

NETWORKNEWS

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The Health Care Workplace in Crisis - What to Do

The deteriorating work experience of health care workers threatens the viability of the health care sector.

That's the starting point for a new paper from CPRN.

Recent surveys show health professionals are the least likely of all occupations to describe their work environment as healthy. Their job satisfaction is also below the national average.

The reasons are manifold: poor labour relations, a low level of trust and commitment between employees and employers, high workload, lack of control over work, psychological distress and burn-out, and some of the highest rates of job absence due to personal illness or injury, to name a few.

Doing something to change the situation is the focus of **Creating High-Quality Health Care Workplaces**, a CPRN discussion paper. The report is the work of a multi-disciplinary

team: Graham Lowe and Grant Schellenberg of CPRN's Work Network, Mieke Koehoorn of the University of British Columbia and the Institute for Work and Health, Kent Rondeau of the University of Alberta and Terry

health care workers today impedes recruitment and retention of essential staff and undermines the provision of effective patient care. A context of cutbacks, restructuring and demographic change makes the need for action all the more imperative.



Wagar of St. Mary's University. The paper also incorporates the input from a roundtable of experts from the health care sector held in October, 2001.

The Canadian Health Services Research Foundation, the Change Foundation and Health Canada provided funding for this project.

The authors argue that the negative work experience of

The Canadian Nurses Association predicts a shortage of 60,000 nurses in Canada by 2011. That's 25% of the current nursing labour force. The College of Family Physicians of Canada sees a shortfall of 6,000 family physicians by the same date. Technologists, therapists, audiologists and speech pathologists will also be in short supply.

In this issue

- Health Care Workplace in Crisis 1
- Toward a New Social Contract 2
- A Champion for CPRN 3
- LMPC Conference 4
- Knowledge Transfer 4
- Canada's Diversity 5
- Labour Policy 5
- On the Net and In the Media 6
- People 6
- Sponsor Corner 7
- President's Commentary 8

CPRN is a national not-for-profit research institute whose mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians, in order to help build a more just, prosperous and caring society.

Toward a New Social Contract

“We cannot afford to ignore today’s poor working conditions if we want to avoid that future,” says Grant Schellenberg, Director of CPRN’s Work Network, “The question guiding this paper is; What are the key ingredients of a high-quality work environment in Canada’s health care sector, and how do we get there?”

Drawing on the insights from a variety of research streams, the authors demonstrate that the conditions that contribute to motivated, committed, knowledgeable and well-resourced employees are also those that guarantee optimum organizational performance. “We call this a *virtuous circle*,” says Schellenberg. “A workplace culture that pays attention to the psychosocial and physical hazards of the work environment, and a job design that fosters a high degree of participation and control over one’s work, quality relationships with colleagues and supervisors and the opportunity to develop skills, are vitally linked to improved patient and organizational outcomes.”

Schellenberg says that recognizing their common interest in improving the work environment is crucial to cooperation in achieving that goal among the more than 30 health care occupations and professions, unions, managers and others involved in the complex health sector.

The discussion paper presents a series of recommendations targeting ministers and public policy makers, unions and professional associations, and managers. It also identifies areas for further research.

“Our recommendations call for a new vision of health human resources built around recruitment, retention, staff development, and quality of work life. They treat employees as assets to be nurtured, rather than costs to be

controlled,” says Schellenberg. “Progress depends on all players being committed to this vision.”

The idea of a *social contract* is an old and useful one. It goes back more than three centuries to political theorists like Hobbes, Locke and Rousseau. The term captures the implicit understanding among citizens about their obligations to each other and to the state, and what they can expect from each other and the state in return.

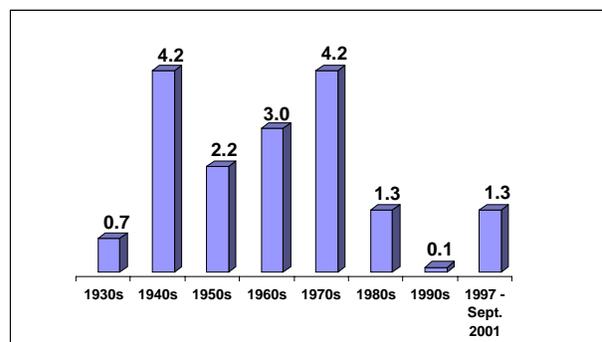
Clearly, while this social contract may be widely observed, there will be differences of opinion regarding its details. Such differences will grow in times of social, cultural and economic flux. The social contract may be so undermined by events that a reliable consensus is no longer in evidence. Then, it’s time to rebuild that consensus for a new context.

