educator and
Audit Team Lead
role creation

Flexibility –
creation of PRN
positions

Workflow Efficiency With Your Team in Mind

How many "clicks" can we remove from each case – HL7 interface upgrade

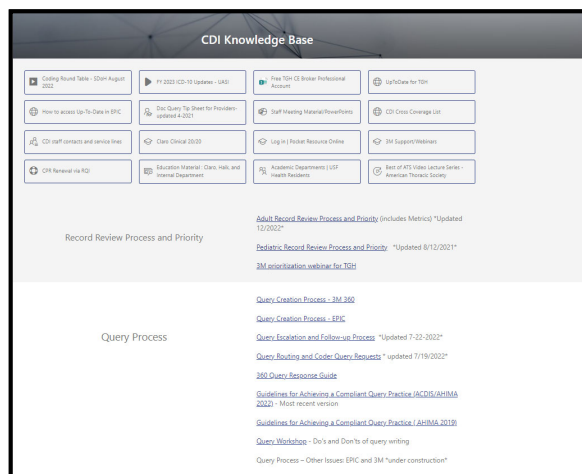
- Automates CDI abstraction and DRG/LOS information into EMR
- Added benefit of improved discharge planning and patient flow initiatives

Prioritization case selection

Query Tracker

19

Education Distribution



**Knowledge Base –
A Hub of Information and Innovation**

20

Multigenerational Workforce Outside of CDI

Providers are multigenerational too!

We have a wide range of medical students, residents fresh out of medical school, to seasoned attendings who we collaborate with and educate on clinical documentation

Utilization of technology and educating in a hybrid fashion is essential



21

flourish
CDI IN BLOOM | accdis 2023



Cracking the Code



Multigenerational Conversations



Key Conversations are necessary for growth as a leader and team member – having a diverse mix of employees from different age groups can bring unique insight but also can present some challenges



How can you prepare for key conversations in the multigenerational workplace and crack the code?



Tools to use to crack the code:

- Preparation
- Trust
- Self Examination

23

Key Conversations



Preparing – know the facts



Explaining the reasons for a decision



Honest feedback



Showing the forest through the trees



Psychological safety and trust

24

Leadership

- Mentorship
- Gathering and Knowing the facts as much as I can – with expectations of unknown
 - Observe behavior and assume positive intent
 - Provide honest feedback/observations with intent to gain more information
- Practice transparency but explaining the why behind a decision

25

Leadership

Escalation

- Be open to transitioning your approach as conversations escalate and setting boundaries and goals for improvement
- Setting expectations and follow up
- Gentle motivation while extending trust



26

Key Conversations

Pre-Conversation Action Items:

Check	Perform	Maintain
Check biases and emotions	Perform a quick self-assessment: strengths and weaknesses	Maintain transparency and authenticity

27

Key Conversations

Pre-Conversation Questions:



How can I best reach or connect with this team member?



What is the end goal of the conversation?



Can I put myself in their place?



How would I receive that information and how can I keep my message clear?

Practice



Practice and push to comfortable situations – remember the main goal of team member support and their success.



Write out thoughts and talking points, and rehearse



Learn from experience



Reach out to a mentor for help



Engaged vs Disengaged

We look at fixing our processes first, not our team – we identify and develop our subject matter experts



Workgroup – we believe in putting autonomy into the hands of our team who do the charts every day to leverage changes

Trust

- Assume positive intent
- Practice what you preach and keeping your word
- Be curious – question/verify
- Checking in vs Checking up

31

Examination of Self



What are my inherent biases or limiting beliefs?



Utilizing knowledge and research of industry to assist future goals



Assess the different learning styles and career goals from different generations



Identify your values as a leader

Looking Ahead



MULTIGENERATIONAL KEY CONVERSATIONS CAN LEAD TO A STRONG, PRODUCTIVE TEAM



INVESTING IN YOUR TEAM CAN LEAD TO ENGAGEMENT OF STAFF
SUCCESS DRIVERS SUCH AS
DEVELOPING EMOTIONAL
INTELLIGENCE IS ESSENTIAL



CHANGE IS EXPECTED BUT
PREPARATION IS ESSENTIAL



BE CREATIVE WITH
COMMUNICATION

33

Action and Reflection



Reflect on some points covered regarding the different generations and think of how you can interact in a more conscientious manner with other generations



Have you learned something about a generation that did not now and can appreciate moving forward?



What ways can you approach key conversations as a leader or peer for a more positive outcome?

34

Summary

Traits within the various generations are useful and have value in the workplace – promote a culture of respect, fairness, and open communication regardless of generation

Approach each team member as an individual with their own unique background, skills, strengths, and preferences

Productive key multigenerational conversations can help create a cohesive and high powered work environment

Honest feedback, transparency and vulnerability as a leader are valued

Focus on the common and shared goal to promote a sense of overall teamwork and collaboration across the difference generations

35

References:

- Boysen PG 2nd, Daste L, Northern T. Multigenerational Challenges and the Future of Graduate Medical Education. Ochsner J. 2016 Spring;16(1):101-7. PMID: 27046415; PMCID: PMC4795490.
- Pew Research Center. The Whys and Hows of Generations Research. 2015 September; <https://www.pewresearch.org/politics/2015/09/03/the-whys-and-hows-of-generations-research/>

36



Thank you. Questions?

eelizee@tgh.org

gregoryssimms@tgh.org

In order to receive your continuing education certificate(s) for this program, you must complete the online evaluation. The link can be found in the continuing education section of the program guide.