

NES Conference Workshop

Next generation physicians: longevity & work-life balance

Susan Bird, Careers Consultant, University of Edinburgh

Fiona Stubbs Careers Manager, University of Glasgow

Dr Lynne Meekison, APGD (SAS)

Dr Claire Vincent APGD

Professor Clare McKenzie Postgraduate Dean

Dr Aaron Smith Medical Trainee

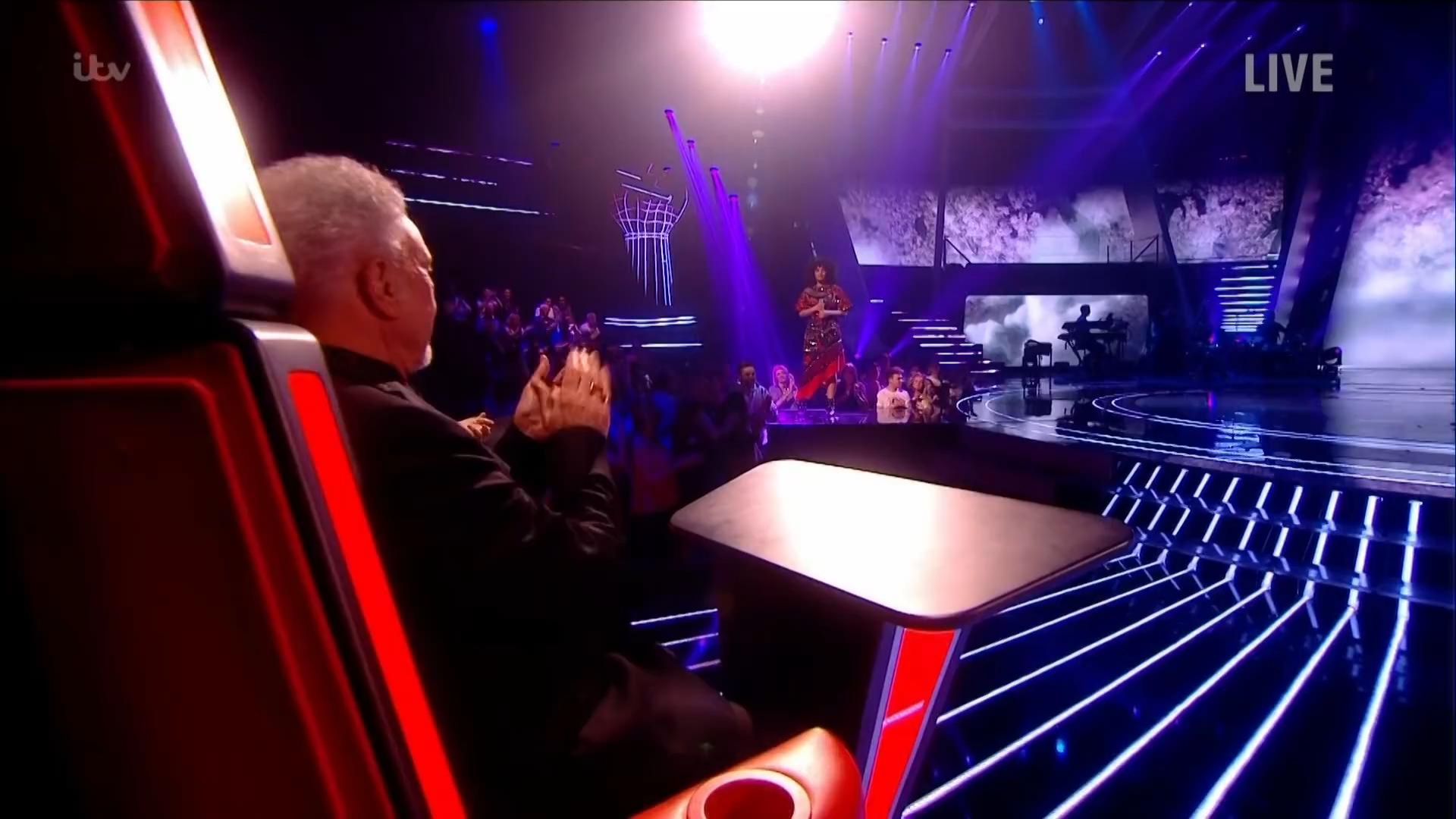
Dr Mustafa Osman APGD Careers

Inspiring futures



itv

LIVE



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Next generation physicians: longevity & work-life balance

