



THE WORKFORCE ADVANTAGE

Leveraging Generational and Cultural Diversity to Improve Recruitment, Retention, and Workforce Stability

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Michelle holds a Masters of Science degree in Nursing Administration from the University of Cincinnati and Bachelors of Science in Nursing from Mount Saint Joseph University.

Extensive clinical and leadership experience in a variety of settings, including emergency, telemetry, community health, and the staffing industry. She also serves as an educator at Xavier University.

Subject Matter Expert for American Nurses Association, supporting nurse executives and new nurse managers throughout the nation as they pursue ANCC leadership certification.

Contributing author for the Emergency Nurses Association publication: *Emergency Nursing Pediatric Course Manual* and served as an Abstract Reviewer for the ANCC National Magnet Conference.

Michelle is committed to supporting and promoting the nursing profession on a global scale. She has shared her nursing leadership expertise with audiences throughout the U.S. and Asia.

Keynote Presentations:
"International Staffing: A Long-term Workforce Solution"
"Nursing Labor Update: View From the Mountaintops"
"American Nursing Unveiled: From Policy to Practice"
"Resilience and Self-care in Nursing"
"Coaching for Success: Empowering Nurse Leaders in Career Conversations"

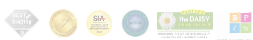
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LEARNING OBJECTIVES



- Describe how generational and cultural diversity influences today's healthcare workforce.
- Explore evidence-based approaches to recruitment and retention.
- Discuss leadership strategies that foster inclusion and belonging.
- Identify actionable practices to build a more resilient workforce.



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THE COST OF STANDING STILL...

NEARLY 40% OF NURSES INTEND TO LEAVE THE WORKFORCE OR RETIRE WITHIN FIVE YEARS.



THE CHALLENGE ISN'T SIMPLY REPLACING NURSES. IT'S CREATING WORKPLACES WHERE PEOPLE CHOOSE TO STAY.

INCEP, 2023

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LET'S POLL THE AUDIENCE...

Which workforce challenge concerns you most?

- 1 Recruitment
- 2 Retention Burnout
- 3 Succession planning
- 4 Workforce shortages
- 5 Leadership development



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TODAY'S WORKFORCE REALITY

The nursing workforce is undergoing unprecedented demographic and practice changes.



Question: How do we turn these changes into strengths?

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FIVE GENERATIONS, ONE WORKFORCE

It's not about managing the differences

GENERATION	% of WORK FORCE	TIME PERIOD	WORKPLACE STRENGTHS
TRADITIONALISTS – Silent Generation	1%	1928 – 1945	Loyalty, strong work ethic, discipline, technical knowledge , commitment to service
BABY BOOMERS	15%	1946 – 1964	Experience, resilience, networking , relationship building, leadership
GENERATION X	31%	1965 – 1980	Independence, adaptability, problem-solving , resourcefulness
MILLENNIALS – Gen Y	36%	1981 – 1996	Collaboration, continuous learning, technology , purpose-driven
GENERATION Z	18%	1997 – 2012	Digital fluency , creativity, inclusivity, adaptability

U.S. Bureau of Labor Statistics. (2023). Labor force projections, 2024–2034. U.S. Department of Labor. <https://www.bls.gov/temp/data/labor-force.htm>

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MANAGING EACH GENERATION

Traditionalists (~1928-1945)



- Values**
Loyalty, Respect, Discipline
- Work Setting**
Structured, Stable, Fixed schedules, Clear expectations
- Work Style**
Transactional, Procedures, Separates personal from professional
- Retention**
Vast experience, Great mentors

Perre, G. (2023). 5 generations in the workplace: How to manage them all.

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MANAGING EACH GENERATION

Baby Boomers (~1946-1964)



- Values**
Hard work, paying their dues, sense of duty
- Work Setting**
Do not want constant feedback or micromanaging
- Work Style**
Structure, clear goals/deadlines, appreciate recognition
- Retention**
Rewards through professional development opportunities

Perre, G. (2023). 5 generations in the workplace: How to manage them all.

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MANAGING EACH GENERATION

Generation X (~1965-1980)



- Values**
Diversity and personal development
- Work Setting**
Value work-life balance
- Work Style**
Independent, adaptable prefer efficiency
- Retention**
Collaborative environments with emphasis on personal development

Perre, G. (2023). 5 generations in the workplace: How to manage them all.

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MANAGING EACH GENERATION

Millennial (~1981-1996)



- Values**
Sustainability, work-life balance, sense of belonging
- Work Setting**
Team building, professional development, promotion opportunities
- Work Style**
Flexible, create own schedule, avoid burning out
- Retention**
Job security and employee value propositions such as wellness programs, tuition assistance

Perre, G. (2023). 5 generations in the workplace: How to manage them all.

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MANAGING EACH GENERATION

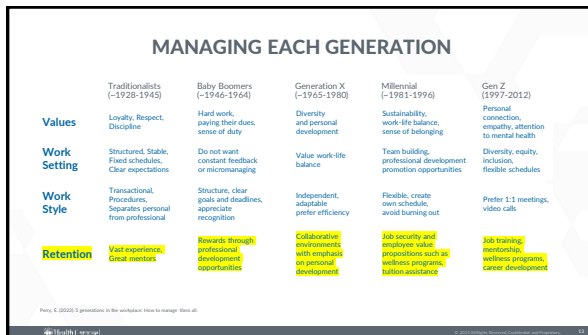
Gen Z (1997-2012)



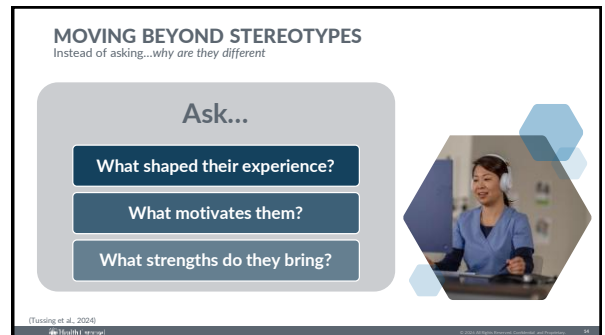
- Values**
Personal connection, empathy, attention to mental health
- Work Setting**
Diversity, equity, inclusion, flexible schedules
- Work Style**
Prefer 1:1 meetings, video calls
- Retention**
Job training, mentorship, wellness programs, career development

Perre, G. (2023). 5 generations in the workplace: How to manage them all.

