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**Search details**

Generation Y nurses

**Resources searched**

NHS Evidence; TRIP Database; Cochrane Library; AMED; BNI; CINAHL; EMBASE; MEDLINE; PsychINFO; Google Scholar; Google Advanced Search

*Database search terms:* “generation Y”, “Y generation”, millennial*, “net generation”, nurs*

*Evidence search string(s):* (“generation Y” OR “Y generation” OR millenials OR “net generation”) (nurse OR nursing)

*Google search string(s):* (generation Y OR millenials OR net generation) (nurse OR nursing)

**Guidelines and Policy**

Nothing found

**Evidence-based reviews**

Nothing found

**Published research – Databases**

*Creating a practice environment that supports multigenerational workforce collaboration*

**Author(s)** Barry, Marie-Elena
Abstract: The current economic climate has led nurses preparing to retire and those who have already retired back to the bedside. As a result, generational diversity in today's health care environment consists of nurses who were born in the 1930s to those born in the 1990s. Four generations of nurses (cohorts) are working together and caring for patients: the Veterans, the Baby Boomers, Generation X and Generation Y (also known as the Millennials). Generational cohorts are individuals who share birth years, as well as political and historical experiences. The richness of the current workplace diversity has numerous benefits, but it also poses unique communication and collaboration challenges. The generational cohorts have various approaches and attitudes toward their work ethics, values, technology and work-life balance. By understanding generational diversity and fostering an environment that supports it, nurses and nurse leaders can improve patient care and positively influence nurse job satisfaction, retention and recruitment, as described in the article, "Multigenerational workforce issues and their implications for leadership in nursing" in the Journal of Nursing Management in 2010. [Publication] 3 references

Source: BNI
Available in fulltext at American Nurse; Collection notes: On first login to a ProQuest journal you will need to select 'Athens (OpenAthens Federation)' from Select Region, and then 'NHS England' from Choose your Library.
Available in fulltext from American Nurse at EBSCOhost

Knowing Generation Y: a new generation of nurses in practice.
Author(s) Chung SM
Citation: British Journal of Nursing, November 2013, vol./is. 22/20(1173-9), 0966-0461:0966-0461 (2013 Nov 14-27)
Publication Date: November 2013
Abstract: Generation Y is commonly defined as those people born between 1980 and 2000, now aged in their 20s and 30s. Their grandparents experienced post-World War II reconstruction, their parents the economic boom of the 1980s. There are currently 81 million individuals in the Generation Y cohort in the USA, making it the second-largest, and possibly most influential, cohort since World War II (Manion, 2009). Members of Generation Y are diverse, technologically advanced and vocal about their opinions. They tend to resist traditional hierarchy, want recognition/reward for achievements and distrust institutions. Knowing these characteristics is useful for nurse managers, preceptors and team members working with members of Generation Y. Studies have proven that Generation Y is challenging the nursing workforce through rapid turnover (Cogin, 2012). This article explores a theoretical model that predicts retention and/or turnover of nurses in light of Generation Y behaviours and motivators-for example, moving from agency to agency rather than devoting many years to a single practice. Further research is needed to find out whether these behaviours and motivators are unique to Generation Y alone.
Source: Medline
Available in print at Lincoln County Hospital Professional Library
Available in fulltext from British Journal of Nursing at EBSCOhost

Author(s) Jamieson, Isabel, Kirk, Ray, Andrew, Cathy
Citation: Nurse Leader, 01 June 2013, vol./is. 11/3(36-39), 15414612
Publication Date: 01 June 2013

Author(s): Metcalfe, Sharon, Putnam, Amy
Citation: Creative Nursing, 01 January 2013, vol./is. 19/1(21-25), 10784535
Publication Date: 01 January 2013
Source: CINAHL
Available in fulltext at Creative Nursing; Collection notes: On first login to a ProQuest journal you will need to select 'Athens (OpenAthens Federation)' from Select Region, and then 'NHS England' from Choose your Library.

Generation Y registered nurse graduates: who are they & what do they want?

Author(s): Jamieson, Isabel
Citation: Dissector, 01 July 2012, vol./is. 40/1(36-39), 11747579
Publication Date: 01 July 2012
Source: CINAHL

The impact of intuition and supervisor-nurse relationships on empowerment and affective commitment by generation.