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Session today

- Context and definitions
- Sector research on values of “millenials” and activities
- Findings relating to doctors in training
- Issues to consider for supporting doctors in training
- Wider implications and possible solutions - plenary

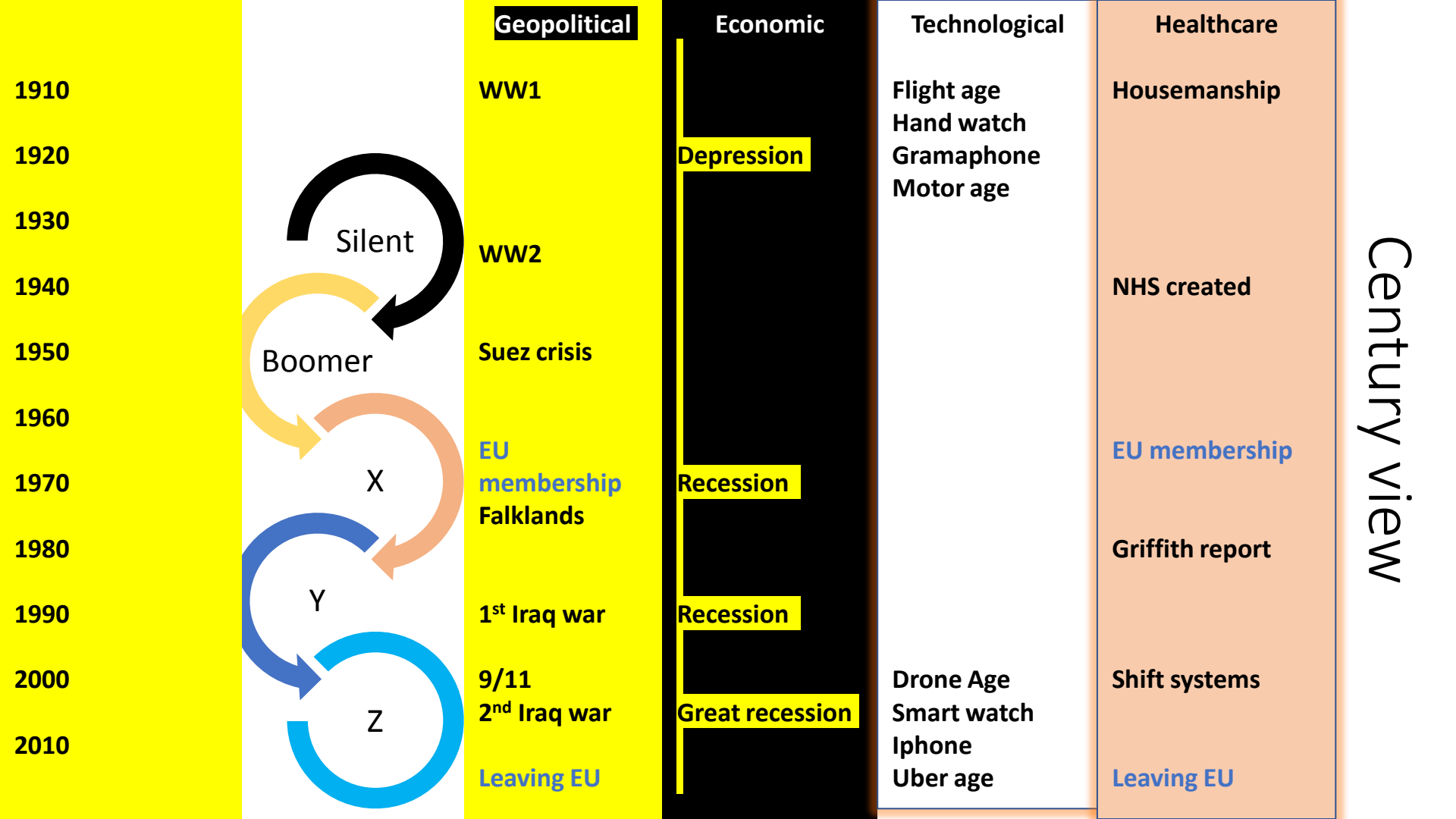


Workshop 26th April- Now and Next Generation Physicians in 21st century careers: Longevity and work-life balance

