



# NEHIA/HFMA

## 2025 Compliance & Internal Audit Conference

### **Bridging the Gap: The Influence of Generational Communication Styles as a Compliance Professional**

Wednesday, December 3 - Friday, December 5, 2025  
Mystic Marriott Hotel, Groton, CT



December 3, 2025

# **Bridging the Gap: The Influence of Generational Communication Styles as a Compliance Professional**

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Presenters:

Beth Gutoff, Compliance & Privacy Officer, Elliot Health System

Heather Rousseau, Compliance & Privacy Program Manager, Elliot Health System

Donna Schneider, Compliance & Chief Privacy Officer, Brown University Health

Laura Carreiro, Manager of HR Service Delivery & Strategic Initiatives, Brown University Health

## Agenda

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- Learning Objectives
- Generational Norms Overview
- Compliance/Privacy Scenarios
  - Discussion of How Generational Norms Come into Play
- Questions & Sharing

## Learning Objectives

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1. Understanding the generational norms and what are the typical communication preferences associated with each norm.
2. Learning how communication, motivation, and expectations of results have influence by generational norms in different Compliance scenarios.
3. Take aways for the audience about how the Compliance professional can understand how to handle the risk level and conflict that might arise due to the generational norms.

# Generational Norms



# Generations - Defined

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“A group of individuals born and living within the same timeframe, whose perspectives and behaviors are shaped by shared life events, social trends, and cultural shifts.”

*From Brown University Health’s “Managing Multigenerational Teams” eLearning*

# Disclaimer

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Talking about generations may feel like we're stereotyping or profiling people- **this is not what this is about!**

Recognize the different **life experiences, drivers and expectations** for each generation that influence how they may operate in the workplace

Please use this information as a broad reference point vs. a rigid designation – **bridge the gap and find commonalities**

# 5 Generations in Today's Workforce

Generation	Year Born*
Traditionalists	1925 - 1945
Baby Boomers	1946 - 1964
Generation X	1965 – 1980
Millennials	1981 – 2000
Generation Z	2001 - 2020

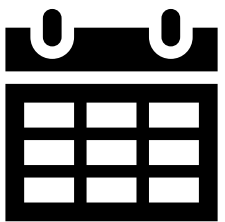
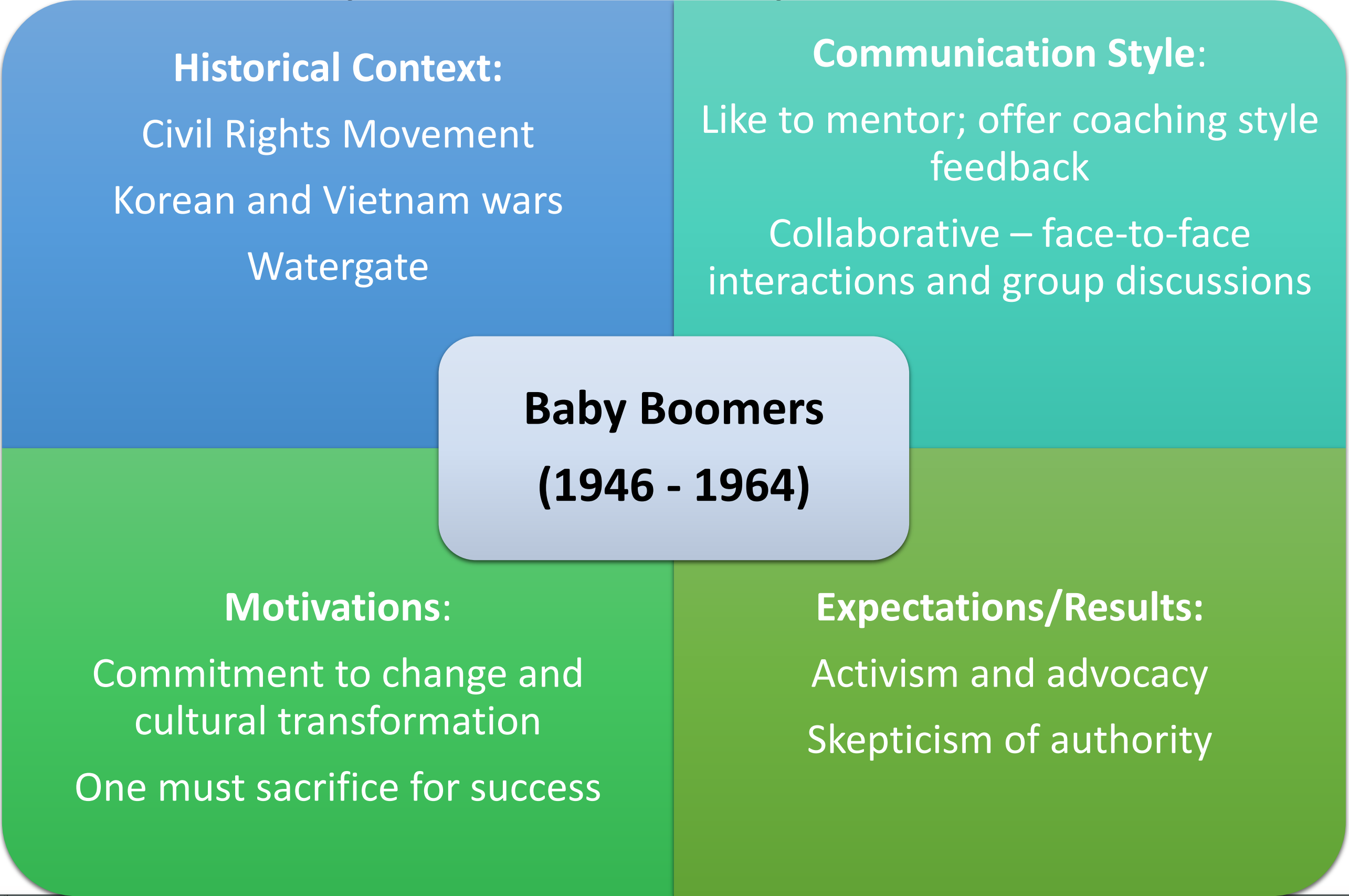
***\*Note: The range of years for each category may differ by geography due to the variety of events and trends throughout the world***