Author(s): Farr-Wharton R, Brunetto Y, Shacklock K
Citation: Journal of Advanced Nursing, June 2012, vol./is. 68/6(1391-401), 0309-2402;1365-2648 (2012 Jun)
Publication Date: June 2012
Abstract: AIM: This article reports a generational cohort and leader-member exchange theoretical frameworks-guided study of the influence of the supervisor-subordinate relationship on three generational nurse cohorts' use of intuition, perceptions of empowerment and affective commitment.BACKGROUND: Within a global context of nurse shortages, knowledge about factors influencing nurse retention is urgently sought. We postulated that nurses' use of intuition is the key to their empowerment and consequent commitment to the organization, and that impact would vary among the three large nurse generations.METHODS: A self-report survey was used to gather data in 2008, which were then analysed using correlations, regression analysis, manova and path analysis. Data were obtained from 900 Baby Boomer and Generations X and Y nurses, randomly chosen from seven private hospitals across Australia.RESULTS: The findings confirm the important impact of supervisor-nurse relationships upon all three generations' use of intuition. The findings add new knowledge about the differing importance of using intuition for Generation X, Generation Y and Baby Boomer nurses' perceptions of empowerment, suggesting it is more important to Baby Boomers and Generation X than to Generation Y. Further, the impact of using intuition differs significantly among the generational cohorts.CONCLUSIONS: The findings suggest the need for a more differentiated tailored style - sensitive to varying needs of the generations. Improving supervisor-nurse relationships is also critical, because of their impact upon nurses' use of intuition, perceptions of empowerment and affective commitment. Poor relationships lead to increased nurse replacement costs. 2011 Blackwell Publishing Ltd.
Source: Medline
Available in fulltext from Journal of Advanced Nursing at EBSCOhost

Attracting and maintaining the Y Generation in nursing: a literature review.

Author(s): Hutchinson, Dianne, Brown, Janie, Longworth, Karen
Citation: Journal of Nursing Management, 01 May 2012, vol./is. 20/4(444-450), 09660429


**Publication Date:** 01 May 2012  
Objective This paper explores the literature related to attracting the Y Generation (Y Gen: people born between 1980 and 2000) to the nursing profession and retaining them in our current workforce.  
Design A comprehensive review of the literature supported the need for further research. Three searches were conducted and all relevant literature was reviewed by each researcher. Literature included in the review was chosen based on specific search-term inclusion. Data sources Structured searches were conducted with no limitations on publication type, date or language. Search engines used included: Australian Family and Society, CINAHL, Expanded Academic, Google Scholar, Medline, ProQuest and PubMed.  
Results A critical review of the literature, particularly empirical work on the subject has informed decision making regarding the research questions that remain to be explored. Conclusions The literature revealed that the Y Gen is currently contributing to the nursing workforce demographics. Much discussion exists surrounding the integration of the Y Gen into the workplace along with the other three generations of nurses. There is also an abundance of descriptions of the Y Gen characteristics and values. There is, however, limited reference relating to what attracted this generation to nursing or what might retain them in the nursing workforce.  
Implications for nursing management The Y Gen is the largest generation to enter our workforce since the Baby Boomers. Health services need to recognize the needs of the Y Gen nurses and develop strategies to move the profession forward by preparing the current workforce and environment for a generation that is already here. The focus should be on their strengths with development made to structure a workforce that will support the Y Gen in their professional nursing role. Understanding what attracts the Y Gen to nursing, what managers can do to retain the Y Gen in nursing and how the nursing profession can support the Y Gen to assume a role in nursing and nursing governance will ensure that the retiring generation has left the nursing profession in capable hands.  
**Source:** CINAHL  
Available in fulltext from Journal of Nursing Management at [EBSCOhost](https://www.ebscohost.com)
the Affordable Care Act (ACA), changed consumer expectations, and public demands for transparency and accountability.

**Source:** EMBASE

Available in fulltext from *Frontiers of Health Services Management at EBSCOhost* Available in fulltext at *Frontiers of Health Services Management*; Collection notes: On first login to a ProQuest journal you will need to select 'Athens (OpenAthens Federation)' from Select Region, and then 'NHS England' from Choose your Library.