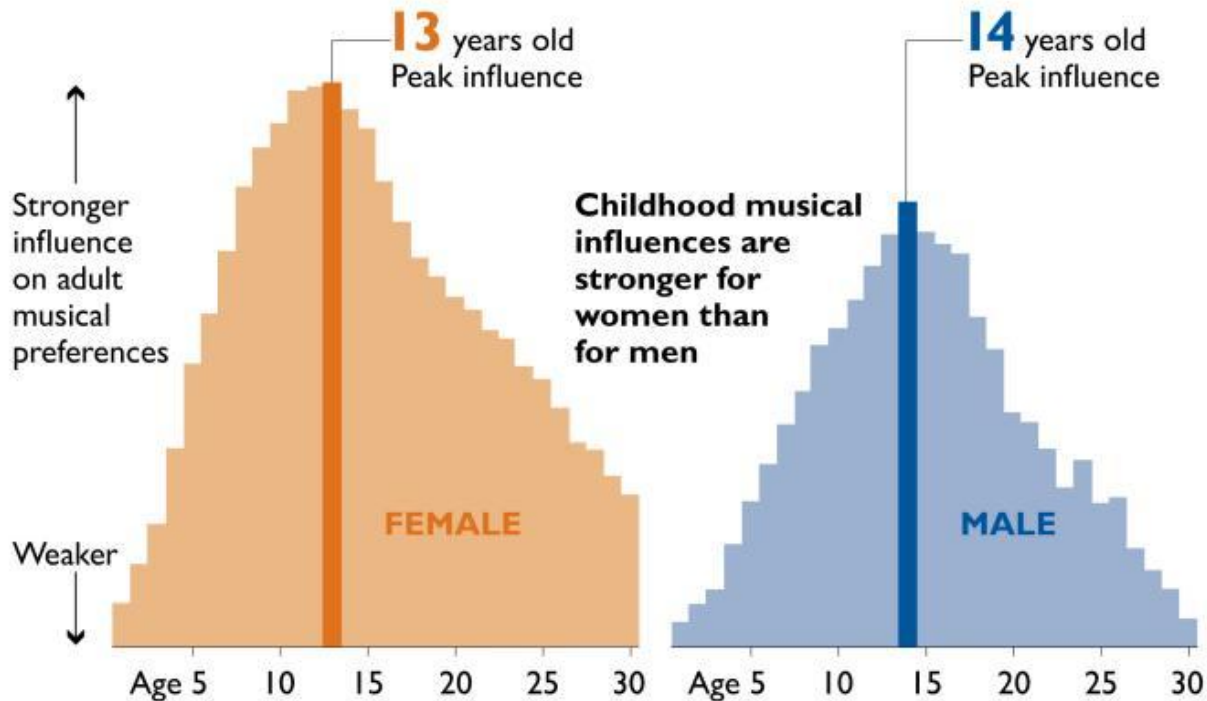
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References:

1. CIPD Joint Survey Report September 2008 Gen Up How the four generations work
2. House of Commons library briefing paper Number CBP7946, 11 April 2017: Millennials
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6. The 100 year life Living and working in an age of longevity Lynda Gratton and Andrew Scott



MUSICAL YOUTH



Source: analysis of Spotify data by Seth Stephens-Davidowitz, The New York Times



Some definitions in the “generational time-line”

- **Millennials** (Born mid-80s – mid-90s): entering adulthood during the first decade of the millennium. Common expansion includes those born up to 2000 > early 20’s
- **Generation X** (Born 1961-1981): who were young adults in the 1980s and 90s.
- **Baby Boom Generation** (Born 1943 - 1960): born during the ‘baby boom’ in the post war period who were young adults in the 1970s and 80s.
- **Silent Generation** (Born 1925 -1942): who were young adults in the immediate post war period.