This is the subject of a speech by Judith Maxwell, to the Annual Conference of the Association of Canadian Pension Management in Calgary. In ***Our Promise to Canadians in the 21st Century: Social Health or Social Deficit?***, Mrs. Maxwell points to the changes that have taken place since the days when the post-war social contract in Canada created a strong synergy between economic and social policies.

Developments of the past two decades have undermined that consensus. Maxwell shows how efforts to put Canada’s fiscal house in order have led to individualization of risk and a growing reliance on markets to determine who has more, who has access and who is excluded. The idea of self-reliance has drowned out that of collective responsibility. The old underlying consensus has been shaken. It’s time to rebuild.

With our economic house in better shape there is new room to manoeuvre. We can seek a new synergy between economic and social policies, one that addresses the growing dichotomy in the new economy between the creation of immense wealth and greater social distress. Maxwell urges us to re-think our core principles, especially regarding education, the family and employment, and come up with a new set that ensures all citizens have the capacity for self-reliance.

Growth In Real Disposable Income Per Capita*



*Compound annual growth rates, Decades are 1930-39; 1990-99 etc; 1997-September 2001 assumes January-September 2001 is an annual average for the purposes of calculation. Source: Statistics Canada

Campaign News: A Champion for CPRN

When Courtney Pratt volunteered to chair the board's campaign committee, we knew we had our champion. Besides a successful career as a corporate leader, Courtney has extensive experience raising money for and working with non-profits.

Courtney was appointed President and CEO of Toronto Hydro Inc. in Spring 2001. He previously held



executive positions with Hydro One Network Services, The Caldwell Partners and Noranda Inc. He is also past chair of the campaign of the United Way of Greater Toronto, which raises over \$70 million annually and past chair of the Centre for Philanthropy's Imagine Campaign. He is a director of the Learning Partnership, which promotes business and education partnerships to improve the quality of public education in the Greater Toronto Area, Career Edge, a private sector funded initiative to help address the problem of youth unemployment, and The Toronto Hospital. Courtney joined CPRN's board in June 2000.

Courtney knows what can be accomplished when you bring the corporate community and other interested individuals together with a non-profit that is making a difference.

As chair of the campaign committee, Courtney's responsibility is to provide strategic direction and leadership for a national fundraising campaign to raise CPRN's profile and fund its work.

NetworkNews spoke to Courtney recently to find out more.

NN: How and why did you get involved with CPRN?

CP: I first got involved with CPRN when I was at Noranda. We supported the innovative research on the workplace and I was very impressed with the results. When I was asked to join the Board, I saw it as an opportunity to make a contribution to an important Canadian institution, to work with some great people, and to learn. And, of course, the clincher was that Judith Maxwell asked me to do it.

NN: Why did you take on the role of Chair of the Campaign Committee for CPRN?

CP: Given my experience in fundraising, it was obvious that this was the area in which I could make the biggest contribution to CPRN. It was also clear that the Board and senior management were serious about the fundraising effort and about putting the necessary resources behind it.

NN: Why is it important to support CPRN?

CP: Canada's future depends on organizations like CPRN. High quality independent research on economic and social policy issues has never been so important. Canada is now operating in a global market, which brings new opportunities and risk for this country. CPRN's research is designed to help Canada take advantage of the opportunities without losing what makes us unique. We need CPRN's creativity and leadership to help shape the Canada we want for our children and future generations.

As a director of CPRN I have witnessed first hand the excellent research, effective networking and valued neutral space CPRN is

recognized for. Encouraging private sector partnerships is a natural next step that will help ensure CPRN's independence and flexibility in its research endeavours.

NN: What does CPRN plan to do with the funds it raises?