**Leading a multigenerational workforce: strategies for attracting and retaining millennials**

**Author(s):** Cahill T.F., Sedrak M.

**Citation:** Frontiers of health services management, 2012, vol./is. 29/1(3-15), 0748-8157 (2012 Fall)

**Publication Date:** 2012

**Abstract:** Over the past several years, leaders in healthcare have noticed an increase in generational tension among employees, most often focused on the attitudes and behaviors of the arriving millennials (generation Y). While these employee relations issues were a nuisance, they rarely rose to the level of a priority demanding leadership intervention. Some leaders, in fact, hoped that the issues would resolve themselves as these young employees settled in and learned that they had to demonstrate new behaviors to be successful in the workplace. Most organizations adopted this wait-and-see attitude. Not so today. As the boomer generation has begun its exodus from the workplace, organizations are increasingly looking at the millennials as not a problem but a solution to the workplace manpower transition that is under way. Our problem is that we don't yet know how best to lead such a diverse, multigenerational workforce. This article examines the generational topic and provides advice concerning a variety of changes that leaders may implement to advance their organization's ability to attract and to retain the millennials.

**Source:** EMBASE

Available in fulltext from *Frontiers of Health Services Management at EBSCOhost* Available in fulltext at *Frontiers of Health Services Management*; Collection notes: On first login to a ProQuest journal you will need to select 'Athens (OpenAthens Federation)' from Select Region, and then 'NHS England' from Choose your Library.

**Evaluating orientation preferences of the generation Y new graduate nurse**

**Author(s):** Lampe K., Stratton K., Welsh J.R.

**Citation:** Journal for nurses in staff development : JNSD : official journal of the National Nursing Staff Development Organization, July 2011, vol./is. 27/4(E6-9), 1538-9049 (2011 Jul-Aug)

**Publication Date:** July 2011

**Abstract:** A literature review was conducted to investigate the characteristics of new graduates and hospital environments that contribute to Generation Y new nurses' susceptibility to role stress and the characteristics of orientation programs that help them successfully overcome the phenomenon. Implications include deliberate preceptor pairings, presence of an advisor/mentor, and focus on professional development. These strategies may help improve retention of the Generation Y new graduate, reduce role stress, and foster empowerment.

**Source:** EMBASE

**Managing multiple generations: scenarios from the workplace.**
Beyond the classroom: Using technology to meet the educational needs of multigenerational perinatal nurses

Abstract: For the first time in history, there are 4 distinct generations of nurses working side by side at the clinical bedside: Veterans, Baby Boomers, Generation X, and Generation Y. All the generations have their unique personalities, beliefs, values, and learning styles. Approach to learning range from the traditional instructional method preferred by the Veteran's nurses to the more advanced technology (eg, Web-based, webinars, simulations, podcasts, and blogs) approach favored by Generation Y. Nurse educators and clinical nurse specialists must consider each generation's style of learning to best engage, stimulate, and promote transference and assimilations of new knowledge. This article briefly describes the generational learning style differences and explores alternative educational modalities to the traditional classroom instruction. Copyright 2011 Lippincott Williams & Wilkins.

Source: EMBASE

Talking about Y generation.

Abstract: Recruitment is often the key preoccupation of healthcare providers and governments in relation to workforce issues, but nurse retention is fast becoming a more pressing issue.

Source: CINAHL

Training the Millennial learner through experiential evolutionary scaffolding: implications for clinical supervision in graduate education programs

Abstract: They are the Millennials--Generation Y. Over the next few decades, they...
will be entering genetic counseling graduate training programs and the workforce. As a group, they are unlike previous youth generations in many ways, including the way they learn. Therefore, genetic counselors who teach and supervise need to understand the Millennials and explore new ways of teaching to ensure that the next cohort of genetic counselors has both skills and knowledge to represent our profession well. This paper will summarize the distinguishing traits of the Millennial generation as well as authentic learning and evolutionary scaffolding theories of learning that can enhance teaching and supervision. We will then use specific aspects of case preparation during clinical rotations to demonstrate how incorporating authentic learning theory into evolutionary scaffolding results in experiential evolutionary scaffolding, a method that potentially offers a more effective approach when teaching Millennials. We conclude with suggestions for future research.