Generational trends

- Millennials will comprise 50% of the workforce by 2020
- They are more values-driven than previous generations
- They are more likely to leave a job within 5 years
- 70% find out about job opportunities from friends
- Work will be more fluid, project-based, collaborative





University
of Glasgow

UKCES

UK COMMISSION FOR
EMPLOYMENT AND SKILLS

- As people live and work longer, they will require lifelong learning and training
- As high-skilled workers from the baby-boomer generation reach retirement age it is likely to lead to large skill gaps in many occupations, especially in the STEM



The research

Joint Survey Report
September 2008



BRIEFING PAPER
Number CBP7946, 11 April 2017

Millennials

By Jennifer Brown
Yvonne Apostolova
Cassie Barton
Paul Bolton
Noel Dempsey
Don Harari
Oliver Hawkins
Feargal McGuinness
Andrew Powell

- Contents:
1. Who is a 'millennial'?
 2. Demography
 3. Labour market
 4. Higher education
 5. Savings and pensions
 6. Housing
 7. Political
 8. Further Reading



Per



Mind the Gap

Gen Up

How the four generations work



pwc

(Cand)



Some findings emerging around needs of “millennials”

- Loyalty-“lite”
- Time of compromise
- Development and work-life balance more important than financial reward
- They feel work-life balance and diversity promises not being kept
- Techno generation - avoiding face time
- Moving up the ladder faster
- Wanderlust
- Generational tensions

“Millenials feel constrained by what they see as outdated traditional working practices...rigid hierarchies and outdated management styles failed to get the most out of younger recruits”



Caveats!

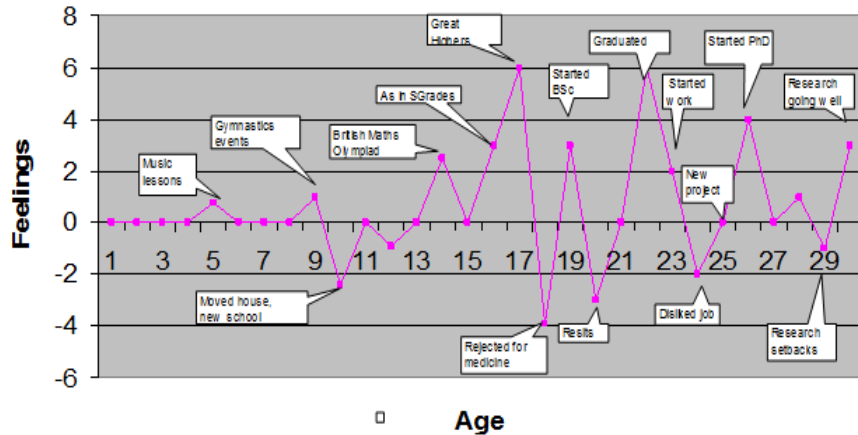
- Danger of assuming all of this for all people & trainees in this group
- Similar needs and values can also be seen in other generational groups
- Needs and values change over time
- Question some of them e.g. financial rewards being less important – still subjective



Lifeline activity

To understand decision-making at different points in life

Example Lifeline



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Values activity

To understand an individual's values & motivations

(Best done as a card sort but numbers may prohibit that so alternative format provided)



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Part 2 Group activity

Claire Vincent – assessing needs by generation context, intro



David, Respiratory Consultant



58 years old

Married

**Wife – part time
university lecturer**

**Two children; both
through university**

**Has paid off his
mortgage**

**Enjoys golf and fine
wine**

Jennifer, Orthopaedic Consultant



43 years old

Married

Children age 9, 7 & twins
age 5

Husband a GP,
works 4 days a week

Increasingly elderly
parents

Has a large mortgage

Enjoys exercise when able



Liam

Clinical Development Fellow

**Single (but quite likes
the new FY1)**

Currently based in Aberdeen

Most friends & family in Glasgow

Wants to be a plastic surgeon

Enjoys martial arts and real ale

What does each want?

- **Career planning**
- **Working pattern**
- **Location**
- **Employer**
- **Career progression**
- **Environment**
- **Resources**

Needs of current doctors in training



UK Foundation Programme
Career Destinations Report 2017



December 2017



Understanding trends
among current doctors
in training



General
Medical
Council

Adapting for the future:
a plan for improving the
flexibility of UK postgraduate
medical training

Working with doctors Working for patients

Issues to consider for current trainees

- What is important to them now... and what might change in next 5 years
- Need for flexibility and variety
- Desire for autonomy over their work-life balance and independence
- Underlying perceptions of some managers/influencers - towards LTFT, SAS roles (& moving in and out), breaks in training, changes in direction
- Making more explicit the ways to take breaks, change training patterns