CP: The top priority is to increase CPRN's research capabilities. We want to establish a number of research Fellows. These Fellows, who can be named in honour of the primary funder, can be dedicated to a particular area of research. Fellows in work policy, citizenship, health policy and public involvement are just a few examples. The Fellows can be funded for a three to five year period at different levels - \$50,000, \$75,000 or \$100,000 a year.

We are also establishing the *President's Innovation Fund* – a fund that will enable CPRN to respond to emerging issues and initiate groundbreaking work it deems essential for the future of Canada. The funds will be allocated at the discretion of the President of CPRN.

Donations at all levels are encouraged. We are also open to exploring particular projects with donors and research endeavours of mutual interest.

I am very fortunate to have a group of experienced and committed committee members as well as full support from CPRN's Board, Judith Maxwell, our President and Pam Miles, the Vice President of Development. This is definitely a team effort.

I'm terrifically encouraged by the response we have received in our initial meetings with corporate leaders. They appreciate the role a think tank

like CPRN can play in the future of Canada. They know that investing in CPRN will bring "Fresh Ideas for Canada's Future"

Campaign Committee Members

Purdy Crawford, Honorary Chair
Courtney Pratt, Chair
Jalynn H. Bennett
Jim Dinning
Arthur Kroeger
Judith Maxwell
Mary Mogford
Michèle Thibodeau-DeGuire

Active Labour Market Policy in Canada

A Conference Hosted by the Canadian Policy Research Networks and sponsored by Alberta Human Resources and Employment – Edmonton, Alberta, February 22-23, 2002

In 1996, Ottawa entered into negotiations with the provinces and territories to establish partnerships for the delivery of active labour market measures. Alberta was the first province to sign an LMDA in December, 1996, followed shortly by most other jurisdictions.

Training and skill development, business start-up assistance, career information and job search and placement supports are some of the ways Canadians get help to strengthen their position in the job market.

This conference provided an opportunity to take stock of the LMDA experience and share best practices. Six sessions featured speakers from a wide variety of backgrounds:

- (1) *The Changing Context of Labour Market Policy* – international, national and provincial perspectives on the likely impact of trends, such as technological change, globalization and demographics, on active labour market policies in the next decade.
- (2) *Lessons Learned from the LMDAs* – provincial and federal perspectives on lessons learned from the LMDA experience.
- (3) *Training and Skill Development: LMDA and Other Initiatives* – an examination of both LMDA-supported programs and other training and skill development initiatives, with examples of innovative programming.
- (4) *Achieving Full Labour Market Participation* – the perspectives of Aboriginal people, social assistance recipients and persons with disabilities on challenges to labour market participation.
- (5) *Indicators Used to Assess Labour Market Outcomes* – international, national and provincial experiences with indicators and evaluation criteria.
- (6) *Future Challenges and Directions for Labour Market Policy* – government, business and labour representatives will discuss future challenges and directions for active labour market policy in Canada.



Hon. Clint Dunford, Minister, Alberta Human Resources and Employment, delivers the opening remarks.

Knowledge Transfer - A Crucial Step

We've come a long way from the days when researchers could ignore their potential audiences or didn't have to concern themselves with assessing the impact of their research on decision makers and the public at large.

Today, all sophisticated research proposals address knowledge transfer and funders demand details of plans to involve target audiences in the research, from the design stage to its dissemination and the evaluation of its impact.

The Director of CPRN's Health Network, Catherine Fooks, recently spoke to this topic at the "Health Data, Evidence and Policy: Working Toward a More Informed System" conference, sponsored by the Institute for Clinical Evaluative Sciences (ICES), the Ontario Health Intelligence Unit Program (HIU), CIHI and the Ontario Ministry of Health and Long-term Care.

Her presentation, *Knowledge Transfer in Practice*, traces the evolution of the knowledge transfer (KT) concept in Canadian health services research organizations over the past 15 years. Fooks begins in the late 1980s, when KT was largely seen as a one-way communications issue, designed to raise profile. She traces its development through increasingly sophisticated forms, that emphasize growing involvement of researchers with decision-makers (as equals) and with members of the general public. That involvement is expanding to all stages of research, from conception to publication and feedback phases.