**Source:** EMBASE
Available in fulltext at *Journal of Genetic Counseling*; Collection notes: On first login to a ProQuest journal you will need to select 'Athens (OpenAthens Federation)' from Select Region, and then 'NHS England' from Choose your Library.

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**Retaining Nurses and Other Hospital Workers: An Intergenerational Perspective of the Work Climate.**

**Author(s)** Lavoie-Tremblay M, Paquet M, Duchesne M, Santo A, Gavranic A, Courcy F, Gagnon S

**Citation:** Journal of Nursing Scholarship, 01 December 2010, vol./is. 42/4(414-422), 15276546

**Publication Date:** 01 December 2010

**Abstract:** This article describes and compares work climate perceptions and intentions to quit among three generations of hospital workers and nurses. Never before in history has the workplace comprised such a span of generations. The current workforce includes three main generations: Baby Boomers (born between 1946 and 1963), Generation X (born between 1964 and 1980), and Generation Y (born between 1981 and 2000). However, very little research has linked turnover among nurses and other healthcare workers to their generational profile. A quantitative study with a correlational descriptive design was used. 1,376 hospital workers of the three generations (with 42.1% nurses, 15.6% support staff, 20.1% office employees, and 22.1% health professionals or technicians), employed in a university-affiliated hospital, completed a self-administered questionnaire. They answered the Psychological Climate Questionnaire and a measure of turnover intention. Generation Y hospital workers obtained a significantly lower score on the 'Challenge' scale than did Baby Boomers. On the 'Absence of Conflict' and 'Warmth' scales, the opposite occurred, with Baby Boomers obtaining a significantly lower score than Generation Y respondents. If the nurse job category is taken separately, Generation Y nurses expressed a negative perception of the 'Goal Emphasis' scale, compared with Baby Boomers. The proportion of Generation Y nurses who intend to quit is almost three times higher than that of other hospital workers from Generation Y. The main reason given by workers from Generations Y and X who intend to quit the organization is their own career advancement. The main reason given by Baby Boomers who intend to quit is retirement. Retention strategies that focus on improving the work climate are beneficial to all generations of hospital workers and nurses. If generation-specific retention strategies are developed, these should focus on the three areas identified to have intergenerational differences: challenges, absence of conflict, and warmth. New nurses will benefit from strategies aimed at supporting their career advancement in the workplace.
Multigenerational workforce issues and their implications for leadership in nursing.

Author(s): Stanley, D

Citation: Journal of Nursing Management, Oct 2010, vol. 18, no. 7, p. 846-852, 0966-0429 (October 2010)

Publication Date: October 2010

Abstract: Literature review and analysis of the 4 generations currently working within nursing to identify needs and attitudes that nurse managers need to take into consideration. The characteristics and work behaviours of Veterans, Baby Boomers, Generation X and Generation Y are defined, and strategies for managing a multigenerational workforce are given. [(BNI unique abstract)] 39 references

Source: BNI

Being part of a multi-generational medical practice team

Author(s): Hills L.

Citation: The Journal of medical practice management : MPM, September 2010, vol./is. 26/2(94-98), 8755-0229 (2010 Sep-Oct)

Publication Date: September 2010

Abstract: What happens when you find yourself working in your medical practice every day with co-workers who are the ages of your parents or children? Do you find yourself reverting to age-related roles? Do you become exasperated with or bewildered by the values and behaviors of older or younger colleagues? This article explores the challenges and opportunities the medical practice staff member faces when he or she is part of a multi-generational medical practice team. It describes the tensions that often occur when a medical practice staff runs the gamut from those who remember using a library card catalog and those who can't remember the days before Google. It describes the core values, career goals, key formative events, and attitudes that may have shaped the thinking and behavior of the four generations that may work in the medical practice today: Traditionalists, Baby Boomers, Generation X, and Generation Y. It suggests preferred communication and learning methods for staff members of different generations. Finally, this article offers 10 best practices for working in a multi-generational staff and for creating a supportive multi-generational medical practice culture.

Source: EMBASE

Transformational leadership to promote cross-generational retention.