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Part 3

Nursing study/PWC



Experience from Nursing

- Concerns about recruitment and retention
- Band 5 midwives and nurses
- Insight into needs in early career
- Identify risk areas
- Opportunity for improvement



Mind the Gap

*Exploring the needs of early career
nurses and midwives in the workplace*

Summary report from Birmingham and Solihull Local
Education and Training Council Every Student Counts
Project

Dr K Jones PhD, RM, RGN, PGDip; A Warrren RGN, RSCN, PGCert (HE), MA (Cand);
A Davies RGN, BSc (Hons), PGCert (Ed)



4 different generations working together in same environment



Values
Expectations
Perceptions
Motivation



EDUCATION



ENGAGEMENT



Crowdsourcing workshop 3/12

- ◆ What do we need to stop/ start/ do differently to ensure you continue to build our career in NHS and why?
- ◆ What factors influence your decision to work in Birmingham?
- ◆ What are your expectations of the nursing/ midwifery profession?

Online workshops- comment on responses of others. Themes:

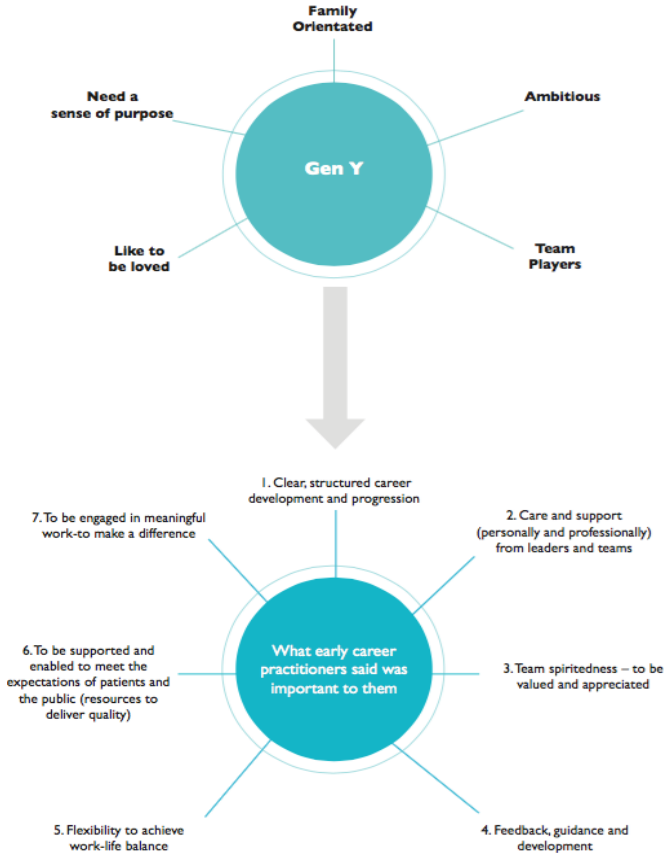
- ✧ formal training and support
- ✧ Workload
- ✧ Incentives

½ day conference & Field data

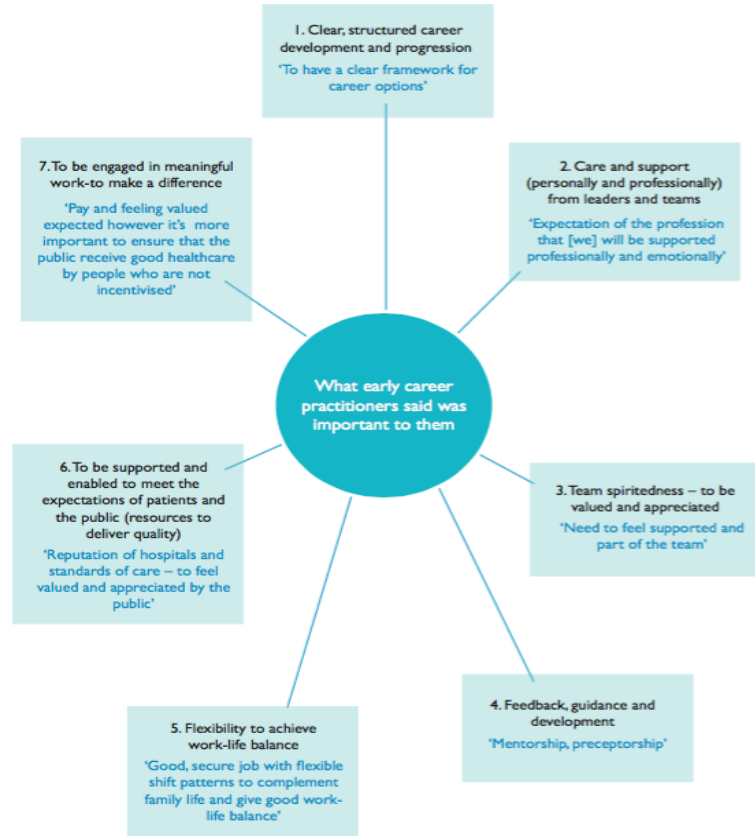
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Generation Y