She makes the case that while we may have progressed in terms of understanding the need for the KT function, there is still some distance to go to demonstrate its effectiveness. Specific resources may be allocated to KT, but issues such as appropriate training for the practice of KT, the best way to integrate the public interest component of Boards, and an accurate assessment of the impact of KT need further attention.

Strengthening Canada's Diversity

Unity through diversity. It's a recipe that has served Canada well, and it is one that sets us apart from our neighbour to the south. Canadian history is not without its examples of forced assimilation. Just ask Canada's original peoples.

In recent decades, however, a set of policies and practices have emerged that respect and foster pluralism. Jane Jenson, Director of CPRN's Family Network, and Martin Papillon, Family Network Research Associate, describe these together as Canada's "diversity model" (see their paper, *The "Canadian Diversity Model": A Repertoire in Search of a Framework*, available on our Web site).

Underlying that model is the conviction that there is a strong link between the attachment of Canadians to this country and its

pluralism. Recently, in a visit to Ottawa, the Agha Khan described Canada as "a model for the world" in this regard. However, events of the past several months have put our



commitment to diversity to the test, some would say even placed it at risk.

In "Time to Strengthen Canada's Commitment to Diversity", a commentary published in the *Toronto Star*, Jane Jenson describes the ingredients of Canada's "diversity model" and what it needs to work effectively. She shows why the recent Agreement between Quebec and the Cree of Northern Quebec, which governs future development on Cree lands, is an important example of the diversity model at work. The principles underlying that successful accord, she suggests, can be applied elsewhere.

Jenson argues that Canadians need to be as concerned about the health of our democratic institutions as we are about border security or new security laws, if we are to maintain an environment within which the country's different communities can thrive together.

Labour Policy for the 21st Century – Two Perspectives

If you build "human capital", it is said, they will come.

In today's knowledge-based economy, the accent is on investing in people, in the country's stock of human capital, if you will. That's because other forms of investment in the New Economy increasingly depend on the availability of a reliable supply of highly skilled and adaptable knowledge workers. Human capital is the new economic magnet.

Graham Lowe, then Director of CPRN's Work Network, and Denis Saint-Martin, Research Associate in CPRN's Family Network, spoke to the federal Minister of Labour's roundtable on labour policy and human capital last November. In his presentation, *Is Human Capital(ism) Making Labour Policy*

Obsolete?, Saint-Martin points to the lack of fit between recent revolutionary changes in markets and technology and traditional institutions and policies that are "path-dependent" (designed for change within familiar assumptions). Saint-Martin says that the goal of "more jobs" gives way to the goal of "better jobs", when labour policy recognizes that the quality of work is the vital link between economic and social goals, between competitiveness and cohesion.

Watch for a new paper on these themes, *Welfare State Redesign and Social Citizenship*, by Jane Jenson and Denis Saint-Martin, due this Spring.

In *Employment Relationships as the Centrepiece of a New Labour*

Policy Paradigm, Graham Lowe argues traditional public policy approaches workplace issues via occupational health and safety, employment standards, employment and pay equity, and labour legislation. As a result, major changes in the world of work – in employment relationships and work arrangements – are not being addressed.

The quality of employment relationships (employer to employee, colleague to colleague) affect everything from job satisfaction and work/life balance to productivity. This makes today's workplace, according to Lowe, a vital site for reaching multiple policy goals.

On the Net and In the Media

Visitors to CPRN's main Web site (www.cprn.org) downloaded almost 360,000 copies of CPRN publications in the past 12 months. Current "best-sellers" include **Work-Life Balance in the New Millennium**, by Linda Duxbury and Chris Higgins (14,095 copies), Sholom Glouberman's **Towards a New Perspective on Health Policy** (10,798 copies), **Quality of Work/Quality of Life**, a presentation by Graham Lowe (9,403 copies), Judith Maxwell's **Toward a Common Citizenship** (8,045 copies) and Merrill Cooper's **Housing Affordability: A Children's Issue** (7,814 copies).

The Work Network's flagship site on workplace quality (www.jobquality.ca) has had more than 23,000 visitors since September of last year and visits are up 30% on a monthly basis.