# Traditionalists (1925 – 1945)



# Baby Boomers (1946 – 1964)



**65% of  
Baby Boomers  
plan to work past  
age 65**



# Generation X (1965 - 1980)

## Historical Context:

AIDS epidemic  
Fall of Berlin Wall  
“dotcom boom”

## Communication Style:

Desire for immediate feedback  
Self-directed – prefer an e-mail chain until it has to become a meeting

## Generation X (1965 - 1980)

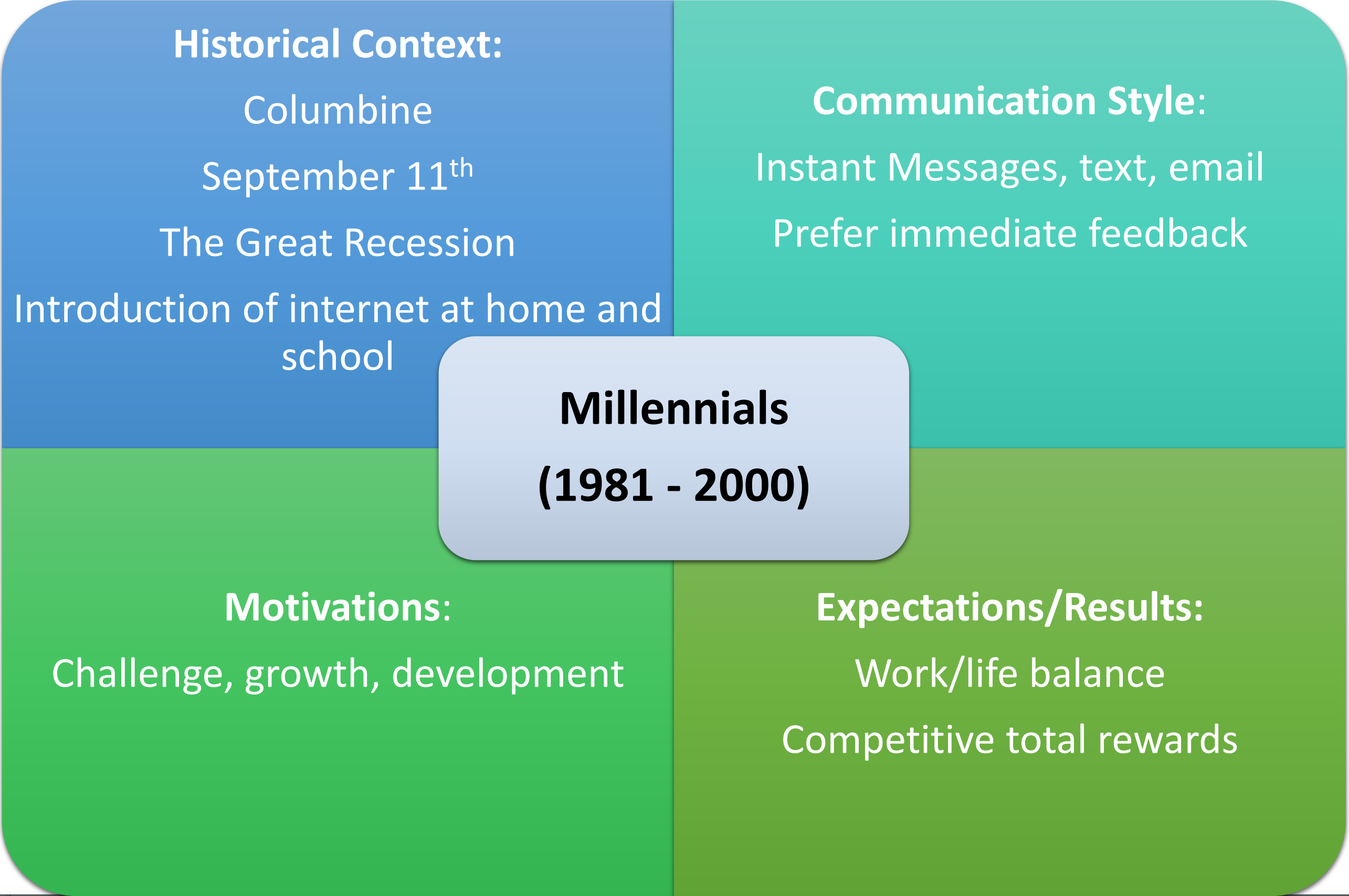
## Motivations:

Activism, global politics  
Entrepreneurship  
Civil rights movement  
Inclusive work environment

## Expectations/Results:

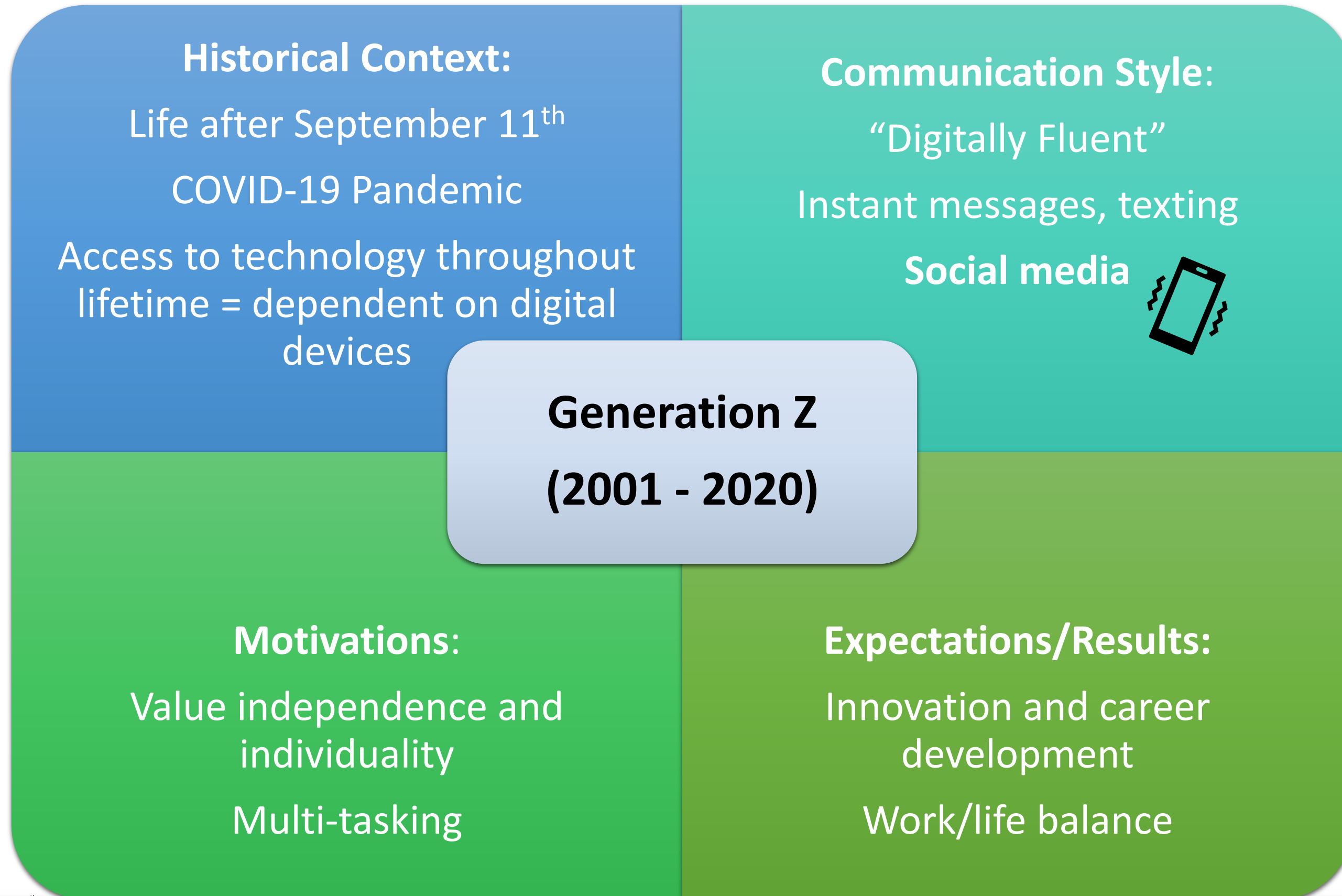
Work/life balance / flexible work arrangements  
Professional development opportunities

