

From burnout to breakthrough: A transformation in Nursing leadership

Intro

Following the pandemic, healthcare workers across the globe experienced burnout and compassion fatigue, leading many to early retirement and career changes. Facing a tight, industry-wide labor supply shortage in nursing, as well as rising recruitment and staff retention costs, a leading global healthcare organization recognized that, to provide patients with the best care, they needed to ensure the safety and well-being of their staff. To achieve this, developing internal nursing leadership became an essential task.

The solution

The organization collaborated with BTS to create a customized program that would enable the organization's nurses and leaders to build resilience, develop leadership skills, and ensure high-quality patient care to drive alignment and continued success.

Over the course of two months, BTS and the organization strategized a program design that would deliver these outcomes. First, the project team interviewed both the business and nursing leaders to identify the critical objectives, mindset shifts, and expected metrics. After establishing behavioral needs, a customized simulation was created, modeled after the organization's specific culture and business dynamic.

The simulation enabled nurses to:

- Develop leadership skills.
- Build resilience and self-awareness.
- Bridge mindset gaps and traps.
- Strengthen teamwork.

By practicing the new behaviors in a safe environment, nurses would learn to improve patient experience, clinical safety, and effectively manage risk.

During the development phase, the simulation underwent comprehensive testing for consistency, accuracy, and to gather feedback from the organization's leaders.

- The program was **delivered** virtually over two-and-a-half days, featuring four-hour sessions on each day. Cohorts were limited to 30 participants, who were sorted into five diverse teams. Due to industry urgency, all nursing leaders were required to participate.

The experience included:

- **Pre-work:** Participants read a case study to establish the background information, roles, and metrics of the simulated environment.
- **Kick-off meeting:** Held over Zoom.
- **The simulation:** Hosted on BTS internal platform, offering realistic scenarios that sparked healthy competition and teamwork. Teams worked through six highly realistic hospital scenarios, making decisions to achieve the highest metrics and "win" the simulation.
- **Feedback sessions:** Facilitators discussed the challenges teams faced in the simulation and reviewed the consequences of the teams' decisions, highlighting takeaway lessons participants could implement back on-the-job.
- **Go-Dos:** Actions for on-the-job learning, reinforcing desired behavioral changes in an actionable manner without overwhelming nurses with extra work.
- **Six-week post-program check-in:** Facilitators held calls to discuss implementation insights and challenges, fostering accountability for Go-Do completion.

Results

The gamified aspect of the simulation followed by Go-Dos not only increased engagement but allowed for visible progress. Employees felt supported by management and were inspired with new mindsets to overcome post-pandemic fatigue.

Evidenced by post-program cohort surveys, the simulation's impact was measured by:

- Overall experience rating — 4.8/5.
- Net promoter score — 91 percent.
- Testimonials and reflections.



Testimonials

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"We were able to discuss the challenges faced in various hospitals and get ideas to solve the issues."

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"Fantastic moments and realistic dilemma options that allows us to really reflect on our choices."

Go-Do Reflections

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"Practicing listening skills has helped to keep the dialogue open. Staff are more willing to bring out discussion points freely. Listening intently allows me to understand the information being presented to me, and not make a decision at midway of the conversation. **Staff feel that they are heard. I have learnt to refrain from the temptation of jumping to conclusions or forming opinions about what is being said. Use the coaching methodology instead of being prescriptive.**"

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"I managed to meet my Nurse Manager and staff on the ground daily and spend at least one to two hours with them. We had a great discussion and I listened to the problems the Nurse Manager was facing with staffing constraints—high turnover of staff and managing junior nurses. I worked with her to **manage the staffing issues, and the Nurse Manager and staff fed back to me that they appreciate my time and efforts spend with them.**"

As a result of their collaboration with BTS, the organization was able to support participants in solidifying desired mindset shifts, leveraging a complex hospital ecosystem to inspire confidence, collaboration, and the future of nursing leadership.

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