CPRN's publications and activities have had good coverage in the mass media, with more than 300 mentions in the past six months. Judith Maxwell was in demand for interviews on **Radio Canada's TV News** network, **RDI** and **Radio Canada TV, Edmonton**, on the Mazankowski report on Alberta's health care system, an New Years op-ed in the **Toronto Star**, and for articles in the **Calgary Herald** (on pensions) and the **Belleville Intelligencer** (on the federal budget). Mrs. Maxwell discussed the public hearings of the Romanow Commission in news stories in the **St. John's Telegram**, **Edmonton Journal**, **Fredericton Daily Gleaner**, **Halifax Chronicle Herald**, **Amherst Daily News** and on **Broadcast News**. She was also panelist on **TVOntario's Studio 2** on the census. Finally, she broke new ground as moderator of an e-dialogue on social capital linking panelists with on-line participants across the country.

Karen Jackson, Director of the Public Involvement Program, discussed the Romanow Commission's public dialogue initiative in stories in the **Ottawa Citizen**, **National Post**,

Saskatoon Star Phoenix, **Cobourg Daily Star**, **Port Hope Evening Guide**, **Prince Albert Daily Herald**, and **Montreal Gazette**.

Jane Jenson, Director of the Family Network, appeared on **CBC Radio's The House**, regarding the impact of September 11th on Canada's commitment to diversity. Jane was also interviewed for a new film, **Baby Crash**, on the falling birth rate. **Fort McMurray Today**, **Saint John Telegraph-Journal**, and **New Brunswick Telegraph-Journal** covered Caroline Beauvais' report on youth participation in structured recreation. Family Network Research Associate, Denis Saint-Martin, had an op-ed piece in **La Presse** (on political ethics), and an article in **Le Monde** (e-government). Fraser Valentine was featured in stories in the **Toronto Star (2)**, the Vanier Institute's, **Transition**, and on **CITY TV** (children with disabilities).

In the Work Network, the **Toronto Star**, **Halifax Chronicle Herald** and **Halifax Mail Star** ran columns of the national Roundtable on Learning. The **Saint John Telegraph-Journal** and the **New Brunswick Telegraph-Journal** covered Graham Lowe's PISA literacy background. A paper on healthy health care workplaces, by Graham Lowe, Grant Schellenberg and others, produced stories in the **Globe and Mail**, **Edmonton Journal**, **Calgary Herald**, **St. Catherines Standard**, **Chatham Daily News**, **Kimberly Daily Bulletin**, **Cranbrook Daily Townsman**, **Amherst Daily News**, **Portage La Prairie Daily Graphic**, **Radio CKLW Windsor**, **Broadcast News**, **Canada.com** and columns in the **Toronto Star**, the **Cambridge Reporter**, the **London Free Press**, **Ottawa Sun**, **Calgary Sun**, and **Toronto Sun**.

The **Vancouver Sun**, **Ottawa Citizen**, **Prince George Citizen**, and the **Globe and Mail** ran stories on Lowe and Schellenberg's, *What's a Good Job?* Schellenberg appeared in the **Globe and Mail** (on contracting).

There were stories in the **Globe and Mail**, **Kelowna Daily Courier**, **Alberni Valley Times**, **Costco Connection**, and the **IDRC newsletter** on Duxbury and Higgins' study on work-life balance. Finally, *jobquality.ca*, got favourable mention in the **CGA newsletter** and the Centre for Industrial Relations' **Weekly Work Report**.

PEOPLE

On the research side we welcome **Lynda Becker**, Project Manager, Family Network, **Kathryn McMullen**, Senior Research Analyst, Work Network and **Leslie Siedle**, Research Associate, Family Network. On the administration side we welcome **Alice Boame**, Accounting Clerk, **Cheri Stewart**, Human Resource Consultant and **Lee MacPherson**, Financial Assistant.

We said goodbye to our colleagues **Joanne Lauzon**, Contract Administrator and Human Resources Officer, **Monique Strathern**, Controller and **Corey Ann D'Aoust**, Receptionist/Clerk.

Work Network Director, **Grant Schellenberg** shows off his new son, Marc Alexander.



Expect more research on work/life balance from Grant!