# Millennials (1981 - 2000)



**75% of the  
global workforce  
are millennials**

# Generation Z (2001 - 2020)



# Generational Communication Gaps

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- Preferences could be based on age instead of generation, life experiences, and may also evolve over the course of someone's career
- **Older generations may prefer phone calls and in-person meetings at work**
  - Most common method for majority of their career
  - Preferences in personal life may differ (e.g. texting, social media, What's App)
- **Millennials and Gen Z may prefer latest technology**
  - Succinct messages via text or instant message
  - Use of social media
  - Use of slang/abbreviations/acronyms vs. proper grammar
- **Off-work hours communications (available 24/7) vs. work/life balance (work hours only)**
- **We're all Gen Z in a way – desire to use latest technology**
  - Texting
  - Artificial Intelligence

# Scenarios

# Scenario #1 - Instagram Example

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- The Elliot Compliance Department received an email from an anonymous employee reporting patient PHI was posted to social media (Instagram) by another employee
- Beth does not currently have an Instagram profile or account
- Beth requested support staff - Heather to investigate the report



# Scenario #1 - Instagram Example Cont.



## Heather's thoughts:

- Access to the employee's Instagram account would be helpful in this case to investigate the following:
    1. To confirm if there is a post with patient PHI and/or to confirm if deleted.
    2. How many followers does this employee have on their Instagram account?
- \* "Followers" means the number of people that can view/see the post with PHI that the employee posted to their Instagram account.
3. Does the employee have a "Public" Instagram account vs. "Private" account?
- \*This is important to know as a public account means anyone with an Instagram account can view/see this post vs. a private account which means only individuals that were "accepted" as "followers" by the employee can view/see this post.

# Scenario #1 - Instagram Example Cont.



4. Did the employee add hashtags (#) to the post?

\* Hashtags are words followed by the symbol # that categorize and track content (specific topics) on social media (**ex. #nurse, #health, #wellness, #fitness**). Hashtags will link posts and make more readily viewable to those that are following these topics regularly and/or will come up when someone does a "search" for these topics.

## Heather's findings:

- The employee had approximately 200 followers
- The account was Public
- Hashtags were used (five different hashtags)



# Scenario #1 - Instagram Example Cont.



- Heather provided findings to Beth



- Collaboration on investigation and next steps with Human Resources.  
\*Request to have post deleted from social media immediately

# Scenario #2 – Investigation & Reporting to Board

**Scenario** – You have been working on a large investigation under attorney client privilege which is now going to involve a disclosure to a government agency, and a significant refund.

- **Your gut is telling you that you should inform the Chairman of the Audit Committee.**
- **That individual may have a style in which to approach them. How do you decide the matter in which to communicate?**
  - Should you call them and set up a meeting?
  - Should you email them and copy legal as the matter is under attorney client privilege?
  - Should you text them and ask them for time on their calendar?

# Scenario #2 – Investigation & Reporting to Board (cont.)

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- Reporting period; 60 days to ensure effective communication across departments to meet deadline.
- Certain communication preferences and styles may not be timely (ex. need senior leadership to respond to a question; email may work for some, or phone calls may work for others).

# How do we bridge the communication gap?

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- Right mindset
- Tailor communication to the individual
  - Managing up/down/across
- Communications training/establish norms
- Create psychological safety
- Be a role model



# QUESTIONS





# References

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