Author(s): Lobo VM

Citation: Canadian Journal of Nursing Leadership, 01 June 2010, vol./is. 23/2(21-31), 14819643

Publication Date: 01 June 2010

Abstract: As the current nursing shortage intensifies under the weight of an aging
population, retention of front-line staff is becoming paramount. Studies have consistently demonstrated that the leadership style of nurse managers plays a significant role to this end. This paper describes some of the challenges that managers encounter in their dealings with the contemporary multigenerational workforce - including the baby boomers, generation X and generation Y (the "millennials"). A review of research findings suggests the insufficiency of a single leadership approach to nurse management compared to more tailored generational strategies. Application of the transformational leadership model provides the background and tenets from which solutions are proposed for multigenerational management.

Source: CINAHL

**Generational differences among newly licensed registered nurses**

**Author(s)** Keepnews D.M., Brewer C.S., Kovner C.T., Shin J.H.

**Citation:** Nursing Outlook, May 2010, vol./is. 58/3(155-163), 0029-6554 (May 2010)

**Publication Date:** May 2010

**Abstract:** Responses of 2,369 newly licensed registered nurses from 3 generational cohorts - Baby Boomers, Generation X, and Generation Y - were studied to identify differences in their characteristics, work-related experiences, and attitudes. These responses revealed significant differences among generations in: job satisfaction, organizational commitment, work motivation, work-to-family conflict, family-to-work conflict, distributive justice, promotional opportunities, supervisory support, mentor support, procedural justice, and perceptions of local job opportunities. Health organizations and their leaders need to anticipate intergenerational differences among newly licensed nurses and should provide for supportive working environments that recognize these differences. Orientation and residency programs for newly licensed nurses should be tailored to the varying needs of different generations. Future research should focus on evaluating the effectiveness of orientation and residency programs with regard to different generations so that these programs can be tailored to meet the varying needs of newly licensed nurses at the start of their careers. 2010 Mosby, Inc.

Source: EMBASE

**The needs and expectations of generation Y nurses in the workplace.**

**Author(s)** Lavoie-Tremblay M, Leclerc E, Marchionni C, Drevniok U

**Citation:** Journal for Nurses in Staff Development, 01 January 2010, vol./is. 26/1(2-10), 10987886

**Publication Date:** 01 January 2010

**Abstract:** Generation Y nurses represent the new nursing workforce. This article describes a study examining the needs, motivations, and expectations of generation Y nurses at the start of their careers. New nurses, on average 24.1 years old in 2007, were interviewed. The generation Y nurses reported that recognition was a key motivator. Their needs are stability, flexible work schedules and shifts, recognition, opportunities for professional development, and adequate supervision.

Source: CINAHL

**Relationships amongst work values, job characteristics and job involvement in "net generation" nurses**

**Author(s)** Chen S.H., Chiou C.J.

**Citation:** Hu li za zhi The journal of nursing, April 2010, vol./is. 57/2(29-38), 0047-262X (Apr 2010)

**Publication Date:** April 2010
**Abstract:** BACKGROUND: Children of the so-called "net generation" began joining the nurse workforce from the mid-1990s. Studies on the characteristics of this generation have been done primarily outside of Taiwan, and results may not adequately reflect conditions in Taiwan due to cultural differences. PURPOSE: This study aimed to investigate the relationships amongst work values, job characteristics and job involvement in "net generation" nurses. METHOD: This study employed a cross-sectional design. A randomized sample of 370 nurses born between 1977 and 1985 working in a medical center or a community hospital in Southern Taiwan accepted our invitation to join this study. A structured questionnaire was used to collect data. RESULTS: (1) Variables including work values, job characteristics, head nurse leadership qualities, job structure and opportunities for in-service education all correlated significantly with job involvement. (2) Regression analysis showed work values, job characteristics, head nurse leadership and religious belief to be significant predictors of job involvement, explaining 22.6% of the variance. CONCLUSION: This study provides insights that may be of potential value to nursing administrators. We suggest that administrators adopt democratic management practices, build diverse learning methods, strengthen autonomy, completeness, and feedback, and provide appropriate work guidance for nurses to increase job involvement.

**Source:** EMBASE
Available in fulltext from Journal of Nursing at EBSCOhost
Generation Y talk about work-life balance: not so different after all?
L Cramer, M Parris, K Saville - … conference: the future of work and …, 2011 - dro.deakin.edu.au

Turnover intention among new nurses: A generational perspective
M Lavoie-Tremblay, M Paquet… - Journal for Nurses in …, 2011 - journals.lww.com