Nursing study



Proposals:

- ✧ Raise awareness of generational needs
- ✧ Live the values- how to make social purpose tangible. Help juniors make links in relation to their personal contribution
- ✧ Career framework- clear structured career framework with range of options, clear personal development and progression plan
- ✧ Improvement work/ research projects, keep them engaged and motivated
- ✧ Supervision, mentorship, coaching. Feedback and support- helps retention
- ✧ Value and recognise achievements. Quality and frequency of feedback.
- ✧ Promote excellent team working – including student placements
- ✧ Facilitate work/ life balance- involve the younger generations in exploring innovative ways. Increase job satisfaction, reduces turnover

Generation Z- new needs! “true digital natives”.

Collaborative and creative, multitask- lack of ability to focus, immediacy, self-educators

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PWC 2011

Online survey 4364 graduates

Aged <31

75% employed, 8% unemployed, self employed / further education

76% graduate role 12% non-graduate role

- Innovative employers attract best recruits
- Loyalty light
- Time of compromise – 72%
- Development and work life balance >> financial reward
- Diversity and work-life balance promises not being kept
- Prefer technology to face time
- Rapid career progression
- Power of employer brands
- Wanderlust – 71% overseas at some time
- Generational tensions

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What can employers do – PWC response

- Understand them – use metrics to segment workforce to understand how their wants might be different
- Customised benefits
- Address gaps in perception versus reality eg work-life balance
- Help them grow – challenge them to come up with ways to streamline processes and exercise creativity
- Give regular honest feedback - they want and value this
- Flexibility in training/working (challenges!)
- Encourage learning
- Allow faster advancement



Part 3 Plenary and actions

Claire McKenzie to lead- examine possible solutions by generation
Plus Aaron Smith, Mustafa, Lynne and Claire