Sponsor Corner

Bell Canada, Canada's national leader for communications in the Internet world, provides connectivity to residential and business customers through wired and wireless voice and data communications, high speed and wireless Internet access, IP-broadband services, e-business solutions, local and long distance phone and directory services.



With about 45,000 employees, it was only fitting that **Bell Canada** is a sponsor of two Work Network projects: *Quality of Employment Indicators* (www.Jobquality.ca) and *Gender and Employment Relationships*.

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*CPRN is pleased to announce the appointment of **Jim Dinning** to CPRN's Board of Directors.*

Jim Dinning serves as TransAlta's executive vice-president, Sustainable Development & External Relations. In that role he is responsible for the company's environmental health and safety activities as well as corporate communications

Prior to joining TransAlta in 1997, Mr. Dinning held several key positions during his 11 years as a member of the legislative assembly in Alberta. Of note is Mr. Dinning's service as provincial treasurer from 1992 to 1997. He also served as Alberta's minister of education (1988-92) and minister of community & occupational health (1986-88).

Mr. Dinning received a bachelor of commerce honours degree from Queen's University in 1974 and a master's degree in public administration from Queen's University in 1977.

Mr. Dinning is a director on the boards of Finning International Inc. and Shaw Communications Inc. He is the chairman of the Canadian Clean Power Coalition and serves on the boards of the Alberta Energy Research Institute and The Banff Centre. Mr. Dinning served as the chair of the Calgary Health Region (1999-2001).

Mr. Dinning is married, has four children and resides in Calgary.

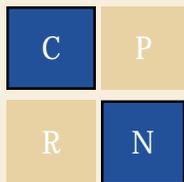
TransAlta is Canada's largest non-regulated electric generation and marketing company, with more than \$7 billion in assets and 9,000 megawatts of capacity in operation or under construction. As one of North America's lowest-cost operators, our growth is focused on developing coal- and gas-fired generation in Canada, the U.S. and Mexico.



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Tending the Beanpole Family

A first peek at the 2001 census depicts a new family structure. In 2001, the average woman was bearing 1.5 children, down from an average of four in the 1950s. Not only are families smaller, but men and women are living longer. The result is the beanpole family.

The beanpole family structure is long and thin. Each generation includes one or two people, and many generations co-exist. It is not unusual now for a child to know his great-grandmother. She is likely to be the only survivor in her own generation, and she may now have only one or two living children and a few grandchildren.

This means that families are more vulnerable to the effects of divorce, illness, job loss, or other personal setbacks than extended families would be. Here are some examples.

- Working women. The family's capacity for mutual care and support for young, old, and infirm is highly constrained. When illness strikes or a child is born, women who leave work or cut back on their hours to provide care make a significant sacrifice of income and future earning power.
- Access to child care. When child care places are in short supply, many young people calculate the costs of caring for a child, and decide to remain childless.

- Double incomes. When professionals marry other professionals, and high school grads marry other grads, income distribution becomes more polarized.
- Mobility. When even one family member moves far away, older generations can be left stranded with no kin nearby to provide companionship or care.
- Advanced education. Acquiring the education that is key to success can take a decade,

building social infrastructure. The census headlines in March talked about an ageing society. To many, this conjures up images of a crisis in health care and in pensions. Indeed, we do need to plan for those pressures, but just as important will be the investments we make in those precious children born in the 1990s and 2000s. Their ability to learn, work, and parent during their adult lives will determine the ability of the Canadian economy to generate wealth and take good care of the ageing baby boomers.



This interdependence also points to a changing role for the state. Beanpole families need access to a robust social infrastructure. For example, they will depend on governments or community organizations to provide reliable services such as child care, home care, recreation, and public transportation.

Families will have to pay for these services, either out of their own pockets, or collectively through the taxes they pay. The problem is, markets do not necessarily produce these services at a time, place and price that families can access.

As the guardians of the well-being of current and future generations, governments cannot ignore the implications of falling birth rates and beanpole families.

meaning that young people do not get their first "career" job until their late twenties. They depend on their parents far longer, and often begin their careers with a lot of student debt.

This new family structure has important consequences for the way we think about the interdependence across generations and about the role of the state in