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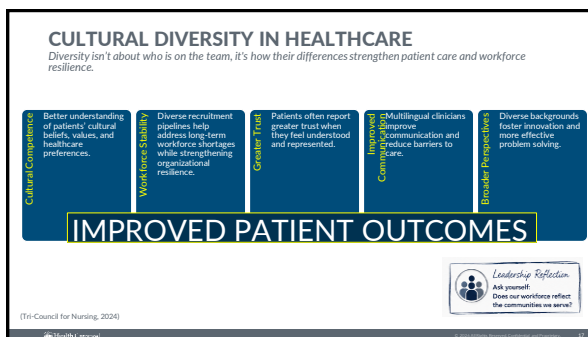
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LEADERSHIP STARTS WITH BETTER QUESTIONS

Preparing for what's next...

Instead of Asking...	Ask This Instead...	Why It Matters
"Why are people leaving?"	"What makes people choose to stay?"	Focuses on retention rather than turnover.
"How do we recruit more nurses?"	"How do we become an employer of choice?"	Shifts from filling positions to building culture.
"What's wrong with this generation?"	"What strengths does this generation bring?"	Encourages appreciation over assumptions.
"How do we onboard employees?"	"How do we help people feel they belong?"	Belonging is a key driver of engagement and retention.
"How do we solve staffing shortages?"	"How do we build a workforce that wants to stay?"	Moves from short-term fixes to long-term strategy.

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WHY PEOPLE STAY

What really matters?

Employees ask:

- Do I matter here?
- Can I contribute?
- Am I supported?
- Can I grow?

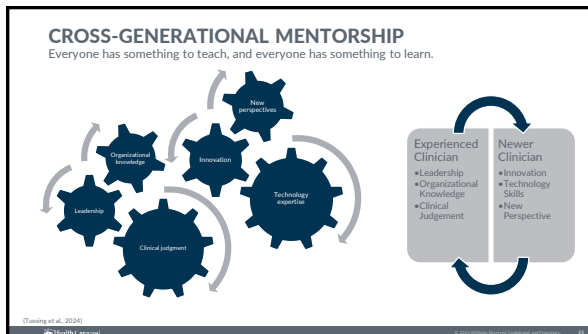
Belonging influences:

- Engagement
- Retention
- Performance
- Recruitment

"People may join an organization for an opportunity, but they stay because they feel they belong."

(AACN "Building a Culture of Belonging" (2024); Stevens (2023); Tri-Council for Nursing, 2016)

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INTERNATIONALLY EDUCATED CLINICIANS

A Strategic Workforce Investment.

Analysis comparing workforce retention of U.S. educated and internationally educated nurses found that burnout affects both groups.

Internationally educated nurses place greater emphasis on **professional autonomy, meaningful patient populations, and organizational support** - all factors that leaders can intentionally strengthen through inclusive onboarding, mentorship, and career development.

U.S. educated nurses more frequently identified inadequate staffing, poor management, and stressful work environments.

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WORKFORCE SUSTAINABILITY

Shifting the focus, what nurse leaders can do tomorrow:

Grow-your-own Programs

Academic Partnerships

International Recruitment

Leadership Pipelines

Succession Planning

Workforce Diversification

SHORT-TERM STAFFING ALONE CANNOT SOLVE LONG-TERM WORKFORCE CHALLENGES

NCEN National Nursing Workforce Study, 2024; Tri-Council, 2024

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WORKFORCE SUSTAINABILITY

Shifting the focus, what **Wisconsin** nurse leaders can do tomorrow:

Strategy	WI Nurse Leader Strategy
Grow-your-own programs	Partner with local high schools and technical colleges to encourage Wisconsin students to pursue nursing and return to practice in their home communities.
Academic partnerships	Collaborate with UW campuses and technical colleges to expand clinical placements, nurse residency programs, and faculty support.
International recruitment	Supplement local recruitment by hiring internationally educated nurses to fill persistent vacancies, particularly in rural and specialty areas where local supply cannot meet demand.
Leadership pipelines	Develop charge nurses and emerging leaders through mentoring and leadership residency programs to prepare the next generation of nurse managers.
Succession planning	Identify leaders approaching retirement and intentionally prepare internal successors 2-5 years in advance to preserve organizational knowledge.
Workforce diversification	Recruit individuals from underrepresented communities, rural areas, veterans, career changers, second-career nurses, and multilingual clinicians to better meet the needs of Wisconsin's evolving patient population.

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LEADERSHIP PLAYBOOK

Putting evidence into action.



- Monday**
Conduct one stay interview (Stamps, 2023)
- Tuesday**
Pair two generations together (Tussing et al., 2024)
- Wednesday**
Recognize with handwritten recognition (AACN, 2021)
- Thursday**
Ask someone: "what helps you feel like you belong, why do you stay, what is your plan?" (Zhang et al., 2025)
- Friday**
Grow from learning diverse perspectives (Stamps, 2023; Tri-Council, 2024)

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THANK YOU

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