



CHALLENGE

One of the key challenges was to create a curriculum team that was a true partnership between the L&D department and the clinical nursing leadership. At the beginning of the program, a larger advisory group was formed. This involved multiple design team meetings over the course of a year.

- **BUSINESS CHALLENGE**
Learning & Development (L&D)
- **INDUSTRY**
Healthcare
- **NUMBER OF LEARNERS**
930
- **L&D STRATEGY**
Blended Learning

FROM HIGH TURNOVER TO ENGAGED LEADERS

Providence St. Joseph Health (PSJH) sought to address turnover and talent attraction issues by training nurse managers effectively without disrupting workflow. They aimed to elevate leadership skills, reduce turnover, and boost caregiver engagement.

It was imperative that nurse managers viewed the program as both valuable and relevant to their practice. The only way to achieve this was through close collaboration with nursing leaders, whose involvement was critical to the program's success.

Additionally, the delivery had to be flexible enough to meet the needs of the busy nurse managers, who were already stretched thin.

SOLUTION

PSJH addressed nurse manager turnover with a five-month blended learning program focusing on leadership development. The program combined online modules with four in-person workshops. The Intrepid platform offered pre- and post-workshop activities to fuel continued learning and peer support.

Key skills targeted included communication, goal setting, team management, coaching, and conflict resolution. Nurse managers practiced and reflected on these topics within smaller cohorts, both online and in-person. Applying learning to real-world scenarios was encouraged through "Missions"—tasks designed to implement new skills on the job and share the experience with others.

This collaborative initiative between PSJH's talent management and nursing institute aimed to equip nurse managers with the leadership skills needed for career advancement, ultimately reducing turnover and fostering a more engaged healthcare staff.



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RESULTS

Providence St. Joseph Health used a multi-phased assessment approach to track the ROI and impact of the program. This included evaluations to determine the immediate reaction to the program, pre- and post-surveys to assess the response to the learning, follow-up surveys to track growth, data to track turnover rates, and patient experience surveys to gauge the changes in the organization.

The results of the pilot were very positive, with participants giving the following evaluations:



Nurse managers rated the overall quality of in-person sessions a score of 4.75 out of 5.



Program participants rated the direct application of content to the job at 4.85 out of 5.



In terms of how strongly participants would recommend the content to other nurse managers, the result was 4.95 out of 5.



Nurse managers' comfort levels with using leadership skills before the new program averaged 2.75. After program completion, this rose 1.15 points to an impressive 3.9 out of 5.



The nurse managers' improvement in knowledge acquisition rose from a 2.75 average before the program to 4.25 after completion.

“[The nurse manager] demonstrates more confidence in her management style and in accountability of her actions. She has greater insight into her opportunities and is actively working toward improvement.”

Feedback from one-up manager