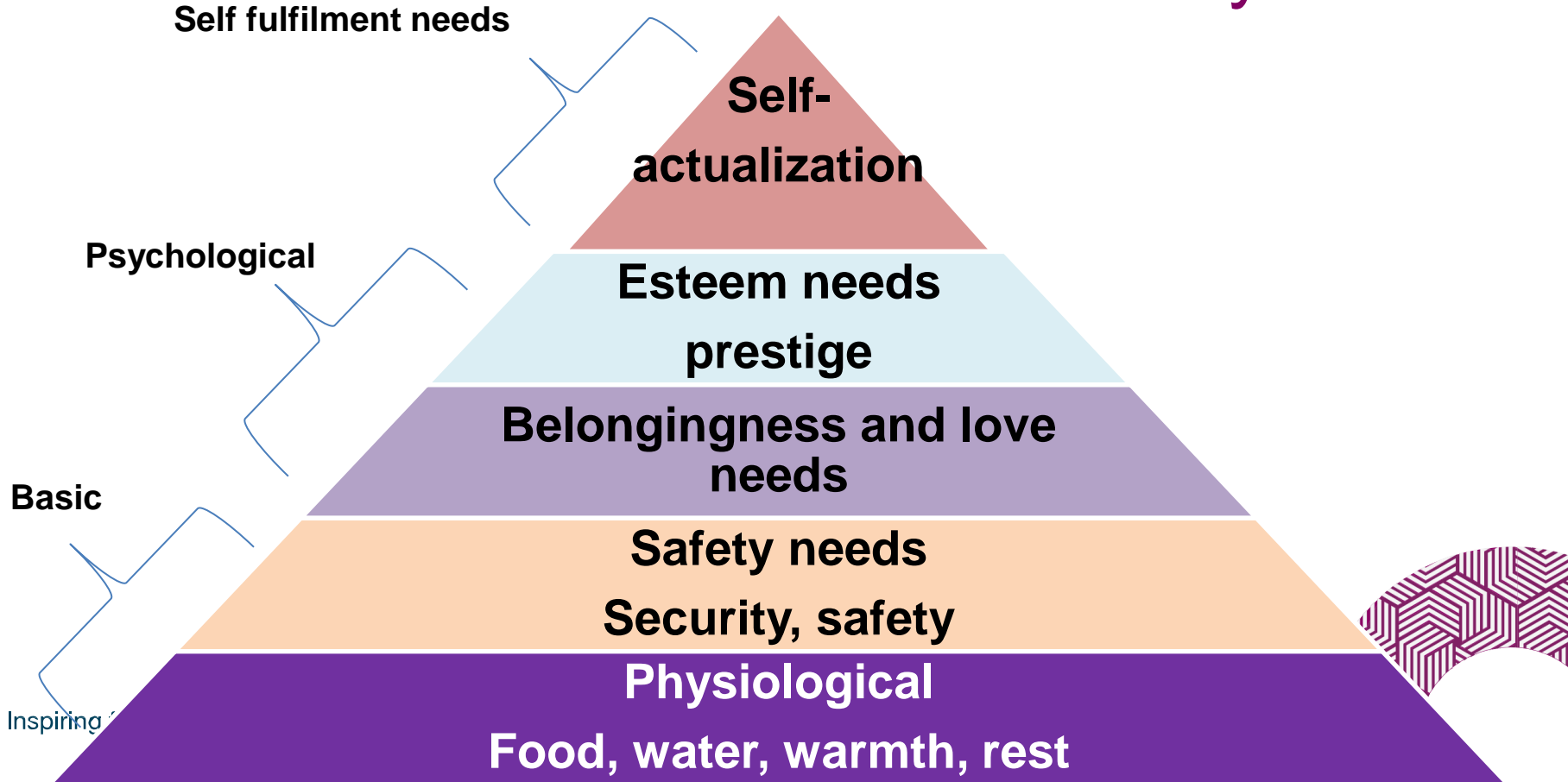
What do we need to stop/ start/ do differently to ensure you continue to build our
career in NHS and why?

Capture suggestions here:

<https://padlet.com/UoECareers/NEScareersconference>



Maslow's hierarchy of needs



What can we change

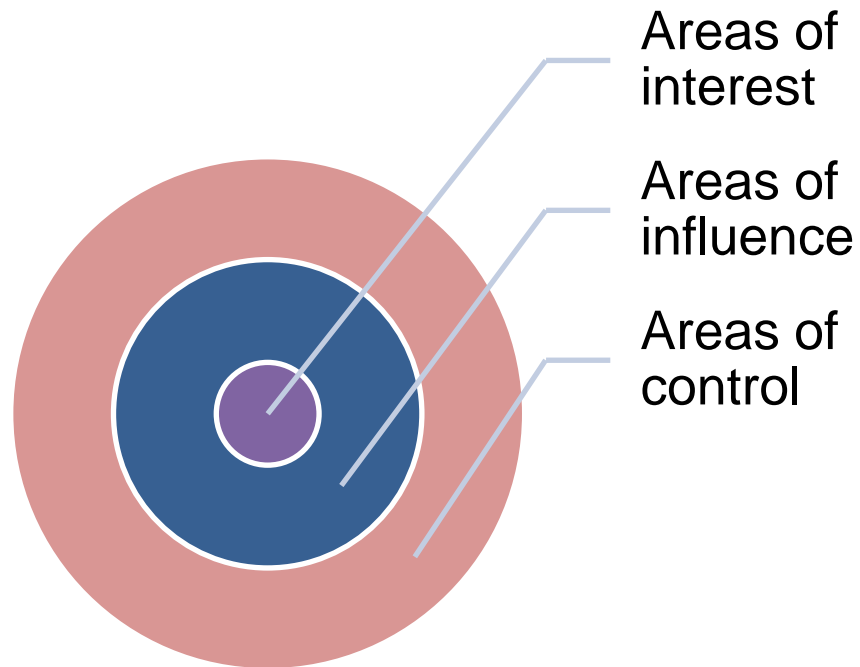




Figure 1

